Stratford
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City of Stratford

2026 Mayor's Budget



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CITY OF STRATFORD
2026 MAYOR'S BUDGET
GENERAL INFORMATION

Contact Information:
For further information regarding the City of Stratford's 2026 Mayor's Budget, please contact the following:

Karmen Krueger, Director of Corporate Services/Treasurer
Email: kkrueger@stratford.ca
Phone: 519-271-0250 ext. 5201

André Morin, Chief Administrative Officer
Email: amorin@stratford.ca
Phone: 519-271-0250 ext. 5235

Strong Mayor's Legislation:
With the introduction of Strong Mayor's provincial legislation, the Mayor has the responsibility of delivering a final budget. The Mayor's 2026 Budget may reflect changes for Committee discussion. For more information on the 2026 budget process, please visit the City's website.

Budget Meetings:
Finance & Labour Relations Committee will meet on the following dates to review the 2026 Mayor's budget, to be released the week of Nov 24, 2025.

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

Finance and Labour Relations Committee 2026 budget review:

- Thursday, November 27, 2025 – 9:00 a.m. to 4:00 p.m.
- Monday, December 1, 2025 – 9:00 a.m. to 4:00 p.m.
- Tuesday, December 2, 2024 – 9:00 a.m. to 4:00 p.m.

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

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

2026 Mayor's Budget

The 2026 Draft Budget was released October 20, 2025 based on previously issued Mayoral Direction. This package, the 2026 Mayor's Budget reflects very minor adjustments to the initial draft as noted below.

Any references to "Draft Budget" within the Mayor's Budget document are now considered to be the "Mayor's Budget".

Changes that have been made to the previously issued draft document are summarized below:

1. Reliance on Tax Stabilization Reserves (due to correction of FH dividends) $661,200 - Page 291 - G-139-1248-1810 Contribution from Reserves.
2. Amended Upper Thames River Conservation Authority and Transfers to Water Reserves (no levy impact) $145,394 – Page 400 – G-350-4300-4101 Conservation Authority Levy. UTRCA Draft Budget has been included on Page 501.
3. Based on new information from the Municipal Shared Services Committee (MSSC), the following budgets have been amended on Page 298 – G-810 Municipal Partnerships. Budget Submissions to MSSC have been included in the Mayor's Budget as noted below:

- Amended Huron Perth Public Health $13,882 (Page 540)
- Amended Paramedic Services estimate $369,640 (Page 544)
- Amended Provincial Offences (POA) revenues $48,013 (Page 548)
- Amended Spruce Lodge $166,065 (Page 552)
- Amended Archives $1,577 (Page 567)
- Amended Museum $3,300 (Page 571)

Total net change to the previously issued Draft Budget Presentation is an increase to estimates noted of $53,234. These changes do not result in any impacts to the projected 3.09% tax rate increase initially estimated.

The affected pages for these items have been updated in the document that follows.

2026 Mayor’s Budget Overview

New for the 2026 budget, is the introduction by the Province of "Strong Mayor" powers in Ontario, making our Mayor the key player in planning and approving Stratford's budget. Mayor Martin Ritsma has set guidelines to focus on certain projects while keeping tax increases at 3.5% or less.

In 2025, Stratford experienced some ups and downs economically. While inflation dropped for many goods, some prices did rise. The City is still navigating the effects of new tariffs and ongoing labour challenges but have made great strides in improving our city's asset management and planning with better data.

Looking ahead to 2026, we're sticking with our multi-year budget, aiming for long-term stability through 2029 with more stable property tax increases. The Mayor’s Budget aims to maintain current service levels while keeping community needs in mind, balancing everything with a solid financial plan.

It's so important for us to hear from you! We invite everyone in the community to give feedback before the final Mayor’s budget comes out in November. This year's budget focuses on important initiatives like boosting investment in housing and homeless initiatives, ongoing development of the Grand Trunk site, accessibility improvements at the SERC track and other locations, and investments in our roads, water, and wastewater infrastructure. Ongoing support to the hospital, community grants, and recreational activities are also included, balancing funding from user fees and property taxes to help those who need it most. Understanding these plans and priorities helps everyone take part in our budget conversations.

Operating costs are set to rise by $18 million, but with a $14 million bump in revenue, it’s possible to keep the levy impact to a $4 million increase. Capital projects are estimated at $56 million, focusing on renewing the city’s infrastructure.

Key capital projects for 2026 include roadwork funded partly by federal and provincial sources, continuing to invest in a hybrid fleet for smoother services, and updating city buildings to be more accessible. We're collaborating on shared services for housing, social needs, and health. Past surpluses are helping to ease the pressure on this year's property taxes.

Property assessments grew by $38 million, which helps keep taxes steady. The Mayor's Budget provides for a 3.09% property tax increase, the lowest increase since 2021, which means about $167.00 more per year on an average home assessed at $317,000.

We encourage you to engage and participate in community events and online feedback opportunities now and over the coming month. Finance Committee meetings start November 27, 2025, where Council will discuss the Mayor's Budget release.

City of Stratford

2026 Mayor's Budget Summary of Significant Impacts

At November 14, 2025

Purpose: To summarize changes to initial draft budget from prior year.

	86,038,828	Previous (2024) Net Tax Levy
	2,453,044	Increase to Net Levy - Items within Council Control
	1,821,135	Increase to Net Levy - Items from External Boards/Committees
$	90,313,007	Starting Draft Net Levy Excluding expansion initiatives

Change Number	Amount	Description of Change
Legislative and Mandatory Impacts		
1	1,194,303	Wages, including collective agreements, inflationary increases 2%
2	466,840	Employer Remittance Costs and Employee Benefits Increase 3%
3	120,010	Estimated increase to costs to insurance premiums 5% over previous
Sustainability Impacts to Maintain Current Service Delivery, including access to grants		
4	1,182,800	Increase to infrastructure requirements to reflect underfunded 10-year capital plan phase in over 10 years (slower phase in than 2024 of increase of $5,008,000).
Impacts Resulting from Approved Service Level changes during 2025		
5	601,855	Changes to Recycling Services /Waste Management
Other Changes		
6	(409,924)	Inflationary Impacts (offset by Efficiencies)
Mitigating Tools to Reduce Cost Impacts		
7	(661,200)	Use of Tax Stabilization Reserves for One-time costs
8	(41,640)	Use of Boards and Committee Reserves to mitigate increases to member remuneration
9	(150,000)	Continued use of MAT Reserves/Revenues to support the Lights On festival
Total Impacts within Council Control		
Total	2,303,044	

Change Number	Amount	Description of Change		
External Partner Impacts (highlighted represent changes in estimates from the initial draft)			Change in ask	
1	911,179	Increase to Outside Boards (Police)	5.72%	
2	169,518	Increase to Outside Boards (Library)	5.48%	
3	57,987	Increase to investStratford (SeedCo)	7.41%	
4	22,524	Increase to Destination Straford (Stratford Tourism Alliance)-excluding Lights On	3.50%	
5	60,604	Increase due to annexations	6.16%	
6	369,640	Increase to Land Ambulance Paramedic amended	9.82%	
7	13,882	Increase to HPPH amended	1.89%	
8	(1,577)	Decrease to Archives amended	-0.41%	
9		Increase to UTRCA amended $145,394 offset by user fees/no levy impact	17.82%	
10	166,065	Increase to Spruce Lodge amended	17.21%	
11	48,013	Decrease to Provincial Offences Revenues over initial estimate	-80.02%	
12	3,300	Increase to Museum amended	1.98%	
Total Impacts to External Partners				
			Levy Change	**Impact on Tax Rate**
Total	1,821,135			
Combined Impacts	4,124,179	Increase to Draft Net Budget	4.79%	3.09%
	$ 90,163,007	Ending Net Draft Budget		

	CITY OF STRATFORD 2026 CAPITAL PLAN SUMMARY	Total 2026 Project Cost	FUNDING SOURCES Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
	A. Corporate Services						
	A.1. Parking Services						
	nil						
	A.2. Information Technology Services						
A.2.1	Personal Computers	$ 30,000					$ 30,000
A.2.2	Network Equipment	125,000					125,000
A.2.3	Enterprise ERP Enhancements	100,000					100,000
A.2.4	GIS Enhancements	50,000					50,000
A.2.5	Intranet Enhancements	50,000					50,000
A.2.6	Unified Communication (Phones)	200,000					200,000
	A.3. Industrial Land						
A.3.1	Wright Business Park Expansion	$ 14,000,000			$ 14,000,000		
	A.4. Other						
A.4.1	Council Chambers Audio-Visual/Digital Broadcasting	$ 500,000					$ 500,000
	B. Fire/Airport						
	B.1. Fire						
B.1.1	Fire Hose	$ 10,710					$ 10,710
	B.2. Airport						
	nil						
	C. Community Services						
	C.1. Parks & Forestry						
C.1.1	Play Structure (Willow St.)	$ 120,000					$ 120,000
C.1.2	SERC Track Replacement	700,000					700,000
	C.2. Cemetery						
C.2.1	Cemetery Shed Roof	$ 15,000					$ 15,000
C.2.2	Cemetery Garage Eavestroughs and Roof	30,000					30,000

	CITY OF STRATFORD 2026 CAPITAL PLAN SUMMARY	Total 2026 Project Cost	FUNDING SOURCES Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
	C.3. Facilities - Recreation						
	Allman Arena:						
C.3.1	LED Lighting Retrofit	$ 60,000					$ 60,000
C.3.2	Dehumidifier	350,000					350,000
C.3.3	Asphalt Paving/Concrete/Exterior Elements	275,000					275,000
C.3.4	Compressor	80,000					80,000
	Rotary Complex:						
C.3.5	Parking Lot Renovations	$ 1,000,000					$ 1,000,000
C.3.6	EPDM Roofing	1,100,000					1,100,000
C.3.7	Arena Entrance Doors	40,000					40,000
C.3.8	Domestic Hot Water Boilers	125,000					125,000
C.3.9	Make-up Air Units	310,000					310,000
C.3.10	Dehumidifier	275,000					275,000
	Dufferin Arena:						
C.3.11	Dehumidifer	$ 100,000					$ 100,000
	Agriplex:						
C.3.12	TPO Roof Membrane	$ 375,000					$ 375,000
	Lions Pool:						
C.3.13	Wood Exterior Doors	$ 20,000					$ 20,000
	Stratford Education and Recreation Centre:						
C.3.14	Sports Field Lighting	$ 200,000					$ 200,000
	Other:						
C.3.15	Art Gallery Parking Lot	$ 110,000					$ 110,000
C.3.16	Packham Sports Complex Parking Lot Lighting	75,000					75,000
C.3.17	Salto Security System Various Facilities	30,000					30,000
C.3.18	Anne Hathaway Park Paving/Barrier System	20,000					20,000
	C.4. Facilities - Other City Buildings						
C.4.1	Air Conditioning (City Hall Council Chambers)	$ 50,000					$ 50,000
C.4.2	Flooring (17 George St.)	90,000					90,000

	CITY OF STRATFORD 2026 CAPITAL PLAN SUMMARY	Total 2026 Project Cost	FUNDING SOURCES Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
	C.5. Transit nil						
	C.6. Recreation Programs nil						
	D. Infrastructure Services						
	D.1. Roads and Traffic						
D.1.1	Sidewalk Replacements	$ 300,000					$ 300,000
D.1.2	Accessibility Improvements	50,000					50,000
D.1.3	Pedestrian Crossing Improvements	65,000					65,000
D.1.4	Bridge Improvements/Renewal	1,200,000	$ 1,200,000				
D.1.5	Signalized Intersection Updates	75,000					75,000
D.1.6	Street Lighting Improvements	50,000					50,000
D.1.7	New Sidewalks, Collector and Arterial	210,000		$ 105,000			105,000
	D.2. Storm						
D.2.1	Lorne Trunk Storm Sewer Rehabilitation	$ 1,000,000					1,000,000
D.2.2	Storm Water Management Facility Maintenance	250,000					250,000
D.2.3	Lake Victoria Outfall Replacements	700,000					700,000
D.2.4	Lake Victoria Sediment Removal	400,000					400,000
D.2.5	Roadhouse Municipal Drain Improvement (CF)	3,000,000	$ 3,000,000				
	D.3. Water						
D.3.1	Miscellaneous Water Repairs	$ 102,000					$ 102,000
D.3.2	Mechanical and Communication Upgrades to Wells	200,000					200,000
D.3.3	Well Chlorination System Upgrades	65,000					65,000
D.3.4	Rehabilitation Flood Control Structures	240,000					240,000
D.3.5	Dunn Road Generator	200,000					200,000
	D.4. Miscellaneous						
D.4.1	IS Printer/Plotter/Scanner	$ 50,000					$ 50,000
D.4.2	Rehabilitation and Expansion of PW Facility	5,000,000		$ 2,067,000			2,933,000
	D.5. Sanitary						
D.5.1	Pollution Control Plant Improvements	$ 440,000					$ 440,000
D.5.2	Basement Isolation	31,950					31,950
D.5.3	Miscellaneous Sanitary Repairs	31,950					31,950
D.5.4	Sanitary Relining Subsidy	53,000					53,000
D.5.5	Pumping Station Upgrades	175,000					175,000
D.5.6	Pumping Station Magnetic Flow Meters	75,000					75,000

	CITY OF STRATFORD 2026 CAPITAL PLAN SUMMARY	Total 2026 Project Cost	FUNDING SOURCES Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
D.5.7	WPCP Aeration Blower Replacment	250,000					250,000
D.5.8	WPCP Grit Removal/ Bar Screen Project	300,000					300,000
D.5.9	WPCP Digester Roof Replacement	2,500,000					2,500,000
							-
	D.6. Linear Infrastructure						
D.6.1	Asphalt Resurfacing	$ 2,400,000	$ 1,500,000				$ 900,000
D.6.2	2027 Preliminary Studies and Investigations	200,000	200,000				
D.6.3	Daly Ave with Birmingham to Worsley	2,700,000	650,000				2,050,000
D.6.4	Queen Street- Regent to Brunswick	3,215,000	2,350,000				865,000
D.6.5	McCarthy Road East - Mornington to Romeo	2,000,000		$ 105,000			1,895,000
	D.7. Fleet						
D.7.1 to D.7.7	Light Duty Fleet Replacement Schedule	$ 665,000					$ 665,000
D.7.8 to D.7.9	Heavy Duty Fleet Replacement Schedule	1,875,000					1,875,000
D.7.10 to D.7.11	Tractor Fleet Replacement Schedule	180,000					180,000
D.7.12 to D.7.15	Mid-Size Equipment Fleet Replacement Schedule	250,000					250,000
	D.8. Landfill						
D.8.1	Landfill Buffer Purchase	$ 250,000					$ 250,000
D.8.2	Cell Expansion and Structure	200,000		$ 180,000			20,000
D.8.3	Facility Upgrades	700,000		490,000			210,000
	D.9. Parking Lots						
D.9.1	Downie Lot Improvements	$ 100,000					$ 100,000
D.9.2	York Lot Improvements	750,000					750,000
	E. Social Services						
	E.1. Perth and Stratford Housing Corporation						
E.1.1	Driveways, Parking Lots, and Sidewalks	$ 50,000					$ 50,000
E.1.2	Connectivity	460,000					460,000
E.1.3	Kitchen Replacements	200,000					200,000
E.1.4	Furnace Replacements	90,000					90,000
E.1.5	Roof Replacements	240,000					240,000
E.1.6	Window Replacements	200,000					200,000
E.1.7	Accessibility Upgrades	75,000					75,000
E.1.8	Electrical Upgrades	75,000					75,000

	CITY OF STRATFORD 2026 CAPITAL PLAN SUMMARY	Total 2026 Project Cost	FUNDING SOURCES Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
E.1.9	Fencing	20,000					20,000
E.1.10	Roofing Tie-Offs and Access Ladders	100,000					100,000
E.1.11	Balcony Repairs	125,000					125,000
E.1.12	Asbestos Assessments and Abatement	100,000					100,000
E.1.13	Flooring Repairs and Replacement	50,000					50,000
	E.2. Affordable Housing Buildings nil						
	F. Stratford Public Library						
F.1	Library Computer Equipment	$ 31,000					$ 31,000
F.2	Physical Library Collections	173,139		$ 17,314			155,825
	G. Stratford Police Service						
G.1	Mobile Command Update	$ 30,000					$ 30,000
G.2	Desktop Computer Refresh	30,000					30,000
G.3	Upgrade to Genetec Video	196,000					196,000
G.4	Virtual Machine Server	25,000					25,000
G.5	Vehicle #8 Replacement	85,891					85,891
G.6	Vehicle CID #1 Replacement	70,000					70,000
G.7	Emergency Services Cooperative Ontario (ESCO)	25,618					25,618
G.8	Tasers and Body Cams	524,581					524,581
	TOTALS	**$ 56,090,839**	**$ 8,900,000**	**$ 2,964,314**	**$ 14,000,000**	**$ -**	**$ 30,226,525**

see Note 1 **see Note 2**

Note 1 Federal/Provincial Funding * not included in the budgeted operating revenues.
(consists of funding expected in-year and previously received)

Canada Community Building Fund (CCBF - formerly Federal Gas Tax)	$ 5,900,000
Ontario Community Infrastructure Funds (OCIF)	$ 3,000,000
	$ 8,900,000

Note 2 Total use of reserve funds exceeds in-year contributions to reserve funds, illustrating the cyclical nature of infrastructure renewal. It should be noted that ongoing use of reserve funds beyond current year contributions further illustrates the need for continued increases to the annual contributions to reserve funds.

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept Corporate Services
Division A.1 Parking Services

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	Smart Parking Project			30,000		70,000	40,000	45,000	45,000	65,000		295,000					295,000	295,000
		$ -	$ -	$ 30,000	$ -	$ 70,000	$ 40,000	$ 45,000	$ 45,000	$ 65,000		$ 295,000	$ -	$ -	$ -	$ -	$ 295,000	$ 295,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
A.2.1	Personal Computers	30,000	50,000	90,000	90,000		220,000	250,000	-		100,000	830,000					830,000	830,000
A.2.2	Network Equipment	125,000	50,000	50,000	150,000	50,000	120,000	200,000	50,000		100,000	895,000					895,000	895,000
A.2.3	Enterprise ERP Enhancements	100,000	1,000,000				200,000			200,000		1,500,000					1,500,000	1,500,000
A.2.4	GIS Enhancements	50,000		50,000		50,000		50,000		50,000		250,000					250,000	250,000
A.2.5	Intranet Enhancements	50,000				25,000					50,000	125,000					125,000	125,000
A.2.6	Unified Communication (Phones)	200,000			100,000						200,000	500,000					500,000	500,000
	Conference Room Technologies		100,000						100,000			200,000					200,000	200,000
	Website Enhancements			50,000			50,000					100,000					100,000	100,000
	Video Surveillance Equipment							250,000				250,000					250,000	250,000
		$ 555,000	$ 1,200,000	$ 240,000	$ 340,000	$ 125,000	$ 590,000	$ 750,000	$ 150,000	$ 250,000	$ 450,000	$ 4,650,000	$ -	$ -	$ -	$ -	$ 4,650,000	$ 4,650,000

2026 Capital Project Detail Form

Department and Division:	Corporate Services/IT
Project Number:	A.2.1
Project Name:	Personal Computers
Start Date and End Date:	06/01/26 to 12/30/26

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

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

To keep current with technology and maintain the level of support and services, computers and laptops are to be replaced on a four year replacement plan.

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

Project Cost	Amount	Additional Detail
9030 Equipment	30,000	
Total Project Cost	$ 30,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	30,000	R-R11-ITCA
Total Funding	$ 30,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ -	
Amount in Future Budget Years:	-	

Description:

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

The risks include increased vulnerability to cyber threats, decreased productivity and employee morale, and higher operational costs due to potential incompatibility issues and maintenance of older computers.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2030
Projected Replacement Cost:	$ 30,000
Projected Useful Life in years:	
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated amount based on typical usage

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Corporate Services/IT
Project Number:	A.2.2
Project Name:	Network Equipment
Start Date and End Date:	06/01/26 to 12/30/26

Brief Project Description:

Significant upgrades to the network and storage hardware will be undertaken to enhance the City's overall IT infrastructure. This includes implementing advanced security measures to protect sensitive information, expanding data storage capacity to accommodate increasing demands, and improving system performance to support the fast-paced requirements of City operations. New network equipment will also facilitate more efficient and flexible use of resources, ensuring City staff can respond quickly to residents' needs. These enhancements ensure that the City can maintain a reliable and secure digital environment, underpinning efforts to deliver high-quality services to residents and meet long-term strategic goals effectively.

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

Upgrading network firewalls and storage equipment will significantly enhance the City's protection against cyber threats, keeping sensitive information secure. The new systems will support advanced technologies, allowing staff to work more efficiently and improve services for residents. By storing and accessing data more quickly, the City will handle increasing volumes smoothly and prepare for future growth. These enhancements will enable real-time threat monitoring and prevention, maintaining a secure digital environment. Moreover, this investment prepares the City for future technological needs, ensuring reliable and uninterrupted services. Overall, these upgrades will strengthen security, support innovation, and assure top-tier service delivery to the community.

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

Project Cost	Amount	Additional Detail
9030 Equipment	100,000	
4040 Consultants	25,000	
Total Project Cost	$ 125,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	125,000	R-R11-ITCA
Total Funding	$ 125,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Continuous upgrades and investment in network equipment is necessary to ensure vulnerabilities to cyber attacks do not increase, putting City data, systems, and operations at risk. In the evolving cyber-world, outdated equipment may lack the necessary security features to protect against modern threats, increasing the likelihood of breaches.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2031	
Projected Replacement Cost:	$	125,000
Projected Useful Life in years:	5	
Service Level Impact:	Maintain	

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated amount based on typical usage

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Corporate Services/IT
Project Number:	A.2.3
Project Name:	Enterprise ERP Enhancements
Start Date and End Date:	03/01/2026 to 12/30/2026

Brief Project Description:

An IT Strategic Plan is currently underway which will provide clearer direction on the required migration from the City's soon-to-be unsupported Great Plains financial software, to a modern Enterprise ERP. This will modernize functionality by evaluating current limitations, integrating advanced technologies, and optimizing business processes. Although initial budget estimates are based on anticipated enhancement needs, allocations remain flexible to adapt as the strategic plan provides more precise guidance and identifies specific technological advancements. This ERP upgrade project aligns with the broader goals for IT infrastructure modernization.

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

Upgrading the enterprise system that is approaching end of life is essential to maintaining seamless City financial operations and aligns with the strategic priority of digital transformation. This project enhances service delivery to residents by minimizing disruptions, integrating new technologies, and promoting transparency and accessibility. By proactively replacing outdated systems, risks related to security vulnerabilities and ensure resource efficiency are reduced, translating to long-term cost savings. Improved systems facilitate data-driven governance, enhancing decision-making capabilities.

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

Project Cost	Amount	Additional Detail
4040 Consultants	100,000	
Total Project Cost	$ 100,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	100,000	R-R11-ITCA
Total Funding	$ 100,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	25,000	Annual

Description:

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

This initiative hinges on the outcome of the IT Strategic Plan, set to conclude by April/May 2026.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2035
Projected Replacement Cost:	$ 100,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable to this project.

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

2026 Capital Project Detail Form

Department and Division:	Corporate Services/IT
Project Number:	A.2.4
Project Name:	GIS Enhancements
Start Date and End Date:	03/01/2026 to 12/30/2026

Brief Project Description:

This project aims to enhance the City's Geographic Information System (GIS) by connecting it with multiple other systems in 2025, along with planned upgrades to servers. This integration will improve the GIS abilities, making it easier to coordinate and share data across different areas.

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

Enhancing the Geographic Information System is crucial for improving city services by making better use of maps and location data across different systems.

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

Project Cost	Amount	Additional Detail
4040 Consultants	25,000	
9030 Equipment	25,000	
Total Project Cost	$ 50,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	50,000	R-R11-ITCA
Total Funding	$ 50,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	5,000	Annual

Description:

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

This project supports the City's goals by enabling more efficient planning for urban areas, managing infrastructure, and delivering public services effectively.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2029	
Projected Replacement Cost:	$	50,000
Projected Useful Life in years:	4	
Service Level Impact:	Maintain	

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable to this project.

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

2026 Capital Project Detail Form

Department and Division:	Corporate Services/IT
Project Number:	A.2.5
Project Name:	Intranet Enhancements
Start Date and End Date:	06/01/26 to 12/30/26

Brief Project Description:

The City's intranet is a vital tool where staff access policies, forms, digital health and safety boards, announcements, an events calendar, and more. Initially developed a few years ago, it has grown to be a central resource for employees. This upgrade aims to ensure that the servers hosting the intranet are modernized to keep the platform effective and relevant.

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

Upgrading the City's intranet is crucial to maintain uninterrupted access to essential resources and functionalities crucial for daily operations.

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

Project Cost	Amount	Additional Detail
9030 Equipment	50,000	
Total Project Cost	$ 50,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	50,000	R-R11-ITCA
Total Funding	$ 50,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	8,000	Annual

Description:

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

Without the upgrade, we risk encountering issues with outdated servers. The upgrade is crucial to modernize the servers hosting the intranet, ensuring the platform remains effective and relevant for users.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2031
Projected Replacement Cost:	$ 50,000
Projected Useful Life in years:	5
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable for this project.

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

2026 Capital Project Detail Form

Department and Division:	Corporate Services/IT
Project Number:	A.2.6
Project Name:	Unified Communication (Phones)
Start Date and End Date:	01/01/26 to 12/30/26

Brief Project Description:

The Unified Communications (UC) system is approaching its end of life, necessitating the development of a new telephony solution. This multi-year project will start by gathering detailed requirements from IT and all City departments to fully understand their needs. The initial UC system was implemented nearly eight years ago, bringing together three different systems. As circumstances have evolved, so have the requirements. In 2026, the focus will be on planning and gathering requirements for the new telephony system, creating a comprehensive blueprint to enhance connectivity and telephony across City locations. This effort will serve as the first step toward full implementation.

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

Upgrading the Unified Communication (UC) system is crucial for enhancing connectivity and telephony across multiple City locations, directly supporting efficient coordination and communication in line with strategic priorities. This multi-year project aims to modernize our communication infrastructure, ultimately facilitating seamless interaction across departments and improving service delivery. By transitioning to a more advanced UC interface, more effective remote and hybrid working environments, streamline operations, and enhanced city-wide collaboration becomes possible. The project enhances the City's ability to respond swiftly and effectively to community needs, ensuring robust telecommunication capabilities that align with the City's long-term goals for improved public service and engagement.

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

Project Cost	Amount	Additional Detail
4040 Consultants	100,000	
9030 Equipment	100,000	
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	200,000	R-R11-ITCA
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	25,000	Annual

Description:

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

The current UC system, implemented nearly eight years ago, is nearing its end of life, necessitating the development of a new telephony solution to avoid several risks such as obsolescence, which limits functionality and causes compatibility issues with newer systems, increased security vulnerabilities from unpatched weaknesses, endangering sensitive communications, higher maintenance costs due to the aging system becoming more difficult and costly to maintain and reduced efficiency, as performance degradation can disrupt communication and impact service delivery and coordination.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2032	
Projected Replacement Cost:	$	200,000
Projected Useful Life in years:	7	
Service Level Impact:	Maintain	

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable to this project.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Corporate Services**
Division **A.3 Industrial Land**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
A.3.1	Wright Business Park Expansion	14,000,000										14,000,000			14,000,000			14,000,000
		$ 14,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 14,000,000	$ -	$ -	$ 14,000,000	$ -	$ -	$ 14,000,000

2026 Capital Project Detail Form

Department and Division:	Corporate Services/Industrial Land
Project Number:	A.3.1
Project Name:	Wright Business Park Expansion
Start Date and End Date:	2026-2027

Brief Project Description:
The project is to install municipal servicing in a business park expansion adjacent to the Wright Business Park.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The servicing of lots for the expanded business park lands is required to make the lots saleable. The costs will be fully recoverable from the sale of the lots but given the scale of the project, short-term borrowing is likely required. Further analysis will be undertaken once the project is tendered and a completion timeline is established.

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

Project Cost	Amount	Additional Detail
4040 Consultants	500,000	
4050 Contractors	13,500,000	
Total Project Cost	$ 14,000,000	
Funding Sources	**Amount**	**Additional Detail**
Long Term Debt	14,000,000	Repayment is intended to be short-term
Total Funding	$ 14,000,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ -	
Amount in Future Budget Years:		

Description:
The debt repayment (if debt is utilized) could be considered as a charge against the reserve fund until the lots are sold, resulting in no tax levy impact, but with a pressure on cash flow.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Without the servicing the lots will not be saleable at their highest and best value.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:
Projected Replacement Cost:
Projected Useful Life in years:
Service Level Impact:

Explain:
The lands are currently owned by the City but will not be City assets in the longer term.

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	Not applicable for this request

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

Explain:

The project will be issued via tender from the Infrastructure Services Division when all pre-development activities have been completed. There are no climate impacts resulting from the pre-development activities at this time.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Corporate Services**
Division **A.4 Other**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
A.4.1	Council Chambers Audio-Visual and Digital Broadcasting Upgrades and Support	500,000										500,000					500,000	500,000
		$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000

2026 Capital Project Detail Form

Department and Division:	Corporate Services/Clerk's Office
Project Number:	A.4.1
Project Name:	Council Chambers Audio-Visual and Digital Broadcasting Upgrades and Support
Start Date and End Date:	March 2026 - May 2026

Brief Project Description:

This is a full replacement of the existing audio-visual technology in Council Chambers with a complete conference-delegate solution that will allow the City to manage and live-stream/broadcast both in-person and hybrid meetings to the City's approved media platforms (namely the City's website and through its agenda management system eScribe). The new solution will include but not be limited to screen displays, in-room audio systems, voting abilities, meeting management and participation (both in-room and hybrid using Zoom and Microsoft Teams), room control (lighting, exhuast fan, etc), and microphones and camera systems to be able to capture and broadcast the meeting participants.

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

As part of the review of the City's Procedural By-law, a recommendation is being made to permit hybrid meetings which would allow participants to attend remotely or in-person. This project will also enhance the audio-visual technology in Council Chambers with the intent of providing a comparable experience for members of the public attending and observing meetings in accordance with the Municipal Act either in-person or electronically.

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

Project Cost	Amount	Additional Detail
4050 Contractors	250,000	
9030 Equipment	250,000	
Total Project Cost	$ 500,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	500,000	Tax Stabilization Reserve/ to be determined
Total Funding	$ 500,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	$ 150,000.00	Annual

Description:

Initial costs will be to source and install the solution which will be a one time cost. Annually there will be funds included in the budget for resource/contract for support, upgrades and subscriptions as necessary. Currently estimated at 30% but Council will be advised and this amended as additional information becomes available.

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

Benefits: Enhanced openess and transparency of meetings, permits meeting participants to attend meetings electronically.

Risks: Cannot permit hybrid meetings, increased costs to maintain current system, poor streaming quality likely to continue, making it difficult for meetings to be accessible to all.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036	
Projected Replacement Cost:	$	550,000
Projected Useful Life in years:	10-15 years	
Service Level Impact:	Increase	

Explain:

Upgrading this communcation equipment will significantly enhance the accessibility and efficiency of Council meetings. Improved sound and video quality will ensure that all participants (in-person and virtual) can clearly engage in discussions.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	1219 - Wireless Conference System (Council Chambers)
Description (make, model, year):	Existing audio-visual equipment
Expected Disposal Date:	December 1, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	5-15 tCO2e	Estimated based on annual attendance of staff and residents in meetings and their average fuel usage.

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

Explain:

This budget request does not have a direct impact on City's emissions. However considering that it encourages hybrid participation and attendance, it does have the ability to impact and reduce community generated transportation emissions, and is therefore aligned with our collective climate action goals.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Fire**
Division **B.1 Fire**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
B.1.1	Fire Hose	10,710			11,730			11,985			12,240	46,665					46,665	46,665
	Mobile Data Terminals				20,400							20,400					20,400	20,400
	SCBA Replacement					867,000						867,000					867,000	867,000
	Portable Radios (24)								40,000			40,000					40,000	40,000
	Utility Vehicle (Unit 1)						96,672					96,672					96,672	96,672
	Utility Vehicle (Unit 3)							98,605				98,605					98,605	98,605
	Utility Vehicle (Chief 1)								100,577			100,577					100,577	100,577
	Utility Vehicle (Unit 2)									102,588		102,588					102,588	102,588
	Rescue Truck							737,760				737,760					737,760	737,760
	Engine (pumper) truck								1,244,000			1,244,000					1,244,000	1,244,000
	Decontamination Equipment		75,000									75,000					75,000	75,000
		$ 10,710	$ 75,000	$ -	$ 32,130	$ 867,000	$ 96,672	$ 848,350	$ 1,384,577	$ 102,588	$ 12,240	$ 3,429,267	$ -	$ -	$ -	$ -	$ 3,429,267	$ 3,429,267
New Assets Identified in DC Study																		
	New Fire Station (not net zero)										9,000,000	9,000,000		1,620,000	$ 7,380,000		-	9,000,000
TOTALS		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,000,000	$ 9,000,000	$ -	$ 1,620,000	$ 7,380,000	$ -	$ -	$ 9,000,000

2026 Capital Project Detail Form

Department and Division:	Fire
Project Number:	B.1.1
Project Name:	Fire Hose
Start Date and End Date:	March 1, 2026

Brief Project Description:
Procurement of various sized fire hoses.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Firefighting hoses are pressure tested annually and those that fail must be removed from service.
This operational equipment supports the enhancement and protection of our infrastructure.

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

Project Cost	Amount	Additional Detail
9030 Equipment	10,710	Various sized hoses.
Total Project Cost	$ 10,710	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	10,710	R-R11-FIRE
Total Funding	$ 10,710	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ 10,710	Current Year only
Amount in Future Budget Years:		

Description:

Will require new hoses every few years.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Asset management is ensuring operational readiness for service delivery.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2026	
Projected Replacement Cost:	$	10,500
Projected Useful Life in years:	10	
Service Level Impact:	Maintain	

Explain:
Hoses that fail annual testing must be replaced to maintain capabilities.

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

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

Asset ID #:	606, 607, 614
Description (make, model, year):	Various hose sizes
Expected Disposal Date:	As required due to failure

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable for this project.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Fire**
Division **B.2 Airport**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	Airfield Lighting System Upgrade						620,000					620,000					620,000	620,000
	Taxiway extension				1,326,000							1,326,000					1,326,000	1,326,000
	Extension of services/hangar expansions					510,000						510,000					510,000	510,000
	Runway Resurfacing									2,500,000		2,500,000					2,500,000	2,500,000
	Terminal Bldg Roof Replacement							80,000				80,000					80,000	80,000
																	-	-
		$ -	$ -	$ -	$ 1,326,000	$ 510,000	$ 620,000	$ 80,000	$ -	$ 2,500,000	$ -	$ 5,036,000	$ -	$ -	$ -	$ -	$ 5,036,000	$ 5,036,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept Community Services
Division C.1 Parks and Forestry

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																	
C.1.1	Replace Play Structure Yearly (2026 Willow St. Park)	120,000	120,000	120,000	130,000	130,000	130,000	135,000	135,000	135,000	140,000	1,295,000				1,295,000	1,295,000
C.1.2	SERC Track Replacement	700,000										700,000				700,000	700,000
	Replace Upper Queens Playground Rubberized Surface		60,000									60,000				60,000	60,000
	Replace Swan Building						300,000					300,000				300,000	300,000
	Renovation of parks lunchroom		30,000									30,000				30,000	30,000
		$ 820,000	$ 210,000	$ 120,000	$ 130,000	$ 130,000	$ 430,000	$ 135,000	$ 135,000	$ 135,000	$ 140,000	$ 2,385,000	$ -	$ -	$ -	$ 2,385,000	$ 2,385,000

2026 Capital Project Detail Form

Department and Division:	Community Services/Parks and Forestry
Project Number:	C.1.1
Project Name:	Replace Play Structure Yearly (2026 Willow St. Park)
Start Date and End Date:	August 1 - September 1, 2026

Brief Project Description:
Removal and replacement of older play structure at Willow St. Park.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Enhancing our infrastructure through the cyclical replacement of aging play structure which is over the 15-year Canadian Standards Association (CSA) recommended life span. Continue to provide safe play units in all neighbourhoods.

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

Project Cost	Amount	Additional Detail
3050 Materials	120,000	Removal of old equipment and installation of new.
Total Project Cost	$ 120,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	120,000	R-R11-RECR
Total Funding	$ 120,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Equipment is in poor condition as it is over 20 years old which is over the CSA standard life span of 15 years. Continue cyclical replacement program to avoid inspection and equipment failure, resulting in possible injuries or equipment shut down order.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2026	
Projected Replacement Cost:	$	120,000
Projected Useful Life in years:	20	
Service Level Impact:	Maintain	

Explain:
Replacement of this structure will maintain the existing service level since this area of the City has always had a functional playground.

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

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

Asset ID #:	29
Description (make, model, year):	Unknown
Expected Disposal Date:	Upon replacement

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

No operational energy and emissions implications are applicable.

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

2026 Capital Project Detail Form

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

Brief Project Description:

Replace current stonedust track with polyurethane track surface and accessible entrance.

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

This project has been requested by the Accessibility Advisory Committee, user groups, and local high schools in order to make the track at the Stratford Education and Recreation Centre site (SERC) more accessible and make it fall within the Sports Tourism lens. A grant was applied for in 2025 but was declined.

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

Project Cost	Amount	Additional Detail
4050 Contractors	700,000	
Total Project Cost	$ 700,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	550,000	R-R11-RECR (2026)
Reserve or Reserve Fund (specify)	150,000	R-R11-RECR (carry-over)
Total Funding	$ 700,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

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

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Explain:

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

Asset ID #:	158 - This project will be an addition to this asset
Description (make, model, year):	N/A
Current Condition Rating:	Good
Will it extend useful life?	Yes
If yes, amended useful life in years:	25 years
Service Level Impact:	Increase

Explain:

Service levels will increase with this asset rehabilitation since accessibility improvements will be made to the site.

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

No energy and emissions implications are applicable.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
C.2.1	Cemetery Shed Roof Replacement	15,000										15,000					15,000	15,000
C.2.2	Cemetery Garage Eavestrough and Roof	30,000										30,000					30,000	30,000
	Niche/Wall Columbarium			150,000		150,000			350,000			650,000					650,000	650,000
	Continuation of Section Expansions									50,000		50,000					50,000	50,000
		$ 45,000	$ -	$ 150,000	$ -	$ 150,000	$ -	$ -	$ 350,000	$ 50,000	$ -	$ 745,000	$ -	$ -	$ -	$ -	$ 745,000	$ 745,000

2026 Capital Project Detail Form

Department and Division:	Community Services/Cemetery
Project Number:	C.2.1
Project Name:	Cemetery Shed Roof Replacement
Start Date and End Date:	June 1 - July 1, 2026

Brief Project Description:
Replace aging shingles on the Avondale Cemetery storage shed. Current shingles are 25 + years old.

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

To protect the building and interior contents which include cemetery equipment, tools, plywood, etc.

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

Project Cost	Amount	Additional Detail
4050 Contractors	15,000	
Total Project Cost	$ 15,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	15,000	R-R11-RECR
Total Funding	$ 15,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Eliminate risk of water damage to building and interior contents.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2040	
Projected Replacement Cost:	$	30,000
Projected Useful Life in years:	20 years	
Service Level Impact:		

Explain:

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

Asset ID #:	549 (Addition)	
Description (make, model, year):		
Current Condition Rating:	Fair	
Will it extend useful life?	Yes	Rehab on the roof will prevent other internal components of the building from failing (leaks for example).
If yes, amended useful life in years:	20	
Service Level Impact:	Maintain	

Explain:

The roof rehabilitation will allow the dwelling to continue to operate as designed.

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

This budget request is not applicable to CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Cemetery
Project Number:	C.2.2
Project Name:	Cemetery Garage Roof and Eavestroughs Replacement
Start Date and End Date:	June 1 - July 1, 2026

Brief Project Description:
Replace aging shingles and eavestroughs on Avondale Cemetery garage/lunchroom.

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

Aging roof to be replaced to protect building and interior equipment. Roof and eaves are 20 + years old and many of the eaves are damaged.

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

Project Cost	Amount	Additional Detail
4050 Contractors	30,000	
Total Project Cost	$ 30,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	30,000	R-R11-RECR
Total Funding	$ 30,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

To protect the building and interior from the elements.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2040	
Projected Replacement Cost:	$	40,000
Projected Useful Life in years:	20	
Service Level Impact:		

Explain:

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

Asset ID #:	551 (Addition)	
Description (make, model, year):		
Current Condition Rating:	Poor	
		Rehab on the roof will prevent other internal components of the building from failing (leaks for example).
Will it extend useful life?	Yes	
If yes, amended useful life in years:	20	
Service Level Impact:	Maintain	

Explain:

The roof rehabilitation will allow the dwelling to continue to operate as designed.

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

This budget request is not applicable to CEEP recommendations.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept Community Services
Division C.3 Facilities - Recreation

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
ALLMAN ARENA																		
C.3.1	LED Lighting Retrofit	60,000										60,000					60,000	60,000
C.3.2	Dehumidifier	350,000										350,000					350,000	350,000
C.3.3	Asphalt Paving/Concrete/Exterior Elements	275,000										275,000					275,000	275,000
C.3.4	Compressor	80,000										80,000					80,000	80,000
	Winterize Exterior Washrooms		51,000									51,000					51,000	51,000
	Painted Wood Railing		40,000									40,000					40,000	40,000
	Powered Door Operators			20,000								20,000					20,000	20,000
	BUR Roofing				130,000							130,000					130,000	130,000
	Showers				24,000							24,000					24,000	24,000
	Sinks				30,000							30,000					30,000	30,000
	Toilets				28,000							28,000					28,000	28,000
	Urinals				21,000							21,000					21,000	21,000
	Painted Wood and Steel Seating				840,000							840,000					840,000	840,000
	Exit Signs				14,000							14,000					14,000	14,000
	Refrigeration Distribution System - Major Repairs				10,000							10,000					10,000	10,000
	Ceramic Tile Floors					45,000						45,000					45,000	45,000
	Domestic Water Distribution System					15,000						15,000					15,000	15,000
	Domestic Hot Water Heater					8,000						8,000					8,000	8,000
	Ice Resurfacer Hot Water & Water Treatment System					29,000						29,000					29,000	29,000
	Brick Masonry Walls						30,000					30,000					30,000	30,000
	Structural Analysis							50,000				50,000					50,000	50,000
	PVC Toilet Partitions								20,000			20,000					20,000	20,000
	Ceramic Tiled Finishes								88,000			88,000					88,000	88,000
	Millwork - Cabinetry & Counters								50,000			50,000					50,000	50,000
	Scoreboard LED Video Display Unit								40,000			40,000					40,000	40,000
	Closed Circuit Television System (CCTV)								27,500			27,500					27,500	27,500
	Asphalt Paving								23,000			23,000					23,000	23,000
	Steel Entrance Doors									50,000		50,000					50,000	50,000
	Tiered Seating Flooring									100,000		100,000					100,000	100,000
	Rubber Flooring									250,000		250,000					250,000	250,000
	Ceiling Tiles									60,000		60,000					60,000	60,000
	Gas Detection System									6,000		6,000					6,000	6,000
	HVAC Distribution System									10,000		10,000					10,000	10,000
	Concrete Block Walls										6,000	6,000					6,000	6,000
	Steel Framing										10,000	10,000					10,000	10,000
	Metal Siding										63,000	63,000					63,000	63,000
	Asphalt Shingles										27,000	27,000					27,000	27,000
	Steel Framed Window Wall										15,000	15,000					15,000	15,000
	Interior Doors										20,000	20,000					20,000	20,000
	Painted Surfaces										10,000	10,000					10,000	10,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
ROTARY COMPLEX																		
C.3.5	Rotary Complex Parking Lot Renovations	1,000,000										1,000,000					1,000,000	1,000,000
C.3.6	EPDM Roofing	1,100,000										1,100,000					1,100,000	1,100,000
C.3.7	Arena Entrance Doors	40,000										40,000					40,000	40,000
	Toilets		117,000									117,000					117,000	117,000
	Sinks		34,000									34,000					34,000	34,000
	Urinals		32,000									32,000					32,000	32,000
	Powered Door Operators		24,000									24,000					24,000	24,000
	Scoreboard LED Video		40,000									40,000					40,000	40,000
	Fire Alarm Control Panel		35,000									35,000					35,000	35,000
C.3.8	Domestic Hot Water Boilers	125,000										125,000					125,000	125,000
C.3.9	Make-up Air Units	310,000										310,000					310,000	310,000
C.3.10	Dehumidifier	275,000										275,000					275,000	275,000
	Refrigeration System - Controls		40,000									40,000					40,000	40,000
	Exterior Sealants			22,000								22,000					22,000	22,000
	Radiant Heaters			36,000								36,000					36,000	36,000
	Ice Resurfacer					150,000						150,000					150,000	150,000
	Metal Roofing					370,000						370,000					370,000	370,000
	Guardrails					8,500						8,500					8,500	8,500
	Vinyl Tile					28,000						28,000					28,000	28,000
	Domestic Water Distribution System					15,000						15,000					15,000	15,000
	Unit Paved Walkways					29,000						29,000					29,000	29,000
	Overhead Doors						34,000					34,000					34,000	34,000
	Rubber Flooring						420,000					420,000					420,000	420,000
	Millwork - Countertops						8,500					8,500					8,500	8,500
	Drinking Fountains						7,000					7,000					7,000	7,000
	Commercial Kitchen Equipment						82,000					82,000					82,000	82,000
	Wood Benches						13,000					13,000					13,000	13,000
	Fire Alarm Devices						16,000					16,000					16,000	16,000
	Domestic Hot Water Storage Tanks						12,000					12,000					12,000	12,000
	Domestic Hot Water Tank Heaters						15,000					15,000					15,000	15,000
	Fridge/Freezer Condenser Units						12,000					12,000					12,000	12,000
	Exterior Lighting						12,000					12,000					12,000	12,000
	Loading Dock						12,000					12,000					12,000	12,000
	Concrete Elements						8,000					8,000					8,000	8,000
	Asphalt Paving						1,100,000					1,100,000					1,100,000	1,100,000
	Heating Boilers							90,000				90,000					90,000	90,000
	Concrete Slabs-on-Grade								3,000			3,000					3,000	3,000
	Painted Walls & Ceiling									15,000		15,000					15,000	15,000
	Refrigeration Plant Replacements									30,000		30,000					30,000	30,000
	Roofing Repairs										20,000	20,000					20,000	20,000
	Community Hall Wall Dividers										40,000	40,000					40,000	40,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
DUFFERIN ARENA																		
C.3.11	Dehumidifier	100,000										100,000					100,000	100,000
	Modified Bitumen Roofing		364,000									364,000					364,000	364,000
	Fire Detection Devices		2,500									2,500					2,500	2,500
	Refrigeration Distribution Sys & Auxiliary Sys				10,000							10,000					10,000	10,000
	Concrete Elements				10,000							10,000					10,000	10,000
	Wood Fencing				4,000							4,000					4,000	4,000
	Exterior Sealants					7,500						7,500					7,500	7,500
	Architectural Block Masonry					5,000						5,000					5,000	5,000
	Brick Masonry					5,000						5,000					5,000	5,000
	Metal Sectional Overhead Doors					10,000						10,000					10,000	10,000
	Aluminum Framed Entrance Assembly					20,000						20,000					20,000	20,000
	Laminate Toilet Partitions					10,000						10,000					10,000	10,000
	Rubber Flooring					220,000						220,000					220,000	220,000
	Sinks					16,000						16,000					16,000	16,000
	Toilets					21,000						21,000					21,000	21,000
	Urinals					4,000						4,000					4,000	4,000
	Scoreboard & Speaker					25,000						25,000					25,000	25,000
	Fire Alarm Annunciator Panel					3,000						3,000					3,000	3,000
	Fire Alarm Control Panel					13,000						13,000					13,000	13,000
	Emergency Lights					17,500						17,500					17,500	17,500
	Exit Signs					7,500						7,500					7,500	7,500
	Domestic Water Distribution System					12,000						12,000					12,000	12,000
	Water Softener System					18,000						18,000					18,000	18,000
	Domestic Hot Water Heaters					40,000						40,000					40,000	40,000
	Closed Circuit Television System (CCTV)					14,000						14,000					14,000	14,000
	Asphalt Paving					180,000						180,000					180,000	180,000
	Powered Door Operators								12,000			12,000					12,000	12,000
	Makeup Air Units									140,000		140,000					140,000	140,000
	Millwork - Cabinetry & Countertops										7,000	7,000					7,000	7,000
	Dressing Room Benches										30,000	30,000					30,000	30,000
	Ceramic Tiled Floors - Showers										10,000	10,000					10,000	10,000
	Fire Alarm Devices										25,000	25,000					25,000	25,000
	Heating Boiler										30,000	30,000					30,000	30,000
AGRIPLEX																		
C.3.12	TPO Roof Membrane	375,000										375,000					375,000	375,000
	Hardwood Floor - Gym		45,000									45,000					45,000	45,000
	HVAC Distribution System		12,000									12,000					12,000	12,000
	Fire Detection Devices		7,000									7,000					7,000	7,000
	Packaged Rooftop Units - Carrier		500,000									500,000					500,000	500,000
	Exterior Sealants			15,000								15,000					15,000	15,000
	Masonry Veneer			10,000								10,000					10,000	10,000
	Main Entrance Door			36,000								36,000					36,000	36,000
	Millwork - Cabinetry & Counters			18,000								18,000					18,000	18,000
	Powered Door Operators			30,000								30,000					30,000	30,000
	Sprinkler System			12,000								12,000					12,000	12,000
	Fire Alarm Control Panel			13,000								13,000					13,000	13,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
	Domestic Water Distribution System			15,000								15,000					15,000	15,000
	Domestic Hot Water Heaters			31,000								31,000					31,000	31,000
	Water Softener System			8,000								8,000					8,000	8,000
	Closed Circuit Television System (CCTV)			15,000								15,000					15,000	15,000
	Asphalt Paving			390,000								390,000					390,000	390,000
	Concrete Elements			8,000								8,000					8,000	8,000
	Unit Paved Walkways			10,000								10,000					10,000	10,000
	Wood Fencing			4,000								4,000					4,000	4,000
	Painted Walls & Ceilings				20,000							20,000					20,000	20,000
	Carpet - First Floor					7,500						7,500					7,500	7,500
	Metal Sloped Roofing						93,000					93,000					93,000	93,000
	Overhead Doors								42,000			42,000					42,000	42,000
	Drinking Fountain								6,000			6,000					6,000	6,000
	Heating Boilers								75,000			75,000					75,000	75,000
	Radiant Heater								3,500			3,500					3,500	3,500
	Scoreboard Systems								36,000			36,000					36,000	36,000
	Vinyl Tile Flooring									50,000		50,000					50,000	50,000
NATIONAL STADIUM																		
	National Stadium Upgrades		100,000									100,000					100,000	100,000
	Lamp Standards		32,000									32,000					32,000	32,000
	Scoreboard		15,000									15,000					15,000	15,000
	Concrete Block Walls				35,000							35,000					35,000	35,000
	Steel Framing				30,000							30,000					30,000	30,000
	Painted Walls				25,000							25,000					25,000	25,000
	Metal Fence				12,000							12,000					12,000	12,000
	Concrete Stairs				90,000							90,000					90,000	90,000
	Chain-link Fence					48,000						48,000					48,000	48,000
	Handrails and Guardrails							3,000				3,000					3,000	3,000
	Precast Concrete Slabs									10,000		10,000					10,000	10,000
	Interior Doors									8,000		8,000					8,000	8,000
	Interior Lighting										5,000	5,000					5,000	5,000
LIONS POOL																		
C.3.13	Wood Exterior Doors	20,000										20,000					20,000	20,000
	Pool Deck		145,000				10,000					155,000					155,000	155,000
	Wood Framed Windows				15,000							15,000					15,000	15,000
	Domestic Water Distribution System				9,000							9,000					9,000	9,000
	Chlorinator				2,000							2,000					2,000	2,000
	Driveway				50,000							50,000					50,000	50,000
	Chain Link Fence				7,000							7,000					7,000	7,000
	Concrete Slabs-on-Grade							5,000				5,000					5,000	5,000
	Gas Fired Direct Vent Boilers							40,000				40,000					40,000	40,000
	Pool Liner							170,000				170,000					170,000	170,000
	Eavestroughs & Downspouts									8,000		8,000					8,000	8,000
	Roof (Asphalt Shingles)									40,000		40,000					40,000	40,000
	Vinyl Bay Window									5,000		5,000					5,000	5,000
	Ceramic Tile Flooring									5,000		5,000					5,000	5,000
	Ceramic Wall Tile									8,000		8,000					8,000	8,000
	Powered Door Operator									7,000		7,000					7,000	7,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
	Changeroom Partitions									40,000		40,000					40,000	40,000
	Emergency Lighting									6,000		6,000					6,000	6,000
	Water Feature Pumps									12,000		12,000					12,000	12,000
	Concrete Walkway									6,000		6,000					6,000	6,000
	Concrete Block Walls										10,000	10,000					10,000	10,000
SERC																		
C.3.14	Sports Field Lighting	200,000										200,000					200,000	200,000
	Tennis Court Replacement						220,000					220,000					220,000	220,000
	Sunshades		50,000									50,000					50,000	50,000
	Pathway Lighting		100,000			300,000						400,000					400,000	400,000
UPPER QUEENS																		
	Washroom Upgrades							1,750,000				1,750,000					1,750,000	1,750,000
	Concession							750,000				750,000					750,000	750,000
	Pavilion							45,000				45,000					45,000	45,000
GOLF COURSE																		
	Concrete Slabs-on-Grade		5,000									5,000					5,000	5,000
	Main Entrance Glass Door		3,500									3,500					3,500	3,500
	Carpet		24,000									24,000					24,000	24,000
	Millwork - Cabinetry & Counters			10,000								10,000					10,000	10,000
	Exterior Sealants				4,000							4,000					4,000	4,000
	Vinyl Tile				15,000							15,000					15,000	15,000
	Electric Unit Heaters				8,000							8,000					8,000	8,000
	Closed Circuit Television System (CCTV)				15,000							15,000					15,000	15,000
	Asphalt Walkway				6,000							6,000					6,000	6,000
	Concrete Walkway				8,000							8,000					8,000	8,000
	Fire Alarm Devices					8,000						8,000					8,000	8,000
	Interior Doors							6,000				6,000					6,000	6,000
	Chain Link Fence							4,500				4,500					4,500	4,500
	Roof (Asphalt Shingles)									50,000		50,000					50,000	50,000
	Skylights									9,000		9,000					9,000	9,000
	Metal Frame Glass Door									18,000		18,000					18,000	18,000
	Steel Service Doors									15,000		15,000					15,000	15,000
	Painted Walls & Ceilings									20,000		20,000					20,000	20,000
	Washroom Renovations									100,000		100,000					100,000	100,000
	Drinking Fountain									6,000		6,000					6,000	6,000
	Electrical Distribution Equipment									8,000		8,000					8,000	8,000
BOATHOUSE																		
	Interlocking Pavers								4,000			4,000					4,000	4,000
	Closed Circuit Television System (CCTV)		10,000									10,000					10,000	10,000
	Concrete Block Walls				8,000							8,000					8,000	8,000
	Overhead Garage Doors				16,500							16,500					16,500	16,500
	Exterior Lighting				5,500							5,500					5,500	5,500
	Painted Concrete Block Walls						5,000					5,000					5,000	5,000
	Furnace						5,000					5,000					5,000	5,000
	Exterior Sealants							7,500				7,500					7,500	7,500
	Asphalt Shingles								5,500			5,500					5,500	5,500
	Metal Exterior Doors										14,000	14,000					14,000	14,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
OTHER																		
C.3.15	Gallery Stratford Parking Lot	110,000										110,000					110,000	110,000
C.3.16	Packham Sports Complex Parking Lot Lighting	75,000										75,000					75,000	75,000
C.3.17	Salto Security System Various Facilities	30,000										30,000					30,000	30,000
C.3.18	Anne Hathaway Park Paving/Barrier System	20,000										20,000					20,000	20,000
	Insulated Floor			140,000								140,000					140,000	140,000
	Anne Hathaway Bathroom Refurbish						120,000					120,000					120,000	120,000
	Packham Sunshades							60,000				60,000					60,000	60,000
	Packham Reset Patio							35,000				35,000					35,000	35,000
	Packham Retrofit Lighting on ballfields with LED			400,000								400,000					400,000	400,000
	Packham Diamonds 3, 4, 5							110,000				110,000					110,000	110,000
	Anne Hathaway Diamonds 1, 3 and 4							100,000				100,000					100,000	100,000
TOTALS		$ 4,545,000	$ 1,828,000	$ 1,243,000	$ 1,502,000	$ 1,709,500	$ 2,234,500	$ 3,226,000	$ 435,500	$ 1,092,000	$ 342,000	$ 18,157,500	$ -	$ -	$ -	$ -	$ 18,157,500	$ 18,157,500
New Assets Identified in DC Study												-						-
TOTALS		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.1
Project Name:	William Allman Memorial Arena - LED Lighting Retrofit
Start Date and End Date:	April 1, 2026 - December 31, 2026

Brief Project Description:
Retrofitting the lighting fixtures to LED, and replacement of the ice surface lighting fixtures at the William Allman Memorial Arena. Staff will apply for funding support through the Save on Energy grant funding program.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The lighting throughout the facility is currently older style (non-LED) fixtures that require ongoing maintenance.

The existing ice surface lighting has reached the end of its useful life with replacement components not being readily available. The facility is heavily utilized by community groups, minor sports organizations, and community residents. Retrofitting the existing lighting to LED will enhance the quality of the ice surface and can potentially attract additional events.

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

Project Cost	Amount	Additional Detail
3050 Materials	60,000	
Total Project Cost	$ 60,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	60,000	R-R11-FACI
Total Funding	$ 60,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Maintenance, cleaning, and inspections of the LED lighting controls and components will be included in future operating budgets.

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

Benefits of LED lighting include higher quality light levels, operational savings for utility and maintenance costs, energy efficiency, and a longer lifespan for the lighting fixtures. The higher light levels for the ice surface can result in enhanced player and user safety.
Without completing the retrofit to LED lighting, parts and components may not be available which would result in repairs not be able to be completed. This would lead to the lighting not being available which would decrease the utilization of the facility and ice surface and negatively affect revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036-2041
Projected Replacement Cost:	
Projected Useful Life in years:	10 - 15 Years
Service Level Impact:	Maintain

Explain:
Maintenance including inspections and cleaning of LED light components and controls will help to extend the projected useful life.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	Existing lighting fixtures are not captured in our database. They will be added when this project and 2026 BCA is completed.
Description (make, model, year):	
Expected Disposal Date:	12/31/26

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

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

F.3 Climate Lens for Other Purchases

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

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

Explain:

This request is aligned with the recommendations of the CEEP and will contribute to emission reduction targets. Upgrading to LED lighting options will result in annual energy and utility savings, directly contributing to our climate action goals.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.2
Project Name:	William Allman Memorial Arena - Dehumidifier Replacement
Start Date and End Date:	May 1, 2026 - July 31, 2026

Brief Project Description:
Replacement of the dehumidifer for the ice surface at the William Allman Memorial Arena. An electric dehumidifier will be considered to reduce the GHG and natural gas consumption for the facility.

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

The dehumidifier is a major component of the ice surface and refrigeration equipment system. The dehumidifier is scheduled for replacement in accordance with the life expectancy. The replacement will enable the department to continue to provide high quality ice surfaces.

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

Project Cost	Amount	Additional Detail
4050 Contractors	350,000	
Total Project Cost	$ 350,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	350,000	R-R11-FACI
Total Funding	$ 350,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Regular maintenance including filter changes and inspections will be included in future operating budgets.

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

If the existing dehumidifier fails it could impact the operations and quality of the ice surface which would result in the loss of ice rental bookings. An unplanned replacement of equipment would result in negative financial implications to both operations and revenue. The existing unit is currently in a space that is difficult to access and presents potential health and safety issues. The replacement unit will be relocated to an area that is easier and safer to access and service.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 375,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:
The replacement will ensure the refrigeration equipment is operating efficiently. New equipment significantly decreases the possibility of failure to the refrigeration plant operations and results in fewer disruptions to the facility services.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	523
Description (make, model, year):	800,000 BTU Desiccant De-humidifier
Expected Disposal Date:	July 31, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)	15-30% Savings	

F.3 Climate Lens for Other Purchases

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

Explain:

The replacement dehumidifier is anticipated to be more efficient that the existing unit. Energy efficient dehumidifiers can result in energy and cost savings, and contribute to emission reduction targets as outlined in the Corporate Energy and Emissions Plan. Should a humidifier with 30% efficiency be installed, savings of between 1.5 to 4.5 tonnes of GHG emissions, as well as approx. 12-15% cost savings can be realized.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.3
Project Name:	William Allman Memorial Arena - Exterior Elements
Start Date and End Date:	May 15, 2026 - July 31, 2026

Brief Project Description:

Replacement of the parking lot asphalt paving, replacement of concrete elements (sidewalks, curbs window sills), re-pointing of brick masonry, and replacement of windows at the William Allman Memorial Arena.

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

Exterior components of the facility require repairs and replacements to extend the life of the facility and resolve safety issues. Repairs include repointing and replacing deteriorated masonry elements, replacement of the asphalt surface in the parking lot, and replacement of the exterior windows at the front elevation of the facility. The elements are past their expected useful service life.

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

Project Cost	Amount	Additional Detail
4050 Contractors	275,000	
Total Project Cost	$ 275,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	275,000	R-R11-FACI
Total Funding	$ 275,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Annual maintenance will be included in future operating budgets including inspections, repairs, line painting, crack sealing, cleaning, and painting.

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

The asphalt parking lot is in poor condition and has required significant repairs and maintenance over the last 3 years. Some sections of the concrete curbs and sidewalks are in poor condition and possess potential safety issues to staff, faciltiy users, and patrons. The windows and window sills are in poor condition and require replacement. Falling brick could result in an injury to a bystander or property damage. There is risk of a patron tripping or falling and causing an injury.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:	978 - Partial Disposal of asset
Description (make, model, year):	Windows, asphalt surface, masonry elements
Current Condition Rating:	Poor
Will it extend useful life?	Yes
If yes, amended useful life in years:	20 to 25 Years
Service Level Impact:	Maintain

Explain:

It is expected that this project will extend the useful life of the different components another 20 to 25 years. Routine maintenance, repairs, and inspections will help to enable the expected useful life is reached.

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	0.6 - 1.2	Double Glazed
Lighting	N/A	
Insulation Upgrade	1.4 - 2.6	Exterior Wall
Annual GHG emissions reduction (tCO2e)	2.9	
Service Life GHG emissions (tCO2e)	174.0	
Expected Units Fuel Savings ($)	15-30% Savings	Estimated based on high performance window installations, and upgraded insulation.

F.3 Climate Lens for Other Purchases

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

Explain:

Repairs to the exterior walls are anticipated to improve the efficiency of the insulation of the facility, and result in utility savings over time.
High performance windows, those that are double or triple paned can contribute to an energy efficient building envelope, resulting in consistent annual cost savings from utility usage, as well as GHG emission reductions.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.4
Project Name:	William Allman Memorial Arena - Compressor Replacement
Start Date and End Date:	May 1, 2026 - July 31, 2026

Brief Project Description:
Replacement of a compressor for the refrigeration plant equipment at the William Allman Memorial Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The compressors are a major component of the refrigeration equipment system. One of the two compressors is scheduled for replacement as it has reached the life expectancy. The replacement will enable the department to continue to provide high quality ice surfaces.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Regular maintenance including oil changes and inspections will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
If the existing refrigeration equipment fails it could impact the operations of the refrigeration plant which would result in the loss of ice rental bookings. An unplanned replacement of equipment would result in negative financial implications to both operations and revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2041
Projected Replacement Cost:	$ 85,000
Projected Useful Life in years:	15 Years
Service Level Impact:	Maintain

Explain:

The replacement will ensure the refrigeration equipment is operating efficiently. New equipment significantly decreases the possibility of failure to the refrigeration plant operations and results in fewer disruptions to the facility services.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	978 - partial disposal of this asset as the asset covers a large reno project
Description (make, model, year):	The refrigeration component was part of a 2008 arena upgrade.
Expected Disposal Date:	July 1, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)		

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

The replacement compressor is anticipated to be more efficient that the existing unit. Energy efficient compressors can result in energy and cost savings, and contribute to emission reduction targets as outlined in the Corporate Energy and Emissions Plan.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.5
Project Name:	Rotary Complex - Parking Lot Renovations
Start Date and End Date:	April 1, 2026 - December 31, 2026

Brief Project Description:

Renovations to the parking lot at the Rotary Complex & Agriplex to repair deteriorated areas, fill in the existing storm pond to create approximately 200 additional parking spaces, and add measures to enhance accessibility and safety for patrons and pedestrians.

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

The Rotary Complex and Agriplex are the highest utilized recreation facilities as they host daily programming, activities, and events throughout the entire year. Inadequate parking availability is a concern for regular programming and events, as well as special events such as the Canadian Dairy XPO and Ontario Pork Congress that are hosted at the facilities. Parking is required on McCarthy Road for the Canadian Dairy XPO which impacts traffic and the bicycle lanes.

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

Project Cost	Amount	Additional Detail
4050 Contractors	1,000,000	
Total Project Cost	$ 1,000,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	750,000	R-R11-FACI
Reserve or Reserve Fund (specify)	250,000	R-R11-STRM
Total Funding	$ 1,000,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Maintenance such as general inspection, ashpalt repairs, crack sealing, and line painting will be included in future operating budgets.

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

Without the additional parking spaces there is potential that the facilities will not be able to accommodate hosting large scale events due to inadequate parking. An increased number of parking spaces will help to attract events at the facilities aligning with the Cultural and Sport Tourism Plans. Enhanced accessibility and public safety measures will also help to attract new events while retaining existing events and programs.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 500,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Increase

Explain:

The asphalt paving is expected to have a useful life of 20 to 25 years. Routine maintenance and repairs will help to ensure the life expectancy is maintained. This parking lot is not part of our asset inventory. It will be added in as part of this project and the BCA study in 2026.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This request is not applicable to CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.6
Project Name:	Rotary Complex - EPDM Roofing Replacement
Start Date and End Date:	May 1, 2026 - September 30, 2026

Brief Project Description:

Replacement of the Ethylene Propylene Diene Terpolymer (EPDM) single-ply roofing membrane system at the Rotary Complex.

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

The EPDM roofing systems require replacement to ensure the continued level of service of the facility. The exisitng roofing system has reached its useful life, and to extend the life of the asset, a new roofing system is required.

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

Project Cost	Amount	Additional Detail
4050 Contractors	1,100,000	
Total Project Cost	$ 1,100,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	1,100,000	R-R11-FACI
Total Funding	$ 1,100,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Regular maintenance, cleaning, and inspections of the roofing systems will be included in future operating budgets.

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

If the existing roofing system is not replaced there is a risk of failure to the roofing system including leaking, and potential damage to the facility structure and interior finishes. This has the potential to result in service disruption of the facility and programming including the loss of rentals and revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 1,300,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:

The EPDM roofing system has a service life of 20 years. Regular maintenance will help to ensure it reaches the expected service life.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	532 - Partial disposal
Description (make, model, year):	
Expected Disposal Date:	09/30/26

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	1.4 - 2.6	Roof
Annual GHG emissions reduction (tCO2e)	2.0	
Service Life GHG emissions (tCO2e)	120.0	
Expected Units Fuel Savings ($)	15-30% Savings	Approximately 8-10%

F.3 Climate Lens for Other Purchases

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

Explain:

A new roofing system has the ability to contribute to efficiencies in energy usage that can result in reduced energy and utility costs, and emission reductions. It is recommended that the new roofing system is light coloured to help reduce energy use to condition the indoors and result in significantly lower cooling costs.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.7
Project Name:	Rotary Complex - Arena Entrance Doors Replacement
Start Date and End Date:	May 1, 2026 - October 31, 2026

Brief Project Description:

Replacement of the metal/glass automatic sliding doors and frames at the Arena entrance at the Rotary Complex.

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

The arena entrance doors have reached the end of their useful life and require replacement. The replacement of the doors will extend the useful life of the facility.

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

Project Cost	Amount	Additional Detail
4050 Contractors	40,000	
Total Project Cost	$ 40,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	40,000	R-R11-FACI
Total Funding	$ 40,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Maintenance including annual inspections and repairing door hardware will be included in future operating budgets.

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

Over the last 3 to 5 years the doors have required significant repairs, with replacement parts not readily available. Failure to the doors will result in service delivery concerns for users, the public, and events with these doors since they are the main entrance of the facility.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046	
Projected Replacement Cost:	$	45,000
Projected Useful Life in years:	20 Years	
Service Level Impact:	Maintain	

Explain:

Metal and glass sliding door systems are expected to have a useful life of 20 years. Regular maintenance and routine inspections will help to ensure the useful life is reached.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	532 - Partial disposal - These will have new asset IDs created after install and captured during 2026 BCA.
Description (make, model, year):	
Expected Disposal Date:	October 31, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This request is not applicable to CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.8
Project Name:	Rotary Complex - Boilers Replacement
Start Date and End Date:	May 1, 2026 - September 30, 2026

Brief Project Description:

Replacement of the domestic hot water boilers at the Rotary Complex. Staff will apply for available funding opportunities through the FCM capital funding program.

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

The domestic hot water boilers at the facility have reached the end of their serviceable life and require replacement. The replacement will ensure the facility maintains the current level of service to facility users, patrons, tenants, and events.

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

Project Cost	Amount	Additional Detail
4050 Contractors	125,000	
Total Project Cost	$ 125,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	125,000	R-R11-FACI
Total Funding	$ 125,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Regular maintenance, inspections, and water treatment of the boilers will be included in future operating budgets.

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

The existing boilers are in poor condition and require frequent repairs. If the boiler system is not replaced, there is potential of failure of the boilers which would negatively impact the operations and service delivery of the facility, the users, and the tenants in the facility.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 140,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:

The expected useful life of the boilers is 20 years. Regular maintenance, inspection, and water treatment will help to ensure the boilers meet the expected useful life.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	532 - Partial disposal - these will have new assets created once installed and as part of 2026 BCA.
Description (make, model, year):	
Expected Disposal Date:	09/30/26

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)	15-30% Savings	There is potential to replace the existing gas fired system with an electric system.

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

The replacement boiler system is anticipated to be more efficient than the existing system. Selecting an electric system can result in significant savings, both in terms of costs and emissions (zero). Instead, selecting a gas powered boiler system will result in minimal energy savings of around 10-12%.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.9
Project Name:	Rotary Complex - Make Up Air Units Replacement
Start Date and End Date:	April 1, 2026 - December 31, 2026

Brief Project Description:

Replacement of the Make Up Air Units that provide heated and cooled fresh air at the Rotary Complex.

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

The two gas-fired Make Up Air Units have reached the end of their useful life and require replacement. The replacement will ensure the facility maintains the current level of service to facility users, patrons, tenants, and events. Staff will investigate replacing the current gas-fired units with electric units that will help to reduce the energy and GHG consumption at the facility.

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

Project Cost	Amount	Additional Detail
4050 Contractors	310,000	
Total Project Cost	$ 310,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	310,000	R-R11-FACI
Total Funding	$ 310,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Regular maintenance, inspections, filter and belt changes will be included in future operating budgets.

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

The existing units are in fair condition and require regular repairs. If the units are not replaced, there is potential of failure of the units which would negatively impact the operations and service delivery of the facility, the users, and the tenants in the facility. The units use R-22 refrigerant that has been phased out due to environmental requirements with parts and material no longer being available.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 330,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:

The expected useful life of the make up air units is 20 years. Regular inspections and maintenance will help to ensure the units meet the expected useful life.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	532 - Partial disposal - These will have new asset IDs created after install and captured during 2026 BCA.
Description (make, model, year):	
Expected Disposal Date:	12/31/26

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)	15-30% Savings	

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

The replacement make up air units are anticipated to be more efficient than the existing system. Selecting an electric system can result in significant savings, both in terms of costs and emissions (zero). Instead selecting a gas powered boiler system will result in minimal energy savings of around 10-12%.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.10
Project Name:	Rotary Complex - Dehumidifier Replacement
Start Date and End Date:	May 1, 2026 - December 31, 2026

Brief Project Description:

Replacement of the dehumidifer for the ice surface at the Rotary Complex. An electric dehumidifier will be considered to reduce the GHG and natural gas consumption for the facility.

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

The dehumidifier is a major component of the ice surface and refrigeration equipment system. The dehumidifier is scheduled for replacement in accordance with the life expectancy. The replacement will ensure continued high quality ice surfaces.

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

Project Cost	Amount	Additional Detail
4050 Contractors	275,000	
Total Project Cost	$ 275,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	275,000	R-R11-FACI
Total Funding	$ 275,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Regular maintenance including filter changes and inspections will be included in future operating budgets.

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

If the existing dehumidifier fails it could impact the operations and quality of the ice surface which would result in the loss of ice rental bookings. An unplanned replacement of equipment would result in negative financial implications to both operations and revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 300,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:

The replacement will ensure the refrigeration equipment is operating efficiently. New equipment significantly decreases the possibility of failure to the refrigeration plant operations and results in fewer disruptions to the facility services.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	532 - Partial disposal - These will have new asset IDs created after install and captured during 2026 BCA.
Description (make, model, year):	
Expected Disposal Date:	12/31/26

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)	15-30% Savings	

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

The replacement dehumidifier is anticipated to be more efficient that the existing unit. Energy efficient dehumidifiers can result in energy and cost savings, and contribute to emission reduction targets as outlined in the Corporate Energy and Emissions Plan. Should an electric option be selected, it can result in significant progress toward our emission reduction targets and substantial cost savings.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.12
Project Name:	Dufferin Lions Arena - Dehumidifier Replacement
Start Date and End Date:	April 1, 2026 - August 31, 2026

Brief Project Description:

Replacement of the dehumidifer for the ice surface at the Dufferin Lions Arena. An electric dehumidifier will be considered to reduce the GHG and natural gas consumption for the facility.

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

The dehumidifier is a major component of the ice surface and refrigeration equipment system. The dehumidifier is scheduled for replacement in accordance with the life expectancy. The replacement will enable the department to continue to provide high quality ice surfaces.

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

Project Cost	Amount	Additional Detail
4050 Contractors	100,000	
Total Project Cost	$ 100,000	

Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-FACI
Total Funding	$ 100,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Regular maintenance including filter changes and inspections will be included in future operating budgets.

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

If the existing dehumidifier fails it could impact the operations and quality of the ice surface which would result in the loss of ice rental bookings. An unplanned replacement of equipment would result in negative financial implications to both operations and revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 125,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:

The replacement will ensure the refrigeration equipment is operating efficiently. New equipment significantly decreases the possibility of failure to the refrigeration plant operations and results in fewer disruptions to the facility services.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	1053 - Partial disposal - These will have new asset IDs created after install and captured during 2026 BCA.
Description (make, model, year):	
Expected Disposal Date:	August 31, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)		

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

The replacement dehumidifier is anticipated to be more efficient than the existing unit. Energy efficient dehumidifiers, especially electric options will result in significant energy and cost savings, and directly contribute to emission reduction targets as outlined in the Corporate Energy and Emissions Plan.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.12
Project Name:	Agriplex - TPO Roofing Replacement
Start Date and End Date:	April 1, 2026 - October 31, 2026

Brief Project Description:
Replacement of the Thermoplastic Polyolefin (TPO) membrane roofing systems at the Agriplex.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The TPO roofing system requires replacement to ensure the continued level of service of the facility. The exisiting roofing systems have reached their useful life and are in fair to poor condition. To extend the life of the asset, a new roofing system is required.

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

Project Cost	Amount	Additional Detail
4050 Contractors	375,000	
Total Project Cost	$ 375,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	375,000	R-R11-FACI
Total Funding	$ 375,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Regular maintenance, cleaning, and inspections of the roofing systems will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
If the existing roofing system is not replaced there is a risk of failure to the roofing system including leaking, and potential damage to the facility structure and interior finishes. This has the potential to result in service disruption of the facility and programming including the loss of rentals and revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051
Projected Replacement Cost:	$ 400,000
Projected Useful Life in years:	20-25 Years
Service Level Impact:	Maintain

Explain:
The TPO roofing system has a service life of 20 to 25 years. Regular maintenance will help to ensure it reaches the expected service life.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	533 - Partial disposal - These will have new asset IDs created after install and captured during 2026 BCA.
Description (make, model, year):	
Expected Disposal Date:	October 31, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

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

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

A new roofing system has the ability to contribute to efficiencies in energy usage that can result in reduced energy and utility costs, and emission reductions. The replacement roofing system with thicker insulation is anticipated to be more efficient, and can result in approx. 2 tonnes in estimated GHG emission reductions annually, and 120 tonnes over its service life.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.13
Project Name:	Lions Pool - Exterior Doors Replacement
Start Date and End Date:	April 1, 2026 - May 31, 2026

Brief Project Description:
Replacement of the wood exterior doors at Lions Pool.

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

Some of the wood exterior is in fair to poor condition with physical damage and some rotting noted throughout. The door replacements will extend the useful life of the facility as a whole.

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

Project Cost	Amount	Additional Detail
4050 Contractors	20,000	
Total Project Cost	$ 20,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	20,000	R-R11-FACI
Total Funding	$ 20,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

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

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

Benefits of replacing the exterior doors includes improved insulation, enhanced energy efficiency, smoother operation and functionality, and increased security of the facility during operational hours and after hours.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 25,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:
Exterior wood doors are expected to have a serviceable life of 20 years, with regular maintenance helping to ensure the life expectancy is met.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	560
Description (make, model, year):	Wooden Doors
Expected Disposal Date:	May 31, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This request is not applicable to CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.14
Project Name:	SERC - Sports Field LED Lighting Retrofit
Start Date and End Date:	April 1, 2026 - October 31, 2026

Brief Project Description:

Retrofitting the existing sports field (Baseball Diamonds, Soccer Fields, Tennis/Pickleball Courts) to LED Lighting at SERC.

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

The SERC sports fields are heavily utilized by community groups, minor sports organizations, and community residents. Retrofitting the existing lighting to LED will enhance the quality of the sports fields and can potentially attract additional events. Government legislation was recently passed to ban HID lighting in Canada. The existing lighting at these sports fields is HID style. Over the next few years, replacement parts and components will be phased out and not avaialble. Retrofitting to LED lighting will be required to ensure their is no disruption to the sports fields due to non-operational lighting.

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

Project Cost	Amount	Additional Detail
3050 Materials	200,000	
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	200,000	R-R11-FACI
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Maintenance, cleaning, and inspections of the LED lighting controls and components will be included in future operating budgets.

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

Benefits of LED lighting for sports fields include higher quality light levels, operational savings for utility and maintenance costs, energy efficiency, and a longer lifespan for the lighting fixtures. The higher light levels can result in enhanced player and user safety.

Without completing the retrofit to LED lighting, parts and components may not be avaialble which would result in repairs not be able to be completed. This would lead to the lighting not being available which would decrease the utilization of the sports fields and negatively affect revenue.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036-2041
Projected Replacement Cost:	$ 225,000
Projected Useful Life in years:	10 - 15 Years
Service Level Impact:	Maintain

Explain:

Maintenance including inspections and cleaning of LED light components and controls will help to extend the projected useful life.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	156 - Partial disposal
Description (make, model, year):	Existing HID sports field lighting.
Expected Disposal Date:	October 31, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.6	
Service Life GHG emissions (tCO2e)	36.0	
Expected Units Fuel Savings ($)	15-30% Savings	Estimated cost savings from switching to LEDs.

F.3 Climate Lens for Other Purchases

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

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

Explain:

This request is aligned with the recommendations of the CEEP and will directly contribute to emission reduction targets. Upgrading to LED lighting options will result in annual energy and utility savings.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.15
Project Name:	Gallery Stratford - Driveway/Parking Lot Paving
Start Date and End Date:	April 1, 2026 - October 31, 2026

Brief Project Description:
Replacement of the asphalt surfaces of the driveway and parking areas at Gallery Stratford.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The existing asphalt surface is in poor condition and requires replacement. Areas of the driveway and parking lots have deteriorated significantly and possess serious safety concerns as there is potential for trips and falls for pedestrians, and damage to vehicles and equipment.

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

Project Cost	Amount	Additional Detail
4050 Contractors	110,000	
Total Project Cost	$ 110,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	110,000	R-R11-FACI
Total Funding	$ 110,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Annual maintenance will be included in future operating budgets including inspections, repairs, line painting, and crack sealing.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
The asphalt driveway and parking areas are in poor condition and have required significant repairs and maintenance over the last 2 years. There is risk of a patron tripping or falling and causing an injury, and risk of damage to vehicles and equipment due to the condition of the surface.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 125,000
Projected Useful Life in years:	20 Years
Service Level Impact:	Maintain

Explain:
The asphalt surface is expected to have a useful life of 20 years with maintenance including repairs, inspections, crack sealing, and painting completed regularly.

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

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

Asset ID #:	946 - Partial Disposal
Description (make, model, year):	
Expected Disposal Date:	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This request is not applicable to CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.16
Project Name:	Packham Sports Complex - Parking Lot Lighting
Start Date and End Date:	April 1, 2026 - October 31, 2026

Brief Project Description:

Installation of lighting in the parking lots at the Packham Sports Complex. Currently the parking lots do not have any lighting which can be a safety concern for staff, facility users, and patrons.

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

Upgrading the parking lots with lighting will help enhance the security and safety of the facilities (ball diamonds, Dog Park, soccer fields). The parking lots with no lighting have the potential to decrease the utilization of the facilities because of safety concerns which will negatively impace the revenue of the facilities and department.

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

Project Cost	Amount	Additional Detail
4050 Contractors	75,000	
Total Project Cost	$ 75,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	75,000	R-R11-FACI
Total Funding	$ 75,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Maintenance including inspections and repairs to the light poles and fixtures will be included in future operating budgets.

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

Benefits include enhanced safety and security to help prevent accidents and incidents and improve visibility for drivers and pedestrians. Lighting can also help to prevent potential crime or damage to vehicles, equipment, and property. Effective lighting in the parking lots enhances the overall user experience by creating a welcoming environment, and making users feel more comfortable and secure.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046-2051
Projected Replacement Cost:	$ 90,000
Projected Useful Life in years:	15 to 25 Years
Service Level Impact:	Increase

Explain:

LED lighting is expected to have a useful life of 15 to 25 years. Solar lighting is expected to have a useful life of 5 to 10 years. Lighting in the parking lots will increase the safety of the area and the safety of staff and patrons.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	540 - Partial disposal
Description (make, model, year):	
Expected Disposal Date:	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

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

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.17
Project Name:	Salto Security System - Various Facilities
Start Date and End Date:	April 1, 2026 - October 31, 2026

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

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

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

Project Cost	Amount	Additional Detail
4050 Contractors	30,000	
Total Project Cost	$ 30,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	30,000	R-R11-FACI
Total Funding	$ 30,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

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

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

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2041
Projected Replacement Cost:	$ 35,000
Projected Useful Life in years:	15 Years
Service Level Impact:	Increase

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

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

This request is not applicable to CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.3.18
Project Name:	Anne Hathaway Park - Driveway Paving/Barrier System
Start Date and End Date:	April 1, 2026 - October 31, 2026

Brief Project Description:

Replacement of the asphalt paving for the driveway and installation of a traffic barrier to prohibit vehicles from parking on the park area and on the basketball court surface.

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

The asphalt surface on the driveway is in poor condition and requires replacement. The installation of a barrier system is required to prohibit vehicles from parking on the parkland area and the basketball court. Vehicles driving in these areas are a public safety concern for patrons and facility users.

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

Project Cost	Amount	Additional Detail
4050 Contractors	20,000	
Total Project Cost	$ 20,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	20,000	R-R11-FACI
Total Funding	$ 20,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Maintenance costs for the asphalt surface and vehicle barrier system will be included in future operating budgets.

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

The driveway surface is in poor condition and requires replacement to eliminate potential safety concerns as a trip of fall is possible. The parking barrier will protect patrons that are using the park area and the basketball court from vehicles. Pedestrians walking between areas will also be protected from vehicles.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046	
Projected Replacement Cost:	$	25,000
Projected Useful Life in years:	20 Years	
Service Level Impact:	Increase	

Explain:

Service level for public safety will be increased for users of the park, splash pad, and basketball court. The asphalt surface of the driveway is expected to have a useful life of 20 years.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This request is not applicable to CEEP recommendations.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	1 Wellington St. - City Hall																	
C.4.1	Air Conditioning (Council Chambers)	50,000										50,000					50,000	50,000
	Exterior Envelope Maintenance		950,000	1,100,000								2,050,000					2,050,000	2,050,000
	Flooring (Tile, Carpet, Hardwood)		155,000			31,000					93,000	279,000					279,000	279,000
	Interior Finishes						15,000				42,000	57,000					57,000	57,000
	Washroom Replacements		80,000									80,000					80,000	80,000
	Flat Roof (Modified Bitumen)			120,000								120,000					120,000	120,000
	HVAC - Air Handling Units			90,000								90,000					90,000	90,000
	HVAC - Condensers				93,000							93,000					93,000	93,000
	HVAC - Chiller System				105,000							105,000					105,000	105,000
	HVAC - Fan Coil Units						63,000	63,000				126,000					126,000	126,000
	Electrical Distribution Equipment							9,000				9,000					9,000	9,000
	HVAC Distribution System								7,000			7,000					7,000	7,000
	Slate Shingles (Repair)									10,000		10,000					10,000	10,000
	Laminate Flooring									25,000		25,000					25,000	25,000
	Painted Walls and Ceilings										24,000	24,000					24,000	24,000
	Fire Detection Devices										7,000	7,000					7,000	7,000
	Fire Alarm Devices										25,000	25,000					25,000	25,000
	Concrete Elements										19,000	19,000					19,000	19,000
	270 Water - Discovery Centre (former Teacher's College)																	
	Interior Finishes			75,000	20,000			10,000				105,000					105,000	105,000
	Flooring (Tile, Carpet, Hardwood)				110,000							110,000					110,000	110,000
	HVAC - Cooling Tower						60,000					60,000					60,000	60,000
	HVAC - Unit and Radiant Heaters						60,000					60,000					60,000	60,000
	HVAC - Heat Pumps							9,000				9,000					9,000	9,000
	Asphalt Paving				55,000							55,000					55,000	55,000
	Passenger Elevator							155,000				155,000					155,000	155,000
	Fire Safety upgrades							8,000				8,000					8,000	8,000
	82 Erie Street - City Hall Annex																	
	Exterior Envelope Maintenance			300,000								300,000					300,000	300,000
	Flat Roof (Modified Bitumen)					190,000						190,000					190,000	190,000
	Washroom Replacements		78,000									78,000					78,000	78,000
	Interior Finishes						30,000					30,000					30,000	30,000
	Asphalt Paving		40,000									40,000					40,000	40,000
	Flooring (Tile, Carpet, Hardwood)							94,000			28,000	122,000					122,000	122,000
	Passenger Elevator							140,000				140,000					140,000	140,000
	Painted Walls and Ceilings								16,000			16,000					16,000	16,000
	Carpet								56,000			56,000					56,000	56,000
	Domestic Hot Water Heaters								4,500			4,500					4,500	4,500

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
	Powered Door Operators									25,000		25,000					25,000	25,000
	Masonry Foundation Walls										20,000	20,000					20,000	20,000
	Concrete Elements										5,000	5,000					5,000	5,000
	246 Railway - Storage Building																	
	Market Square - City Hall																	
	Furniture Replacements		40,000									40,000					40,000	40,000
	47 Downie - Tourism																	
	Interior Finishes					31,500						31,500					31,500	31,500
	Brick Masonry Walls									15,000		15,000					15,000	15,000
	Metal Framed Windows									24,000		24,000					24,000	24,000
	Carpet									16,000		16,000					16,000	16,000
	Metal Framed Glass Entrance Doors										15,000	15,000					15,000	15,000
	Millwork - Cabinetry & Countertops										5,000	5,000					5,000	5,000
	Painted Walls & Ceilings										5,000	5,000					5,000	5,000
	Anne Hathaway Daycare																	
	Roofing (Built-up roofing)					150,000						150,000					150,000	150,000
	Interior Finishes					45,000						45,000					45,000	45,000
	Washroom Replacements					10,000						10,000					10,000	10,000
	Asphalt Paving			41,000								41,000					41,000	41,000
	Playground Fencing						10,000					10,000					10,000	10,000
	Life Safety upgrades							3,000				3,000					3,000	3,000
	Painted Walls & Ceilings									8,000		8,000					8,000	8,000
	Fire Detection Devices									5,000		5,000					5,000	5,000
	Electrical Distribution Equipment									15,000		15,000					15,000	15,000
	Exterior Sealants										9,000	9,000					9,000	9,000
	Masonry Walls										5,000	5,000					5,000	5,000
	Metal Siding										40,000	40,000					40,000	40,000
	Painted Soffits										3,500	3,500					3,500	3,500
	Aluminum Entrance Doors										12,000	12,000					12,000	12,000
	Steel Service Doors										6,000	6,000					6,000	6,000
	Drop Ceilings										63,000	63,000					63,000	63,000
	Furnaces										30,000	30,000					30,000	30,000
	Air Conditioning Units										25,000	25,000					25,000	25,000
	Concrete Elements										4,000	4,000					4,000	4,000
	19 St. Andrew - Public Library																	
	Roofing (Built-up roofing)				70,000							70,000					70,000	70,000
	Interior Finishes			15,000	45,000							60,000					60,000	60,000
	Flooring (Tile, Hardwood, Carpet)					13,000						13,000					13,000	13,000
	HVAC - Make up Air Handling Units				45,000			6,000				51,000					51,000	51,000
	Heating Boilers			35,000								35,000					35,000	35,000
	Asphalt Paving					40,000						40,000					40,000	40,000
	Painted Walls and Ceilings								13,000			13,000					13,000	13,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
	Carpet								80,000			80,000					80,000	80,000
	Concrete Elements								9,000			9,000					9,000	9,000
	Masonry Walls									220,000		220,000					220,000	220,000
	Asphalt Shingles									10,000		10,000					10,000	10,000
	Powered Door Operators									25,000		25,000					25,000	25,000
	Unit & Radiant Heaters									80,000		80,000					80,000	80,000
	Fire Alarm Devices										21,000	21,000					21,000	21,000
	HVAC Distribution System										5,000	5,000					5,000	5,000
	17 George - Administration of Justice																	
C.4.2	Flooring (Tile, Hardwood, Carpet)	90,000		30,000	29,000							149,000					149,000	149,000
	Exterior Envelope Maintenance				50,000			15,000				65,000					65,000	65,000
	Interior Finishes				55,000			12,000				67,000					67,000	67,000
	Washroom Replacements					24,000						24,000					24,000	24,000
	Passenger Elevator				165,000							165,000					165,000	165,000
	HVAC - Make up Air Handling Units							42,000				42,000					42,000	42,000
	HVAC - Heat Pump					12,000						12,000					12,000	12,000
	Interior Light Replacements (LED)				64,000							64,000					64,000	64,000
	Exterior Elements		10,000									10,000					10,000	10,000
	Emergency Generator								65,000			65,000					65,000	65,000
	Concrete Elements								20,000			20,000					20,000	20,000
	Aluminum Framed Windows									80,000		80,000					80,000	80,000
	Millwork - Cabinetry & Countertops									75,000		75,000					75,000	75,000
	Wood Finishes									45,000		45,000					45,000	45,000
	Ceramic Tile Floor									14,000		14,000					14,000	14,000
	Resilient Flooring									40,000		40,000					40,000	40,000
	Electrical Distribution Equipment									20,000		20,000					20,000	20,000
	Lamp Standards									18,000		18,000					18,000	18,000
	Masonry Walls										65,000	65,000					65,000	65,000
	Fire Alarm Deviices										16,000	16,000					16,000	16,000
	Fire Detection Devices										22,000	22,000					22,000	22,000
TOTALS		$ 140,000	$ 1,353,000	$ 1,806,000	$ 906,000	$ 546,500	$ 238,000	$ 566,000	$ 270,500	$ 770,000	$ 614,500	$ 7,210,500	$ -	$ -	$ -	$ -	$ 7,210,500	$ 7,210,500
New Assets Identified in DC Study												-						-
TOTALS		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.4.1
Project Name:	City Hall - Air Conditioning Installation (Council Chambers)
Start Date and End Date:	April 1, 2026 - December 31, 2026

Brief Project Description:

In June, 2025, Council adopted a resolution for the installation of air conditioning in Council Chambers and the rotunda outside of Council Chambers at City Hall.

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

The addition of air conditioning to these spaces can help to increase the level of service for the spaces as Council Chambers is utilized frequently to manage City decisions by Council, staff, and residents.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

General maintenance including inspections, routine service, and filter changes will be included in future operating budgets.

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

Council Chambers and the rotunda currently do not have air conditioning in the spaces which results in warm and uncomfortable temperatures in the summer months during heat waves. The installation of air conditioning will result in the space being more utilized in the summer months.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046	
Projected Replacement Cost:	$	60,000
Projected Useful Life in years:	20 Years	
Service Level Impact:	Increase	

Explain:

The current spaces currently do not have air conditioning. Adding this element has the potential to increase utilization of the space during the warmer summer months. Routine maintenance will help ensure the life expectancy of 20 years in maintained.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)		

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

Energy efficient equipment can result in energy and cost savings, and contribute to emission reduction targets as outlined in the Corporate Energy and Emissions Plan. If not considering an electric heat pump, and instead replacing with an efficient HVAC system with 30% efficiency as compared to conventional/current system, estimated annual reductions of 1.5 tonnes to 4.5 tonnes of GHG emissions can be expected, along with some cost savings in line with the recommendations of CEEP.

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

2026 Capital Project Detail Form

Department and Division:	Community Services/Facilities
Project Number:	C.4.2
Project Name:	Administration of Justice Building - Flooring Replacement
Start Date and End Date:	April 1, 2025 - December 31, 2025

Brief Project Description:
Replacement of flooring (carpet, tile, laminate) throughout the Administration of Justice Building. (17 George St.)

A. Project Justification/Contribution to City Services and Strategic Priorities:
The flooring in the washrooms, changerooms, offices, and lobbies has reached the end of its service life and requires replacement. The replacement flooring will maintain the level of service of the facility. The carpet replacement in the change rooms will improve the air quality and enhance hygiene.

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

Project Cost	Amount	Additional Detail
4050 Contractors	90,000	
Total Project Cost	$ 90,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	90,000	R-R11-FACI
Total Funding	$ 90,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

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

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Replacing the flooring will decrease the amount of floor maintenance expenses and improve the appearance of the rooms and spaces. Not replacing the flooring can result in health and safety issues due to the condition of the existing flooring.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2041
Projected Replacement Cost:	$ 110,000
Projected Useful Life in years:	15 Years
Service Level Impact:	Maintain

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

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	352-Partial disposal-Flooring to be captured in 2026 BCA study
Description (make, model, year):	Existing flooring
Expected Disposal Date:	12/31/26

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This budget request does not have direct emissions impact and is thus not applicable to CEEP recommendations.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	Bus Shelters			150,000		150,000			150,000		150,000	600,000	600,000					600,000
	Transit Garage roof		400,000									400,000	400,000					400,000
	Electric Mobility Bus		400,000			350,000			450,000		450,000	1,650,000	1,650,000					1,650,000
	Transit Roof							350,000				350,000	350,000					350,000
	Hybrid Pick-up Truck (Transit)						75,000					75,000					75,000	75,000
	Electric 40 foot Conventional bus			1,400,000		1,400,000		1,400,000		1,540,000		5,740,000	5,740,000					5,740,000
		$ -	$ 800,000	$ 1,550,000	$ -	$ 1,900,000	$ 75,000	$ 1,750,000	$ 600,000	$ 1,540,000	$ 600,000	$ 8,815,000	$ 8,740,000	$ -	$ -	$ -	$ 75,000	$ 8,815,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Community Services**
Division **C.6 Recreation Programs**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	Esports Computers					25,000					25,000	50,000					50,000	50,000
		$ -	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000	$ 50,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

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

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.1.1	Sidewalk Replacements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000					3,000,000	3,000,000
D.1.2	Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000					500,000	500,000
D.1.3	Pedestrian Crossing Improvements	65,000	100,000	100,000	100,000	100,000	70,000	70,000	70,000	70,000	70,000	815,000					815,000	815,000
D.1.4	Bridge Improvements/Renewal	1,200,000	575,000	600,000	1,000,000	800,000	500,000	500,000	500,000	500,000	500,000	6,675,000	6,675,000					6,675,000
D.1.5	Signalized Intersection Updates	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	925,000					925,000	925,000
D.1.6	Street Lighting Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000					500,000	500,000
	Transportation Master Plan projects		600,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,600,000					8,600,000	8,600,000
	Downtown Intersection Improvements		500,000									500,000					500,000	500,000
	New Traffic Signals - Lorne and Wright							100,000				100,000					100,000	100,000
												-						
		$ 1,740,000	$ 2,250,000	$ 2,175,000	$ 2,600,000	$ 2,400,000	$ 2,070,000	$ 2,170,000	$ 2,070,000	$ 2,070,000	$ 2,070,000	$ 21,615,000	$ 6,675,000	$ -	$ -	$ -	$ 14,940,000	$ 21,615,000
New Assets Identified in DC Study																		
D.1.7	New Sidewalks, Collector and Arterial	210,000	220,000	230,000	240,000	250,000	250,000	250,000	250,000	250,000	250,000	2,400,000		1,200,000			1,200,000	2,400,000
	New Traffic Signals - McCarthy and Romeo						150,000					150,000		135,000			15,000	150,000
	New Traffic Signals - Quinlan and Mornington								150,000			150,000		135,000			15,000	150,000
	McCarthy/O'Loane Roundabout				600,000							600,000		600,000				600,000
TOTALS		$ 210,000	$ 220,000	$ 230,000	$ 840,000	$ 250,000	$ 400,000	$ 250,000	$ 400,000	$ 250,000	$ 250,000	$ 3,300,000	$ -	$ 2,070,000	$ -	$ -	$ 1,230,000	$ 3,300,000

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.1
Project Name:	Sidewalk Replacements
Start Date and End Date:	April to October 2026

Brief Project Description:
Annual program for replacement of existing sidewalks in poor condition and elimination of trip hazards, plus an allowance for City contribution towards sidewalk replacement at driveways when requested by private citizens.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Annual program aims to meet minimum maintenance standards and Council policy S.2.10 Sidewalk Replacement at Driveways, which overall reduces risk of injury and respective claims against the City.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	net zero	Annual
Amount in Future Budget Years:	net zero	

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

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

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:
Projected Replacement Cost:
Projected Useful Life in years:
Service Level Impact: Maintain

Explain:

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

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

Explain:

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

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

Improved sideawalks encourage multi-modal transportation, reduce dependency on fossil fuel vehicles.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.2
Project Name:	Accessibility Improvements
Start Date and End Date:	April to October 2026

Brief Project Description:

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

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

Annual program to repair or correct sidewalk areas that do not meet AODA requirements , new curb cuts, ramps and parking areas, as recommended by AAC.

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

Project Cost	Amount	Additional Detail
4050 Contractors	50,000	
Total Project Cost	$ 50,000	

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	negligible	

Description:

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

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

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

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on increase in active transportation modes of travel.

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

Explain:

Fossil fuel based equipment is required to prepare and install accessible infrastructure. The nature of these installations is small, and expected to have a low and indirect impact to the City's GHG emissions. However, having access to repaired sidewalks can encourage use of active transportation modes of travel for the community which can result in reduced GHG emissions, and is in alignment with the Community Climate Action Plan.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.3
Project Name:	Pedestrian Crossing Improvements
Start Date and End Date:	Summer 2026

Brief Project Description:

Crossing on Mornington Street near Princess Street. Additional crossing of McCarthy Road East at Graff Avenue proposed as part of the McCarthy Road East project.

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

Priority locations are recommended in the Transportation Master Plan.

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

Project Cost	Amount	Additional Detail
4050 Contractors	65,000	
Total Project Cost	$ 65,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	65,000	R-R11-PWCA
Total Funding	$ 65,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	varies	
Amount in Future Budget Years:		

Description:

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

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

Provides safe crossings of major streets for pedestrians. Risk if not approved - safety will continue to be an issued for pedestrians in problematic areas.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	60
Service Level Impact:	Increase

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on procurment of local raw and recycled material.

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.4
Project Name:	Bridge Improvements/Renewal
Start Date and End Date:	2026 year round

Brief Project Description:

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

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

Recommended work, included in the latest (2025) Ontario Structural Inspection Manual (OSIM) bridge appraisal report, to maintain public safety. Work includes consultants for design of 2027 projects and replacement of T.J.Dolan retaining wall structure.

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

Project Cost	Amount	Additional Detail
4040 Consultants	200,000	
4050 Contractors	1,000,000	
Total Project Cost	$ 1,200,000	
Funding Sources	**Amount**	**Additional Detail**
Federal or Provincial Funding	1,200,000	R-R11-RFED
Total Funding	$ 1,200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

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

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

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

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	60
Service Level Impact:	Maintain

Explain:

Work includes replacement of a deteriorated structure.

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.5
Project Name:	Signalized Intersection Updates
Start Date and End Date:	April to November 2026

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

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

Signalized intersection infrastructure (poles, signal heads, wiring) in many locations are reaching the end of their service life and must be replaced before they fail. There are also some audible signals that don't meet current Accessibility for Ontarians with Disablilities Act that are proposed to be replaced when intersection infrastructure is being updated.

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

Project Cost	Amount	Additional Detail
4050 Contractors	75,000	
Total Project Cost	$ 75,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	75,000	R-R11-PWCA
Total Funding	$ 75,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		

Description:

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

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

Risk - failure of intersection signalization requiring emergency repairs at increased costs.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

There is minimal climate related impact associated with this initiative.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.6
Project Name:	Street Lighting Improvements
Start Date and End Date:	year round 2026

Brief Project Description:

Annual program to provide for new street lights.

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

Installation of new street lights in areas with poor lighting and for conversions to energy efficient LED lighting.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		

Description:

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

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

Risk - no improvement to low lit areas, resulting in no movement towards public safety.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	30
Service Level Impact:	Increase

Explain:

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

Asset ID #:	
Description (make, model, year):	
Current Condition Rating:	
Will it extend useful life?	
If yes, amended useful life in years:	30
Service Level Impact:	Increase

Explain:

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.6	
Service Life GHG emissions (tCO2e)	36.0	
Expected Units Fuel Savings ($)	15-30% Savings	As compared to current halogen fixtures

F.3 Climate Lens for Other Purchases

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

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Roads and Traffic
Project Number:	D.1.7
Project Name:	New Sidewalks, Collector and Arterial
Start Date and End Date:	April to November 2026

Brief Project Description:

Installation of new development charge eligible sidewalks at various locations - to be determined

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

As recommended by the Transportation Master Plan and Council adopted policy, this initiative seeks to infill missing sidewalk connections to promote pedestrian safety and provide connectivity.

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

Project Cost	Amount	Additional Detail
4050 Contractors	210,000	
Total Project Cost	$ 210,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	105,000	R-R11-PWCA
Development Charges	105,000	R-DIS-ROAD
Total Funding	$ 210,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	4,000	Annual

Description:

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

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

Risk - pedestrian access and safety will continue to be an issue in various locations, will not align with strategic priority of improving mobility and accessibility

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on procurment of local raw and recycled material.

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

Explain:

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

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.2 Storm**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.2.1	Lorne Trunk Storm Sewer Rehabilitation	1,000,000										1,000,000					1,000,000	1,000,000
D.2.2	Storm Water Management Facility Maintenance	250,000	610,000	250,000		250,000		250,000		250,000		1,860,000					1,860,000	1,860,000
D.2.3	Lake Victoria Outfall Replacements	700,000		700,000								1,400,000					1,400,000	1,400,000
D.2.4	Lake Victoria Sediment Removal	400,000			400,000		400,000		400,000		400,000	2,000,000					2,000,000	2,000,000
D.2.5	Roadhouse Municipal Drain Improvement (CF)	3,000,000										3,000,000	3,000,000					3,000,000
	Municipal Drain Maintenance Improvements		200,000			200,000		200,000		200,000		800,000					800,000	800,000
TOTALS		$ 5,350,000	$ 810,000	$ 950,000	$ 400,000	$ 450,000	$ 400,000	$ 450,000	$ 400,000	$ 450,000	$ 400,000	$ 10,060,000	$ 3,000,000	$ -	$ -	$ -	$ 7,060,000	$ 10,060,000
New Assets Identified in DC Study												-						-
TOTALS		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Storm
Project Number:	D.2.1
Project Name:	Lorne Trunk Storm Sewer Rehabilitation
Start Date and End Date:	2026 to 2027

Brief Project Description:

Investigation and evaluation of Corrugated Steel Pipe (CSP) trunk storm sewer past its end of life, followed by implementation of recommended rehabilitation.

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

The Lorne Avenue trunk storm sewer is a 3300 to 3750mm dia CSP pipe more than 50 years old, and past its normal service life. Its location and depth make it very difficult and costly to replace by conventional methods. Rehabilitation is required to prevent failure.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		

Description:

Decreased cost of maintenance and flushing of poorly performing sewers.

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

This is a very cost effective approach to avoid critical failures that would result in flooding, loss of service, and major disruption to City infrastructure.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:	
Description (make, model, year):	
Current Condition Rating:	
Will it extend useful life?	Yes
If yes, amended useful life in years:	50
Service Level Impact:	Increase

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

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

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Storm
Project Number:	D.2.2
Project Name:	Storm Water Management Facility Maintenance
Start Date and End Date:	2026 to 2027

Brief Project Description:

Sediment removal and replacement of deteriorating hickenbottom outfalls at several Stormwater Management Ponds.

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

Several Stormwater Ponds require maintenance at their outfalls to ensure efficient operations. Downie Stormwater Pond also requires sediment removal from its forebay as it has reached its cleanout trigger.

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

Project Cost	Amount	Additional Detail
4040 Consultants	10,000	
4050 Contractors	240,000	
Total Project Cost	$ 250,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	250,000	R-R11-STRM
Total Funding	$ 250,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		

Description:

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

Removing sediment and completing repairs to the SWMP's will improve sediment removal efficiency and prolong the useful life of these treatment facilities. Failure to complete this work will allow sediment to move into the storm system and potentially cause reduction in flow rates of storm collection systems.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Due to changes in excess soil regulation, dewatered sediment from SWMP can be used as cover at municipal landfills, reducing hauling distances of the removed sediments.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Storm
Project Number:	D.2.3
Project Name:	Lake Victoria Outfall Replacements
Start Date and End Date:	2026 to 2027

Brief Project Description:

Replacement and Refurbishment of outfalls into Lake Victoria.

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

Several outfalls to Lake Victoria have been identified in poor condition and are required to be refubrished or fully replaced.

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

Project Cost	Amount	Additional Detail
4050 Contractors	700,000	
Total Project Cost	$ 700,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	700,000	R-R11-STRM
Total Funding	$ 700,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Failure to complete these repairs would result in erosion of the Lake's shoreline, flooding, and major disruption to City infrastructure.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	50
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable for this budget request.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Storm
Project Number:	D.2.4
Project Name:	Lake Victoria Sediment Removal
Start Date and End Date:	Fall 2026

Brief Project Description:
Removal of accumulated sediment throughout Lake Victoria.

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

Lake Victoria has a large amount of sediment acummulated throughout the lake. Removing this sediment will lead to an increase in stormwater retention and a healthier aquatic ecosystem.

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

Project Cost	Amount	Additional Detail
4050 Contractors	400,000	
Total Project Cost	$ 400,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	400,000	R-R11-STRM
Total Funding	$ 400,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

E. Asset Management Plan:

E.1 For a new purchase or construction

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Effective management of stormwater curbs flooding risks and promotes adaptation.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Storm
Project Number:	D.2.5.
Project Name:	Roadhouse Municipal Drain Improvement (CF)
Start Date and End Date:	2025 - 2026

Brief Project Description:

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

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

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

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

Project Cost	Amount	Additional Detail
4050 Contractors	3,000,000	
Total Project Cost	$ 3,000,000	
Funding Sources	**Amount**	**Additional Detail**
Federal or Provincial Funding	3,000,000	R-R11-RFED
Total Funding	$ 3,000,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	30,000	Annual

Description:

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

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

Temporary bracing measures may fail, resulting in significant damages to neighbouring property. If this critical storm infrastructure fails it may cause flooding upstream in a storm event.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	75
Service Level Impact:	Maintain

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

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

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.3 Water**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.3.1	Miscellaneous Water Repairs	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	1,110,000					1,110,000	1,110,000
D.3.2	Mechanical & Communication Upgrades to Wells	200,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	1,208,000					1,208,000	1,208,000
D.3.3	Well Chlorination System Upgrades	65,000	65,000	65,000			65,000	65,000	65,000	65,000		455,000					455,000	455,000
D.3.4	Rehabilitation Flood Control Structures	240,000	100,000	80,000								420,000					420,000	420,000
D.3.5	Dunn Road Generator	200,000										200,000					200,000	200,000
	Iron Removal Systems			2,000,000	2,000,000							4,000,000					4,000,000	4,000,000
	Well Inspections/Upgrades		110,000	200,000	200,000	200,000						710,000					710,000	710,000
		$ 807,000	$ 483,000	$ 2,557,000	$ 2,416,000	$ 420,000	$ 289,000	$ 293,000	$ 297,000	$ 301,000	$ 240,000	$ 8,103,000	$ -	$ -	$ -	$ -	$ 8,103,000	$ 8,103,000
New Assets Identified in DC Study																		
TOTALS		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Water
Project Number:	D.3.1
Project Name:	Miscellaneous Water Repairs
Start Date and End Date:	Year Round 2026

Brief Project Description:

A contingency for unplanned or emergency repairs required in the water supply or distribution system where immediate or timely attention is required.

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

Unplanned events such as water main breaks, pump failures, and hydrant malfunctions can disrupt water supply. This contingency ensures continuous water distribution and safe drinking water during emergencies.

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

Project Cost	Amount	Additional Detail
4050 Contractors	102,000	
Total Project Cost	$ 102,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	102,000	R-R11-WATR
Total Funding	$ 102,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

The small failed and repaired sections may see a slight decrease in operation and maintenance requirements.

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

The lack of contingency funding for unexpected issues, such as compromised water mains or lead removal, poses a risk. This could lead to higher costs and prolonged disruptions while ensuring safe drinking water.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:
Projected Replacement Cost:
Projected Useful Life in years:
Service Level Impact:

Explain:

Small sections of replaced infrastructure would likely be replaced again when the entire section of infrastructure is renewed.

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

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

Explain:

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

Water infrastructure related projects are not directly related to the Corporate Energy and Emissions Plan, though resilient infrastructure will build into community assets and overall climate adaptation elements that we are focusing on, along with mitigation. This budget item is largely related to aging infrastructure that is more prone to failure. Last minute and emergency repairs (reactive approach) tend to expend more resources as the scope of work is greater than what would have otherwise been undertaken in a planned proactive approach.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Water
Project Number:	D.3.2
Project Name:	Mechanical & Communication Upgrades to Wells
Start Date and End Date:	Year Round 2026

Brief Project Description:

Various repairs and maintenance to wells in accordance to the Well Monitoring Study completed in 2019. Examples for this are valve, piping, miltronics or instrumentation replacement or upgrade.

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

Continuous improvement to the water treatment and supply facilities in the City are required in order to maintain the City's water supply resources and the distribution of potable water that is provided to the public. The communication and SCADA system are also in need of being upgraded to increase security and efficiency within our Water system

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

Project Cost	Amount	Additional Detail
4050 Contractors	200,000	
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	200,000	R-R11-WATR
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

As this is a replacement of existing infrastructure, no additional operation and maintenance or asset renewal is anticipated.

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

Continuous and reactive improvements to the well supply system ensure long term sustainability to the drinking water system.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	25
Service Level Impact:	Maintain

Explain:

The proposed work is largely related to the replacement of similar existing infrastructure, resulting in minimal anticipated change to future operating budgets.

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

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

Explain:

The proposed work is largely related to the replacement of similar existing infrastructure, resulting in a similar level of service being provided.

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

There are no direct impacts to corporate GHG emissions identified as a result of this project.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Water
Project Number:	D.3.3
Project Name:	Well Chlorination System Upgrades
Start Date and End Date:	April to October 2026

Brief Project Description:

Replacement of all gas chlorination system components at various wells.

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

Completing upgrades to all gas chlorination system components as a preventative measure will help ensure uninterrupted water service for residents.

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

Project Cost	Amount	Additional Detail
3050 Materials	45,000	
4050 Contractors	20,000	
Total Project Cost	$ 65,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	65,000	R-R11-WATR
Total Funding	$ 65,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Since the proposed work would be replacing existing infrastructure, minimal change to existing operation and maintenance is anticipated.

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

This project will ensure long term sustainability and uninterrupted service to the drinking water system. If the system is not upgraded, water service from critical facilities may be impacted if the chlorination system fails.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:
Description (make, model, year):
Current Condition Rating:
Will it extend useful life?
If yes, amended useful life in years: 20
Service Level Impact: Maintain

Explain:

Replacement of the existing poor condition gas chlorination system including scales, piping, pump, manifold and valves will extend the useful life of the chlorination system and ensure raw water disinfection requirements are met.

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

The new assets are anticipated to use energy more efficiently, resulting in lower energy demands than the previous units. This will result in an energy efficient system, lower operational costs and resilient infrastructure, consistent with the recommendations of the Corporate Energy and Emissions Plan, and community-wide strategies for adaptation.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Water
Project Number:	D.3.4
Project Name:	Rehabilitation Flood Control Structures
Start Date and End Date:	Summer 2026

Brief Project Description:

Rehabilitation and refubrishment of the gates and other control equipment for the Orr Dam.

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

The gates and associated equipment within the Orr Dam are in poor condition and require refurbishment. Various components are critical to the functionality of the Upper Thames River Conservation Authority. This equipment is crucial for flood and recreational purposes.

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

Project Cost	Amount	Additional Detail
4050 Contractors	240,000	
Total Project Cost	$ 240,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	240,000	R-R11-WATR
Total Funding	$ 240,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:

There will be a reduction in staff time currently spent addressing failing equipment.

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

The Thomas Orr Dam creates the build up of water that enables Lake Victoria. Critical failure could result in less flood mitigation and substantially lower lake levels used in the summer for recreational purposes.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	
Service Level Impact:	Maintain

Explain:

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

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

Explain:

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This project is not directly related to energy or emission reductions (CEEP, CCAP) however is closely aligned with adaptation related considerations such as flood management for City-wide infrastructure maintenance and periodic renewal.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Water
Project Number:	D.3.5
Project Name:	Dunn Road Well House- Generator Installation
Start Date and End Date:	Summer 2026

Brief Project Description:
Installation of a new emergency generator at the Dunn Road Well House.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Installing a permament generator at this location will provide a redundant water supply option during extended power outages. Currently, there is only one water supply system in the City that has back up power generation.

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

Project Cost	Amount	Additional Detail
4050 Contractors	200,000	
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	200,000	R-R11-WATR
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Increasing our emergency preparedness for natural disasters and extended duration power outages will ensure we have a dependable water supply and distribution system.

D. Benefits and Outcomes of Proceeding with this Item/
Risks and Outcomes if not approved:
Increasing our redundancy in emergency prepardness will reduce the risk of water shortage situations in times of extended power outages. By not proceeding with this, the City opens itself up to a potential emergency situation if we cannot provide potable water during power outages.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2060
Projected Replacement Cost:	$ 250,000
Projected Useful Life in years:	35 years
Service Level Impact:	Increase

Explain:
Having an emergency generator at a second Water Supply system will ensure we have a reliable water supply. In the event the other well house is unable to function or meet water demand, this well house will be able to provide adequate potable water.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on diesel to natural gas transition of the generator.

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

Explain:

Installing a natural gas generator will have less GHG emissions than traditional diesel powered generators. By having a natural gas generator, we will have two generators with different fuel sources, further increasing our redundancy for our water system. This budget request aligns with the emergency preparedness element of our adaptation approach.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.4 Miscellaneous**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	Homeowners Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.4.1	IS Printer/Plotter/Scanner	50,000										50,000					$ 50,000	$ 50,000
	Excess Soil Transfer Site		300,000									300,000					$ 300,000	$ 300,000
TOTALS		$ 50,000	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350,000	$ -	$ -	$ -	$ -	$ 350,000	$ 350,000
New Assets Identified in DC Study																		
D.4.2	Rehabilitation and Expansion of PW Facility	5,000,000			5,000,000			5,000,000				15,000,000		6,200,000	$ 4,800,000		4,000,000	15,000,000
TOTALS		$ 5,000,000	$ -	$ -	$ 5,000,000	$ -	$ -	$ 5,000,000	$ -	$ -		$ 15,000,000	$ -	$ 6,200,000	$ 4,800,000	$ -	$ 4,000,000	$ 15,000,000

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Miscellaneous
Project Number:	D.4.1
Project Name:	IS Printer/Plotter/Scanner
Start Date and End Date:	

Brief Project Description:
New printer/plotter/scanner for full size and oversize plans, to replace two obsolete units.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The current plotters are obsolete and are no longer supported by the manufacturer. The IS department uses the plotters to support all departments and external partners with construction plans, display plans and record drawings.

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

Project Cost	Amount	Additional Detail
9030 Equipment	50,000	
Total Project Cost	$ 50,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	12,500	R-R11-WWTR
Reserve or Reserve Fund (specify)	12,500	R-R11-WATR
Reserve or Reserve Fund (specify)	12,500	R-R11-STRM
Reserve or Reserve Fund (specify)	12,500	R-R11-PWCA
Total Funding	$ 50,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		Annual

Description:
Reduced service costs.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
If not approved, IS department will no longer be able to print or scan plans, and will have to send files to a printing service at additional costs. This will add considerable staff time and may delay planning and engineering approvals.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2035	
Projected Replacement Cost:	$	60,000
Projected Useful Life in years:	10	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on new equipment being energy star rated.

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

Explain:

The new equipment is expected to be energy star rated, which will result in energy and cost savings annually, as well as contribute to GHG emission reduction goals and overall CEEP recommendations.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Miscellaneous
Project Number:	D.4.2
Project Name:	Rehabilitation and Expansion of PW Facility
Start Date and End Date:	March to November 2026

Brief Project Description:
Fleet Maintenance Bays and Administrative Area Rehabilitation/Expansion for Public Works Facility

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

The current Public Works yard is outdated and inefficient, with undersized storage, maintenance bays, and office space. Upgrades would improve productivity and allow use by other divisions.

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

Project Cost	Amount	Additional Detail
4050 Contractors	5,000,000	
Total Project Cost	$ 5,000,000	
Funding Sources	**Amount**	**Additional Detail**
Development Charges	2,067,000	R-DIS-OTRN
Reserve or Reserve Fund (specify)	2,933,000	R-R11-PWCA
Total Funding	$ 5,000,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

E. Asset Management Plan:

E.1 For a new purchase or construction

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

E.3 Is there an asset to be disposed?
Asset ID #:
Description (make, model, year):
Expected Disposal Date:

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	
Windows	0.6 - 1.2	
Lighting	0.4 - 0.8	
Insulation Upgrade	1.4 - 2.6	
Annual GHG emissions reduction (tCO2e)	6.5	
Service Life GHG emissions (tCO2e)	390.0	
Expected Units Fuel Savings ($)	30-45% Savings	

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	>15 tCO2e	

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

Explain:

Any new or upgraded structure would be designed with a focus on reducing carbon emissions, incorporating features such as high-efficiency HVAC systems, preferably powered by electricity as the main fuel source, enhanced insulation, and energy-efficient windows. Such an approach will help align with the recommendations of CEEP and our corporate climate action goals.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.5 Sanitary**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	Developer Contribution	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.5.1	Pollution Control Plant Improvements	440,000	430,000	440,000	450,000	460,000	470,000	480,000	490,000	500,000	520,000	4,680,000					4,680,000	4,680,000
D.5.2	Basement Isolation	31,950	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	355,950					355,950	355,950
D.5.3	Miscellaneous Sanitary Repairs	31,950	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	355,950					355,950	355,950
D.5.4	Sanitary Relining Subsidy	53,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	557,000					557,000	557,000
D.5.5	Pumping Station Upgrades	175,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	1,183,000					1,183,000	1,183,000
D.5.6	Pumping Station Magnetic Flow Meters	75,000	75,000	50,000								200,000					200,000	200,000
D.5.7	WPCP Aeration Blower Replacment	250,000										250,000					250,000	250,000
D.5.8	WPCP Grit Removal/ Bar Screen Project	300,000	1,500,000									1,800,000					1,800,000	1,800,000
D.5.9	WPCP Digester Roof Replacement	2,500,000										2,500,000					2,500,000	2,500,000
	WPCP SCADA Replacements/Upgrades		100,000		100,000		100,000					300,000					300,000	300,000
	WPCP Sludge Storage Upgrades			2,000,000		5,000,000						7,000,000					7,000,000	7,000,000
		$ 3,856,900	$ 2,225,000	$ 715,000	$ 680,000	$ 695,000	$ 710,000	$ 725,000	$ 740,000	$ 755,000	$ 780,000	$ 11,881,900	$ -	$ -	$ -	$ -	$ 11,881,900	$ 11,881,900
New Assets Identified in DC Study																		
												-		-			-	-
	Ontario St Sanitary Upgrade East of CHMeier		800,000									800,000		536,000			264,000	800,000
	Ontario Street Sanitary Extension		400,000									400,000		125,000		$ 275,000		400,000
	Quinlan Sanitary Pumping Station and Forcemain, Phase 2				400,000							400,000		400,000				400,000
	Tertiary Filter Upgrade WPCP				290,000	2,560,000						2,850,000		2,850,000				2,850,000
	Huron Street Sanitary Extension west						1,100,000					1,100,000		935,000			165,000	1,100,000
TOTALS		$ -	$ 1,200,000	$ -	$ 690,000	$ 2,560,000	$ 1,100,000	$ -	$ -	$ -	$ -	$ 5,550,000	$ -	$ 4,846,000	$ -	$ 275,000	$ 429,000	$ 5,550,000

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.1
Project Name:	Pollution Control Plant Improvements
Start Date and End Date:	Throughout 2026

Brief Project Description:

An allowance for various smaller capital improvements to the Water Pollution Control Plant (WPCP) as recommended and required by the City's operating authority Ontario Clean Water Agency (OCWA).

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

OCWA's annual report outlines capital works for the next eight years, reviewed by the Manager of ES and Director of IS. Continuous WPCP improvements ensure plant integrity and protect the environment, staff, and public health.

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

Project Cost	Amount	Additional Detail
4050 Contractors	440,000	
Total Project Cost	$ 440,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	440,000	R-R11-WWTR
Total Funding	$ 440,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:

Capital improvements are largely related to the replacement of existing infrastructure, resulting in minimal impact to future operating budgets.

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

Funding is based on a 2014 needs report recommending over $8.5 million in upgrades. Neglecting these upgrades risks compromising safety and operations, leading to higher costs for reactive repairs.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on reduced energy demand at the plant.

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

Explain:

Replacing aging infrastructure generally results in slight reduction in overall energy demand and speaks to the recommendations of the Corporate Energy and Emissions Plan to build adaptive, resilient infrastructure.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.2
Project Name:	Basement Isolation
Start Date and End Date:	Throughout 2026

Brief Project Description:

A City program intended to provide subsidy to eligible properties in accordance with the Basement Isolation and Sump Pump Subsidy program.

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

Storm events in the early 2000's have identified many properties in the City that have a cross connection between their storm and sanitary plumbing. This program aligns with the City's priority of optimizing Stratford's physical assets and resources.

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

Project Cost	Amount	Additional Detail
Other (specify)	31,950	Rebates
Total Project Cost	$ 31,950	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	31,950	R-R11-WWTR
Total Funding	$ 31,950	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:

This is a recurring annual capital budget item for as long as the program is available to residents.

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

The benefits of homeowner disconnections from the storm/sanitary cross connections will offset any subsidy rebates because of the reduction of storm water and the associated cost of having it be treated during storm events at the Water Pollution Control Plant.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) <5 tCO2e

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

Explain:

Supporting protective installation will reduce significant loss in flooding events, and associated overall energy demands required to address impacts and replaced losses. This budget item is congruent with building resilient infrastructure in the face of significant/extreme weather events, and directly aligns with our climate adaptation approach.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.3
Project Name:	Miscellaneous Sanitary Repairs
Start Date and End Date:	Throughout 2026

Brief Project Description:

A contingency for unplanned or emergency repairs required in the wastewater collection system where immediate or timely attention is necessary.

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

This contingency will ensure that continuous wastewater collection is provided to residents should any emergency or abnormal condition be identified and require immediate remediation.

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

Project Cost	Amount	Additional Detail
3050 Materials	31,950	
Total Project Cost	$ 31,950	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	31,950	R-R11-WWTR
Total Funding	$ 31,950	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:

Minimal impact to future operating budgets are anticipated as this is largely repairing existing infrastructure.

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

Lack of contingency funding should an unusual finding occur that will require an immediate and more costly response, could put the operation of the wastewater collection system at risk or cause service interruptions to residents.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Unplanned repairs tend to be larger in scale than planned repairs, resulting in increased overall energy demands to fix the larger than needed repair. Taking a proactive planned approach to remedy deficiencies will support building resilient infrastructure city-wide.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.4
Project Name:	Sanitary Relining Subsidy
Start Date and End Date:	Throughout 2026

Brief Project Description:
Funding for the sanitary lateral subsidy to homeowners who reline their property sewer lines.

A. Project Justification/Contribution to City Services and Strategic Priorities:
As part of the sewer subsidy program, this rebate is for property owners who reline and rehabilitate their sewer laterals rather than open cut, excavate and replace the laterals.

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

Project Cost	Amount	Additional Detail
3050 Materials	53,000	
Total Project Cost	$ 53,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	53,000	R-R11-WWTR
Total Funding	$ 53,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:
This is will be a recurring annual capital item as long as the subsidy program is in place.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Due to cost and low impact to residents, this has become the most common method of pipe rehabilitation. It is beneficial for the City to have property owners reline instead of open cut since it uses far less city resources and funds.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	
Service Level Impact:	Maintain

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on reduced energy demand.

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

Explain:

Supporting sewer lining activities will result in less infiltration and inflow to the City's sewer system and will overall reduce the volume of wastewater and associated energy demands, needing treatment by the City's Water Pollution Control Plant.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.5
Project Name:	Pumping Station Upgrades
Start Date and End Date:	Throughout 2026

Brief Project Description:

Upgrades to pumping stations as per the 2015 Pumping Stations Condition Assessment Report.

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

Continuous improvements and upgrades to the City's wastewater pumping infrastructure ensures proper operation of the pump stations, the protection of the environment, and health and safety of staff and the public.

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

Project Cost	Amount	Additional Detail
4050 Contractors	175,000	
Total Project Cost	$ 175,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	175,000	R-R11-WWTR
Total Funding	$ 175,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:

Minimal impact to future operating budgets are anticipated as this is largely replacing existing infrastructure.

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

The upgrades recommended in 2026 include health and safety, network, electrical and equipment upgrades. Failure to continue to improve/upgrade could compromise safety and process related activities with increased risk to the public and staff.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This budget item aligns with the recommendations of the Corporate Energy and Emissions Plan. New, energy efficient equipment generally results in a slight reduction in annual energy consumption, contributing to overall City-wide emission reductions.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.6
Project Name:	Pumping Station Magnetic Flow Meters
Start Date and End Date:	Summer/Fall 2026

Brief Project Description:

Installation of Magnetic Flow Meters at various pump stations to enable use of remote (SCADA) monitoring.

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

Installing magnetic flow meters at all pump stations in the coming years will enable highly accurate monitoring of sewage flows, which currently has limited recording and accuracy.

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

Project Cost	Amount	Additional Detail
3050 Materials	50,000	
4050 Contractors	25,000	
Total Project Cost	$ 75,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	50,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	25,000	R-R11-WWTR
Total Funding	$ 75,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	Negligible	

Description:

Minimal impact to future operating budgets are anticipated.

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

Increasing accuracy of sewage flow recordings and ability to do it remotely, will greatly enhance staff ability to promptly assess current issues as they arise and develop strategies for its sanitary pumping stations and monitor inflow and infiltration in the Wastewater Collection System.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	Estimated as minimal based on remote monitoring.

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

Explain:

Improving flow monitoring accuracy may lead to strategies that reduce peak energy demands and optimize machinery usage more efficiently.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.7
Project Name:	WPCP Aeration Blower Replacment
Start Date and End Date:	Summer 2026

Brief Project Description:
Replacing an inefficient certifugal blower with a high efficiency, Turbo Blower

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

Currently, the WPCP has one, high efficiency Turbo Blower, which runs a majority of the time to supply air to the aeration system. The two back-up blowers, are several decades old and are very inefficient. Replacing one of the older Turbo Blowers with a smaller unit in size enables treatment process to accommodate low Dissolved Oxygen Demand situations that occur off peak hours.

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

Project Cost	Amount	Additional Detail
4050 Contractors	250,000	
Total Project Cost	$ 250,000	

Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	250,000	R-R11-WWTR
Total Funding	$ 250,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
Minimal impact to future operating budgets are anticipated as this is largely replacing existing infrastructure.

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

Proactive replacement of critical equipment increases redundancy and minimizes expensive unplanned breakdowns and promotes reliable operation of vital infrastructure.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051	
Projected Replacement Cost:	$	250,000
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:
Having a reduced sized blower will be able to provide required airflow for the aeration system in off-peak and low demand durations.

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) <5 tCO2e

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

Explain:

A new, energy efficient turbo blower will have an immediate reduction in energy consumption, leading to a reduction in GHG Emissions. As turbo blowers are designed to adjust their speed and output based on real-time demand, this can result in energy savings of up to 40% compared to conventional systems, along with associated cost savings.This turbo blower would be reduced in size compared to the current Turbo Blower to accommodate the process requirements during low Dissolved Oxygen Demand times.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.8
Project Name:	WPCP Grit Removal/ Bar Screen Project
Start Date and End Date:	Spring 2026

Brief Project Description:

Design and Consulting Engineering work for the Pretreatment System at the Stratford WPCP.

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

The curent Grit Removal system was originally installed in the late 1950's and is past its useful life, with several unplanned repairs recently occurring. The bar screen system needs to be replaced due to wearing of several critical components within the screen.

Project Cost	Amount	Additional Detail
4040 Consultants	300,000	
Total Project Cost	$ 300,000	

Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	300,000	R-R11-WWTR
Total Funding	$ 300,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Unplanned repairs and failure will continue to occur with this piece of the treatment process. A breakdown of this part of the process will lead to inorganic debris entering further into the treatment process, causing issues with the the processes.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on assumption that energy efficient pumps and equipments will be procured.

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

Explain:

Replacing the pretreatment process with new, energy efficient pumps and equipment can have a significant reduction in energy consumption at the WPCP.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Sanitary
Project Number:	D.5.9
Project Name:	WPCP Digester Roof Replacement
Start Date and End Date:	Fall 2026

Brief Project Description:

Design/Consulting Engineering and Construction work for the Replacement of the Primary Digester Roof and Mixing Equipment

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

The Primary Digester had an uplift event in 2024 and requires replacement. The digester is currently unoperational and requires a new roof and mixing equipment to be functional.

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

Project Cost	Amount	Additional Detail
4040 Consultants	300,000	
4050 Contractors	2,200,000	
Total Project Cost	$ 2,500,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	2,500,000	R-R11-WWTR
Total Funding	$ 2,500,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Completing this project will return the digester to being operational as well as being a highly efficient treatment process. Not completing this project could lead to upset events in the treatment plant and damage to other equipment as a result.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

Replacing the digester roof and mixing equipment will significantly increase the process of solids digestion. This will lead to less biosolids being hauled from the plant, therefore reducing GHG emissions from this process.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept Infrastructure Services
Division D.6 Linear Infrastructure

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	Developer/ LI Charges	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.6.1	Asphalt Resurfacing	2,400,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	29,400,000	16,365,000				13,035,000	29,400,000
D.6.2	2027 Preliminary Studies and Investigations	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	2,000,000					2,000,000
D.6.3	Daly Ave with Birmingham to Worsley	2,700,000										2,700,000	650,000				2,050,000	2,700,000
D.6.4	Queen Street- Regent to Brunswick	3,215,000										3,215,000	2,350,000				865,000	3,215,000
D.6.5	McCarthy Road East - Mornington to Romeo	2,000,000										2,000,000		105,000			1,895,000	2,000,000
																		-
2027	Mowat Street - West Gore to Brydges		2,910,000									2,910,000	2,400,000				510,000	2,910,000
	Brunswick Street - Queen to King		2,270,000									2,270,000	1,100,000				1,170,000	2,270,000
	Perth Street - Downie to Taylor		1,950,000									1,950,000					1,950,000	1,950,000
	Connecting Link Project - Ontario Downtown		2,500,000									2,500,000	1,575,000				925,000	2,500,000
	North Street - Lakeside to Water		900,000									900,000					900,000	900,000
	Sewer Relining		1,500,000		1,700,000		1,700,000		1,700,000			6,600,000					6,600,000	6,600,000
												-						-
2028	McDonald Street - Willow to Devon			1,450,000								1,450,000					1,450,000	1,450,000
	Jones Street - Caledonia to Brittania			1,680,000								1,680,000	1,000,000				680,000	1,680,000
	Norfolk Street - Borden to Romeo			3,380,000								3,380,000	2,500,000				880,000	3,380,000
	Mercer Street - Caledonia to Brittania			1,700,000								1,700,000					1,700,000	1,700,000
	Watermain Relining			1,000,000		1,100,000		1,100,000		1,200,000		4,400,000					4,400,000	4,400,000
												-						-
2029	Perth Street - Taylor to Borden				2,675,000							2,675,000	1,800,000				875,000	2,675,000
	Brunswick Street - King to Romeo				2,300,000							2,300,000					2,300,000	2,300,000
	Connecting Link Project				3,600,000							3,600,000	3,000,000				600,000	3,600,000
	Queen Street - Brunswick to Water				2,510,000							2,510,000	1,700,000				810,000	2,510,000
												-						-
2030	Water Street - Parkview to Queen					2,000,000						2,000,000					2,000,000	2,000,000
	Birmingham Street - Cambria to Daly					2,000,000						2,000,000	1,500,000				500,000	2,000,000
	Stratford Street - St. David to Cambria					2,000,000						2,000,000					2,000,000	2,000,000
	Douglas Street - Huntingdon to John					2,800,000						2,800,000	2,000,000				800,000	2,800,000
												-						-
2031	East Gore Street - Taylor to Borden						2,000,000					2,000,000					2,000,000	2,000,000
	Romeo Street - Ontario to Brunswick						2,730,000					2,730,000	2,500,000				230,000	2,730,000
	Woods Street - Birmingham to St. Vincent						1,950,000					1,950,000	1,000,000				950,000	1,950,000
												-						-
2032	West Gore - St. Vincent to John							2,150,000				2,150,000	1,000,000				1,150,000	2,150,000
	John Street storm - West Gore to Cambria							1,345,000				1,345,000					1,345,000	1,345,000
	Grange Street - Waterloo to Front							3,430,000				3,430,000	2,500,000				930,000	3,430,000
	Laurier Street - East Gore to Norfolk							1,500,000				1,500,000					1,500,000	1,500,000
												-						-
2033	Avon Street - John to McLagan								1,600,000			1,600,000	800,000				800,000	1,600,000
	Cobourg Street - Waterloo to Front								3,500,000			3,500,000					3,500,000	3,500,000
	Welll Street - Brunswick to Regent								2,900,000			2,900,000	2,700,000				200,000	2,900,000
												-						-
2034	Brunswick Street - Front to Queen									3,600,000		3,600,000	3,500,000				100,000	3,600,000
	Brydges Street - Home to Downie									2,500,000		2,500,000					2,500,000	2,500,000
	Norfolk Street - Downie to Borden									4,000,000		4,000,000					4,000,000	4,000,000

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.6 Linear Infrastructure**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	Developer/ LI Charges	Reserves	Total Funding
																		-
2035	Burritt Street - Ontario to Douro										3,600,000	3,600,000	3,500,000				100,000	3,600,000
	Canterbury Ave - Devon to Arden Park										2,100,000	2,100,000					2,100,000	2,100,000
	Cobourg Street - Front to Parkview										3,500,000	3,500,000					3,500,000	3,500,000
												-						-
		$ 10,515,000	$ 15,230,000	$ 12,410,000	$ 15,985,000	$ 13,100,000	$ 11,580,000	$ 12,725,000	$ 12,900,000	$ 14,500,000	$ 12,400,000	$ 131,345,000	$ 57,440,000	$ 105,000	$ -	$ -	$ 73,800,000	$ 131,345,000
New Assets Identified in DC Study																		
	Short Street - Matilda to O'Loane			725,000								725,000		448,950			276,050	725,000
	McCarthy Road - Orr to O'Loane		900,000									900,000		539,000		30,000	331,000	900,000
TOTALS		$ -	$ 900,000	$ 725,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,625,000	$ -	$ 987,950	$ -	$ 30,000	$ 607,050	$ 1,625,000

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Linear Infrastructure
Project Number:	D.6.1
Project Name:	Asphalt Resurfacing
Start Date and End Date:	April to November 2026

Brief Project Description:

Annual program for road surface reconstruction and/or rehabilitation of various streets.

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

Annual program for the reconstruction/rehabilitation of various streets. Streets to be determined according to the Pavement Evaluation Study completed in 2025, rehabilitation techniques based on geotechnical report recommendations, life cycle as identified in the asset management plan, and working group recommendations. Waterloo Street from Lakeside to Douro Streeet, and Downie Street from St. Patrick to the rail lines are proposed, with possible additional segments under consideration.

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

Project Cost	Amount	Additional Detail
4050 Contractors	2,400,000	
Total Project Cost	$ 2,400,000	
Funding Sources	**Amount**	**Additional Detail**
Federal or Provincial Funding	1,500,000	R-R11-RFED
Reserve or Reserve Fund (specify)	100,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	100,000	R-R11-WATR
Reserve or Reserve Fund (specify)	100,000	R-R11-STRM
Reserve or Reserve Fund (specify)	600,000	R-R11-PWCA
Total Funding	$ 2,400,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		

Description:

Decrease in maintenance costs - less patching, pothole and emergency repairs - will allow more temporary repair work to be done on other non-improved roads.

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

Risk - deterioration of asphalt roads requiring more remediation and rehabilitation and maintenance costs. Poorer driver/cycling experience. Poorer conditions roads result in the City receiving more legal claims for damages etc.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:	
Description (make, model, year):	
Current Condition Rating:	
Will it extend useful life?	Yes
If yes, amended useful life in years:	15-25
Service Level Impact:	Maintain

Explain:

Depending on the pavement's lifecycle stage, either basic rehabilitation / resurfacing or full reconstruction will be facilitated. Full reconstruction is recommended near end of service life, costs more but lasts longer.

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	Asphalt production, processing and transportation is energy intensive, and results in emissions generation, that are generally accounted for within the manufacturer's Scope 1 and Scope 2 emissions.

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

Explain:

A significant amount of energy is required to create asphalt, facilitated by fossil fuel heating. Slightly less energy intense options exist, however, are not common practice and have limited availability locally. This field of climate considerate paving is emerging quickly, and staff will review, consider and present viable options where possible.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Linear Infrastructure
Project Number:	D.6.2
Project Name:	2027 Preliminary Studies and Investigations
Start Date and End Date:	year round

Brief Project Description:

Preliminary studies and investigations for the upcoming (2027) reconstruction and resurfacing programs.

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

Geotechnical investigations and reporting is required for the design and tendering of future reconstruction and resurfacing projects. Investigative studies are required to ensure the most optimal and cost effective designs are selected. Occasional transportation or other consulting services necessary for efficient design are also utilitzed as required.

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

Project Cost	Amount	Additional Detail
4040 Consultants	200,000	Geotechnical, Excess Soils, Consulting
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
Federal or Provincial Funding	200,000	R-R11-RFED
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

Reconstruction and resurfacing projects decrease maintenance costs - less patching, pothole and emergency repairs - will allow more temporary repair work to be done on other non-improved roads.

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

Deteriorating asphalt roads in reconstruction and resurfacing projects lead to higher maintenance costs, poorer driving and cycling experiences, and more legal claims against the City.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
Not applicable to CEEP.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Linear Infrastructure
Project Number:	D.6.3
Project Name:	Daly Ave with Birmingham to Worsley
Start Date and End Date:	April to November 2026

Brief Project Description:

Full reconstruction of Daly Avenue from Birmingham Street to St. Vincent Street, and Birmingham Street from Daly Avenue to Worsley Street. Replacement of road, watermain, storm and sanitary sewers which are all in poor condition.

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

The watermains, sanitary and storm sewers on both streets are over 100yrs old and in poor condition. The storm sewers are undersized, with the Daly Avenue storm sewer outletting through private property. The Daly Avenue sanitary sewer is extremely shallow. The road surface is in poor condition. There are possible lead services throughout the street that need replacements. The reconstruction of Birmingham Street will provide for an outlet of appropriately sized storm sewers on Daly Ave, and a deeper sanitary outlet that will meet current standards.

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

Project Cost	Amount	Additional Detail
4040 Consultants	25,000	Geotechnical and Excess Soils
4050 Contractors	470,000	Sanitary
4050 Contractors	590,000	Water
4050 Contractors	790,000	Storm
4050 Contractors	825,000	Road
Total Project Cost	$ 2,700,000	
Funding Sources	**Amount**	**Additional Detail**
Federal or Provincial Funding	650,000	R-R11-OCIF
Reserve or Reserve Fund (specify)	470,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	590,000	R-R11-WATR
Reserve or Reserve Fund (specify)	165,000	R-R11-STRM
Reserve or Reserve Fund (specify)	825,000	R-R11-PWCA
Total Funding	$ 2,700,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

New road, sidewalks and underground infrastructure will require less maintenance. In recent past, significant costs have been allocated to asphalt patch this deteriorated road.

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

Risk if not approved - Further deterioration of watermain, further breaks and repairs, further loss of service to residents. Reduced ability to provide adequate fire suppression flows. Increased deterioration of road, storm sewer, sidewalks. Increased maintenance of sanitary system.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:
Description (make, model, year):
Current Condition Rating:
Will it extend useful life? Yes
If yes, amended useful life in years: 40 to 60
Service Level Impact: Maintain

Explain:

Paved surfaces service life anticipated range of 40-60 years, while watermain and sewer infrastructure service life anticipated to be 75 years.

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:

Significant energy demands will be required in the production of materials and equipment used for installations. Since the replacements are largely critical infrastructure, the main way to mitigate climate impacts would be intensification where more people are being serviced off the same infrastructure.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Linear Infrastructure
Project Number:	D.6.4
Project Name:	Queen Street- Regent to Brunswick
Start Date and End Date:	April to November 2026

Brief Project Description:

Full reconstruction of Queen Street from Regent Street to Brunswick Street. Replacement of road, watermain, storm and sanitary sewers all in poor condition.

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

The watermain, sanitary and storm sewers are over 100yrs old and in poor condition. The storm sewers are undersized. There is a dual sanitary sewer that should be replaced with a single sewer. The road surface is in poor condition. There are possible lead services throughout the street that need replacements.

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

Project Cost	Amount	Additional Detail
4040 Consultants	25,000	Geotechnical and Excess Soils
4050 Contractors	560,000	Sanitary
4050 Contractors	710,000	Water
4050 Contractors	975,000	Road
4050 Contractors	945,000	Storm
Total Project Cost	$ 3,215,000	
Funding Sources	**Amount**	**Additional Detail**
Federal or Provincial Funding	2,350,000	R-R11-OCIF
Reserve or Reserve Fund (specify)	355,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	310,000	R-R11-WATR
Reserve or Reserve Fund (specify)	200,000	R-R11-STRM
Total Funding	$ 3,215,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:
New road, sidewalks and underground infrastructure will require less maintenance. In recent past, significant costs have been allocated to asphalt patch this deteriorated road.

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

Risk if not approved - Further deterioration of watermain, further breaks and repairs, further loss of service to residents. Reduced ability to provide adequate fire suppression flows. Increased deterioration of road, storm sewer, sidewalks. Increased maintenance of sanitary system.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Will it extend useful life? Yes

If yes, amended useful life in years: 40 to 60

Service Level Impact: Maintain

Explain:

Paved surfaces service life anticipated range of 40-60 years, while watermain and sewer infrastructure service life anticipated to be 75 years.

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Significant energy demands will be required in the production of materials and equipment used for installations. Since the replacements are largely critical infrastructure, the main way to mitigate climate impacts would be intensification where more people are being serviced off the same infrastructure.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Linear Infrastructure
Project Number:	D.6.5
Project Name:	McCarthy Road East - Mornington to Romeo
Start Date and End Date:	April to November 2026

Brief Project Description:

Resurfacing and widening of McCarthy Road to accommodate bike lanes, installation of a pedestrian crossing at Graff Avenue, installation of sidewalk to fill gap, installation of watermain between Graff Avenue and Romeo Street to complete system looping.

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

McCarthy Road East is in poor condition, partly urban and partly rural in cross-section. The Transportation Master Plan has identified this part of McCarthy Road as a priority bike lane, and recommends a pedestrian crossing at Graff Avenue. This infrastructure will provide linkage between the bike lanes on Romeo Street and McCarthy Road West, and provide continuity and connections for pedestrians and cyclists. The Water Infrastructure Evaluation and Needs Assessment report identified a missing connection of the watermain transmission line to be installed. Completing this section of watermain looping will help improve water quality and fire suppression pressures.

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

Project Cost	Amount	Additional Detail
4050 Contractors	1,300,000	Roads
4050 Contractors	300,000	Storm
4050 Contractors	400,000	Water
Total Project Cost	$ 2,000,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	1,195,000	R-R11-PWCA
Reserve or Reserve Fund (specify)	300,000	R-R11-STRM
Reserve or Reserve Fund (specify)	400,000	R-R11-WATR
Development Charges	105,000	R-DIS-ROAD
Total Funding	$ 2,000,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	varies	
Amount in Future Budget Years:		

Description:

New road will require less maintenance. Pedestrian crossing and new sidewalk will require inspection and maintenance, periodic replacement as necessary. Additional line painting.

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

Provides continuity and connections for cyclists. Provides safe path of travel and crossings of major streets for pedestrians. Completes major watermain transmission loop. Risk if not approved - safety will continue to be an issue for pedestrians and cyclists in problematic areas, deterioration of asphalt road requiring increased maintenance, continued lack of resiliency in trunk water system.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2065-2100
Projected Replacement Cost:	$ 500,000
Projected Useful Life in years:	40-75
Service Level Impact:	Increase

Explain:

new watermain, pedestrian crossing, sidewalks

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

Asset ID #:

Description (make, model, year):

Current Condition Rating:

Will it extend useful life? Yes

If yes, amended useful life in years: 15-25

Service Level Impact: Maintain

Explain:

Depending on the pavement's lifecycle stage, either basic rehabilitation / resurfacing or full reconstruction will be facilitated. Full reconstruction is recommended near end of service life. This costs more but lasts longer.

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	Significant energy is required to install new infrastructure, however intensification will help alleviate these increases per capita.

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

Explain:

Significant energy demands will be required in the production of materials and equipment used for installations. Since the replacements are largely critical infrastructure, the main way to mitigate climate impacts would be intensification where more people are being serviced off the same infrastructure.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.7 Fleet**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.7.1 to D.7.7	Light Duty Fleet Replacement Schedule	665,000	605,000	515,000	355,000	390,000	405,000	425,000	185,000	1,005,000	1,140,000	5,690,000					5,690,000	5,690,000
D.7.8 to D.7.9	Heavy Duty Fleet Replacement Schedule	1,875,000	2,225,000	1,400,000	400,000	-	-	879,750	287,500	258,750	1,207,500	8,533,500					8,533,500	8,533,500
D.7.10 to D.7.11	Tractor Fleet Replacement Schedule	180,000	590,000	250,000	-	500,250	-	-	-	598,000	250,000	2,368,250					2,368,250	2,368,250
D.7.12 to D.7.15	Mid-Size Equipment Fleet Replacement Schedule	250,000	845,000	120,000	40,000	308,000	265,000	13,000	105,000	105,000	435,000	2,486,000					2,486,000	2,486,000
												-						
		$ 2,970,000	$ 4,265,000	$ 2,285,000	$ 795,000	$ 1,198,250	$ 670,000	$ 1,317,750	$ 577,500	$ 1,966,750	$ 3,032,500	$ 19,077,750	$ -	$ -	$ -	$ -	$ 19,077,750	$ 19,077,750
New Assets Identified in DC Study																		
	Public Works - Sidewalk Machine			320,000								320,000		320,000				320,000
	Parks - Pickup Truck			70,000								70,000		70,000				70,000
	Public Works - New Service Truck				85,000							85,000		85,000				85,000
	Public Works - Dump Truck					250,000						250,000		250,000				250,000
	Public Works - Loader						300,000					300,000		300,000				300,000
	Public Works - Plow Truck							500,000				500,000		500,000				500,000
TOTALS		$ -	$ -	$ 390,000	$ 85,000	$ 250,000	$ 300,000	$ 500,000	$ -	$ -	$ -	$ 1,525,000	$ -	$ 1,525,000	$ -	$ -	$ -	$ 1,525,000

Definitions:
Light Duty = any vehicle under a gross vehicle weight of 5,000 kg: cars, vans, service vehicles, pickups, HD pickups
Heavy Duty = any vehicle over a gross vehicle weight of 5,000 kg, or equipment over 100hp: dump trucks, plow trucks, vacuum trucks, loaders, backhoes, compactors, dozers
Tractor = any unit less than 100hp: Kubota tractors/loaders, Bobcat loaders, Sidewalk Tractors
Mid-Size Equipment = Ride-on equipment (not hand-held): forklifts, scissor lifts, wood chippers, zambonis, line painters

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.1 Light Duty - Pickup
Project Name:	L40 - Engineering Inpsections Truck - Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:

This 2013 pickup truck is at its life cycle end and is due for replacement.

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

Replacing this truck with a smaller Hybrid pickup will not only reduce the repair costs, but help contribute toward meeting our 2030 Greenhouse Gas reduction targets, and ensure alignment with the Corporate Energy and Emissions Plan.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	65,000	New Hybrid Pickup
Total Project Cost	$ 65,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	65,000	R-R11-FLET
Total Funding	$ 65,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:

$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

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

This replacement will help ensure we reach our 2030 reduction targets - repair expenses and fuel costs will be drastically reduced. Should we choose not to move forward the repair and fuel costs would continue to escalate every year.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 70,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:

Fleet looks a a life cycle of 10 years

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	2,250	based on 45L/wkfor 50 weeks
Annual GHG emissions (tCO2e)	5.2	
Service Life GHG Emissions (tCO2e)	62.4	
Service Life Fuel Costs ($)	70,200	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	1,575	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	3.6	
Service Life GHG emissions (tCO2e)	43.7	
Expected Operational Savings ($)	21,060	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. A hybrid vehicle would help reduce 3.6 tonnes annual GHG emissions, service life emissions of 43.7 tonnes, along with service life cost savings of $21,060.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.2 Light Duty - Pickup
Project Name:	W16 - Water Pickup Truck -Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
This 2016 pickup truck is at its life cycle end and is due for replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this truck with a Hydrid truck will not only reduce fuel and repair costs but ensure we continue to meet our 2030 Greenhouse Gas reduction targets, and align with the CEEP.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	75,000	Hybrid Pickup
Other (specify)	5,000	Light package and GPS
Total Project Cost	$ 80,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	80,000	R-R11-FLET
Total Funding	$ 80,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
$500 annuallly for maintenance would increase as the unit gets nearer to end of life cycle

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
This replacement will help ensure we reach our 2030 reduction targets - repair expenses and fuel costs will be drastically reduced. Should we choose not to move forward the repair and fuel costs would continue to escalate every year.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 85,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:
Fleet looks at a life cycle of 10 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	135 / W16
Description (make, model, year):	2016 Dodge 1500
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	5.7 Hemi Engine
Estimated Fuel Consumption (litres)	4,000	80L/wk for 50 wks
Annual GHG emissions (tCO2e)	9.2	
Service Life GHG Emissions (tCO2e)	110.9	
Service Life Fuel Costs ($)	124,800	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	2,800	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	6.5	
Service Life GHG emissions (tCO2e)	77.6	
Expected Operational Savings ($)	37,440	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	5-15 tCO2e	

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. A hybrid pickup would help reduce 6.5 tonnes annual GHG emissions, service life emissions of 77.6 tonnes, along with service life cost savings of $37,440.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.3 Light Duty - Garbage Truck
Project Name:	P03 - Garbage Truck - Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
This 2016 Dodge One Ton garbage truck is at its life cycle end and is due for replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this truck with a newer more efficent model will continue to ensure we are maintaining with the ability to increase our current service levels for our waste pickup throughout the Downtown, Parks, and tourist areas within the City safely.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	250,000	New Cab and Chassis with a garbage compactor and barrel dump body
Total Project Cost	$ 250,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	250,000	R-R11-FLET
Total Funding	$ 250,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	1,500	Annual

Description:
$1500 annually for maintenance which will increase as this unit reaches end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/
Risks and Outcomes if not approved:
Service levels would be uninterrupted along with reduced maintenace, fuel and safety costs. If the current unit is not replaced our maintenance costs will continue to escalate and service interrupted.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 250,000
Projected Useful Life in years:	12
Service Level Impact:	Increase

Explain:
New unit will be more cost effective and can be utilized more efficently throughout the teams.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	P03
Description (make, model, year):	2016 Dodge 2500HD with Haul All Garbage body
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

			Additional Detail
Conventional Fuel Type		Gasoline	6.7 Hemi engine
Estimated Fuel Consumption (litres)		5,900	2024 Fuel report
Annual GHG emissions (tCO2e)		13.6	
Service Life GHG Emissions (tCO2e)		163.5	
Service Life Fuel Costs ($)		184,080	
Alternative Fuel Type		Diesel	
Estimated Fuel Consumption (litres)		5,900	Should be reduction with newer engine
Electricity Consumption (kWh)			DEF and DPF filtration
Annual GHG emissions (tCO2e)		15.8	
Service Life GHG emissions (tCO2e)		189.7	
Expected Operational Savings ($)		-	
Emissions Reductions achieved (%)	-	16	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:
This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.4 Light Duty - SUV
Project Name:	H4 - Social Services SUV - Replacement
Start Date and End Date:	March to December

Brief Project Description:
This 2016 SUV is at its life cycle end and is due for replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this SUV with a hybrid option will not only reduce the repair costs help contribute toward meeting our 2030 Greenhouse Gas reduction targets, and ensure alignment with the Corporate Energy and Emissions Plan.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	55,000	New Hybrid SUV
Total Project Cost	$ 55,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	$ 55,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
This replacement will help ensure we reach our 2030 reduction targets - repair expenses and fuel costs will be drastically reduced. Should we choose not to move forward the repair and fuel costs would continue to escalate every year.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036	
Projected Replacement Cost:	$	60,000
Projected Useful Life in years:	10	
Service Level Impact:	Maintain	

Explain:
Fleet looks at a life cycle of 10 years

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

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

Explain:
This purchase is aligned with the CEEP recommendations and the climate lens consideration.

E.3 Is there an asset to be disposed?	Yes	
Asset ID #:	147 / H4	SS - Housing
Description (make, model, year):	2016 Hyundia Tuson	
Expected Disposal Date:	TBD	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	2,250	45L/wk for 50 weeks
Annual GHG emissions (tCO2e)	5.2	
Service Life GHG Emissions (tCO2e)	62.4	
Service Life Fuel Costs ($)	70,200	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	1,575	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	3.6	
Service Life GHG emissions (tCO2e)	43.7	
Expected Operational Savings ($)	21,060	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. A hybrid SUV would help reduce 3.6 tonnes annual GHG emissions, service life emissions of 43.7 tonnes, along with service life cost savings of $21,060.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.5 Light Duty SUV
Project Name:	CC3 - Replacement - Social Services SUV
Start Date and End Date:	March to December 2026

Brief Project Description:
This 2016 SUV is at its life cycle end and is due for replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this SUV with a hybrid option will not only reduce the repair costs, but help contribute toward meeting our 2030 Greenhouse Gas reduction targets, and ensure alignment with the Corporate Energy and Emissions Plan.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	55,000	New Hybrid SUV
Total Project Cost	$ 55,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	$ 55,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
$500 annually on maintenance would increase as the unit gets closer to end of life cycle

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
This replacement will help ensure we reach our 2030 reduction targets - repair expenses and fuel costs will be drastically reduced. Should we choose not to move forward the repair and fuel costs would continue to escalate every year.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 60,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:
Fleet looks at a life cycle of 10 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	149 / CC3
Description (make, model, year):	2016 Hyundai Tucson
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	2,250	45L/wk for 50 Wks
Annual GHG emissions (tCO2e)	5.2	
Service Life GHG Emissions (tCO2e)	62.4	
Service Life Fuel Costs ($)	70,200	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	1,575	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	3.6	
Service Life GHG emissions (tCO2e)	43.7	
Expected Operational Savings ($)	21,060	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. A hybrid SUV would help reduce 3.6 tonnes annual GHG emissions, service life emissions of 43.7 tonnes, along with service life cost savings of $21,060.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.6 Light Duty - Van
Project Name:	H1, Social Services Housing Maintenance Van, Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
Replacement of this 2016 Service Van for Social Services Housing.

A. Project Justification/Contribution to City Services and Strategic Priorities:
This 2016 Service van travels througout Perth County repairing issues within the Social Services Housing division and is at its end of life cycle of 10 years. To ensure maintaining safe travel and service to the clients this van is due for replacement.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	80,000	New Hybrid Van if available retrofitted for Service
Total Project Cost	$ 80,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	80,000	R-R11-FLET
Total Funding	$ 80,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

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

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 85,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:
Fleet life cycle of 10 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	145 / H1
Description (make, model, year):	2016 Dodge ProMaster Van
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	4,500	
Annual GHG emissions (tCO2e)	10.4	
Service Life GHG Emissions (tCO2e)	124.7	
Service Life Fuel Costs ($)	140,400	
Alternative Fuel Type	Hybrid	if available
Estimated Fuel Consumption (litres)	3,150	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	7.3	
Service Life GHG emissions (tCO2e)	87.3	
Expected Operational Savings ($)	42,120	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.7 Light Duty - Van
Project Name:	H2, Social Services Housing Maintenance Van, Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
Replacement of this 2016 Service Van for Social Services Housing.

A. Project Justification/Contribution to City Services and Strategic Priorities:
This 2016 Service Van travels througout Perth County repairing issues within the Social Services Housing division and is at its end of life cycle of 10 years. To ensure maintaining of safe travel and service to the clients, this van is due for replacement.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	80,000	New Hybrid Van if available retrofitted for Service
Total Project Cost	$ 80,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	80,000	R-R11-FLET
Total Funding	$ 80,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

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

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 85,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:
Fleet life cycle of 10 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	145 / H2
Description (make, model, year):	2016 Dodge ProMaster Van
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	4,500	
Annual GHG emissions (tCO2e)	10.4	
Service Life GHG Emissions (tCO2e)	124.7	
Service Life Fuel Costs ($)	140,400	
Alternative Fuel Type	Hybrid	if available
Estimated Fuel Consumption (litres)	3,150	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	7.3	
Service Life GHG emissions (tCO2e)	87.3	
Expected Operational Savings ($)	42,120	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

Explain:
This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.8 Heavy Duty
Project Name:	S71 - Landfill Compactor Replacement
Start Date and End Date:	March 2026 to July 2027

Brief Project Description:
Replacement of the 2016 Landfill Compactor.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Currently the Landfill compactor is at its 10 year cycle with 13,500 hrs and will be due for an engine overhaul. This unit has been a very costly repair item and will continue to escalate because of the workload on a small machine. Replacement to a larger machine will result in better compaction and extend the life of the machine. This replacement was forecasted for 2027 in the Waste Rate Study.

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

Project Cost	Amount	Additional Detail
9030 Equipment	1,600,000	New Compactor
Total Project Cost	$ 1,600,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	1,600,000	R-R11-FLET
Total Funding	$ 1,600,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	10,000	Annual

Description:
Preventive maintenance and inspection annual costs.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
The replacement helps to ensure we reach our 2030 reduction targets - repair expenses and fuel costs will be drastically reduced. Should we choose not to move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051
Projected Replacement Cost:	$ 2,000,000
Projected Useful Life in years:	15
Service Level Impact:	Maintain

Explain:
Fleet cycle should be 15 years with the proper equipment.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	348 / S71
Description (make, model, year):	2016 816K Compactor
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	4,000	Estimate
Annual GHG emissions (tCO2e)	10.7	
Service Life GHG Emissions (tCO2e)	128.6	
Service Life Fuel Costs ($)	124,800	
Alternative Fuel Type	Diesel	Anticipated to more more energy efficient
Estimated Fuel Consumption (litres)	4,000	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	10.7	
Service Life GHG emissions (tCO2e)	128.6	
Expected Operational Savings ($)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	Additional Detail
Est. GHG Emissions Reduction (tCO2e)	

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. New equipment will be more fuel efficient.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.9 Heavy Equipment
Project Name:	K20, Public Works, Dump Truck Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
This truck is at the end of its life cycle and is in need of replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
This 2014 salter/dump truck has been a good asset to the Fleet heavy trucks but is at its end of life cycle and is in need of repair. The costs are outweighing its usefulness at this time.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	275,000	Medium/Heavy Truck
Total Project Cost	$ 275,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	275,000	R-R11-FLET
Total Funding	$ 275,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	1,000	Annual

Description:
Preventive maintenance and annual inspection.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Reduced maintenance costs and more fuel efficent with multiple options of use throughout the Fleet. Maintenance and fuel costs continue to increase dramatically.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 275,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:
Fleet life cycle of 10 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	340/ K20
Description (make, model, year):	2014 Freightliner Truck
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	2,000	Estimate
Annual GHG emissions (tCO2e)	5.4	
Service Life GHG Emissions (tCO2e)	64.3	
Service Life Fuel Costs ($)	62,400	
Alternative Fuel Type	Diesel	New Technology more efficent
Estimated Fuel Consumption (litres)	2,000	Estimate
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	5.4	
Service Life GHG emissions (tCO2e)	64.3	
Expected Operational Savings ($)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. New equipment will be more fuel efficient.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.10 Tractor
Project Name:	P13, Parks Loader Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
Current unit is a 2003 small tractor with attachment that has reached its life cycle and is scheduled for replacement. Attachments include loader, undermount frame with debris blower, sweeper and snow blower.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this unit with a newer more efficient model and its attachments will continue to ensure we are maintaining our current service levels for our Mobility, Accessibility and Design Excellence, Strategic Priorities and CEEP. Will also maintain our Fleet Department's replacement at end of life program.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	90,000	Tractor and attachments
Total Project Cost	$ 90,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	90,000	R-R11-FLET
Total Funding	$ 90,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Benefits are helping ensure we reach our 2030 reduction targets - repair expense and fuel cost will be drastically reduced.
Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur. Future procurement is anticipated to be more expensive.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 90,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:
Fleet looks at a life cycle of 10 years .

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

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

Asset ID #:	P13
Description (make, model, year):	2003 Kubota 3430 Tractor and attachments
Expected Disposal Date:	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	3,000	Estimate
Annual GHG emissions (tCO2e)	8.0	
Service Life GHG Emissions (tCO2e)	96.5	
Service Life Fuel Costs ($)	93,600	
Alternative Fuel Type	Diesel	Anticipated to be more efficient model
Estimated Fuel Consumption (litres)	3,000	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	8.0	
Service Life GHG emissions (tCO2e)	96.5	
Expected Operational Savings ($)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimate based on procurement of more efficient model.

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. New equipment will be more fuel efficient.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.11 Tractor
Project Name:	P14 Parks Loader Replacement
Start Date and End Date:	Summer 2026

Brief Project Description:

Current unit is a 1997 small tractor with attachment. It has reached its life cycle and is scheduled for replacement. Attachments include loader, undermount frame with debris blower, sweeper and snow blower.

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

Replacing this unit with a newer more efficient model and its attachments will continue to ensure we are maintaining our current service levels for our Mobility, Accessibility and Design Excellence, CEEP and Strategic Priorities. Will also maintain our Fleet Division's replacement at end of service life program.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	90,000	Tractor and attachments
Total Project Cost	$ 90,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	90,000	R-R11-FLET
Total Funding	$ 90,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:

$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

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

Benefits are helping to ensure we reach our 2030 reduction targets - repair expense and fuel cost will be drastically reduced.

Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 90,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:

Fleet looks at a life cycle of 10 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	P14
Description (make, model, year):	1997 Kubota 3300 Tractor and attachments
Expected Disposal Date:	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	3,000	Estimate
Annual GHG emissions (tCO2e)	8.0	
Service Life GHG Emissions (tCO2e)	96.5	
Service Life Fuel Costs ($)	93,600	
Alternative Fuel Type	Diesel	Anticipated to be more efficient model
Estimated Fuel Consumption (litres)	3,000	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	8.0	
Service Life GHG emissions (tCO2e)	96.5	
Expected Operational Savings ($)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

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

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. New equipment will be more fuel efficient.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.12 Medium Equipment
Project Name:	REC FL1 - Recreation Forklift Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
Replace an existing 2000 TCM Forklift at the Rotary with a new electric forklift.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this unit with a new electric unit will be more efficient and emissions free in our Rotary Complex while helping us reach our 2030 Greenhouse Gas targets.

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

Project Cost	Amount	Additional Detail
9030 Equipment	70,000	Electric 5000 lb
Total Project Cost	$ 70,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	70,000	R-R11-FLET
Total Funding	$ 70,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	$ 500	Annual

Description:
$500 annually on maintenance would increase as the unit gets closer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
The replacement is helping to ensure we reach our 2030 reduction targets - repair expenses and fuel costs will be drastically reduced. Should we choose not to move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051
Projected Replacement Cost:	$ 75,000
Projected Useful Life in years:	15
Service Level Impact:	Maintain

Explain:
Fleet looks at a life cycle of 15 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	Rec FL2
Description (make, model, year):	2000 TCM Forklift
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type		Propane Engine
Estimated Fuel Consumption (litres)	2,500	Estimate
Annual GHG emissions (tCO2e)	0.0	4.3 tCO2e
Service Life GHG Emissions (tCO2e)	-	108 tCO2e
Service Life Fuel Costs ($)	78,000	Estimate
Alternative Fuel Type	Electric Vehicle	
Estimated Fuel Consumption (litres)	-	
Electricity Consumption (kWh)	4,000	Estimate
Annual GHG emissions (tCO2e)	0.1	
Service Life GHG emissions (tCO2e)	1.3	
Expected Operational Savings ($)	78,000	
Emissions Reductions achieved (%)	#DIV/0!	Approx 99.9%

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimate based on conversion from propane unit to fully electric unit.

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

Explain:

Equipment with a propane engine changing to electric is in alignment with the recommendations of CEEP and our corporate GHG reduction targets

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.13 Medium Equipment
Project Name:	REC TRL2 - Recreation Trailer Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
Replacement of a 1971 trailer used to move heavy equipment within the City.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Currently the technicians and operators move equipment throughout the City on this 1971 trailer that has come to its end of life cycle. With newer units coming into the Fleet this trailer is no longer the proper unit for use.

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

Project Cost	Amount	Additional Detail
9030 Equipment	10,000	Utility Trailer
Total Project Cost	$ 10,000	

Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	10,000	R-R11-FLET
Total Funding	$ 10,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	200	Annual

Description:
Annual vehicle safety inspections and preventive maintenance costs.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Safer trailer setup for moving equipment within the City. If not approved, we will have to use a contractor for equipment moves.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051
Projected Replacement Cost:	$ 10,000
Projected Useful Life in years:	15
Service Level Impact:	Increase

Explain:
Fleet looks at a life cycle of 15 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	REC-T2
Description (make, model, year):	1997 Utility Trailer
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This equipment comes without an engine, and a standalone unit would have no impact on our GHG emissions trajectory.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.14 Medium Equipment
Project Name:	M68 - Fleet Trailer Replacement
Start Date and End Date:	March to December 2026

Brief Project Description:
Replacement of a 2004 trailer used to move heavy equipment within the City.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Currently the technicians and operators move equipment throughout the City on this 2004 trailer that has come to its end of life cycle. With newer units coming into the Fleet this trailer is no longer the most appropriate unit for the intended use.

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

Project Cost	Amount	Additional Detail
9030 Equipment	20,000	Hydraulic Drop Deck
Total Project Cost	$ 20,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	20,000	R-R11-FLET
Total Funding	$ 20,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	500	Annual

Description:
Annual safety inspection and preventive maintenance costs.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Safer trailer setup for moving equipment within the City. If not approved, we will have to use a contractor for equipment moves.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051
Projected Replacement Cost:	$ 20,000
Projected Useful Life in years:	15
Service Level Impact:	Increase

Explain:
Fleet looks at a life cycle of 15 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	504
Description (make, model, year):	2004 TrailTech Trailer
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This equipment comes without an engine, and a standalone unit would have no impact on our GHG emissions trajectory.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Fleet
Project Number:	D.7.15 Medium Equipment
Project Name:	Unit 707 and 709, Wastewater Gorman Pumps Replacement
Start Date and End Date:	March to december 2026

Brief Project Description:
Replacement of a 1994 and 1999 Gorman-Rupp Wastewater Pump Trailer.

A. Project Justification/Contribution to City Services and Strategic Priorities:
These current units are not in use because of the age of the units and no parts are available. They have outlasted their life cycles and are not repairable. They are critical in emergency response situations.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	75,000	Pump on a trailer
	75,000	Pump on a trailer
Total Project Cost	$ 150,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	150,000	R-R11-FLET
Total Funding	$ 150,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:	1,000	Annual

Description:
Preventive maintenance.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Current units are out of service due to unavailable parts to repair due to their age. Also service failures on power outages.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2056
Projected Replacement Cost:	$ 140,000
Projected Useful Life in years:	20
Service Level Impact:	Maintain

Explain:
Fleet life cycle at 20 years.

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	709 and 707
Description (make, model, year):	4" Gorman-Rupp Pumps
Expected Disposal Date:	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. New equipment will be more fuel efficient.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.8 Landfill**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.8.1	Landfill Buffer Purchase	250,000										250,000					250,000	250,000
		$ 250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000	$ 250,000
New Assets Identified in DC Study																		
D.8.2	Cell Expansion and Structure	200,000	1,400,000					250,000	1,550,000			3,400,000		3,060,000			340,000	3,400,000
D.8.3	Facility Upgrades	700,000										700,000		490,000			210,000	700,000
	Diversion Site - Methan Expansion		200,000	1,300,000								1,500,000		1,350,000			150,000	1,500,000
	New Equipment			120,000								120,000		120,000				120,000
	Bin Upgrades						150,000	1,050,000				1,200,000		840,000			360,000	1,200,000
	Methane Burner Upgrades				250,000							250,000		175,000			75,000	250,000
	Facility Upgrades					350,000						350,000		245,000			105,000	350,000
TOTALS		$ 900,000	$ 1,600,000	$ 1,420,000	$ 250,000	$ 350,000	$ 150,000	$ 1,300,000	$ 1,550,000	$ -	$ -	$ 7,520,000	$ -	$ 6,280,000	$ -	$ -	$ 1,240,000	$ 7,520,000

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Landfill
Project Number:	D.8.1
Project Name:	Landfill Buffer Purchase
Start Date and End Date:	Summer 2026

Brief Project Description:
Buffer area of land must be acquired by the City - 2025 carry forward.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Land acquisition at the landfill is required by the Ministry of Environment, Conservation and Parks to ensure contamination remains within the limits of the Landfill site.

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

Project Cost	Amount	Additional Detail
Other (specify)	250,000	Land Purchase
Total Project Cost	$ 250,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	250,000	R-R11-WAST
Total Funding	$ 250,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ 250,000	Current Year only
Amount in Future Budget Years:		

Description:

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Increase risk of legal claims and could impact our licence permitting the Landfill's use.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	N/A
Projected Replacement Cost:	N/A
Projected Useful Life in years:	N/A
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Landfill
Project Number:	D.8.2
Project Name:	Cell Expansion and Structure
Start Date and End Date:	Spring 2026

Brief Project Description:
Engage a consultant to design the next waste cell at the Landfill.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Typically, each cell at the Landfill takes 6 years to fill. Based on current waste rates, a new cell is recommended to be ready by the end of 2027.

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

Project Cost	Amount	Additional Detail
4040 Consultants	200,000	
Total Project Cost	$ 200,000	

Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	20,000	R-R11-WAST
Development Charges	180,000	R-DGS-WSTD
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ 200,000	Current Year only
Amount in Future Budget Years:		

Description:

D. Benefits and Outcomes of Proceeding with this Item/
Risks and Outcomes if not approved:
Won't have a design in time to build a new cell and waste would have to be diverted to another landfilll at an exorbitant cost.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	N/A
Projected Replacement Cost:	N/A
Projected Useful Life in years:	6
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	>15 tCO2e	Estimated based on waste diversion from the Landfill due to segregation and recycling programs.

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

Explain:

Waste material disposed of at the Landfill produces significant greenhouse gas emissions, particularly methane, a potent contributor to climate change. Increasing diversion through recycling, composting, and other waste reduction strategies is the most effective way to minimize these emissions. By keeping organic and recyclable materials out of the Landfill, we can significantly reduce the carbon footprint of our waste system and support community-wide climate action goals.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Landfill
Project Number:	D.8.3
Project Name:	Facility Upgrades
Start Date and End Date:	April to October 2026

Brief Project Description:
Pavement, scale house replacement and general layout modifications.

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

In 2024, a consultant prepared recommended site layout adjustments were prepared for the Landfill site. In addition, the Landfill scale house is obsolete and needs to be replaced.

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

Project Cost	Amount	Additional Detail
4050 Contractors	700,000	
Total Project Cost	$ 700,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	210,000	R-R11-WAST
Development Charges	490,000	R-DGS-WSTD
Total Funding	$ 700,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Increase efficiency in site layout and use. Not proceeding would lead to inefficiencies and additional costs associated.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	N/A
Projected Replacement Cost:	N/A
Projected Useful Life in years:	25
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Not applicable to CEEP.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept **Infrastructure Services**
Division **D.9 Parking Lots**

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.9.1	Downie Lot Improvements	100,000										100,000					100,000	100,000
D.9.2	York Lot Improvements	750,000										750,000					750,000	750,000
	Erie Lot Reconstruction									1,500,000		1,500,000					1,500,000	1,500,000
	Cobourg Lot Improvements		50,000	50,000								100,000					100,000	100,000
	Queen Street Parking Lot							100,000				100,000					100,000	100,000
	Kalbfleisch Lot					75,000						75,000					75,000	75,000
	Albert Lot						75,000					75,000					75,000	75,000
		$ 850,000	$ 50,000	$ 50,000	$ -	$ 75,000	$ 75,000	$ 100,000	$ -	$ 1,500,000	$ -	$ 2,700,000	$ -	$ -	$ -	$ -	$ 2,700,000	$ 2,700,000
New Assets Identified in DC Study												-						-
TOTALS		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Parking Lots
Project Number:	D.9.1
Project Name:	Downie Lot Improvements
Start Date and End Date:	April to November 2026

Brief Project Description:
Patching and repairs of surface, line painting to establish designated parking spaces, accessible spaces, bus spaces.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Significant aspects of the lot are in a state of disrepair including pavement and drainage. Repairs are recommended to extend the life of the current parking lot until after such time as the development of the Grand Trunk site proceeds. New line painting will establish designated areas for bus parking and ensure safe use of the lot by the public.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		

Description:
There will be ongoing maintenance and pavement patching required. These funds are already included in the parking budget annually.

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

If this item is not approved the condition of the lot will continue to deteriorate and there could be additional insurance claims for trips and falls. Emergency repairs that may be required would also result in emergency closures of the lot.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:	
Description (make, model, year):	
Current Condition Rating:	
Will it extend useful life?	Yes
If yes, amended useful life in years:	10
Service Level Impact:	Maintain

Explain:

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	Asphalt production, processing and transportation is energy intensive, and results in emissions generation, that are generally accounted for within the manufacturer's Scope 1 and Scope 2 emissions.

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

Explain:

A significant amount of energy is required to create asphalt, facilitated by fossil fuel heating. Slightly less energy intense options exist, however, are not common practice and have limited availability locally. This field of climate considerate paving is emerging quickly, and staff will review, consider and present viable options where possible.

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

2026 Capital Project Detail Form

Department and Division:	Infrastructure Services - Parking Lots
Project Number:	D.9.2
Project Name:	York Lot Improvements
Start Date and End Date:	April to November 2026

Brief Project Description:

Rehabilitation of the York lot including realignment of the driveway entrances and retaining wall to facilitate better use of space, an increase in available parking spaces, and an upgraded sidewalk along the boulevard to provide an accessible access to the boulevard picnic area. Conduit would be installed as needed to support future electrical charging needs.

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

The parking lot surface is in poor condition, there is a need for additional parking, and the boulevard amenities are not accessible.

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

Project Cost	Amount	Additional Detail
4050 Contractors	750,000	
Total Project Cost	$ 750,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	750,000	R-R11-PRKG
Total Funding	$ 750,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

There will be ongoing maintenance and pavement patching required. These funds are already included in the parking budget annually.

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

This is one of the City's most heavily used, paid lots. If this item is not approved the condition of the lot will continue to deteriorate and there could be additional insurance claims for trips and falls. Emergency repairs that may be required would also result in emergency closures of the lot. There will continue to be a lack of accessibility along the north side of York Street.

E. Asset Management Plan:

E.1 For a new purchase or construction

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

Asset ID #:	
Description (make, model, year):	
Current Condition Rating:	
Will it extend useful life?	Yes
If yes, amended useful life in years:	10
Service Level Impact:	Increase

Explain:

New sidewalk constructed to city standards will provide an accessible path to the boulevard features

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	Asphalt production, processing and transportation is energy intensive, and results in emissions generation, that are generally accounted for within the manufacturer's Scope 1 and Scope 2 emissions.

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

Explain:

A significant amount of energy is required to create asphalt, facilitated by fossil fuel heating. Slightly less energy intense options exist, however, are not common practice and have limited availability locally. This field of climate considerate paving is emerging quickly, and staff will review, consider and present viable options where possible.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept E. Social Services
Division E.1. Perth and Stratford Housing Corporation

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources (see Note 1 below) Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
E.1.1	Driveways, Parking Lots, and Sidewalks	50,000	76,500	78,000	79,600	81,200	82,800	84,500	86,200	87,900	89,600	796,300					796,300	796,300
E.1.2	Connectivity	460,000	469,200									929,200					929,200	929,200
E.1.3	Kitchen Replacements	200,000	244,800	145,700	265,300	270,600	276,000	281,500	287,200	292,900	297,800	2,561,800					2,561,800	2,561,800
E.1.4	Furnace Replacements	90,000	102,000	104,000	106,100	108,200	110,400	112,600	114,900	117,200	119,500	1,084,900					1,084,900	1,084,900
E.1.5	Roof Replacements	240,000	244,800	249,700	254,700	259,800	265,000	270,300	275,700	281,200	286,800	2,628,000					2,628,000	2,628,000
E.1.6	Window Replacements	200,000	204,000	208,000	212,300	216,500	200,900	225,200	229,800	234,300	239,000	2,170,000					2,170,000	2,170,000
E.1.7	Accessibility Upgrades	75,000	102,000	208,000	106,100	108,200	110,400	112,600	114,900	117,200	119,500	1,173,900					1,173,900	1,173,900
E.1.8	Electrical Upgrades	75,000	15,300	156,100	159,200	162,400	165,600	168,900	172,300	175,700	179,300	1,429,800					1,429,800	1,429,800
E.1.9	Fencing	20,000	25,500	26,000	26,500	27,000	27,600	28,200	28,700	29,300	29,900	268,700					268,700	268,700
E.1.10	Roofing Tie-Offs and Access Ladders	100,000										100,000					100,000	100,000
E.1.11	Balcony Repairs	125,000	127,700	130,300	132,900							515,900					515,900	515,900
E.1.12	Asbestos Assessments and Abatement	100,000	51,000	52,020	53,060	20,000	22,100	22,500	23,000	23,400	23,900	390,980					390,980	390,980
E.1.13	Flooring Repairs and Replacement	50,000	51,000	52,020	53,060	54,100	55,200	56,300	57,400	58,600	59,800	547,480					547,480	547,480
												-					-	
		$ 1,785,000	$ 1,713,800	$ 1,409,840	$ 1,448,820	$ 1,308,000	$ 1,316,000	$ 1,362,600	$ 1,390,100	$ 1,417,700	$ 1,445,100	$ 14,596,960	$ -	$ -	$ -	$ -	$ 14,596,960	$ 14,596,960

Note 1 - Perth Stratford Housing Corp is a shared service. 59.38% (in 2026) of the funding contributions come from the shared services partners in St. Marys and Perth County

2026 Capital Project Detail Form

Department and Division:	Social Services - Perth and Stratford Housing
Project Number:	E.1.1
Project Name:	Driveways, Parking Lots, and Sidewalks
Start Date and End Date:	June 1 2026 - September 1, 2026

Brief Project Description:
Repair and replacement of driveways in houses and semi-detached homes and sidewalks that have reached the end of their life cycle.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The driveways located at houses and semi-detached homes have deteriorated and require repair as well as sidewalks. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	50,000	Driveway and sidewalk replacements
Total Project Cost	$ 50,000	
Funding Sources	**Amount**	**Additional Detail**
	50,000	R-R11-HOUS
Total Funding	$ 50,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:
There is no anticipated impact on the operating budget in current or future years

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Deteriorated driveways and sidewalks are a safety hazard.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051	
Projected Replacement Cost:	$	82,000
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:
These will be replacements of existing assets that have reached the end of their life cycle.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) <5 tCO2e

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

Explain:

Although driveway replacements are not anticipated to have a direct impact on GHG emissions reductions, they can indirectly support use of active transportation modes, and contribute to community resilience. Raw material procured from local sources can also contribute to reduced carbon footprint than what is sourced from afar (e.g. outside the province). Similarly recycled content within the material can also indirectly relate to embodied emissions and reduced requirement of virgin materials that require intensive energy to process. Such an approach may result in higher costs than status quo, however will align with a circular economy approach.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.2
Project Name:	Connectivity
Start Date and End Date:	June 1 2020 - December 2026

Brief Project Description:

Continued installation of electronic locking systems including rollout to tenant units.

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

In 2020 the Housing and IT Divisions jointly engaged the services of a connectivity consultant to conduct a thorough needs assessment of the security requirements for the multi-residential properties owned by the City and Perth and Stratford Housing Corporation (19 sites). The recommendations from this study are being used to guide a multi-year phased in approach to upgrading the video surveillance systems and introduce new electronic door locking systems throughout the portfolio. This will have a large impact on improving the safety and security of housing units for our tenants, and will also reduce operating costs in the long-term as less staff time will be needed to address lock changes and manually retrieve video footage, particularly for sites in St. Marys and Perth County. Cameras and access control systems are integral to ensuring life safety in buildings as they can help deter crime and monitor the activities of the building as well as ensuring the buildings are secure and by controlling entry to them. This relates to the City of Stratford Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	460,000	Electronic locking systems
Total Project Cost	$ 460,000	
Funding Sources	**Amount**	**Additional Detail**
	460,000	R-R11-HOUS
Total Funding	$ 460,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ 50,000	Annual
Amount in Future Budget Years:	50,000	Annual

Description:

The video surveillance and electronic locking systems will require managed services contracts.

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

Failure to implement a new connectivity/security system will impact safety and security of the tenants, visitors and the properties, and lead to possible liability issues and complaints.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2041
Projected Replacement Cost:	$ 755,000
Projected Useful Life in years:	15
Service Level Impact:	Increase

Explain:

The installation of video surveillance and electronic access will increase service levels for tenants and community partners by increasing the efficiency of lock changes and improving the safety and security of the buildings.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Primarily through reduced emissions from transportation to and from sites.

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

Explain:

Installation of video surveillance and electronic access will allow each of these systems to be controlled remotely and will reduce the frequency and distance travelled to each housing site. This is congruent with the CEEP recommendations to proactively manage direct and indirect emissions as a result of corporate fleet use.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.3
Project Name:	Kitchen Replacements
Start Date and End Date:	Jan 1 2026 - Dec 31 2026

Brief Project Description:

This project involves the replacement of kitchen cabinets.

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

Kitchen cabinets in many units are original to the building and have passed their useful life expectancy. Legislation mandates that landlords are to maintain a certain level of maintenance on the properties. Cabinets will be exchanged during unit turnover. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	200,000	Kitchen replacements
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
	200,000	R-R11-HOUS
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years

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

If approved, better quality of life and improved health and safety for tenants. If not approved, there is a risk of being in violation of mandate requiring units to be maintained in good repair.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051
Projected Replacement Cost:	$ 328,000
Projected Useful Life in years:	25
Service Level Impact:	Maintain

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on selecting locally sourced materials with recyclable content.

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

Explain:

Kitchen replacements are not anticipated to have a major impact on direct GHG emissions. Local materials with recyclable content can ensure that the projects encompasses a strategic climate lens, with a focus on all elements of sustainability. For example, if wood/timber is selected as the main component in the cabinets, chain of custody certification (e.g. FSC certified material) is recommended to be selected for this purpose. Costs are usually comparable to conventional material, however that may vary depending upon vendors.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.4
Project Name:	Furnace Replacements
Start Date and End Date:	January 1 2026 - December 31 2026

Brief Project Description:

Replacement of furnaces.

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

Several family unit furnaces have reached the end of their life cycle. Replacement of furnaces is required in order to reduce the likelihood of heating system failures which result in increased operating costs. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	90,000	Furnace replacements
Total Project Cost	$ 90,000	
Funding Sources	**Amount**	**Additional Detail**
	90,000	R-R11-HOUS
Total Funding	$ 90,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years.

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

If approved, better quality of life and improved health and safety for tenants. If not approved, there is a risk of being in violation of mandate requiring units to be maintained in good repair.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2046
Projected Replacement Cost:	$ 133,700
Projected Useful Life in years:	20
Service Level Impact:	Maintain

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings ($)	15-30% Savings	

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on selection of most efficient furnace model.

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

Explain:

New furnaces are anticipated to be more efficient than those they are replacing. Energy efficient furnaces with 30% efficiency can result in both fuel and cost savings. There would be options to look into models with greater energy efficiency (e.g. SEER rating depending on building size) but it is anticipated that this would slightly increase costs. The highest impact in terms of emissions would mean seeking options for heat pumps or a hybrid approach, that can be attained at a higher cost, however can be supported through funding opportunities such as CMHC.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.5
Project Name:	Roof Replacements
Start Date and End Date:	May 1 2026 - October 31 2026

Brief Project Description:

This project will undertake roof replacements for those that have reached the end of their life cycle

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

This project is for roof replacements for buildings that have reached the end of their life cycle. This contributes to the City of Stratford's Strategic Priority of Build Housing Resources.

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

Project Cost	Amount	Additional Detail
4050 Contractors	240,000	Roof replacement
Total Project Cost	$ 240,000	

Funding Sources	Amount	Additional Detail
	240,000	R-R11-HOUS
Total Funding	$ 240,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years.

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

New roofs are anticipated to be more energy efficient than those they are replacing. If roofs are not replaced as they near the end of their life cycle, leaks could occur leading to water damage.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051	
Projected Replacement Cost:	$	393,700
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	1.4 - 2.6	Roof
Annual GHG emissions reduction (tCO2e)	2.0	
Service Life GHG emissions (tCO2e)	120.0	
Expected Units Fuel Savings ($)	15-30% Savings	Estimated based on roof repair with upgraded insulation.

F.3 Climate Lens for Other Purchases

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

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

Explain:

Roof retrofits with upgraded insulation have the ability to reduce energy consumption and costs (approximately 4-11% annually).

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.6
Project Name:	Window Replacements
Start Date and End Date:	May 1 2026 - October 31 2026

Brief Project Description:

Replacement of windows.

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

Windows which have reached the end of their life cycle could cause damage to buildings and also represent an opportunity to improve the efficiency of buildings when replaced. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	200,000	Window replacements
Total Project Cost	$ 200,000	
Funding Sources	**Amount**	**Additional Detail**
	200,000	R-R11-HOUS
Total Funding	$ 200,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years

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

New windows are anticipated to be more energy efficient than those they are replacing. Not replacing the windows could lead to leaks resulting in water damage, higher energy bills due to undue pressure on the heating system, as well as decreased thermal comfort for occupants.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051	
Projected Replacement Cost:	$	328,000
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	0.6 - 1.2	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.9	
Service Life GHG emissions (tCO2e)	54.0	
Expected Units Fuel Savings ($)	Unknown	Estimated savings approximately 5-10% depending on the window pane selected.

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated GHG reduction based on energy saved

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

Explain:

New windows, specifically triple glazed options are anticipated to be more efficient than those they are replacing. This upgrade can contribute to improved heat retention, potentially lower energy bills and also account for optimized thermal comfort for occupants.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.7
Project Name:	Accessibility Upgrades
Start Date and End Date:	January 1 2026 - December 31 2026

Brief Project Description:
These projects will address barriers to accessibility including but not limited to scooter storage, power door openers, and ensuring entrances and exits are accessible.

A. Project Justification/Contribution to City Services and Strategic Priorities:
These projects will reduce barriers to accessibility and improve quality of life for tenants. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	75,000	Accessibility upgrades
Total Project Cost	$ 75,000	
Funding Sources	**Amount**	**Additional Detail**
	75,000	R-R11-HOUS
Total Funding	$ 75,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:
There is no anticipated impact on the operating budget in current or future years.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Proceeding with this project will reduce barriers to accessibility and improve quality of life for tenants. Not moving forward could lead to legal implications as landlords have a duty to accommodate tenants' needs according to the Ontario Human Rights Code.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:		
Projected Replacement Cost:	$	20,000
Projected Useful Life in years:		
Service Level Impact:	Increase	

Explain:
Reduction of barriers to accessibility and improved quality of life for tenants.

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Identified accessibility upgrades are not expected to have a direct impact on the City's GHG emissions reductions.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.8
Project Name:	Electrical Upgrades
Start Date and End Date:	January 1 2026 - December 31 2026

Brief Project Description:

This project will replace outdated electrical panels with new electrical panels.

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

The replacement of outdated panels will minimize the risk of fire and danger to staff, tenants or contractors. It is also currently a challenge to source replacement parts for these panels as their components are often no longer in production. This project contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	75,000	Electrical upgrades
Total Project Cost	$ 75,000	
Funding Sources	**Amount**	**Additional Detail**
	75,000	R-R11-HOUS
Total Funding	$ 75,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years.

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

Moving forward with this project will help to ensure uninterrupted electrical service to tenants.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2056
Projected Replacement Cost:	$ 135,800
Projected Useful Life in years:	30
Service Level Impact:	Maintain

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

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

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	Unknown	

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

Explain:

The upgrades to the electrical panels would be anticipated to be more efficient that the panels they are replacing. The direct impact on GHG emissions is anticipated to be minimal, however this project does have the capacity to strengthen the City's assets.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.9
Project Name:	Fencing
Start Date and End Date:	May 1 2026 - October 31 2026

Brief Project Description:

This project will replace fences that are at the end of their life cycle.

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

Fences that have reached the end of their life cycle represent potential health, safety and liability concerns. This project would work to address this matters. This contributes to the City of Stratford's Strategic Priorities of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	20,000	Fencing
Total Project Cost	$ 20,000	
Funding Sources	**Amount**	**Additional Detail**
	20,000	R-R11-HOUS
Total Funding	$ 20,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years.

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

If it is decided to not proceed with this project there could be health, safety, and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2040	
Projected Replacement Cost:	$	26,400
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

This project is not anticipated to have a discernible impact on GHG emissions. It would be possible to use products with recycled content, or fully reuse salvaged material (e.g. from construction sites etc.) with lower embodied carbon than traditional fencing materials made out of virgin material. It is not anticipated that these sustainability considerations will result in increased costs or decreased service levels.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.10
Project Name:	Roofing Tie-Offs and Access Ladders
Start Date and End Date:	May 1 2026 - October 31 2026

Brief Project Description:
This project will consist of installing tie-offs and access ladders on buildings to address health and safety concerns.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The installation of roof tie-offs and access ladders will promote the health and safety of staff and contractors. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	100,000	Roofing Tie-Offs and Access Ladders
Total Project Cost	$ 100,000	

Funding Sources	Amount	Additional Detail
	100,000	R-R11-HOUS
Total Funding	$ 100,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:
There is no anticipated impact on the operating budget in current or future years.

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
This project is to address health and safety concerns for staff and contractors. If it is determined not to move forward with it, there are health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2051	
Projected Replacement Cost:	$	164,000
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

It is not anticipated that this project will have a significant impact on GHG emissions.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.11
Project Name:	Balcony Repairs
Start Date and End Date:	May 1 2026 - October 31 2016

Brief Project Description:

This project will involve repairs to balconies as needed.

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

Balconies at housing properties are nearing the end of their life cycle and require repairs. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	125,000	Balcony repairs
Total Project Cost	$ 125,000	

Funding Sources	Amount	Additional Detail
	125,000	R-R11-HOUS
Total Funding	$ 125,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years.

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

Proceeding with this project would minimize health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2086	
Projected Replacement Cost:	$	410,000
Projected Useful Life in years:	60	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

The replacement of balconies is not anticipated to have a direct impact on GHG emissions. It is recommended that materials be selected based on their embodied emissions (such as information from Environmental Product Declaration) and those that are available locally preferred, that can contribute to indirect GHG emissions.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.12
Project Name:	Asbestos Assessments and Abatement
Start Date and End Date:	January 1 2026 - December 31 2026

Brief Project Description:

This project would involve assessments and, as needed, abatement of asbestos in housing buildings.

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

This project would undertake asbestos assessments and abatement in housing units which have not yet been assessed. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	100,000	Asbestos assessment and abatement
Total Project Cost	$ 100,000	
Funding Sources	**Amount**	**Additional Detail**
	100,000	R-R11-HOUS
Total Funding	$ 100,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years

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

Proceeding with this project would minimize health, safety and liability risks. The undertaking of the asbestos assessments also meets with accounting reporting standards in determining estimated costs and future liabilities related to assets that are returned at the end of their useful lives.

E. Asset Management Plan: N/A

E.1 For a new purchase or construction

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

E.3 Is there an asset to be disposed?

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

Asbestos assessment and abatement is not anticipated to have a significant impact on GHG emissions. However end-of-life disposal would need to be confirmed with the contractor, and is recommended to conform to provincial regulations.

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

2026 Capital Project Detail Form

Department and Division:	Social Services/Perth and Stratford Housing Corporation
Project Number:	E.1.13
Project Name:	Flooring Repairs and Replacement
Start Date and End Date:	January 1 2026 - December 31 2026

Brief Project Description:

This project would involve replacing flooring that has reached the end of its life cycle.

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

Flooring that has reached the end of its life cycle requires replacement. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

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

Project Cost	Amount	Additional Detail
4050 Contractors	50,000	Flooring replacement
Total Project Cost	$ 50,000	

Funding Sources	Amount	Additional Detail
	50,000	R-R11-HOUS
Total Funding	$ 50,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	n/a	
Amount in Future Budget Years:	n/a	

Description:

There is no anticipated impact on the operating budget in current or future years.

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

Proceeding with this project would minimize health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2041	
Projected Replacement Cost:	$	50,000
Projected Useful Life in years:	25	
Service Level Impact:	Maintain	

Explain:

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

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

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e) Unknown

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

Explain:

The replacement of flooring is not anticipated to have significant impacts on GHG emissions. Options such as engineered wood, material with recycled content, zero VOCs and formaldehyde are recommended for use.

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept E. Social Services
Division E.2. Affordable Housing Buildings

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	230 Britannia - Fire Alarm				130,000							130,000					130,000	130,000
	230 Britannia - Appliances				64,000							64,000					64,000	64,000
	230 Britannia - Painting				168,000							168,000					168,000	168,000
	230 Britannia - Connectivity Equipment				40,000							40,000					40,000	40,000
	230 Britannia - Appliances									49,280		49,280					49,280	49,280
	230 Britannia - Painting				168,000					168,000		336,000					336,000	336,000
	230 Britannia - Connectivity Equipment				40,000					40,000		80,000					80,000	80,000
	230 Britannia - Roof									55,000		55,000					55,000	55,000
	230 Britannia - Boiler									115,000		115,000					115,000	115,000
	230 Britannia - Windows									98,000		98,000					98,000	98,000
	200 Britannia - Fire Alarm									130,000		130,000					130,000	130,000
												-					-	-
		$ -	$ -	$ -	$ 610,000	$ -	$ -	$ -	$ -	$ 655,280	$ -	$ 1,265,280	$ -	$ -	$ -	$ -	$ 1,265,280	$ 1,265,280

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept F. Stratford Public Library

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
F.1	Library Computer Equipment	31,000	42,000	60,000	32,000	32,000	33,000	52,000	35,000	35,000	35,000	387,000					387,000	387,000
		$ 31,000	$ 42,000	$ 60,000	$ 32,000	$ 32,000	$ 33,000	$ 52,000	$ 35,000	$ 35,000	$ 35,000	$ 387,000	$ -	$ -	$ -	$ -	$ 387,000	$ 387,000
New Assets Identified in DC Study																		
F.2	Physical Library Collections	173,139	176,602	180,134	183,736	187,411	191,159	194,983	198,882	202,860	206,917	1,895,824		189,582			1,706,241	1,895,824
	PLOW Van Replacement			85,000								85,000		5,000			80,000	85,000
	Library Building								26,000,000			26,000,000	5,000,000	1,300,000	12,500,000	5,000,000	2,200,000	26,000,000
TOTALS		$ 173,139	$ 176,602	$ 265,134	$ 183,736	$ 187,411	$ 191,159	$ 194,983	$ 26,198,882	$ 202,860	$ 206,917	$ 27,980,824	$ 5,000,000	$ 1,494,582	$ 12,500,000	$ 5,000,000	$ 3,986,241	$ 27,980,824

2026 Capital Project Detail Form

Department and Division:	Stratford Public Library
Project Number:	F.1
Project Name:	Library Computer Equipment
Start Date and End Date:	January 1, 2026 - December 31, 2026

Brief Project Description:
Routine scheduled replacement of staff and public workstations as well as network infrastructure.

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

This project focuses on the maintenance and enhancement of computer hardware within the public library. The funds will be allocated to ensure the smooth operation, security, and longevity of essential technology resources, including public access computers, Online Public Access Catalogs (OPACs), self-checkout machines, and other critical systems. By investing in the upkeep of these technologies, the aim is to provide a seamless and efficient experience for all library patrons, ensuring that the community continues to benefit from reliable and accessible digital services.

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

Project Cost	Amount	Additional Detail
9030 Equipment	31,000	
Total Project Cost	$ 31,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	31,000	R-R11-LIBR
Total Funding	$ 31,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ 31,000	Current Year only
Amount in Future Budget Years:		

Description:
Capital equipment is replaced on a schedule and financial impact varies year by year.

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

Staff and public workstations and network infrastructure that is modern and up-to-date helps fulfill the mandate of libraries to delivery of effective and efficient services to the community. Library technologies play a vital role in bridging the digital divide for residents who wouldn't otherwise have access to reliable technology. Updating technologies on a regular basis helps limit security risks and service outages. Additionally, with outdated technology, there is decrease in productivity and employee morale and the potential for higher operational costs due to incompatibility and maintenance issues.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2030
Projected Replacement Cost:	
Projected Useful Life in years:	4-5 years
Service Level Impact:	Maintain

Explain:
Staff and public workstations are replaced on a four year cycle; network equipment is replaced on a five year cycle.

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

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

Asset ID #:

Description (make, model, year):

Expected Disposal Date: TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e)

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

Explain:

It is recommended that computer equipment procured is Energy Star rated, leading to efficiency in performance and lower energy costs.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Public Library
Project Number:	F.2
Project Name:	Physical Library Collections
Start Date and End Date:	January 1, 2026 - December 31, 2026

Brief Project Description:

The library houses a large collection (approx. 86,000 items) of resources that are available for library members to borrow. This project supports the purchase of new library materials to lend to the community.

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

This reserve funds the purchase of physical books, audio-visual and other materials for circulation to the public. The library collection helps fulfill the core mission of the library which is to provide the community with timely and relevant information and cultural resources. This project additionally supports the City's priority of innovation and creativity by allowing people to pursue their passions and lifelong learning.

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

Project Cost	Amount	Additional Detail
3050 Materials	173,139	
Total Project Cost	$ 173,139	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	155,825	R-R11-LIBR
Development Charges	17,314	R-DGS-LIBR (10% of actual)
Total Funding	$ 173,139	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	$ 171,000	Annual
Amount in Future Budget Years:		

Description:

Costs may increase for annual inflation, tariffs or with changes to formats and resources required.

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

Through its collections, the Library fulfills a number of its core goals: to encourage reading, develop literacy skills, foster life-long learning, and support democracy. The various collections at the library support informational and recreational reading, viewing, listening, and engagement; stimulate the imagination and empower creativity; increase an individual's ability to succeed and participate actively in the community and a modern society

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	
Projected Replacement Cost:	
Projected Useful Life in years:	varies
Service Level Impact:	Maintain

Explain:

Library materials have a varied yet limited life cycle related to: popularity, timeliness, accuracy of information, and physical condition. Without unlimited space, the collection must be treated as rotating stock: new items are purchased and older items are discarded on a regular basis.

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

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

Asset ID #:

Description (make, model, year):

Expected Disposal Date: TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Est. GHG Emissions Reduction (tCO2e)

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

Explain:

Not applicable .

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

CITY OF STRATFORD 2026 CAPITAL PROGRAM
2027 -2035 CAPITAL FORECAST

Dept G. Stratford Police Service

2026 Project Number	Project Name	Gross Project Costs 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Project Costs	Funding Sources: Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
G.1	Mobile Command Update	30,000										30,000					30,000	30,000
G.2	Desktop Computer Refresh	30,000		43,000		50,000			58,000			181,000					181,000	181,000
G.3	Upgrade to Genetec Video	196,000										196,000					196,000	196,000
G.4	Virtual Machine Server	25,000										25,000					25,000	25,000
G.5	Vehicle #8 Replacement	85,891				92,762						178,653					178,653	178,653
G.6	Vehicle CID #1 Replacement	70,000										70,000					70,000	70,000
G.7	ESCO	25,618	123,596	8,453	260,141	62,140	41,998	1,648	1,724	1,804	1,888	529,010					529,010	529,010
G.8	Tasers and Body Cams	524,581	524,581	524,581	524,581	524,581	524,581	524,581	524,581	524,581	524,581	5,245,810					5,245,810	5,245,810
	Phone System Server		54,000					40,000				94,000					94,000	94,000
	CID #2 Vehicle		70,000									70,000					70,000	70,000
	Vehicle 2		85,891				92,762					178,653					178,653	178,653
	Vehicle 3		85,891				92,762					178,653					178,653	178,653
	Vehicle 9		85,891				92,762					178,653					178,653	178,653
	Vehicle 14		85,891				92,762					178,653					178,653	178,653
	Radio System Upgrade		110,000					150,000				260,000					260,000	260,000
	Key Swipe/ Access Upgrade		120,000									120,000					120,000	120,000
	Vehicle Postponed from 2025		84,230									84,230					84,230	84,230
	Admin #3 Vehicle			70,000								70,000					70,000	70,000
	ERU/F150 Vehicle			70,000								70,000					70,000	70,000
	Vehicle 1			92,762				100,000				192,762					192,762	192,762
	Vehicle 5			92,762				100,000				192,762					192,762	192,762
	Vehicle 6			92,762				100,000				192,762					192,762	192,762
	Vehicle 10			92,762				100,000				192,762					192,762	192,762
	Automated Licence Plate Reader/In-Car Video			100,000					150,000			250,000					250,000	250,000
	Admin #1 Vehicle				70,000							70,000					70,000	70,000
	Vehicle 4				92,762				100,000			192,762					192,762	192,762
	Vehicle 7				92,762				100,000			192,762					192,762	192,762
	Vehicle 11				92,762				100,000			192,762					192,762	192,762
	Vehicle 12				92,762				100,000			192,762					192,762	192,762
	Next Generation 9-1-1 Dispatch Interface - Two consoles at SPS				110,000					120,000		230,000					230,000	230,000
	Emergency Response Unit Van					53,000						53,000					53,000	53,000
	Drone					70,000						70,000					70,000	70,000
	Next Generation 9-1-1					100,000						100,000					100,000	100,000
	Canine Vehicle					130,000						130,000					130,000	130,000
	Intoxilyzer						15,000					15,000					15,000	15,000
	D/Chief Vehicle						80,000					80,000					80,000	80,000
	Virtual Machine Server Replace							70,000				70,000					70,000	70,000
	Chief Vehicle							80,000				80,000					80,000	80,000
	Telephone System Upgrade							180,000				180,000					180,000	180,000
		$ 987,090	$ 1,429,971	$ 1,187,082	$ 1,335,770	$ 1,082,483	$ 1,032,627	$ 1,446,229	$ 1,134,305	$ 646,385	$ 526,469	$ 10,808,411	$ -	$ -	$ -	$ -	$ 10,808,411	$ 10,808,411
New Assets Identified in DC Study																		
	New Police facility		$ 30,000,000									$ 30,000,000	$ 1,000,000	$ 5,000,000	$ 24,000,000			$ 30,000,000
TOTALS		$ -	$ 30,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,000,000	$ 1,000,000	$ 5,000,000	$ 24,000,000	$ -	$ -	$ 30,000,000

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.1
Project Name:	Mobile Command Update
Start Date and End Date:	07/01/2026

Brief Project Description:
Mobile Command Unit was purchased several years ago and is in need of an upgrade to the inside to provide safety and security to officers with dealing with critical incidents.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Mobile Command Unit provides essential safety and coodination for police and emergency services during critical incidents. They serve a secure, centralized hub for communication, command and control ensuring effective response and decision-making in dynamic and high risk situations. New monitor for drone, update for a dated interior. Low usage, so vehicle still has useful life.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	30,000	Vehicle Equipment Update
Total Project Cost	$ 30,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	30,000	R-R11-POLI
Total Funding	$ 30,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Upgrade will ensure that the MCU is in good working condition for seveal more years, and updated with proper technology

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2034	If requested upgrades are completed
Projected Replacement Cost:	$ 300,000	
Projected Useful Life in years:	8	
Service Level Impact:	Maintain	

Explain:

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

Asset ID #:		
Description (make, model, year):	Ford 2002	Motorhome
Current Condition Rating:	Fair	
Will it extend useful life?	Yes	
If yes, amended useful life in years:	6	
Service Level Impact:	Increase	

Explain:

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	839 and 30930
Description (make, model, year):	2008 purchase $423,751; 2018 Ford Command unit upgrades
Expected Disposal Date:	not being disposed-is upgrade only

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
Not applicable.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.2
Project Name:	Desktop Computer Refresh
Start Date and End Date:	Jan 1/2026

Brief Project Description:
Continually upgrade our desktop computers. Several of the monitors are in need of an upgrade. Approximately 60 monitors are in need of replacement.

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

Monitors are old and out of date and need to be upgraded. Monitors will be upgraded in 2026 and current monitors are starting to breakdown. Monitors are needed for officer paperwork conducted by all administrative staff and clerks at both 17 George and 789 Erie Street.

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

Project Cost	Amount	Additional Detail
9030 Equipment	30,000	Computer Monitors
Total Project Cost	$ 30,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	30,000	R-R11-POLI
Total Funding	$ 30,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Newer monitors will improve visual clarity and provide connectivity improvements. Larger screen sizes are more energy efficient and provide eye comfort as many of the existing monitors are blurry.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2030	
Projected Replacement Cost:	$	50,000
Projected Useful Life in years:	5 years	
Service Level Impact:	Maintain	

Explain:

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	450 and 451
Description (make, model, year):	Half of PCs and laptops 2007/2008
Expected Disposal Date:	December 1, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated based on procurement of energy star rated equipment.

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

Explain:

Aligned with the recommendations of CEEP, procuring energy efficient computer equipment can support energy and cost savings as well as GHG emission reductions for the corporation.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.3
Project Name:	Upgrade to Genetec Video
Start Date and End Date:	Jan 1 2026 - July 1 2026

Brief Project Description:

Our current video equipment for safety and security at 17 George St. is out of date and no longer serviced. Need to upgrade equipment to the same as at 789 Erie St. Upgrades will be to the software and 5 cameras as many of the cameras are still functional.

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

Audio and video equipment at 17 George St. is obsolete and increasingly poses a liability to staff working in the building. Evidence has been lost. The current system, running on outdated Milestone software, lacks modern software to keep up with the amount of activity on the cameras. System continues to crash due to outdated software. Cameras and video are critical inside and outside of the police station.

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

Project Cost	Amount	Additional Detail
9030 Equipment	196,000	
Total Project Cost	$ 196,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	196,000	R-R11-POLI
Total Funding	$ 196,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

Cameras have crashed on several occasions due to outdated software (Milestone).
Need upgrade to newer software to handle the audio and video demands.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2035
Projected Replacement Cost:	$ 200,000
Projected Useful Life in years:	10
Service Level Impact:	Increase

Explain:

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	
Description (make, model, year):	Milestone and a few older external cameras
Expected Disposal Date:	Dec 1 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
Not applicable.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.4
Project Name:	Virtual Machine Server
Start Date and End Date:	12/01/2026

Brief Project Description:

VM Ware server software that runs our network on the servers. It manages the windows servers on the Dell VX rail. Licencing needs to be changed and this is a must have item.

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

Is is imperative for this software to run our servers.

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

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

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

This software is critical to run our servers. If it is not replaced we will run out of disk space.
If we run out of disk space we won't be able to store or save any data. This is a critical item.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036	
Projected Replacement Cost:	$	30,000
Projected Useful Life in years:	10	
Service Level Impact:	Maintain	

Explain:

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	30325
Description (make, model, year):	2016 VM Ware
Expected Disposal Date:	December 1, 2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
Not applicable.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.5
Project Name:	Vehicle #8 Replacement (Cruiser)
Start Date and End Date:	07/01/2026

Brief Project Description:
Crusier #8 is the next in line to be replaced and is currently in its 3rd year. Currently at 113,944 kms, it will be ready to be replaced in 2026. Price includes purchase and related equipment.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Vehicle reliability and safety and reduced maintenance costs. If the vehicle is still in good working order this capital cost will be pushed off until 2027.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	85,891	
Total Project Cost	$ 85,891	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	85,891	R-R11-POLI
Total Funding	$ 85,891	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

D. Benefits and Outcomes of Proceeding with this Item/ Risks and Outcomes if not approved:
Vehicles are normally turned over every 3 years due to high kms, interior wear and tear and maintenance issues. Safe reliable vehicles are imperative for the officers on their tours of duty.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2030
Projected Replacement Cost:	$ 92,762
Projected Useful Life in years:	4
Service Level Impact:	Maintain

Explain:

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

E.3 Is there an asset to be disposed?	Yes
Asset ID #:	81651
Description (make, model, year):	2022 Ford Police Interceptor Utility AWD SUV
Expected Disposal Date:	12/31/2026

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	8,665	
Annual GHG emissions (tCO2e)	20.0	
Service Life GHG Emissions (tCO2e)	240.2	
Service Life Fuel Costs ($)	270,348	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	6,066	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	14.0	
Service Life GHG emissions (tCO2e)	168.1	
Expected Operational Savings ($)	81,104	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Est. GHG Emissions Reduction (tCO2e)	>15 tCO2e	Esimated for service life of the vehicle.

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

Explain:

Replacing a fossil fuel powered cruiser to a hybrid option helps us reduce fuel consumption, directly related to annual operational cost savings. Having a hybrid vehicle will also support GHG emission reductions of approx. 72 tonnes of carbon over the service life of the vehicle, as well as expected operational cost savings of $81,104.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.6
Project Name:	Vehicle CID #1 Replacement
Start Date and End Date:	07/01/2026

Brief Project Description:

Replacement of Criminal Investigations Unit vehicle. Currently using a 2017 Ford Fusion and will be looking to upgrade to a 2026 similar 4 door sedan.

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

Vehicle is used by the Criminal Investigations Unit to attend crime scenes, conduct follow up and for static surveillance.

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

Project Cost	Amount	Additional Detail
9020 Vehicles	70,000	
Total Project Cost	$ 70,000	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	70,000	R-R11-POLI
Total Funding	$ 70,000	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:	-	
Amount in Future Budget Years:		

Description:

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

Current CID vehicle is becoming costly to maintain, with several maintenace issues. It is needed in our fleet for daily use. A newer reliable vehicle is needed to replace the current one.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036
Projected Replacement Cost:	$ 80,000
Projected Useful Life in years:	10
Service Level Impact:	Maintain

Explain:

CID vehicles last longer than patrol vehicles. After 10 years vehicle will be re-assessed for reliablity and maintenance

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

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

Asset ID #:	
Description (make, model, year):	2017 Ford Fusion
Expected Disposal Date:	2026 Sept

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	6,000	
Annual GHG emissions (tCO2e)	13.9	
Service Life GHG Emissions (tCO2e)	166.3	
Service Life Fuel Costs ($)	187,200	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	4,200	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	9.7	
Service Life GHG emissions (tCO2e)	116.4	
Expected Operational Savings ($)	56,160	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

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

Explain:

It is recommended to consider a hybrid vehicle option for this purchase which can help in reduction of approx. 1800 litres of fuel and more than 50 tonnes of carbon savings over the service life. There can also be significant cost savings expected, of approx. $56,160, should a hybrid vehicle be procured for this request.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.7
Project Name:	Emergency Services Cooperative Ontario (ESCO)
Start Date and End Date:	Jan 1 2026 - Dec 31 2026

Brief Project Description:

Emergency Services Cooperative Ontario includes Brantford, Guelph, Stratford, South Simcoe and Waterloo.

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

In 2026 ESCO will be purchasing a $500,000 RMS server, $135,000 Network equipment, $50,000 Disaster Recovery Equipment and $55,000 computer room, staff equipment and furniture.

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

Project Cost	Amount	Additional Detail
9030 Equipment	25,618	
Total Project Cost	$ 25,618	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	25,618	R-R11-POLI
Total Funding		

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		
Amount in Future Budget Years:		

Description:

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

All IT equipment being purchased is necessary to run the Police Service and continue our partnership with ESCO. The total cost to ESCO for these upgrades is $740,000. We are only responsible for $25,618 due to the partnership.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2031	
Projected Replacement Cost:	$	26,899
Projected Useful Life in years:	5	
Service Level Impact:	Maintain	

Explain:

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

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

Asset ID #: ESCO is reviewing asset information

Description (make, model, year):

Expected Disposal Date:

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
Not applicable.

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

2026 Capital Project Detail Form

Department and Division:	Stratford Police Service
Project Number:	G.8
Project Name:	Tasers and Body Cams (Axon Taser 10)
Start Date and End Date:	January 2026 - January 2036

Brief Project Description:

Upgrade to Taser 10 from current taser that is at end of life and no longer supported by AXON.

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

Our current CEWs are discontinued and no longer supported, leaving officers with unreliable and limited use-of-force options. Taser 10 upgrade is essential to ensure officers are equipped with modern, effective, and reliable tools. This is a 10-year rolling replacement program. This is for the software, hardware and warranty pieces. The service component and subscriptions are part of the operating budget.

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

Project Cost	Amount	Additional Detail
9030 Equipment	524,581	
Total Project Cost	$ 524,581	
Funding Sources	**Amount**	**Additional Detail**
Reserve or Reserve Fund (specify)	524,581	R-R11-POLI
Other (specify)		
Total Funding	$ 524,581	

C. Impact on Operating Budget Going Forward:

Timing of Impact	Amount	Frequency
Amount in this Budget Year:		Annual
Amount in Future Budget Years:		Annual

Description:
This request is for a 10 year contract which provides the taser and other required items under the new legislation.

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

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year:	2036	10% replaced every year per contract
Projected Replacement Cost:	$ 550,810	
Projected Useful Life in years:	10	
Service Level Impact:	Maintain	

Explain:

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

E.3 Is there an asset to be disposed?	Yes	35 XP26
Asset ID #:		Existing Tasers are obsolete
Description (make, model, year):	Taser XP26	
Expected Disposal Date:	March 1, 2026	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

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

Explain:
Not applicable.

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

2026 MAYOR'S BUDGET SUMMARY	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30 25	2026 BUDGET	2027 BUDGET FORECAST	2028 BUDGET FORECAST	2029 BUDGET FORECAST
Mayor and Council Services								
101 Mayor And Council Services	693,700	716,724	705,158	380,809	686,417	707,342	728,936	751,226
102 Committees Of Council	94,945	94,945	110,365	11,926	102,605	153,401	157,672	162,063
Chief Administrative Officer								
111 CAO'S Office	1,148,500	952,071	1,018,339	620,673	1,079,275	1,441,558	1,482,562	1,524,757
Human Resources								
112 Human Resources	719,230	1,166,301	1,522,097	926,026	1,189,270	1,457,888	1,500,680	1,544,763
Corporate Services								
139 General Government - Tax Levy	(73,024,513)	(80,090,376)	(86,038,828)	(86,038,827)	(90,163,007)	(96,222,129)	(99,973,943)	(104,000,746)
139 General Government - Other	895,882	(1,085,853)	1,139,779	363,501	790,004	1,443,579	1,441,271	1,444,178
513 Industrial Land Servicing	0	0	0	223,526	0	0	0	0
810 Huron Perth Public Health	708,013	705,718	734,524	553,026	748,406	793,286	793,286	793,286
810 Perth Paramedic Services	3,278,470	3,507,435	3,765,274	2,979,647	4,134,914	4,134,914	4,134,914	4,134,914
810 Provincial Offences Act	(39,136)	(10,078)	(60,000)		(11,987)	(11,987)	(11,987)	(11,987)
810 Spruce Lodge	731,752	835,186	965,049	717,294	1,131,114	1,131,114	1,131,114	1,131,114
810 Stratford Perth Archives	340,626	367,876	383,598	304,296	382,021	382,021	382,021	382,021
810 Stratford Perth Museum	159,800	163,000	166,300	124,539	169,600	169,600	169,600	169,600
810 Destination Stratford	646,520	693,800	643,552	800,318	666,076	836,478	857,390	878,825
810 Annexation Agreements	898,600	937,900	983,574	740,139	1,044,178	1,070,282	1,097,039	1,124,465
810 County Roads Agreement	2,265,045	2,446,249	0	0	0	0	0	0
810 SEED Co./investStratford	686,792	762,142	782,508	782,508	840,495	945,865	969,512	993,750
810 Stratford Police Service	12,621,026	13,821,228	15,931,981	10,203,966	16,843,160	17,505,016	18,193,926	18,912,629
810 Stratford Public Library	2,708,630	2,913,558	3,093,129	1,912,392	3,262,647	3,409,113	3,542,148	3,682,226
872 Community Supports & Grants	670,870	1,049,868	1,196,870	791,165	1,021,870	1,212,417	1,255,102	1,300,092
121 City Clerk	707,665	876,443	1,014,888	632,896	1,062,961	1,251,287	1,290,873	1,331,767
134 Information Technology	1,551,955	0	0	1,873,109	0	0	0	0
135 Parking	(249,968)	(587,334)	(524,458)	(757,560)	(327,210)	(244,862)	(219,279)	(190,121)
136 Crossing Guards	261,369	257,950	272,950	147,486	245,950	252,098	258,400	264,859
Community Services								
711 Parks	2,438,300	2,779,472	3,278,922	2,051,263	3,326,172	3,561,481	3,704,358	3,855,386
715 Facilities	1,632,805	2,093,245	3,795,911	1,678,849	3,724,985	3,950,859	4,195,209	4,459,760
141 City Buildings	1,481,628	2,216,487	1,574,923	631,883	1,513,966	1,629,209	1,755,814	1,894,965
721 Recreation	4,684,399	6,220,030	4,541,070	2,292,005	4,841,854	5,047,510	5,185,112	5,338,050
731 Cemetery	464,170	503,508	753,551	309,630	709,747	766,684	817,065	871,196
750 Transit	2,804,924	3,706,795	3,873,410	1,513,573	4,196,948	4,337,793	4,484,449	4,637,149
751 Parallel Transit	532,494	646,955	657,520	494,330	670,850	691,172	712,109	733,680
752 Community Transportation	56,172	0	46,583	86,062	135,265	205,272	210,403	215,664

2026 MAYOR'S BUDGET SUMMARY	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30 25	2026 BUDGET	2027 BUDGET FORECAST	2028 BUDGET FORECAST	2029 BUDGET FORECAST
Fire and Airport								
211 Fire	8,649,460	9,877,547	10,114,855	7,461,591	10,349,091	10,666,410	10,995,437	11,336,637
512 Stratford Municipal Airport	167,240	73,049	76,899	48,074	61,031	62,836	64,714	66,665
Building and Planning Services								
250 Building Permits	0	0	0	16,430	0	0	0	0
251 Development Services	420,957	680,617	785,492	564,023	910,218	1,046,439	1,078,635	1,111,841
252 By-Law Enforcement	353,010	378,632	703,814	135,231	782,348	806,283	831,044	856,673
Infrastructure Services								
310 Engineering	1,130,090	1,320,212	1,218,172	982,552	1,391,489	1,487,127	1,539,862	1,594,805
315 Fleet	1,502,455	1,079,512	0	2,099,422	0	0	0	0
320 Roads	6,267,912	7,311,046	9,005,268	2,846,790	9,473,053	10,248,215	10,953,953	11,720,523
330 Sanitary	0	0	0	(2,029,308)	0	0	0	0
340 Storm	4,523,645	4,929,662	5,074,485	1,604,935	5,141,017	5,461,024	5,616,454	5,802,231
350 Water	0	0	0	(768,398)	0	0	0	0
360 Waste	773,746	882,311	970,208	(748,192)	1,572,063	1,711,408	1,863,383	2,029,176
Social Services								
610 Social Services Administration	16,980	21,115	142,240	395,798	142,470	149,707	133,132	115,149
611 Ontario Works	499,450	624,920	585,703	265,661	603,020	646,268	691,827	739,809
612 Homelessness	85,480	239,010	349,760	(106,649)	381,680	408,493	436,742	466,499
613 Anne Hathaway Day Care Centre	12,210	47,290	330,725	9,220	267,126	291,927	318,046	345,544
614 Perth Stratford Housing Corp / LHC	1,968,730	2,131,545	2,553,958	1,076,248	2,884,556	3,087,770	3,311,348	3,557,024
615 Housing - Service Manager	730,980	791,270	760,220	213,299	819,388	846,646	874,886	904,146
618 Affordable Housing Buildings	0	624,596	585,722	(154,442)	900,912	846,485	796,033	749,537
616 Children's Services	326,990	326,421	413,940	13,275,882	301,992	224,701	248,748	274,209
	0	0	0	(25,461,383)	0	0	0	0

2026 BUDGET – WORK PLAN

Department:	**CAO's Office**
Budget Division:	**G101 Mayor and Council Services**

Department/Division Overview:

The elected Mayor and Councillors are statutory positions under the Municipal Act, 2001.

As Head of Council, the Mayor provides leadership to City Council in carrying out its responsibilities for governing and setting strategic goals and objectives. The Mayor is the spokesperson for Council on all matters and advocates with government ministers at the provincial and federal levels.

The Mayor presides at Council meetings where the business of Council is conducted in accordance with legislation, regulations, by-laws and policies adopted by Council.

Councillors represent the constituents of Stratford and consider the well-being and interests of the municipality. Councillors serve on Committees and Sub-committees of Council to initially consider reports on matters requiring decisions of Council. Councillors are also appointed to City advisory committees with citizen appointments to provide advice to Council. Councillors are also appointed to certain outside City boards and committees.

Collectively, the Mayor and Councillors determine what services the municipality will provide and the level of service.

Key Activities Planned for 2026:

Mayor's Office:

The Mayor's Office budget consists of salaries and benefits; conference expenses such as Association of Municipalities of Ontario (AMO), Federal of Canadian Municipalities (FCM); expenses and mileage to attend conferences/meetings; advertising (messaging for Kiwanis Music Festival, events, etc.); other expenses incurred for attending events and meetings not considered for a conference; and miscellaneous office expenses such as postage, courier, supplies and equipment/furniture.

Council Services:

The Council Services budget consists of salaries and benefits; promotional materials for silent auctions and gifts; conferences such as AMO, FCM, Ontario Small Urban Municipalities (OSUM), meals and meetings costs for sub-committee, committee and council meetings held over lunch/dinner time including budget meetings; membership fees for AMO and FCM; and travel/mileage expenses that are not from a conference.

The Public Receptions line item includes Long Service Awards for employees (25 years of service) with the amount varying yearly depending on employee anniversaries; memorial donations as set out in Policy A.1.9; special events that include those held throughout the year organized by the Mayor's Office such as Community Recognition Awards Night, holiday events and events held within the community.

Key activities will depend on the plans and strategies of the Mayor and Council.

New Initiatives Planned for 2026 and included in the 2026 budget:

Strategic Priorities implementation and consulting fees were included in the 2024 budget. Now that the Strategic Priorities project work is completed, Council may decide that certain strategic priority implementations require additional resources. An amount of $20,000 has been included in the Council Budget.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

To continue to build meaningful partnerships and relationships to address community needs.

Explain Significant Changes from 2025 including applying a climate lens:

Total reductions in the Mayor and Council budgets are $10,750 as follows:

- $2,000 increase in Membership costs to reflect increased fees for AMO and FCM.
- $3,000 increase in Office Supplies for the purchase of additional certificate folders (last box purchased in 2022).
- $1,200 decrease in advertising costs for Mayor and Council events (i.e. Community Recognition Awards, Mayor's Breakfast, etc.)
- Council miscellaneous expenses moved to materials ($5,000) for internal tracking purposes which includes City pins, promotional items (pens, pencils, tumblers, downtown dollars, etc.) for school auctions, give-aways, retirements, City hosted events, etc.
- $850 increase in donation\expenses from $650 to $1,500.
- Proposed donation amounts increasing from $50 to $100 per memorial donation (in a forthcoming policy).
- $10,000 decrease in Council training from $14,000 to $4,000 as is typical in an election year.
- $400 decrease in materials for public receptions from $4,400 to $4,000 for Long Service Awards for staff celebrating 25 years of service. There are ten staff scheduled to receive this award of $400 for 2026.
- $5,000 decrease in Special Events from $50,000 to $45,000 which still allows for any increase in costs or inflation, as well as Council Inauguration in 2026.

101 MAYOR AND COUNCIL SERVICES	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
1011 Mayor's Office								
G-101-1011-2100 F.T. Salaries & Wages	82,620	84,110	86,800	64,409	88,530	91,186	93,922	96,740
G-101-1011-2500 F.T. Benefits & Employer Costs	11,410	11,780	8,920	5,758	9,190	9,466	9,750	10,043
G-101-1011-3070 Office Supplies	100	100	200	12	3,200	3,280	3,362	3,446
G-101-1011-3100 Postage	150	150	175	213	175	179	183	188
G-101-1011-4010 Advertising	2,000	2,000	2,000	775	800	820	840	861
G-101-1011-4036 Conference Expenses	5,000	6,500	6,700	3,371	7,000	7,175	7,354	7,538
G-101-1011-4060 Courier/Freight	50	50	50	0	50	51	52	53
G-101-1011-4150 Travel/Mileage-Excl.Training,Conf	2,000	3,000	3,000	2,300	3,000	3,075	3,152	3,231
G-101-1011-4160 Special Projects	5,000	41,000	6,000	7,524	6,000	6,150	6,304	6,462
G-101-1011-4164 Special Events	0	3,000	3,000	77	3,000	3,075	3,152	3,231
G-101-1011-7907 Interfunctional Telephone	720	720	490	0	0	0	0	0
G-101-1011-9010 Office Equipment& Furnishings	500	500	2,500	669	2,500	2,563	2,627	2,693
Total 1011 Mayor's Office	109,550	152,910	119,835	85,108	123,445	127,020	130,698	134,486
1021 Council Administration								
G-101-1021-1770 Recoverables	0	0	0	(78)	0	0	0	0
G-101-1021-1810 Contribution From Reserves	(30,000)	(75,000)	0	0	0	0	0	0
G-101-1021-2100 F.T. Salaries & Wages	239,980	244,280	250,840	174,015	255,320	262,980	270,869	278,995
G-101-1021-2500 F.T. Benefits & Employer Costs	64,670	62,760	57,940	40,034	59,680	61,470	63,314	65,213
G-101-1021-3050 Materials	1,500	1,500	1,500	374	6,500	6,662	6,829	7,000
G-101-1021-3070 Office Supplies	100	500	500	0	500	513	526	539
G-101-1021-3080 Promotional Material	5,000	5,000	5,000	2,212	0	0	0	0
G-101-1021-3120 Meals & Meeting Costs	5,000	5,000	5,400	2,407	5,400	5,535	5,673	5,815
G-101-1021-4036 Conferences	16,000	18,000	24,000	23,156	26,000	26,650	27,316	27,999
G-101-1021-4040 Consultants	175,000	125,000	75,000	26,021	60,000	61,500	63,037	64,613
G-101-1021-4097 Memberships	20,000	22,000	24,000	20,395	26,000	26,650	27,316	27,999
G-101-1021-4142 Training	12,000	12,000	14,000	0	4,000	4,100	4,203	4,308
G-101-1021-4150 Travel/Mileage	200	800	1,000	1,748	1,000	1,025	1,051	1,077
G-101-1021-7810 Transfer To Reserve	20,000	20,000	0	0	0	0	0	0
G-101-1021-7901 Interfunctional IT Support	0	63,274	66,603	0	65,168	68,426	71,847	75,439
G-101-1021-7907 Interfunctional Telephone	6,600	6,600	4,490	0	2,904	3,049	3,201	3,361
Total 1021 Council Administration	536,050	511,714	530,273	290,284	512,472	528,560	545,182	562,358

	2023	2024	2025	2025	2026	2027	2028	2029
101 MAYOR AND COUNCIL SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1031 Public Receptions								
G-101-1031-1770 Recoverables	0	0	0	(1,700)	0	0	0	0
G-101-1031-3050 Materials - Long Service Awards	1,600	1,600	4,400	400	4,000	4,100	4,203	4,308
G-101-1031-4001 Memorial Donations	500	500	650	287	1,500	1,537	1,575	1,614
G-101-1031-4164 Special Events	46,000	50,000	50,000	6,430	45,000	46,125	47,278	48,460
Total 1031 Public Receptions	48,100	52,100	55,050	5,417	50,500	51,762	53,056	54,382
1055 Special Events								
G-101-1055-1820 Contribution From Reserve Fund	0	(11,000)	0	0	0	0	0	0
G-101-1055-4160 Special Projects - Covid-19	0	11,000	0	0	0	0	0	0
Total 1055 Special Events	0	0	0	0	0	0	0	0
Total 101 Mayor And Council Services	**693,700**	**716,724**	**705,158**	**380,809**	**686,417**	**707,342**	**728,936**	**751,226**

2026 BUDGET – WORK PLAN

Department:	**CAO's Office**
Budget Division:	**G102 Committees of Council**

Department/Division Overview:

Advisory Committees have been established by Council to provide advice, recommendations, and information to Council in accordance with their mandate or legislation. This budget reflects the expenses of the Advisory Committees, including hours for the Council Committee Coordinator and Advisory Committee Secretary, and the projects they would like to complete in a given year.

The Coordinator will continue to work with the Advisory Committees to ensure they are meeting their mandate and using the approved budgets for projects within their terms of reference in accordance with City policies and procedures.

The Advisory Committees included in this budget line are:

- Accessibility Advisory Committee - statutory
- Active Transportation Advisory Committee
- Communities in Bloom Advisory Committee
- Election Compliance Audit Committee - statutory
- Energy and Environment Advisory Committee
- Heritage Stratford – statutory
- Municipal Shared Services Committee
- Stratfords of the World (Ontario) Advisory Committee
- Town and Gown Advisory Committee - paused

Key Activities Planned for 2026:

Accessibility Advisory Committee:

The Accessibility for Ontarians with Disabilities Act, 2005, requires municipalities with a population of not less than 10,000 to establish a municipal Accessibility Advisory Committee. The Committee is proposing directing funds in their draft 2026 budget to participate in National AccessAbility Week and provide education campaigns and community improvements. With the assistance of the Committee, the City is working to meet its obligation to have an accessible community for all members.

Active Transportation Advisory Committee:

The draft 2026 budget for the Active Transportation Advisory Committee continues to meet its broad mandate to address the need for active transportation systems for residents, businesses, and visitors by proposing directing funds to enhance:

- bike racks and safety
- wayfinding signs for trails and routes
- school travel planning and promotional material

Communities in Bloom Advisory Committee:

The draft 2026 budget of the Communities in Bloom Advisory Committee is requesting $7,345 in additional funding for projects to meet its broad mandate to:

- foster civic pride, environmental protection and beautification, through community participation;
- improve the tidiness, appearance and visual appeal of neighbourhoods, parks, open spaces and streets;
- focus on environmental awareness and preservation of heritage and culture; and
- co-ordinate a host program as required.

Specific projects included are:

- garden maintenance and improvements (Ted Blowes Memorial Garden, Pollinator Pathway, and the CIB Garden)
- student and youth engagement and education
- Market Day and Pumpkin Parade events
- Landscape design project at Confederation North and Indigenous collaboration

Election Compliance Audit Committee:

The next Municipal and School Board Election will be held on Monday, October 26, 2026. As part of an election, the City is required to establish a Compliance Audit Committee. The purpose of the Committee is to complete an audit of a candidate's election campaign finances or a third-party advertisers contribution limit in accordance with the Municipal Elections Act. Funds are proposed being directed in the draft 2026 budget to provide an honorarium for members. The costs for this Committee are funded from the Election Reserve.

Energy and Environment Advisory Committee:

The Energy and Environment Advisory Committee's principal goal is to improve the environment and advocate for energy efficiency across the entire municipal spectrum. To meet its mandate the Committee is proposing directing funds in the draft 2026 budget to:

- Provide education and engagement activities
- Complete naturalization projects (shoreline and native plantings)
- Complete community projects and initiatives (TJ Dolan improvements, invasive specifics actions)

Heritage Stratford:

Under the Ontario Heritage Act, the City established a Heritage Advisory Committee to advise on matters related to heritage. The Committee has a statutory and non-statutory role. The funds included in the draft 2026 budget will assist the Committee with fulfilling their role including reviewing heritage alteration permit applications, requests for designations, demolition, easements and covenants and districts.

Municipal Shared Services Committee:

The City of Stratford, Town of St. Marys and the County of Perth share several services such as Paramedic Services, Stratford-Perth Archives, Social Services, Spruce Lodge Home for the Aged, etc. The three municipalities form the Municipal Shared Services Committee for the purpose of deliberating on the shared services. Funds have been included in the draft 2026 budget for recording secretary services when meetings are held in Stratford.

Stratfords of the World (Ontario) Advisory Committee:

The main function of the Stratfords of the World (Ontario) Advisory Committee is to facilitate exchange programs between Stratford ON, Stratford PEI, Stratford Connecticut, Stratford-upon-Avon England, Stratford Australia, and Stratford New Zealand. Funds have been included in the draft 2026 budget for recording secretary services should a meeting of the Committee be required.

New Initiatives Planned for 2026 and included in the 2026 budget:

The Communities in Bloom Advisory Committee has requested additional funds for the Gateway Project. The purpose of this project is to enhance entrance signs into the City.

New or Existing Initiatives Not being Included in 2026 budget:

Funding for most committees has remained as previously budgeted.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure
Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Work Together For Greater Impact
Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.

- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Intentionally Change To Support The Future
Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.
- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Explain Significant Changes from 2025 including applying a climate lens:

The budgets for the above noted committees remain relatively status quo from 2025. Projects and initiatives included in the budget are largely a continuation of work previously completed by the Committees. In 2025, per diem increases were approved to the statutory advisory committees, resulting in the increase in expenditures of $41,460. This is partially mitigated by use of unspent prior year reserve funds.

102 COMMITTEES OF COUNCIL	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
7260 Active Transportation								
G-102-7260-2110 P.T. Salaries & Wages	3,060	3,120	6,560	0	6,685	6,886	7,093	7,306
G-102-7260-2510 P.T. Benefits & Employer Costs	960	1,090	2,180	0	2,250	2,318	2,388	2,460
G-102-7260-3050 Materials	5,000	0	0	0	0	0	0	0
G-102-7260-3070 Office Supplies	300	300	300	0	0	0	0	0
G-102-7260-4036 Conferences - Expenses	1,500	1,500	750	0	2,750	2,819	2,889	2,961
G-102-7260-4130 Town Crier	300	300	0	0	0	0	0	0
G-102-7260-4160 Special Projects	4,000	8,500	10,250	1,779	8,250	8,456	8,667	8,884
Total 7260 Active Transportation	15,120	14,810	20,040	1,779	19,935	20,479	21,037	21,611
7502 Heritage Stratford								
G-102-7502-1810 Contribution From Reserves	(320)	(140)	0	0	(16,215)	0	0	0
G-102-7502-2110 P.T. Salaries & Wages	6,410	6,230	6,560	0	20,285	20,894	21,521	22,167
G-102-7502-2510 P.T. Benefits & Employer Costs	1,990	1,990	2,180	0	4,970	5,119	5,273	5,431
G-102-7502-3050 Materials	7,500	0	0	0	0	0	0	0
G-102-7502-3070 Office Supplies	300	300	300	0	0	0	0	0
G-102-7502-4020 Service Contracts	0	5,000	2,000	0	2,000	2,050	2,101	2,154
G-102-7502-4036 Conferences - Expenses	0	2,500	5,500	1,431	5,500	5,637	5,778	5,922
G-102-7502-4097 Memberships	225	225	225	75	225	231	237	243
G-102-7502-4130 Town Crier	300	300	0	0	0	0	0	0
Total 7502 Heritage Stratford	16,405	16,405	16,765	1,506	16,765	33,931	34,910	35,917
7508 Municipal Shared Services								
G-102-7508-1810 Contribution From Reserves	(20)	0	0	0	0	0	0	0
G-102-7508-2110 P.T. Salaries & Wages	310	1,560	1,640	0	1,670	1,720	1,772	1,825
G-102-7508-2510 P.T. Benefits & Employer Costs	100	500	540	0	560	577	594	612
Total 7508 Municipal Shared Services	390	2,060	2,180	0	2,230	2,297	2,366	2,437
7513 Election Audit Compliance								
G-102-7513-1810 Contribution From Reserves	0	(2,000)	(2,000)	0	(5,000)	0	0	0
G-102-7513-2550 Honorarium	2,000	2,000	2,000	0	5,000	5,150	5,305	5,464
Total 7513 Election Audit Compliance	2,000	0	0	0	0	5,150	5,305	5,464

102 COMMITTEES OF COUNCIL	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
7514 Accessibility Advisory								
G-102-7514-1810 Contribution From Reserves	(340)	(500)	0	0	(18,030)	0	0	0
G-102-7514-2110 P.T. Salaries & Wages	6,280	6,230	3,280	0	18,540	19,096	19,669	20,259
G-102-7514-2510 P.T. Benefits & Employer Costs	1,950	1,990	1,090	0	4,160	4,285	4,414	4,546
G-102-7514-3050 Materials	450	920	500	0	500	513	526	539
G-102-7514-3070 Office Supplies	450	300	300	0	0	0	0	0
G-102-7514-3120 Meeting Costs	900	400	1,000	341	1,000	1,025	1,051	1,077
G-102-7514-4036 Conference Expenses	0	0	2,000	0	2,000	2,050	2,101	2,154
G-102-7514-4130 Town Crier	450	300	0	0	0	0	0	0
G-102-7514-4160 Special Projects	1,500	2,000	2,000	18	2,000	2,050	2,101	2,154
Total 7514 Accessibility Advisory	11,640	11,640	10,170	359	10,170	29,019	29,862	30,729
7516 Energy & Environment								
G-102-7516-1810 Contribution From Reserves	(290)	0	0	0	0	0	0	0
G-102-7516-2110 P.T. Salaries & Wages	6,000	6,230	6,560	0	6,685	6,886	7,093	7,306
G-102-7516-2510 P.T. Benefits & Employer Costs	1,870	1,990	2,180	0	2,250	2,318	2,388	2,460
G-102-7516-3050 Materials	17,500	17,500	17,500	2,360	17,500	17,938	18,386	18,846
G-102-7516-3070 Office Supplies	300	300	300	0	0	0	0	0
G-102-7516-4130 Town Crier	300	300	0	0	0	0	0	0
Total 7516 Energy & Environment	25,680	26,320	26,540	2,360	26,435	27,142	27,867	28,612
7521 Stratford Town & Gown								
G-102-7521-1810 Contribution From Reserves	0	(4,100)	0	0	0	0	0	0
G-102-7521-2110 P.T. Salaries & Wages	0	3,110	0	0	0	0	0	0
G-102-7521-2510 P.T. Benefits & Employer Costs	0	990	0	0	0	0	0	0
Total 7521 Stratford Town & Gown	0	0	0	0	0	0	0	0
7536 Stratfords Of The World								
G-102-7536-1405 Registration Revenue	(22,500)	0	0	0	0	0	0	0
G-102-7536-1810 Contribution From Reserves	(20,130)	(970)	0	0	0	0	0	0
G-102-7536-2110 P.T. Salaries & Wages	2,640	3,110	1,640	0	1,670	1,720	1,772	1,825
G-102-7536-2510 P.T. Benefits & Employer Costs	820	990	540	0	560	577	594	612
G-102-7536-3050 Materials	0	0	0	0	800	820	840	861
G-102-7536-3070 Office Supplies	300	0	300	0	0	0	0	0
G-102-7536-3080 Miscellaneous	0	800	800	0	0	0	0	0
G-102-7536-4130 Town Crier	300	0	0	0	0	0	0	0
G-102-7536-4167 Hosted Conferences	42,500	0	7,350	0	0	0	0	0
Total 7536 Stratfords Of The World	3,930	3,930	10,630	0	3,030	3,117	3,206	3,298

	2023	2024	2025	2025	2026	2027	2028	2029
102 COMMITTEES OF COUNCIL	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
8252 Communities In Bloom								
G-102-8252-1810 Contribution From Reserves	(3,250)	(1,980)	0	0	(7,395)	0	0	0
G-102-8252-2110 P.T. Salaries & Wages	5,130	4,670	6,560	0	6,685	6,886	7,093	7,306
G-102-8252-2510 P.T. Benefits & Employer Costs	1,600	1,490	2,180	0	2,250	2,318	2,388	2,460
G-102-8252-3050 Materials	10,000	0	0	0	0	0	0	0
G-102-8252-3070 Office Supplies	300	300	300	0	0	0	0	0
G-102-8252-4020 Service Contracts	700	0	0	0	0	0	0	0
G-102-8252-4036 Conferences-Expenses	0	6,000	6,000	4,457	7,500	7,687	7,879	8,076
G-102-8252-4130 Town Crier	300	300	0	0	0	0	0	0
G-102-8252-4160 Special Projects	5,000	9,000	9,000	1,465	15,000	15,375	15,759	16,153
Total 8252 Communities In Bloom	19,780	19,780	24,040	5,922	24,040	32,266	33,119	33,995
Total 102 Committees Of Council	**94,945**	**94,945**	**110,365**	**11,926**	**102,605**	**153,401**	**157,672**	**162,063**

2026 BUDGET – WORK PLAN

Department:	**CAO's Office**
Budget Division:	**G111 CAO's Office**

Department/Division Overview:

The Chief Administrator's Office (CAO) leads corporate strategy, communications, and cross-departmental initiatives to ensure the effective delivery of Council's priorities and services to the community. The 2026 operating budget reflects a focus on advancing transformative projects, strengthening communications and advocacy, and building organizational capacity through leadership development.

Key Activities Planned for 2026:

Grand Trunk Renewal remains a cornerstone project, with $322,435 allocated to key components, including interim site activations, planning for a shared community facility, and advancing residential development opportunities. The Master Plan Update, along with communications, design, and business development activities, will ensure that Council has the information and tools needed to guide the next phase of this generational downtown redevelopment.

To strengthen the City's voice and relationships with other levels of government, the budget includes $36,915 for advocacy and government relations initiatives. This will support the implementation of the new Government Relations Plan, including targeted engagement with provincial and federal partners, research, and communications materials. This includes targeted meetings and familiarization tours with Provincial and Federal politicians and senior staff.

Corporate Communications remain a priority, with $60,000 allocated to advancing a refreshed communications strategy, engagement framework, and related services. This work will enhance transparency, improve community engagement, and ensure consistent messaging across City initiatives. Some potential outcomes will include tools and activities to create participatory public engagement, public education through storytelling, and accountability reporting.

Leadership development for the Corporate Management Team is supported with $55,000 in programming to strengthen corporate leadership capacity and foster a culture of collaboration and innovation. Programming in 2025 included the delivery of the Queen's Industrial Relation's certificate in Developing Conflict Competency. Programming for 2026 will similarly respond to professional development needs and will be developed in partnership with the CAO, Human Resources and Corporate Leadership Team.

Finally, the CAO's Office will continue to deliver special initiatives and events that support a positive organizational culture and celebrate employee contributions, including the annual Employee Appreciation BBQ. Work is also underway to implement recommendations from the Service Delivery Review, which will guide improvements in efficiency and service quality across the organization.

In 2026, the City will focus on advancing key Service Delivery Review initiatives that remain in progress or require further decisions. The CAO will lead an internal review of the Service Delivery Review and look to identify further efficiency projects that consider financial opportunities, staff time-saving options, removing barriers, and service level changes.

An important element will be creating an internal culture of continuous improvement. This work may include streamlining internal processes, enhancing the use of data to support decision-making, and exploring opportunities to modernize. The approach will remain flexible, allowing the organization to respond to emerging priorities and align with available resources.

New Initiatives Planned for 2026 and included in the 2026 budget:

None

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.

The CAO's Office is advancing this priority through the Grand Trunk Renewal Project, a generational opportunity to revitalize 18 acres in downtown Stratford. In 2026, we will focus on interim site activations, planning for a shared community facility with partners such as the YMCA and Stratford Public Library, and advancing residential development opportunities. These efforts will create strong partnerships and unlock new opportunities for housing, recreation, economic growth, and environmental sustainability.

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

The CAO's Office is implementing recommendations from the Corporate Service Delivery Review, improving efficiency and service standards across the organization. This priority is also supported through advocacy and government relations initiatives, ensuring Stratford is well-positioned to secure external funding and partnerships for economic growth, housing, and infrastructure projects. Leadership development for the Corporate Management Team further strengthens our ability to deliver on these transformative changes.

How this Work Plan contributes to the current service delivery:

Corporate communications and strategic initiatives are essential functions of the CAO's Office, ensuring that Council priorities are effectively communicated to the public and that cross-departmental projects are coordinated and delivered. The Corporate Communications Strategy will enhance transparency and engagement, while the Service Delivery Review implementation ensures that core municipal services are delivered efficiently and effectively.

Explain Significant Changes from 2025 including applying a climate lens:

No significant changes to the 2025 work plan have been identified. Staff continue to build on the previous years' successes in each of the department's focus areas, ensuring that Council's Strategic Priorities are met prior to the end of the Council term.

	2023	2024	2025	2025	2026	2027	2028	2029
111 CAO'S OFFICE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1111 Administration								
G-111-1111-1810 Contribution From Reserves	(30,000)	(30,000)	(75,000)	0	0	0	0	0
G-111-1111-1820 Contribution From Reserve Fund	0	0	(1,900,000)	0	(322,435)	0	0	0
G-111-1111-2100 F.T. Salaries & Wages	721,370	551,570	587,520	413,747	588,570	606,227	624,414	643,146
G-111-1111-2110 P.T. Salaries & Wages	0	0	0	13,699	0	0	0	0
G-111-1111-2500 F.T. Benefits & Employer Costs	221,760	194,920	204,910	129,866	211,060	217,392	223,914	230,631
G-111-1111-2510 P.T. Benefits & Employer Costs	0	0	0	267	0	0	0	0
G-111-1111-3050 Materials	300	300	300	0	500	513	526	539
G-111-1111-3070 Office Supplies	1,800	1,800	2,000	860	2,000	2,050	2,101	2,154
G-111-1111-3080 Miscellaneous	250	250	250	320	0	0	0	0
G-111-1111-3090 Copier/Printer Lease	2,200	3,050	2,900	1,921	2,700	2,767	2,836	2,907
G-111-1111-3100 Postage	100	100	100	5	0	0	0	0
G-111-1111-3120 Meals & Meeting Costs	1,400	1,400	1,200	496	1,200	1,230	1,261	1,293
G-111-1111-3130 Publications & Subscriptions	600	600	1,175	172	1,225	1,256	1,287	1,319
G-111-1111-4020 Service Contracts	1,800	1,800	2,100	0	0	0	0	0
G-111-1111-4035 Conferences- Accommodations	2,000	4,000	5,500	7,169	7,800	7,995	8,195	8,400
G-111-1111-4036 Conferences - Expenses	600	600	600	196	800	820	840	861
G-111-1111-4037 Conferences - Registration	6,300	7,000	8,500	1,887	11,000	11,275	11,557	11,846
G-111-1111-4038 Conferences - Travel/Mileage	2,000	2,000	2,000	659	1,700	1,742	1,786	1,831
G-111-1111-4040 Consultants	96,000	96,000	160,000	8,802	160,000	164,000	168,100	172,302
G-111-1111-4060 Courier/Freight	70	70	50	5	0	0	0	0
G-111-1111-4090 Legal	5,000	5,000	5,000	0	5,000	5,125	5,253	5,384
G-111-1111-4097 Memberships	5,500	5,500	3,500	3,144	3,043	3,119	3,197	3,277
G-111-1111-4142 Training - Expenses	38,100	5,000	5,000	645	5,000	5,125	5,253	5,384
G-111-1111-4150 Travel/Mileage-Excl.Training,Conf	750	750	750	0	500	513	526	539
G-111-1111-4160 Special Projects	55,000	55,000	1,955,000	35,121	359,350	368,334	377,542	386,981
G-111-1111-4164 Special Events	6,000	7,000	7,000	0	7,000	7,175	7,354	7,538
G-111-1111-7901 Interfunctional IT Support	0	28,761	30,274	0	29,622	31,103	32,658	34,291
G-111-1111-7907 Interfunctional Telephone	5,600	5,600	3,710	0	2,640	2,772	2,911	3,057
G-111-1111-9010 Office Equipment& Furnishings	4,000	4,000	4,000	1,692	1,000	1,025	1,051	1,077
Total 1111 Administration	1,148,500	952,071	1,018,339	620,673	1,079,275	1,441,558	1,482,562	1,524,757
Total 111 CAO'S Office	**1,148,500**	**952,071**	**1,018,339**	**620,673**	**1,079,275**	**1,441,558**	**1,482,562**	**1,524,757**

2026 BUDGET – WORK PLAN

Department:	**Human Resources**
Budget Division:	**G112 Human Resources**

Department/Division Overview:

The City of Stratford Human Resources Department provides human resource management programs and services consistent with Council and regulatory requirements, to enable the City to meet its business and service goals by:

- Promoting excellence in human resource management and providing leadership in the delivery of human resource services,
- Providing a proactive human resource advisory, information and service function to the departments of the City of Stratford,
- Providing information to the Chief Administrative Officer, the Corporate Leadership Team, Corporate Management Team, Union Executives, Council and the organization to support human resource decision making,
- Supporting employment related legislative compliance, and
- Assists in connecting people to process.

In 2025, the City changed directions with the corporate structure for Human Resources and this is still being assessed corporately. For 2026 the intent is to maintain service levels as noted below with existing staffing complement and the assistance with external service providers.

Key Activities Planned for 2026:

Recruitment

- Job evaluation – CUPE 1385, ongoing corporate wide.
- New employee onboarding – develop program and implement.
- Policies and procedures – develop/update dated HR policies and procedures.

Employee & Labour Relations

- Employee relations – build engagement into culture.
- Labour relations – maintain regular interaction/schedules.
- Collective bargaining with upcoming contract expiry dates.

Wellness, Health & Safety

- Corporate occupational health and safety, training and development of program.
- Disability management – develop intake and case management process.

Compensation & Benefits

- Ongoing exploration of Human Resource Information Systems (HRIS) – systems integration, including time and attendance management; reduce manual processes and reallocate employee time.
- Market assessments – regular for all labour groups.
- Pension administration.

Diversity, Equity & Inclusion

- Maintain existing staff training and ensure staff have resources continue partnering with organizations and community services to develop newcomer programming and a resource guide.
- Offer informal training opportunities on conflict management and other equity and accessibility topics as needed.
- Work towards compliance for website accessibility.

New Initiatives Planned for 2026 and included in the 2026 budget:

The main focus for 2026 is to find a new balance using internal and external resources to support staff.

New or Existing Initiatives Not being Included in 2026 budget:

None.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.
- **Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.**
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

The objective of the Service Delivery Review completed in 2016 was to identify ways to improve service delivery via technology enablers to provide better customer experience, integration of services that allow economies of scale and structure realignment. Ongoing reduction in paper-based systems and enhancing the HR systems continues to be the priority.

The highest priorities and the greatest corporate impact are to focus on reducing manual processes, the use of paper and implementing an HRIS to gain maximum efficiency internally. Intentionally change to support the future.

Explain Significant Changes from 2025 including applying a climate lens:

While the current structure is still under review, decentralizing some functions has had some success, especially around recruitment. Some centralized supports are still required and this division will continue to evolve into 2026.

This work plan is not applicable to the CEEP.

	2023	2024	2025	2025	2026	2027	2028	2029
112 HUMAN RESOURCES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1210 Administration								
G-112-1210-1130 Ontario Grants	(25,000)	0	0	0	0	0	0	0
G-112-1210-1810 Contribution From Reserves	0	0	(150,000)	0	(152,075)	0	0	0
G-112-1210-2100 F.T. Salaries & Wages	423,190	626,450	915,480	533,418	724,580	746,317	768,707	791,768
G-112-1210-2110 P.T. Wages	0	0	0	2,443	0	0	0	0
G-112-1210-2500 F.T. Benefits & Employer Costs	134,820	212,578	287,920	141,773	231,870	238,826	245,991	253,371
G-112-1210-2510 P.T. Benefits & Employer Costs	0	0	0	234	0	0	0	0
G-112-1210-3050 Materials	0	5,000	5,000	0	5,000	5,125	5,253	5,384
G-112-1210-3070 Office Supplies	2,000	1,230	2,000	816	2,000	2,050	2,101	2,154
G-112-1210-3090 Copier/Printer Lease	2,300	1,900	2,100	971	0	0	0	0
G-112-1210-3100 Postage	100	100	100	25	100	102	105	108
G-112-1210-3120 Meals & Meeting Costs	0	0	0	221	0	0	0	0
G-112-1210-4010 Advertising	4,000	1,000	1,000	1,602	1,000	1,025	1,051	1,077
G-112-1210-4020 Service Contracts	0	35,000	10,000	3,155	10,000	10,250	10,506	10,769
G-112-1210-4035 Conferences - Accommodations	2,300	2,360	3,500	0	2,500	2,563	2,627	2,693
G-112-1210-4036 Conferences - Expenses	1,000	1,030	1,100	0	0	0	0	0
G-112-1210-4037 Conferences - Registration	5,000	5,130	6,000	707	5,000	5,125	5,253	5,384
G-112-1210-4038 Conferences - Travel/Mileage	1,600	1,640	1,600	562	1,600	1,640	1,681	1,723
G-112-1210-4040 Consultants	0	0	0	53,737	100,000	102,500	105,062	107,689
G-112-1210-4097 Memberships	4,950	5,370	9,145	3,525	6,110	6,263	6,420	6,580
G-112-1210-7901 Interfunctional IT Support	30,000	64,513	95,402	0	52,497	55,122	57,878	60,772
G-112-1210-7907 Interfunctional Telephone	3,520	3,500	3,050	0	1,588	1,667	1,750	1,838
G-112-1210-9010 Office Equipment& Furnishings	2,000	2,000	2,000	979	2,000	2,050	2,101	2,154
Total 1210 Administration	591,780	968,801	1,195,397	744,168	993,770	1,180,625	1,216,486	1,253,464
1212 Labour Relations								
G-112-1212-3110 Printing	600	620	700	0	0	0	0	0
G-112-1212-3120 Meals And Meeting Costs	2,000	2,050	3,000	640	2,500	2,563	2,627	2,693
G-112-1212-4090 Legal	50,000	50,000	100,000	103,261	100,000	102,500	105,062	107,689
Total 1212 Labour Relations	52,600	52,670	103,700	103,901	102,500	105,063	107,689	110,382
1214 Training								
G-112-1214-4140 Training Registration - Corporate	31,000	31,780	35,000	7,922	20,000	20,500	21,012	21,537
G-112-1214-4142 Health & Safety Expenses	12,850	46,270	73,000	13,045	43,000	44,075	45,177	46,306
Total 1214 Training	43,850	78,050	108,000	20,967	63,000	64,575	66,189	67,843
1216 Benefit Administration								
G-112-1216-1810 Contribution From Reserves	0	0	0	0	(75,000)	0	0	0
G-112-1216-4040 Consultants	31,000	66,780	115,000	56,990	105,000	107,625	110,316	113,074
Total 1216 Benefit Administration	31,000	66,780	115,000	56,990	30,000	107,625	110,316	113,074
Total 112 Human Resources	**719,230**	**1,166,301**	**1,522,097**	**926,026**	**1,189,270**	**1,457,888**	**1,500,680**	**1,544,763**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G139 General Government**

Department/Division Overview:

This cost centre within Corporate Services captures general corporate revenue and expenditures as well as activities formerly separated as the Finance division. Significant items include supplemental taxes and write-offs, debt repayments not included in specific departmental allocations, interest income, and municipal insurance not allocated to divisions. Core functions in the Finance area include Finance (Accounting), Taxation, Purchasing and Payroll.

Costs consist substantially of staffing and Information Technology resources. It is this cost centre that shows revenue recoveries for external partners that pay for services, such as Stratford Economic Enterprise Development Corporation (SEED Co.) and internal 'interfunctional' recoveries for administrative recoveries.

The taxation revenue is related to the returned tax roll and payments-in-lieu (PIL) revenue from institutional and government-owned properties within the City. The values for property taxes and PILs are derived from the net required levy amounts and essentially balance the City's expenditure budget. The revenues required to balance the City's overall budget then are used to calculate the tax rate and appropriate distributions to each property class.

Asset Management initiatives are also captured in this corporate cost centre.

This division is also where the dividends receivable from Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) are recorded in recognition of the City's ownership stake in these companies, as well as the interest receivable on outstanding demand loans of $15,600,000 to FHI, and $372,000 to FHSI.

Key Activities Planned for 2026:

Key activities include continued emphasis on ensuring that financial data and annual audited financial statements become timelier. This, along with other financial reporting is critical to ensure eligibility for grants, loan financing and to meet the City's asset management commitments.

Consulting costs, which include assessment base support (reviewing and supporting appeals) and asset management support will continue but have been reduced to reflect activity related to property value appeals.

Preparation for a new Development Charges Study will also be required as the current study will expire in early 2027. This can be funded from study funds available in the development charges reserve funds with no impact on the tax levy.

New Initiatives Planned for 2026:

None.

New or Existing Initiatives not being included in 2026 budget:

None.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

This Work Plan also contributes to the current service delivery by ensuring revenues and expenses are received and paid respectively to keep operations moving.

Explain Significant Changes from 2025 including applying a climate lens:

There can be some variances, in the supplemental taxes and write-offs generated in the year, as these are less predictable. Estimates are generally based on historical averages, but this isn't always the best indicator. As there has not been a reassessment from MPAC since 2016, the number of write-offs is expected to be comparable to 2023. Supplemental taxation comes from previously omitted assessment being added to the tax roll, and from new building growth added during the year. It is not easy to predict with certainty, so estimates are based upon historic activity.

Investment income continues to be a stable source of revenues. Interest rates have fallen somewhat but cash balances have increased. This is expected to continue for at least part of 2025.

Tax Stabilization Reserve historically has been used to 'stabilize' tax rate increases that relate to temporary variances, or one-time costs in the budgeted expenditures using prior year surpluses. The 2026 draft budget proposes using $1,550,000. Reducing dependence on this reserve for operating cost increases that are more permanent in nature is strongly recommended.

139 GENERAL GOVERNMENT	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
1010 Taxation								
G-139-1010-1010 Residential & Farm	(53,295,256)	(52,210,916)	(63,143,896)	(63,172,541)	(66,438,416)	(70,903,205)	(73,667,804)	(76,635,035)
G-139-1010-1020 Commercial & Industrial	(19,729,257)	(27,879,460)	(22,894,932)	(22,866,286)	(23,724,591)	(25,318,924)	(26,306,139)	(27,365,711)
Total 1010 Taxation	(73,024,513)	(80,090,376)	(86,038,828)	(86,038,827)	(90,163,007)	(96,222,129)	(99,973,943)	(104,000,746)
1132 Treasury Administration								
G-139-1132-1360 Interest On A/R Accounts	(5,500)	(5,500)	(8,500)	(13,629)	(9,000)	(9,225)	(9,456)	(9,692)
G-139-1132-1380 Tax Certificates	(27,600)	(27,600)	(32,000)	(31,772)	(32,000)	(32,800)	(33,620)	(34,461)
G-139-1132-1405 User Fees	0	(6,000)	(6,000)	(5,800)	(10,000)	(10,250)	(10,506)	(10,769)
G-139-1132-1770 Recoverables	0	0	0	(1)	0	0	0	0
G-139-1132-1902 Interfunctional Admin Services	(423,540)	(423,540)	(473,540)	0	(523,540)	(549,717)	(577,203)	(606,063)
G-139-1132-2100 F.T. Salaries & Wages	1,103,740	1,121,854	1,471,527	989,692	1,609,016	1,657,286	1,707,005	1,758,215
G-139-1132-2110 P.T. Salaries & Wages	0	0	0	18,967	0	0	0	0
G-139-1132-2500 F.T. Benefits & Employer Costs	358,780	395,020	473,892	314,601	503,670	518,780	534,343	550,373
G-139-1132-2510 P.T. Benefits & Employer Costs	0	0	0	1,830	0	0	0	0
G-139-1132-2700 Other Payroll Expenses	0	0	0	85	0	0	0	0
G-139-1132-3050 Materials	1,000	1,000	4,950	499	3,000	3,075	3,152	3,231
G-139-1132-3070 Office Supplies	14,900	12,000	12,000	8,405	12,000	12,300	12,607	12,922
G-139-1132-3090 Copier/Printer Lease	5,450	3,390	4,150	3,371	4,428	4,539	4,652	4,768
G-139-1132-3100 Postage	22,000	27,500	30,000	43,853	30,000	30,750	31,519	32,307
G-139-1132-3120 Meeting Costs	1,000	1,000	750	76	800	820	840	861
G-139-1132-3130 Publications & Subscriptions	1,500	1,500	2,000	784	2,000	2,050	2,101	2,154
G-139-1132-4010 Advertising	250	250	250	331	250	256	262	269
G-139-1132-4020 Service Contracts	550	0	0	0	0	0	0	0
G-139-1132-4030 Audit	55,000	60,000	62,500	448	62,500	64,062	65,664	67,306
G-139-1132-4040 Consultants	50,000	45,000	45,000	72,815	40,000	41,000	42,025	43,076
G-139-1132-4060 Courier/Freight	0	500	500	0	300	308	316	324
G-139-1132-4095 Maintenance Contracts	0	6,500	6,500	2,079	4,000	4,100	4,203	4,308
G-139-1132-4097 Memberships	13,000	14,000	13,975	9,553	10,260	10,516	10,779	11,048
G-139-1132-4140 Training	18,000	20,000	20,000	8,249	20,000	20,500	21,012	21,537
G-139-1132-4150 Travel/Mileage	500	0	0	0	0	0	0	0
G-139-1132-5010 Bank & Financing Charges	0	0	0	102	0	0	0	0
G-139-1132-7901 Interfunctional IT Support	68,650	292,984	55,698	0	273,004	286,654	300,987	316,036
G-139-1132-7907 Interfunctional Telephone	5,720	5,120	4,720	0	5,044	5,296	5,561	5,839
G-139-1132-9010 Office Equipment& Furnishings	7,500	12,000	15,000	691	15,000	15,375	15,759	16,153
Total 1132 Treasury Administration	1,270,900	1,556,978	1,703,372	1,425,229	2,020,732	2,075,675	2,132,002	2,189,742
1240 Taxes - Interest, Supps, Adjust								
G-139-1240-1045 Supplementaries	(600,000)	(650,000)	(650,000)	(834,833)	(700,000)	(700,000)	(700,000)	(700,000)
G-139-1240-1050 Taxation Stratford General Hospi	(22,201)	(22,200)	(22,200)	(22,200)	(22,200)	(22,200)	(22,200)	(22,200)
G-139-1240-1055 Taxation University Of Waterloo	(36,000)	(34,575)	(37,350)	(37,875)	(37,875)	(37,875)	(37,875)	(37,875)
G-139-1240-1060 Taxation Perth County Jail	(3,000)	(3,000)	(3,375)	(3,450)	(3,450)	(3,450)	(3,450)	(3,450)
G-139-1240-1070 Taxation Railways	(6,130)	(5,910)	(5,910)	(5,910)	(5,910)	(5,910)	(5,910)	(5,910)
G-139-1240-1080 Retained Education Portion	(175,230)	(179,058)	(182,380)	(182,383)	(182,380)	(182,380)	(182,380)	(182,380)
G-139-1240-1510 Penalties And Interest On Taxes	(400,000)	(400,000)	(425,000)	(458,317)	(425,000)	(435,625)	(446,516)	(457,679)

	2023	2024	2025	2025	2026	2027	2028	2029
139 GENERAL GOVERNMENT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-139-1240-1710 Festival Hydro Dividends/Int.	(1,658,900)	(1,602,334)	(1,558,900)	(896,267)	(1,558,900)	(1,558,900)	(1,558,900)	(1,558,900)
G-139-1240-5050 Property Tax Adjustments	550,000	475,000	475,000	434,852	300,000	307,500	315,188	323,068
G-139-1240-5062 Property Taxes	49,230	52,169	57,604	58,151	60,187	61,692	63,234	64,815
Total 1240 Taxes - Interest, Supps, Adjust	(2,302,231)	(2,369,908)	(2,352,511)	(1,948,232)	(2,575,528)	(2,577,148)	(2,578,809)	(2,580,511)
1241 Debt Servicing								
G-139-1241-5030 Interest On Long-Term Debt	385,850	379,369	341,125	209,635	307,482	292,108	277,503	263,628
G-139-1241-5035 Principal On Long-Term Debt	1,232,270	1,256,843	1,144,920	576,107	1,102,605	1,047,475	995,101	945,346
Total 1241 Debt Servicing	1,618,120	1,636,212	1,486,045	785,742	1,410,087	1,339,583	1,272,604	1,208,974
1242 Cash Management								
G-139-1242-1560 Investment and Int. Income	(380,000)	(575,000)	(600,000)	(738,823)	(750,000)	(768,750)	(787,969)	(807,668)
Total 1242 Cash Management	(380,000)	(575,000)	(600,000)	(738,823)	(750,000)	(768,750)	(787,969)	(807,668)
1243 Municipal Accommodation Tax								
G-139-1243-1260 Mat Revenue	0	0	(400,000)	(234,060)	(400,000)	(425,000)	(452,125)	(481,578)
G-139-1243-4020 Service Contracts	0	0	200,000	76,806	200,000	205,000	210,125	215,378
G-139-1243-7820 Transfer To Reserve Funds	0	0	200,000	(64,029)	200,000	220,000	242,000	266,200
Total 1243 Municipal Accommodation Tax	0	0	0	(221,283)	0	0	0	0
1248 Other Financial Services								
G-139-1248-1470 Rent And Lease Revenue	0	0	0	(1)	0	0	0	0
G-139-1248-1765 Gain On Disposal Of Assets	0	0	0	(78)	0	0	0	0
G-139-1248-1770 Recoverables	(16,780)	(17,080)	(14,580)	(10,935)	(14,580)	(14,944)	(15,318)	(15,701)
G-139-1248-1810 Contribution From Reserves	(1,498,041)	(3,094,945)	(3,014,990)	0	(661,220)	0	0	0
G-139-1248-1820 Contribution From Reserve Fund	0	0	0	(35,616)	0	0	0	0
G-139-1248-1902 Interfunctional Admin Services	(127,000)	(127,000)	(766,458)	0	(517,192)	(543,052)	(570,205)	(598,715)
G-139-1248-1906 Interfunctional Insurance	(114,670)	(624,830)	(684,562)	(686,668)	(699,842)	(734,834)	(771,576)	(810,155)
G-139-1248-2500 F.T. Benefits & Employer Costs	142,719	0	0	0	0	0	0	0
G-139-1248-4040 Consultants	0	120,000	64,990	55,649	0	0	0	0
G-139-1248-4080 Insurance Premiums	1,144,081	1,270,936	1,372,613	1,153,803	1,402,547	1,472,674	1,546,308	1,623,623
G-139-1248-4081 Insurance Claims-Adjuster Fees	20,000	20,000	20,000	5,076	20,000	20,500	21,012	21,537
G-139-1248-4085 Insurance Claims	150,000	125,000	125,000	80,159	125,000	128,125	131,328	134,611
G-139-1248-4090 Legal	80,000	80,000	120,000	50,182	120,000	123,000	126,075	129,227
G-139-1248-4100 Services - Other	0	0	0	72	0	0	0	0
G-139-1248-4160 Special Projects	0	0	2,713,000	0	0	0	0	0
G-139-1248-5010 Bank & Financing Charges	45,000	50,000	75,000	10,858	65,000	66,625	68,291	69,998
G-139-1248-6030 Municipal Property Assessment	413,784	413,784	438,367	438,367	445,000	456,125	467,528	479,216
G-139-1248-7810 Transfer To Reserves	450,000	450,000	400,000	0	400,000	400,000	400,000	400,000
G-139-1248-7901 Interfunctional IT Support	0	0	54,493	0	0	0	0	0
Total 1248 Other Financial Services	689,093	(1,334,135)	902,873	1,060,868	684,713	1,374,219	1,403,443	1,433,641
Total 139 General Government	**(72,128,631)**	**(81,176,229)**	**(84,899,049)**	**(85,675,326)**	**(89,373,003)**	**(94,778,550)**	**(98,532,672)**	**(102,556,568)**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G513 Industrial Land Servicing**

Department/Division Overview:

This budget reflects revenue and expenditures related to the sales and purchases of the City's industrial land, currently located on Wright Boulevard and Crane Avenue. 92% of net revenue (after deducting all costs for each transaction) is transferred to the Industrial Land reserve fund at year-end and the remaining 8% of net revenue is transferred to the Strategic Community Development reserve fund.

The Industrial Land reserve fund also pays the debt servicing costs that have been financed by long-term debt with maturity in 2026.

Key Activities Planned for 2026:

Subject to the resolution of street access challenges, the moving of topsoil on one parcel in the Wright Business Park will be at the City's cost as a requirement of a future sale agreement and this has been included in the budget to be funded from the reserve fund. An estimated figure of $400,000 has been used as this is the estimated upside, but the cost could be lower, depending on when during the year the work is completed (season could impact cost). This was included in the 2023, 2024 and 2025 planned expenditures and transfers from reserves but not completed, so represents a carried over activity since then.

All other City industrial lots are sold, while demand remains moderate. Development of new City industrial lands has been identified as a priority to accommodate existing company expansions and attract new investment. Work will continue in 2026 towards the design and servicing of City-owned lands for the new business park. Costs to service are estimated in the $10-$15 million range and will be recovered from the sale of the lands. Further information will come forward to Council regarding the financing of this when it becomes available.

In 2027 and beyond, a placeholder has been included to be funded from reserves, which as in previous developments, results in a negative balance in the reserve and a use of cashflow until lands are sold. Further analysis will be required whether this level of expenditure would require long-term debt financing, as has been past practice.

The tender for the industrial subdivision will consist of approximately 1,000 metres of new industrial road with streetlights, hydro service, watermain, storm sewers and sanitary sewers. The new road will have a multi-use trail and Low-Impact Development (LID) features in the boulevards to meet stormwater quality and water balance requirements. Work also includes 200 metres of sanitary sewer on Lorne Avenue, and the widening of the Lorne Avenue pavement to provide room for a left turn lane into the subdivision. Additionally, a multi-use trail is being considered along the south side of Lorne Avenue from the new subdivision to Wright Boulevard, to connect to the existing multi-use trail.

The approved design includes the extension of Packham Avenue to connect to the new street, to be constructed at a later date. Provision has also been made in the design to accommodate a future extension of the new street to the south.

This work is currently estimated to cost $14.3 million.

New or Existing Initiatives not being included in 2026 budget:

(removed from 2026 budget OR not included but identified as service enhancements not proceeding at this time):

None.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.

Explain Significant Changes from 2025 including applying a climate lens:

No variances other than potential debt-repayment amounts. The final debt repayment will occur in 2026.

	2023	2024	2025	2025	2026	2027	2028	2029
513 INDUSTRIAL LAND SERVICING	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
5130 Administration								
G-513-5130-1820 Contribution From Reserve Fund	(770,960)	(761,382)	(733,325)	0	(705,274)	(700,011)	(695,760)	(692,490)
G-513-5130-4040 Consultants	0	0	0	36,724	0	0	0	0
G-513-5130-4050 Contractors	400,000	400,000	400,000	0	400,000	410,000	420,250	430,756
G-513-5130-4090 Legal	0	0	0	9,725	0	0	0	0
G-513-5130-5030 Interest On Long-Term Debt	37,330	27,051	16,845	9,648	7,170	6,812	6,471	6,147
G-513-5130-5035 Principal On Long-Term Debt	333,630	334,331	316,480	167,429	298,104	283,199	269,039	255,587
Total 5130 Administration	0	0	0	223,526	0	0	0	0
Total 513 Industrial Land Servicing	**0**	**0**	**0**	**223,526**	**0**	**0**	**0**	**0**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G810 Municipal Partnerships**

Department/Division Overview:

This budget reflects required payments made to outside agencies. The costs included in this budget are apportioned in different ways based on specific agreements or legislation in place.

Typically, most of these shared services estimates are based on budgets presented to the Municipal Shared Services Committee (MSSC) in the fall. In 2025 this will not take place until after the City draft budget package has been prepared. As a result, estimated increases have been applied to 2024 amounts based on known or anticipated information for each service through discussions with the various partners.

Key Activities Planned for 2026:

Huron Perth Public Health (HPPH):

- Cost shared between the City of Stratford, the County of Perth and Town of St. Marys, based on weighted assessment for Stratford of 23.13% for 2026. Preliminary increases are estimated at 8.0% over the previous year.

Paramedic Services, Spruce Lodge, Stratford-Perth Archives:

- Cost shared between the City, County and St. Marys and based on weighted assessment of 40.62% for 2026. Spruce Lodge's preliminary increases are estimated at 14% over the previous year due to staffing challenges, and upcoming reserve replenishment requirements. Paramedic Services is estimating 6.9% over the previous year due in large part to significant increases to WSIB costs. Stratford-Perth Archives did not provide an estimate but 8.0% has been included in the draft budget as a placeholder.

Stratford Perth Museum:

- Cost is based on agreement at 60% Stratford/40% County of Perth, with an annual increase based on CPI.

Destination Stratford (DS):

- DS has requested $816,076 which is comprised of $666,076 for base funding (an increase of 3.5% over previous year) and an additional $150,000 for the 2025/2026 Lights On program. This additional amount has been included in the Destination Stratford budget submission.

- Supporting detail for the DS 2026 budget submission is provided in the Supporting Documents section of the budget package.
- DS also receives use of this facility at 47 Downie Street free of any rental charges.
- Since this building is City-owned, the costs for such things as custodial services, utilities and maintenance are borne by the tax levy under G141 City Buildings in Community Services Department.

Annexation Agreement:

- Compensation payments are made under three annexation agreements with the Townships of Perth South and Perth East. They are impacted annually by respective tax rate changes and are estimated at $1,044,178 for 2026.

Stratford Economic Enterprise Development Corporation (SEED Co.):

- SEED Co. has requested a total of $922,795.
- This represents $631,421 for core funding for the delivery of the City's economic development service, and $137,074 for funding Stratford-Perth Centre for Business operations.
- The 2026 budget presented also includes $82,300 to assist with furthering the Grand Trunk activities. The proposed funding source for this initiative is the Grand Trunk reserve for 2026, however it is noted that should this need continue beyond 2026, there may be levy impacts at that time.
- Also included is $72,000 for Housing Special Project.
- Minor annual operating fees back to the City of Stratford for finance, payroll and insurance services and rent are also included in accordance with the purchase of service agreement between the City and SEED Co.
- Supporting detail for the SEED Co. 2026 budget submission is provided in the Supporting Documents section of the budget package.

Stratford Police Service Board

- The external boards' operating budgets were added to this section in 2024 as they represent a financial contribution to the Board by Council, without direct oversight, like the other entities in this section.
- Supporting detail is provided in the Supporting Documents section of the budget package.
- The Police Board budget as presented in the budget package represents a 5.62% increase over previous year, due largely to staffing costs and contributions to capital reserves to ensure sufficient resources are available for the 10-year forecast.

Stratford Public Library Board

- The Library is also an external board that is included in this section as it represents a financial contribution to the Board by Council, without direct oversight, like the other entities in this section
- Supporting detail is provided in the Supporting Documents section of the budget package
- The Library Board budget represents a 5.48% increase over previous year, partly due to a new pay grid based on the 2025 Pay Equity update and Market Rate analysis completed in 2025

New Initiatives Planned for 2026:

Initiatives relating to each entity are included in their supplementary information provided in that section of the budget package.

New or Existing Initiatives not being included in 2026 budget:

Initiatives relating to each entity are included in their supplementary information provided in that section of the budget package.

Strategic Priority or Current Service Delivery:

This Work Plan does not directly link to Council's Strategic Priorities, however all the entities contribute to the current service delivery in their respective areas.

Explain Significant Changes from 2025 including applying a climate lens:

Here is a summary of the proposed increases to the following 2026 budgets in this division.

- Huron Perth Public Health (HPPH) – 8.0%
- Paramedic Services - 6.9%
- Provincial Offences Act – this budget has been changed to reflect revenue recovery only – proposed reduction in 2026 of 5.0%
- Spruce Lodge - 8.0%
- Stratford Perth Archives - 8.0%
- Stratford Perth Museum - 8.0%
- Destination Stratford - 3.5% in base funding, excluding Lights On request
- Annexation Agreement – estimated increase of 6.2%
- Stratford Economic Enterprise Development Corporation (SEEDCo) – 3.5% increase for base funding of investStratford and Small Business Enterprise Centre

	2023	2024	2025	2025	2026	2027	2028	2029
810 MUNICIPAL PARTNERSHIPS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
231 Stratford Police Service	12,621,026	13,821,228	15,931,981	10,203,966	16,843,160	17,505,016	18,193,926	18,912,629
411 Stratford Public Library	2,708,630	2,913,558	3,093,129	1,912,392	3,262,647	3,409,113	3,542,148	3,682,226
5100 Huron Perth Public Health	708,013	705,718	734,524	553,026	748,406	793,286	793,286	793,286
5300 Perth Paramedic Services	3,278,470	3,507,435	3,765,274	2,979,647	4,134,914	4,134,914	4,134,914	4,134,914
5305 Provincial Offences Act	(39,136)	(10,078)	(60,000)		(11,987)	(11,987)	(11,987)	(11,987)
6200 Spruce Lodge	731,752	835,186	965,049	717,294	1,131,114	1,131,114	1,131,114	1,131,114
7500 Stratford/Perth Archives	340,626	367,876	383,598	304,296	382,021	382,021	382,021	382,021
7504 Stratford Perth Museum	159,800	163,000	166,300	124,539	169,600	169,600	169,600	169,600
8217 Destination Stratford	646,520	693,800	643,552	800,318	666,076	836,478	857,390	878,825
8219 Annexation Agreement	898,600	937,900	983,574	740,139	1,044,178	1,070,282	1,097,039	1,124,465
8221 County Roads Agreement	2,265,045	2,446,249	0	0	0	0	0	0
8222 Seed Co/investStratford	686,792	762,142	782,508	782,508	840,495	945,865	969,512	993,750
Total 810 Municipal Partnerships	**25,006,138**	**27,144,014**	**27,389,489**	**19,118,125**	**29,210,624**	**30,365,702**	**31,258,963**	**32,190,843**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G872 Community Support & Grants**

Department/Division Overview:

The City provides monetary grants and in-kind support to a variety of community organizations and special events through the community grants program Policy F.1.1. This cost centre reflects this program, as well as other forms of community supports such as Community Improvement Plans and the contributions required to keep development charges whole under Bill 23.

The Tax Increment Equivalency Grant (TIEG) Community Improvement Plan was initiated with funding in 2025 from the Municipal Accommodation Tax (MAT) reserve fund. This is expected to self-fund once it gets going.

Any unallocated funds at year-end in the Community Grants are transferred to the Community Grants reserve for future community grant needs.

Key Activities Planned for 2026:

The Community Grants Evaluation Team began a review of the policy in 2024 which will continue into 2026. The Team reviews all applications received and makes recommendations to Council after the 2026 budget has final approval. The number of grants awarded, and their amounts will be limited to the funds included in the G872 budget.

Funding for this program has been maintained at previous levels pending the completion of the grants policy.

Fee waivers have been removed from this cost centre and have been captured in the respective divisions with a new line called "Fee Discounts". This represents amounts that are formally waived or discounted as well as negotiated discounts for facility rentals with groups. The amounts are similar to previous years but are just captured in the respective cost centres for better transparency and facility tracking instead, rather than a single line in this cost centre.

Included is the hospital pledge amount of $500,000 annually to support the $5 million dollar pledge over 10 years from the Stratford Hospital Foundation. Additional information from the hospital is included in Supporting Documents.

Reduced in 2026 is the Impact of Bill 23 and keeping Development Charges whole via taxation as the phase-in period ends in 2026, leaving only legislated waivers requiring funding.

New Initiatives Planned for 2026:

None.

New or Existing Initiatives not being included in 2026 budget:

None.

Strategic Priority or Current Service Delivery:

This Work Plan does not directly link to the Strategic Priorities, but it contributes to the current service delivery by allowing for community supports where needed in the form of discounts and fee waivers.

Explain Significant Changes from 2025 including applying a climate lens:

None.

	2023	2024	2025	2025	2026	2027	2028	2029
872 COMMUNITY SUPPORTS & GRANTS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
7522 Contingency								
G-872-7522-6010 Grants To Charities,Other Org	40,000	40,000	0	0	0	0	0	0
Total 7522 Contingency	40,000	40,000	0	0	0	0	0	0
7643 Multi Year Grants								
G-872-7643-6010 Multi Year Grants	252,800	402,800	752,800	527,000	752,800	771,620	790,910	810,683
Total 7643 Multi Year Grants	252,800	402,800	752,800	527,000	752,800	771,620	790,910	810,683
7644 Annual Grants								
G-872-7644-1810 Contribution From Reserve	0	0	0	(2,075)	0	0	0	0
G-872-7644-6010 Annual Grants	133,070	119,070	119,070	226,367	119,070	122,047	125,098	128,225
Total 7644 Annual Grants	133,070	119,070	119,070	224,292	119,070	122,047	125,098	128,225
7645 Community Supports								
G-872-7645-7908 Interfunctional Fee Waivers	245,000	137,998	0	0	0	0	0	0
Total 7645 Community Supports	245,000	137,998	0	0	0	0	0	0
7649 Cip Housing Incentives								
G-872-7649-1820 Contribution From Reserve Fund	0	0	(150,000)	0	(150,000)	0	0	0
G-872-7649-6010 Grants To Charities,Other Org	0	0	150,000	0	150,000	153,750	157,594	161,534
Total 7649 Cip Housing Incentives	0	0	0	0	0	153,750	157,594	161,534
7650 City Portion Of Dcs Bill 23								
G-872-7650-7820 Transfer To Reserve Fund	0	350,000	325,000	39,873	150,000	165,000	181,500	199,650
Total 7650 City Portion Of Dcs Bill 23	0	350,000	325,000	39,873	150,000	165,000	181,500	199,650
Total 872 Community Supports & Grants	**670,870**	**1,049,868**	**1,196,870**	**791,165**	**1,021,870**	**1,212,417**	**1,255,102**	**1,300,092**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G121 City Clerk**

Department/Division Overview:

The City Clerk's Office mission is to build public trust and confidence in local government. Our primary services include administering the municipal election, managing the decision-making process by supporting Council and committee meetings, making information accessible to the public while protecting privacy, providing leadership in matters of protocol, providing administrative support to Members of Council and committees and internal staff. Provincially delegated services are provided to the public through this office such as issuing burial permits and marriage licences. The office also manages business licensing, civil ceremonies in Council Chambers, and commissioning of documents.

As the first point of contact at City Hall, the Clerk's Office directs resident and visitor questions to all areas of the City's services and is often the 'go-to' for questions.

In addition, the Clerk's Office is responsible for parking enforcement and crossing guard contracted services.

Key Activities Planned for 2026:

- Administering the 2026 Municipal and School Board Election
- Implementing the new procedural by-law (subject to adoption)
- Reviewing the City's records management and access to information programs

New Initiatives Planned for 2026 and included in the 2026 budget:

- Upgrade of the audio-visual system in Council Chambers.

New or Existing Initiatives not being included in 2026 budget:

There are no new or existing initiatives not being included in the 2026 budget.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.
- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Explain Significant Changes from 2025 including applying a climate lens:

There are no significant changes from the 2025 budget. Additional revenue has been included for marriage licensing, commissioning, and civil ceremony services.

This budget request does not have a direct impact on City's emissions. Enhancements to the audio-visual system in Council Chambers will encourage hybrid participation and attendance and does have the ability to impact and reduce community generated transportation emissions and is therefore aligned with our collective climate action goals.

	2023	2024	2025	2025	2026	2027	2028	2029
121 CITY CLERK	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1126 City Clerk's Administration								
G-121-1126-1405 User Fees	(17,000)	(17,000)	(10,000)	(3,185)	(10,000)	(10,250)	(10,506)	(10,769)
G-121-1126-1434 Admin Fee	(1,000)	(1,000)	(1,000)	(390)	(1,000)	(1,025)	(1,051)	(1,077)
G-121-1126-1435 Commissioning	(3,500)	(1,500)	(1,500)	(2,275)	(2,000)	(2,050)	(2,101)	(2,154)
G-121-1126-1437 Freedom Of Information	(1,000)	(1,000)	(1,500)	(1,293)	(1,000)	(1,025)	(1,051)	(1,077)
G-121-1126-1438 Civil Ceremony	(14,000)	(20,000)	(20,000)	(23,765)	(25,000)	(25,625)	(26,266)	(26,923)
G-121-1126-1439 Encroachment Fee	(22,000)	(35,000)	(35,000)	(36,559)	(36,500)	(37,413)	(38,348)	(39,307)
G-121-1126-1441 Marriage Licence	(30,000)	(3,500)	(25,000)	(21,125)	(30,000)	(30,750)	(31,519)	(32,307)
G-121-1126-1442 Lottery Licence	(34,000)	(34,000)	(32,000)	(1,202)	(25,000)	(25,625)	(26,266)	(26,923)
G-121-1126-1443 Pet Licencing	(2,000)	(1,550)	(1,550)	(1,776)	(1,550)	(1,589)	(1,629)	(1,670)
G-121-1126-1444 Business Licences	(35,000)	(42,000)	(42,000)	(37,041)	(40,000)	(41,000)	(42,025)	(43,076)
G-121-1126-2100 F.T. Salaries & Wages	496,616	543,520	596,420	437,628	685,950	706,529	727,725	749,557
G-121-1126-2110 P.T. Salaries & Wages	0	0	0	38,948	0	0	0	0
G-121-1126-2500 F.T. Benefits & Employer Costs	138,460	188,260	236,970	140,880	244,080	251,402	258,944	266,712
G-121-1126-2510 P.T. Benefits & Employer Costs	0	0	0	9,788	0	0	0	0
G-121-1126-3050 Materials	12,000	12,000	12,000	13,899	15,000	15,375	15,759	16,153
G-121-1126-3070 Office Supplies	3,000	3,000	5,000	2,747	5,000	5,125	5,253	5,384
G-121-1126-3090 Copier/Printer Lease	5,000	5,400	4,500	3,283	4,600	4,715	4,833	4,954
G-121-1126-3100 Postage	1,500	1,000	1,000	636	1,000	1,025	1,051	1,077
G-121-1126-3110 Printing	1,000	0	0	0	0	0	0	0
G-121-1126-3130 Publications & Subscriptions	500	500	500	427	500	513	526	539
G-121-1126-4035 Conferences- Accommodations	1,500	1,500	2,500	3,282	2,500	2,563	2,627	2,693
G-121-1126-4036 Conferences - Expenses	300	300	300	0	300	308	316	324
G-121-1126-4037 Conferences - Registration	1,500	1,500	5,000	1,272	5,000	5,125	5,253	5,384
G-121-1126-4038 Conferences- Travel/Mileage	600	600	600	0	600	615	630	646
G-121-1126-4050 Contractors	22,500	30,000	30,000	15,445	35,000	35,875	36,772	37,691
G-121-1126-4060 Courier/Freight	3,000	2,500	2,500	1,598	2,500	2,563	2,627	2,693
G-121-1126-4090 Legal	30,000	35,000	35,000	29,878	35,000	35,875	36,772	37,691
G-121-1126-4097 Memberships	1,500	1,500	1,500	1,074	2,550	2,614	2,679	2,746
G-121-1126-4130 Town Crier	30,000	30,000	30,000	19,131	25,000	25,625	26,266	26,923
G-121-1126-4140 Training - Registration	20,000	20,000	20,000	18,223	20,000	20,500	21,012	21,537
G-121-1126-4141 Training - Mileage	500	500	500	0	500	513	526	539
G-121-1126-4142 Training - Expenses	500	500	500	0	500	513	526	539
G-121-1126-4150 Travel/Mileage-Excl.Training&Conf	500	500	500	0	500	513	526	539
G-121-1126-5010 Bank & Financing Charges	74	0	0	8,856	10,000	10,250	10,506	10,769
G-121-1126-7901 Interfunctional IT Support	38,215	89,013	126,938	6,411	131,819	138,410	145,331	152,598
G-121-1126-7907 Interfunctional Telephone	1,400	1,400	2,210	0	2,112	2,218	2,329	2,445
G-121-1126-9010 Office Equipment& Furnishings	2,000	4,500	5,000	4,096	5,000	5,125	5,253	5,384
Total 1126 City Clerk's Administration	652,665	816,443	949,888	628,891	1,062,961	1,097,537	1,133,280	1,170,234

	2023	2024	2025	2025	2026	2027	2028	2029
121 CITY CLERK	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1128 Election Services								
G-121-1128-1810 Contribution From Reserves	0	0	0	0	(150,000)	0	0	0
G-121-1128-3050 Materials	0	0	5,000	1,181	50,000	51,250	52,531	53,844
G-121-1128-4040 Consultants	0	0	0	2,824	100,000	102,500	105,062	107,689
G-121-1128-7810 Transfer To Reserves	55,000	60,000	60,000	0	0	0	0	0
Total 1128 Election Services	55,000	60,000	65,000	4,005	0	153,750	157,593	161,533
Total 121 City Clerk	**707,665**	**876,443**	**1,014,888**	**632,896**	**1,062,961**	**1,251,287**	**1,290,873**	**1,331,767**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G134 Information Technology**

Department/Division Overview:

The Information Technology Services (ITS) division within the Corporate Services Department plays a crucial role in providing technology support across all municipal operations. The goal is to deliver innovative solutions to improve resident engagement and enhance departmental efficiencies. In 2026, ITS will concentrate on managing various technology projects, ensuring the availability and proper functioning of enterprise systems, applications, network infrastructures, end-user devices, and communication systems.

A major focus will be on enhancing security measures and implementing the IT Strategic Plan, which aims to align technology initiatives with the City's long-term strategic goals. These efforts are essential in meeting the City's operational needs, ensuring a strong, secure, and innovative technological environment.

Key Activities Planned for 2026:

Telephony Planning:

The Unified Communications (UC) or Telephony system is approaching its end of life, necessitating the development of a new telephony solution. This multi-year project will start by gathering detailed requirements from IT and all City departments to fully understand their needs.

The initial UC system was implemented nearly eight years ago, bringing together three different systems. As circumstances have evolved, so have the requirements. In 2026, the focus will be on planning and gathering requirements for the new telephony system and creating a comprehensive blueprint to enhance connectivity and telephony across City locations. This effort will serve as the first step toward full implementation.

Network and Storage Hardware Upgrades:

Significant upgrades to the network and storage hardware will be undertaken to enhance the City's overall IT infrastructure. This includes implementing advanced security measures to protect sensitive information, expanding data storage capacity to accommodate increasing demands, and improving system performance to support the fast-paced requirements of City operations. New network equipment will also facilitate more efficient and flexible use of resources, ensuring City staff can respond quickly to residents' needs.

These enhancements ensure that the City can maintain a reliable and secure digital environment, underpinning efforts to deliver high-quality services to residents and meet long-term strategic goals effectively.

AI (Artificial Intelligence):
In 2025, the City's IT policies were updated with a strong focus on enhancing cybersecurity and promoting the responsible use of Artificial Intelligence to safeguard digital infrastructure. A key element of this update is the implementation of GovAI, a cutting-edge tool designed to empower City staff by integrating AI into their everyday tasks.

GovAI helps streamline operations and improve service delivery by assisting with data analysis and providing insights, thereby enhancing efficiency across all departments. As the City moves forward, further opportunities to integrate AI will be explored to optimize operations and deliver even better services to residents.

IT Strategic Plan with ERP (Enterprise Resource Planning):
In 2026, the focus will be on modernizing the many aging Corporate ERP solutions such as Great Plains that are essential to the City's operations. This year will initiate thorough discussions on these critical systems and processes to outline necessary modernization steps. Both short- and long-term strategies will be developed, crafting a strategic roadmap to transition to state-of-the-art solutions.

New Initiatives Planned for 2026 and included in the 2026 budget:

1. Network Hardware upgrades
2. Enterprise ERP Enhancements
3. Geographic Information System Enhancements
4. Intranet (CityLink) Enhancements
5. Telephony System Enhancements

New or Existing Initiatives not being included in 2026 budget:

During the 2025 budget process, a proposal was made to establish a key position for a Supervisor of Enterprise Applications and GIS. This role is still required as it will play a vital part in driving modernization efforts. Although funding for the position was not secured then, its necessity and potential funding options will be reevaluated following the completion of the IT Strategic Plan.

This position is projected to be pivotal in advancing ERP modernization and supporting the integration of new technologies across the organization.

Strategic Priority or Current Service Delivery:

The Information Technology Services division is one of the foundational layers that underpins the City’s strategic priorities for 2026. By providing essential technology support across all facets of municipal operations, ITS ensures that the City remains agile, efficient, and forward-thinking.

Explain Significant Changes from 2025 including applying a climate lens:

Looking ahead, the Information Technology Services division is set to introduce significant changes that will further align with the City's sustainability objectives through the adoption of a climate-focused approach. Planned network and storage hardware upgrades will incorporate energy-efficient technology, poised to reduce electricity consumption and minimize the City's carbon footprint while delivering cost savings.

In addition, enhancements to the intranet platform will continue and support the transition of various internal processes such as City forms, health and safety dashboards, newsletters, and announcements—from paper-based systems to digital solutions.

	2023	2024	2025	2025	2026	2027	2028	2029
134 INFORMATION TECHNOLOGY	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1230 IT Administration								
G-134-1230-1130 Ontario Grants	(98,983)	0	0	0	0	0	0	0
G-134-1230-1770 Recoverables	(8,400)	(9,720)	(9,300)	(6,300)	(8,400)	(8,610)	(8,825)	(9,046)
G-134-1230-1820 Contribution From Reserve Fund	0	0	0	0	(65,000)	0	0	0
G-134-1230-1901 Interfunctional IT Support	0	(2,364,537)	(2,385,387)	0	(2,531,580)	(2,658,159)	(2,791,067)	(2,930,620)
G-134-1230-2100 F.T. Salaries & Wages	661,680	698,480	669,450	492,730	686,390	706,982	728,191	750,037
G-134-1230-2110 P.T. Salaries And Wages	41,510	40,700	42,860	31,185	43,710	45,021	46,372	47,763
G-134-1230-2500 F.T. Benefits & Employer Costs	198,970	230,070	224,495	149,842	231,230	238,167	245,312	252,671
G-134-1230-2510 P.T. Benefits & Employer Costs	8,050	4,660	5,340	4,983	5,500	5,665	5,835	6,010
G-134-1230-3070 Office Supplies	1,000	1,000	1,000	337	750	769	788	808
G-134-1230-4035 Conferences - Accommodations	6,600	7,000	5,600	665	5,600	5,740	5,883	6,030
G-134-1230-4037 Conferences - Registration	6,700	7,000	4,500	840	4,500	4,613	4,728	4,846
G-134-1230-4038 Conferences - Travel/Mileage	3,500	3,500	3,000	337	2,000	2,050	2,101	2,154
G-134-1230-4097 Memberships	4,000	4,000	3,000	496	3,000	3,075	3,152	3,231
G-134-1230-4140 Training - Registration	13,200	13,200	10,000	168	10,000	10,250	10,506	10,769
Total 1230 IT Administration	837,827	(1,364,647)	(1,425,442)	675,283	(1,612,300)	(1,644,437)	(1,747,024)	(1,855,347)
1234 IT Maintenance & Support								
G-134-1234-1760 Sale Of Equipment	0	0	0	(571)	0	0	0	0
G-134-1234-1770 Recoverables	(1,320)	0	0	(3,614)	(672)	(689)	(706)	(724)
G-134-1234-1901 Interfunctional IT Support	(540,959)	0	0	0	0	0	0	0
G-134-1234-1907 Interfunctional Telephone	(212,670)	(215,230)	(167,720)	0	(147,426)	(154,797)	(162,537)	(170,664)
G-134-1234-3090 Copier/Printer Lease	1,280	1,280	1,250	832	1,172	1,201	1,231	1,262
G-134-1234-4040 Consultants	60,000	50,000	65,000	19,538	65,000	66,625	68,291	69,998
G-134-1234-4095 Support & Maintenance Contracts	906,457	1,023,547	1,059,400	953,341	1,144,442	1,173,053	1,202,379	1,232,438
G-134-1234-4110 Telephone - Basic	96,360	96,360	86,730	75,343	91,050	93,326	95,659	98,050
G-134-1234-4120 Telephone - Cell Phones	121,950	123,930	85,100	47,237	56,376	57,785	59,230	60,711
G-134-1234-4122 Data Telecommunications	69,230	70,960	82,882	76,077	85,720	87,863	90,060	92,311
G-134-1234-4125 Internet	13,800	13,800	12,800	9,158	13,248	13,579	13,918	14,266
G-134-1234-7820 Transfer To Reserve Funds	200,000	200,000	200,000	0	300,000	302,931	375,761	453,774
G-134-1234-7907 Interfunctional Telephone	0	0	0	0	3,390	3,560	3,738	3,925
G-134-1234-9030 Equipment Purchases Other Depts	0	0	0	20,485	0	0	0	0
Total 1234 It Maintenance & Support	714,128	1,364,647	1,425,442	1,197,826	1,612,300	1,644,437	1,747,024	1,855,347
Total 134 Information Technology	**1,551,955**	**0**	**0**	**1,873,109**	**0**	**0**	**0**	**0**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G135 Parking**

Department/Division Overview:

Parking is a division managed by the Clerk's Office. The Parking Division is responsible for enforcing provisions of the City's Traffic and Parking By-law 159-2008 through a contracted third party, receiving payments for fines and implementing parking technology.

Key Activities Planned for 2026:

The Parking Division will be working on the following projects in 2026:

- Downtown Parking Study – this has been identified as a priority given the growing parking needs in the downtown. The last parking study for the downtown core was completed in 2016. This project will be funded through the Parking Reserve.
- Review of Parking Signs – this is an ongoing initiative being completed by the Parking Division to ensure that all parking signs are maintained and updated in accordance with the City's Traffic and Parking By-law.
- Usage Review for Electric Vehicle (EV) Charging Stations – the Downtown EV Charging Expansion project was completed in January 2025. With the completion of this project, staff will be undertaking a review of the usage data to support future EV Charging initiatives.

New Initiatives Planned for 2026 and included in the 2026 budget:

The City of Stratford received funding under the Natural Resources Canada's Zero Electric Vehicle Infrastructure Program to install two (2) Level 3 Fast Chargers at the Rotary Complex. The project is expected to be completed by November 2026. Staff will be working with the Community Services Department to complete the project.

New or Existing Initiatives not being included in the 2026 budget:

There are no new or existing initiatives not being included in the 2026 Budget.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

This Work Plan reflects Council's strategic priority by improving and expanding on available parking infrastructure and technologies to enhance the parking experience and planning for a sustainable future through the addition of new electric vehicle charging stations; an initiative that directly supports recommendations from the Community and Energy Emissions Plan and Community Climate Action Plan to enhance EV charging infrastructure.

Explain Significant Changes from 2025 including applying a climate lens:

There is a decrease in the costs of the contracted services for parking enforcement resulting from the new contract that was signed in 2025.

Any other new initiatives which result in added capital expenses or increased variance related to ongoing initiatives will be funded through the parking reserve and would not impact the tax levy.

A portion of the surplus revenues are to be transferred to the reserve fund.

135 PARKING	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
3411 Parking Control Administration								
G-135-3411-1335 Parking Revenue - Permits	(1,000,000)	(1,000,000)	(1,000,000)	(794,999)	(1,100,000)	(1,127,500)	(1,155,688)	(1,184,580)
G-135-3411-1480 Parking Ticket/Fines/Hood Rentals	(100,000)	(325,000)	(325,000)	(294,283)	(350,000)	(358,750)	(367,719)	(376,912)
G-135-3411-1765 Gain On Disposal Of Asset	0	0	0	(1,039)	0	0	0	0
G-135-3411-1810 Contribution From Reserves	0	0	0	0	(60,000)	0	0	0
G-135-3411-2100 F.T. Salaries & Wages	87,890	90,250	95,000	0	97,240	100,157	103,162	106,257
G-135-3411-2500 F.T. Benefits & Employer Costs	33,030	37,460	34,210	0	35,240	36,297	37,386	38,508
G-135-3411-3040 Hydro	1,350	1,650	3,200	7,458	4,500	4,613	4,728	4,846
G-135-3411-3050 Materials	6,150	6,150	9,650	10,261	16,350	16,759	17,178	17,607
G-135-3411-3070 Office Supplies	9,000	9,500	9,500	9,504	12,500	12,812	13,132	13,460
G-135-3411-3100 Postage	2,500	3,000	3,000	3,126	4,000	4,100	4,203	4,308
G-135-3411-3180 Vehicle - Fuel	1,560	2,000	0	0	0	0	0	0
G-135-3411-4010 Advertising	750	750	750	440	750	769	788	808
G-135-3411-4020 Service Contracts	0	0	28,000	24,028	35,000	35,875	36,772	37,691
G-135-3411-4040 Consultants	0	0	0	0	60,000	61,500	63,037	64,613
G-135-3411-4050 Contractors	222,700	260,000	267,800	146,622	225,700	231,342	237,126	243,054
G-135-3411-4090 Legal	3,000	3,000	3,000	0	3,000	3,075	3,152	3,231
G-135-3411-4095 Maintenance Contracts	69,663	123,229	120,884	75,112	116,200	119,105	122,083	125,135
G-135-3411-5010 Bank & Financing Charges	11,000	20,000	30,000	26,294	48,500	49,712	50,955	52,229
G-135-3411-5062 Property Taxes	4,390	4,581	4,939	4,916	5,089	5,216	5,346	5,480
G-135-3411-7820 Transfer To Reserve Funds	204,800	0	5,200	0	330,200	363,220	399,542	439,496
G-135-3411-7901 Interfunctional IT Support	11,469	17,256	24,219	0	36,977	38,826	40,767	42,805
G-135-3411-7903 Interfunctional Maintenance	120,000	98,000	101,000	0	101,000	106,050	111,353	116,921
G-135-3411-7905 Interfunctional Fleet	1,920	1,980	3,870	0	3,930	4,127	4,333	4,550
G-135-3411-7907 Interfunctional Telephone	5,360	5,360	2,820	0	2,114	2,220	2,331	2,448
Total 3411 Parking Control Administration	(303,468)	(640,834)	(577,958)	(782,560)	(371,710)	(290,475)	(266,033)	(238,045)
3450 Parking Lot Facilities								
G-135-3450-3050 Materials	2,500	2,500	2,500	0	2,500	2,563	2,627	2,693
G-135-3450-4050 Contractors	15,000	15,000	15,000	0	6,000	6,150	6,304	6,462
G-135-3450-5040 Rental Of Bldg,Machinery,Equip	36,000	36,000	36,000	25,000	36,000	36,900	37,823	38,769
Total 3450 Parking Lot Facilities	53,500	53,500	53,500	25,000	44,500	45,613	46,754	47,924
Total 135 Parking	**(249,968)**	**(587,334)**	**(524,458)**	**(757,560)**	**(327,210)**	**(244,862)**	**(219,279)**	**(190,121)**

2026 BUDGET – WORK PLAN

Department:	**Corporate Services**
Budget Division:	**G136 Crossing Guards**

Department/Division Overview:

Crossing Guards is a division managed by the Clerk's Office. Crossing Guards provide safe crossing for students, from Junior Kindergarten to Grade 6, who walk to and from school. While these services are carried out by an external contracted service, oversight and decision-making remains within the purview of the Clerk's Office.

While not a mandatory service under the Municipal Act, if a municipality deems it a service they wish to provide, it falls within municipal jurisdiction to deliver and fund.

Key Activities Planned for 2026:

The Crossing Guards Division will continue to provide status quo service and review any requests for additional service locations as received.

New Initiatives Planned for 2026 and included in the 2026 budget:

In 2025, Council approved a three-year contract with a new service provider. Staff will be reviewing the service delivery for the 2025-2026 school year to ensure that all the service requirements are met.

New or Existing Initiatives not being included in the 2026 budget:

There are no new or existing initiatives not being included in the 2026 Budget.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

This Work Plan reflects Council's strategic priority by offering a safe way for children to cross specific intersections on their way to and from school. This assists in the reduction of the number of parents driving their children to school as well as encourages alternative modes of transportation such as walking and cycling, which can support community wide emission reductions.

Explain Significant Changes from 2025 including applying a climate lens:

There is a decrease in the annual costs for the provision of crossing guard services for the 2025-2026 school year resulting from the new contract approved in 2025.

	2023	2024	2025	2025	2026	2027	2028	2029
136 CROSSING GUARDS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3192 Crossing Guard Protection								
G-136-3192-3050 Materials	1,600	1,500	1,500	669	1,500	1,537	1,575	1,614
G-136-3192-4050 Contractors	254,069	250,000	265,000	146,817	238,000	243,950	250,049	256,300
G-136-3192-9030 Equipment Purchases	5,700	6,450	6,450	0	6,450	6,611	6,776	6,945
Total 3192 Crossing Guard Protection	261,369	257,950	272,950	147,486	245,950	252,098	258,400	264,859
Total 136 Crossing Guards	**261,369**	**257,950**	**272,950**	**147,486**	**245,950**	**252,098**	**258,400**	**264,859**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G711 Parks**

Department/Division Overview:

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (25 neighborhood, 16 city parks, and 5 specialty parks), 31 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance throughout city as well as horticulture and maintenance of all city gardens. In addition, this division is also responsible for garbage collection in the parks and facilities daily, with scheduled overtime for weekends. The Parks & Forestry Division is also responsible for landscape redevelopment and site plans.

Services are provided through a combination of full-time and temporary staff, and contracted services. Grass cutting, tree removal, and some pruning are undertaken through contracted services. Grass cutting on the boulevards is undertaken by staff. In the spring, the Horticultural Society assists in planting flowers, but the ongoing maintenance is provided by full-time staff and temporary labourers. During the winter months, this Division also assists in snow plowing and removal at recreation locations, furniture repair, and winter housing of swans.

Key Activities Planned for 2026:

- Annual replacement of identified play structure.

New Initiatives Planned for 2026 and included in the 2026 budget:

- Parks & Recreation Master Plan

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.
- Creation of a Parks & Recreation Master Plan to identify asset needs of the community and give direction moving forward. Having a current plan in place will assist in grant applications.

Explain Significant Changes from 2025 including applying a climate lens:

- Staff will continue to apply a climate lens for all new development work, such as the proposed McCarthy Road Complex Destination Park.
- Staff will continue planting 500 - 700 street/park trees per year, which will directly impact our efforts towards climate adaptation and resilience community-wide.

	2023	2024	2025	2025	2026	2027	2028	2029
711 PARKS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
7100 Parks Operations								
G-711-7100-1470 Rentals And Leases	(120,000)	(78,100)	(86,440)	(105,652)	(130,000)	(133,250)	(136,581)	(139,996)
G-711-7100-1499 Fee Discounts	0	0	8,340	46,012	30,000	30,000	30,000	30,000
G-711-7100-1570 Donations	(20,000)	(20,000)	(20,000)	(39,500)	(20,500)	(21,012)	(21,537)	(22,075)
G-711-7100-1820 Contribution From Reserve Fund	0	0	(40,000)	0	(100,000)	0	0	0
G-711-7100-1908 Interfunctional Fee Waivers	(5,300)	(9,140)	0	0	0	0	0	0
G-711-7100-2100 F.T. Salaries & Wages	514,720	525,920	499,400	438,048	508,750	524,013	539,733	555,925
G-711-7100-2110 P.T. Salaries & Wages	353,370	366,540	385,680	425,867	431,570	444,517	457,853	471,589
G-711-7100-2500 F.T. Benefits & Employer Costs	173,770	205,790	183,410	144,574	188,910	194,577	200,414	206,426
G-711-7100-2510 P.T. Benefits & Employer Costs	68,980	46,890	55,280	47,356	56,940	58,648	60,407	62,219
G-711-7100-2700 Other Payroll Expenses	0	0	0	184	0	0	0	0
G-711-7100-3010 Clothing	2,500	2,500	2,500	2,876	3,000	3,075	3,152	3,231
G-711-7100-3030 Heat	9,000	8,000	6,750	3,838	6,000	6,150	6,304	6,462
G-711-7100-3040 Hydro	26,000	24,000	24,000	14,814	24,000	24,600	25,215	25,845
G-711-7100-3045 Water / Sewage	16,000	16,000	16,000	12,332	16,400	16,810	17,230	17,661
G-711-7100-3050 Materials	100,000	100,000	100,000	86,733	100,000	102,500	105,062	107,689
G-711-7100-3053 Plant Materials	100,000	110,000	110,000	127,542	115,000	117,875	120,822	123,843
G-711-7100-3090 Copier/Printer Lease	350	390	890	270	600	615	630	646
G-711-7100-3100 Postage	500	500	500	336	500	513	526	539
G-711-7100-3140 Repairs&Maint-Bldgs & Equip	10,000	10,000	0	1,558	0	0	0	0
G-711-7100-3180 Vehicle - Fuel	1,000	0	0	0	0	0	0	0
G-711-7100-3190 Vehicle-Repairs&Maint	10,000	5,000	0	278	0	0	0	0
G-711-7100-4035 Conference-Accomodations	0	0	0	(1,807)	0	0	0	0
G-711-7100-4036 Conferences-Expenses	2,500	3,500	3,500	3,155	3,500	3,587	3,677	3,769
G-711-7100-4040 Consultants	0	0	40,000	13,983	100,000	102,500	105,062	107,689
G-711-7100-4045 Parks- Swan Care	6,000	6,000	6,000	5,776	6,000	6,150	6,304	6,462
G-711-7100-4050 Contractors-Goose Management	50,000	50,000	60,000	31,092	60,000	61,500	63,037	64,613
G-711-7100-4095 Maintenance Contracts	80,000	92,000	102,000	75,847	102,000	104,550	107,164	109,843
G-711-7100-4097 Memberships	1,900	3,000	4,000	5,713	4,100	4,203	4,308	4,416
G-711-7100-4106 Lawn Maintenance	320,000	365,000	365,000	312,204	374,125	383,478	393,065	402,892
G-711-7100-4107 Building Maintenance	4,500	3,500	3,500	2,629	3,500	3,587	3,677	3,769
G-711-7100-4140 Training/Safety	5,000	5,500	7,500	2,955	7,500	7,687	7,879	8,076
G-711-7100-4155 Facility Improvements	30,000	30,000	40,000	6,940	30,000	30,750	31,519	32,307
G-711-7100-5062 Property Taxes	8,560	8,965	9,744	9,730	10,072	10,324	10,582	10,847
G-711-7100-7820 Transfer To Reserve Funds	200,000	300,000	499,200	0	484,500	532,950	586,245	644,870
G-711-7100-7901 Interfunctional IT Support	4,900	50,917	65,348	0	64,044	67,246	70,608	74,138
G-711-7100-7905 Interfunctional Fleet	0	18,020	188,410	0	198,230	208,142	218,549	229,476
G-711-7100-7907 Interfunctional Telephone	3,000	3,000	2,040	0	1,956	2,054	2,157	2,265
Total 7100 Parks Operations	1,957,250	2,253,692	2,642,552	1,675,683	2,680,697	2,898,339	3,023,063	3,155,436

	2023	2024	2025	2025	2026	2027	2028	2029
711 PARKS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
8400 Forestry								
G-711-8400-1405 User Fees	(20,000)	(20,000)	(20,000)	0	(20,500)	(21,012)	(21,537)	(22,075)
G-711-8400-1470 Rentals And Leases	0	0	0	(100)	0	0	0	0
G-711-8400-1570 Donations	(8,000)	(8,000)	(8,000)	0	(8,000)	(8,200)	(8,405)	(8,615)
G-711-8400-1770 Recoverables	(75,000)	(75,000)	(75,000)	(59,732)	(76,875)	(78,797)	(80,767)	(82,786)
G-711-8400-1810 Contribution From Reserves	0	(25,000)	0	0	0	0	0	0
G-711-8400-2100 F.T. Salaries & Wages	150,460	150,620	214,700	108,363	218,760	225,323	232,083	239,045
G-711-8400-2110 P.T. Salaries & Wages	11,760	12,000	12,630	0	12,890	13,277	13,675	14,085
G-711-8400-2500 F.T. Benefits & Employer Costs	44,700	49,930	70,610	36,639	72,730	74,912	77,159	79,474
G-711-8400-2510 P.T. Benefits & Employer Costs	2,130	1,230	1,430	0	1,470	1,514	1,559	1,606
G-711-8400-3050 Materials	75,000	75,000	75,000	31,742	75,000	76,875	78,797	80,767
G-711-8400-4095 Maintenance Contracts	300,000	365,000	365,000	258,668	370,000	379,250	388,731	398,449
Total 8400 Forestry	481,050	525,780	636,370	375,580	645,475	663,142	681,295	699,950
Total 711 Parks	**2,438,300**	**2,779,472**	**3,278,922**	**2,051,263**	**3,326,172**	**3,561,481**	**3,704,358**	**3,855,386**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G715 Facilities-Recreation**

Department/Division Overview:

The Facilities Division oversees the operations and maintenance of indoor and outdoor recreational and seasonal facilities. Indoor recreational facilities include the Rotary Complex, Agriplex, William Allman Memorial Arena, and the Dufferin Lions Arena. Outdoor recreational facilities include Lions Pool, Splash Pad at Anne Hathaway Park, SERC, Packham Sports Complex, Tennis/Pickleball Courts, and Basketball Courts. A variety of seasonal facilities include the Boathouse, North Shore washroom, National Stadium, and the Upper Queens Park pavilion/bandshell, and public washrooms.

Divisional operational staffing includes employees in the positions of Facility Maintenance (2), Facility Plumber (1), Facility Electrician (1), Lead Hand (2), Full-Time Recreation Facility Operator (11), Part-Time Recreation Facility Operator (6), Full-Time Custodian (6), Part-Time Custodian (5), as well as seasonal employees.

Utilizing software to monitor and review a work management system, data tracking of all revenue and expenses for individual facilities, cost benefit analysis of contracted services, and tracking the utilization of individual recreational facilities are established methods. These processes enable consistency in the maintenance and capital improvements of all facilities and allow staff to analyze facility maintenance and expenses to compare to actual spend per facility versus budget.

Key Activities Planned for 2026:

Upgrading the filter system at Lions Pool will improve water quality, reduce maintenance time and expenses, and enhance the overall performance of the pool mechanical equipment. The upgrade can also contribute to energy savings, as newer filtration systems are much more energy efficient, which will result in lower operating costs, reduction to energy and utility usage, and enhancing the water flow control.

Updating the water softener for the ice resurfacer water treatment system at the William Allman Memorial Arena will enhance the quality of the water and the condition of the ice surface. This will help to produce a high quality and safe ice surface for all facility users. The upgrade will also reduce hard water build-up inside mechanical equipment and pipes as well as the ice resurfacer to save on maintenance costs and unnecessary wear and tear. A newer technology water softener will improve the energy efficiency of the facility.

Facility energy management and energy savings is a continued goal for staff. Planned proposed projects including washroom fixture replacements, installation of occupancy sensors for lighting, installation of building automation systems for programming Heating, Ventilation and Air Conditioning (HVAC) equipment, and installation of timers for exhaust fans will help to generate facility energy and cost savings.

The implementation of the facility maintenance request form has improved the process for completing maintenance and repairs at corporate facilities for both internal maintenance staff and external contractors. Phase 2 of the implementation is to utilize corporate asset management software (Pearl, City Wide) to link the maintenance and repairs with the individual assets for each facility. This process will enable the division to be able to monitor and track maintenance and expenses for individual assets, and schedule routine and preventative maintenance to help extend the life of the assets.

New Initiatives Planned for 2026 and included in the 2026 budget:

The completion of the feasibility studies for the seven largest energy emitting corporate facilities will outline potential major capital projects that can be completed at the facilities that will result in the reduction of greenhouse gas emissions, minimize carbon taxes and lower utility costs, while improving energy efficiency. The feasibility studies will qualify the Corporation to be shovel ready for additional grant funding opportunities to provide funding to complete capital replacement projects to be investigated by staff. The feasibility studies will be received in late 2025, meaning that staff can begin to apply for FCM grant funding programs in 2026.

We will be reviewing and analyzing the annual expenses for labour for HVAC trades at all facilities. This will provide information to create a business case for an expansion request for an internal Facility HVAC employee that would result in contractor cost savings and increased maintenance service delivery for facilities.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

This Work Plan aligns with the Corporation's strategic priorities to enhance energy efficiency to achieve the corporate climate action goals and advance the maintenance of infrastructure to ensure maintenance and projects are completed on schedule and in a timely manner. Several energy efficient measures and upgrades are implemented in the Work Plan to generate facility energy and utility savings.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

This Work Plan aligns with the Corporation's strategic priority to implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners. All indoor and outdoor recreational facilities are appropriately staffed with trained, skilled, knowledgeable, and experienced staff to ensure that the facilities can host new initiatives, events, and programming during all seasons.

Explain Significant Changes from 2025 including applying a climate lens:

The building condition assessments that were completed for the corporate facilities identified significant building deficiencies including fire detection devices upgrades, flooring repairs and replacements, repairs and maintenance to filtration and mechanical systems, and exterior sealant repairs for Lions Pool, William Allman Memorial Arena, and the Rotary Complex.

Increases to the building maintenance expenses for these buildings is required to complete the scheduled replacements, upgrades, and maintenance to continue to provide services at the expected levels. The upgrades, repairs, and maintenance to facilities are expected to result in energy efficiency and greenhouse gas (GHG) emissions to reduce the energy and utility consumption.

The success of the implementation of the Last Minute Ice program that permits available ice time to be rented online outside of primetime facility rentals is expected to continue. It increases ice utilization and ice rental revenue.

715 FACILITIES	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
7300 Recreation Facilities								
G-715-7300-5010 Bank, Financing Charges	0	0	0	22,002	0	0	0	0
Total 7300 Recreation Facilities	0	0	0	22,002	0	0	0	0
7320 Agriplex								
G-715-7320-1350 Revenue-Recreation Prog	(42,400)	(75,000)	(75,000)	(38,084)	(75,000)	(76,875)	(78,797)	(80,767)
G-715-7320-1460 Rental Income	(135,830)	(129,000)	(119,000)	(47,798)	(119,000)	(121,975)	(125,024)	(128,150)
G-715-7320-1499 Fee Discounts	0	0	0	5,748	0	0	0	0
G-715-7320-1904 Interfunctional Rent	0	0	0	(32,730)	0	0	0	0
G-715-7320-2100 F.T. Salaries & Wages	174,960	192,500	204,480	118,708	180,160	185,565	191,132	196,866
G-715-7320-2110 P.T. Salaries & Wages	63,860	40,130	42,440	25,619	43,250	44,548	45,884	47,261
G-715-7320-2500 F.T. Benefits & Employer Costs	55,090	67,340	79,210	42,643	81,590	84,038	86,559	89,156
G-715-7320-2510 P.T. Benefits & Employer Costs	19,270	9,760	5,290	5,839	5,450	5,614	5,782	5,955
G-715-7320-3030 Heat	26,300	37,000	23,000	29,589	39,575	40,564	41,578	42,617
G-715-7320-3040 Hydro	92,320	82,000	82,000	63,569	94,000	96,350	98,759	101,228
G-715-7320-3045 Water / Sewage	5,700	5,000	4,100	1,600	4,300	4,408	4,518	4,631
G-715-7320-3050 Materials	5,050	5,200	6,350	1,003	5,650	5,791	5,936	6,084
G-715-7320-4050 Contractors	24,600	25,325	26,500	21,303	13,500	13,837	14,183	14,538
G-715-7320-4095 Maintenance Contracts	33,165	34,040	36,200	45,187	37,225	38,156	39,110	40,088
G-715-7320-4107 Building Maintenance	51,275	72,800	51,875	26,168	48,375	49,584	50,824	52,095
G-715-7320-4140 Training	0	0	0	111	0	0	0	0
G-715-7320-7820 Transfer To Reserve Fund	0	0	200,000	0	200,000	220,000	242,000	266,200
Total 7320 Agriplex	373,360	367,095	567,445	268,475	559,075	589,605	622,444	657,802
7321 Dufferin Arena								
G-715-7321-1460 Rental Income	(7,370)	(7,370)	(11,000)	0	(2,000)	(2,050)	(2,101)	(2,154)
G-715-7321-1461 Ice Rentals	(169,835)	(200,000)	(268,000)	(156,822)	(273,000)	(279,825)	(286,821)	(293,992)
G-715-7321-1499 Fee Discounts/Waivers	0	0	28,000	672	28,000	28,000	28,000	28,000
G-715-7321-1770 Recoverables	(35,392)	0	0	0	0	0	0	0
G-715-7321-1820 Contribution From Reserve	0	0	(11,000)	0	0	0	0	0
G-715-7321-1908 Interfunctional Fee Waivers	0	(28,000)	0	0	0	0	0	0
G-715-7321-2100 F.T. Salaries & Wages	138,640	143,980	147,370	75,089	164,170	169,095	174,168	179,393
G-715-7321-2110 P.T. Salaries & Wages	28,700	10,310	50,800	20,788	53,000	54,590	56,228	57,915
G-715-7321-2500 F.T. Benefits & Employer Costs	41,720	47,790	52,930	25,146	54,520	56,156	57,841	59,576
G-715-7321-2510 P.T. Benefits & Employer Costs	1,910	1,090	5,810	1,851	5,980	6,159	6,344	6,534
G-715-7321-3030 Heat	17,850	25,000	19,500	9,021	16,000	16,400	16,810	17,230
G-715-7321-3040 Hydro	82,200	72,000	64,000	34,278	70,000	71,750	73,544	75,383
G-715-7321-3045 Water / Sewage	5,000	5,000	8,000	3,600	7,800	7,995	8,195	8,400
G-715-7321-3050 Materials	9,025	9,250	9,530	6,130	8,725	8,943	9,167	9,396
G-715-7321-4050 Contractors	18,500	19,025	19,595	15,715	10,500	10,762	11,031	11,307

	2023	2024	2025	2025	2026	2027	2028	2029
715 FACILITIES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-715-7321-4095 Maintenance Contracts	45,675	47,025	48,425	30,669	49,600	50,840	52,111	53,414
G-715-7321-4107 Building Maintenance Contracts	26,065	48,150	44,415	16,146	27,800	28,495	29,207	29,937
G-715-7321-7820 Transfer To Reserve Fund	0	0	155,000	0	155,000	170,500	187,550	206,305
Total 7321 Dufferin Arena	202,688	193,250	363,375	82,283	376,095	397,810	421,274	446,644
7322 William Allman Arena								
G-715-7322-1460 Recreation Facilities Rental Incom	(28,370)	(28,370)	(34,490)	4,483	(6,200)	(6,355)	(6,514)	(6,677)
G-715-7322-1461 Ice Rentals	(231,173)	(234,000)	(305,000)	(173,434)	(310,000)	(317,750)	(325,694)	(333,836)
G-715-7322-1499 Fee Discounts/Waivers	0	0	25,000	3,352	25,000	25,000	25,000	25,000
G-715-7322-1770 Recoverables	(35,392)	0	0	0	0	0	0	0
G-715-7322-1820 Contribution From Reserve	0	0	(34,000)	0	0	0	0	0
G-715-7322-1908 Interfunctional Fee Waivers	0	(18,500)	0	0	0	0	0	0
G-715-7322-2100 F.T. Salaries & Wages	159,920	166,090	170,610	132,142	187,430	193,053	198,845	204,810
G-715-7322-2110 P.T. Salaries & Wages	28,700	10,310	50,800	34,509	53,000	54,590	56,228	57,915
G-715-7322-2500 F.T. Benefits & Employer Costs	48,130	55,140	61,280	43,612	63,120	65,014	66,964	68,973
G-715-7322-2510 P.T. Benefits & Employer Costs	1,910	1,090	5,540	4,136	5,710	5,881	6,057	6,239
G-715-7322-3030 Heat	32,000	42,000	48,000	18,488	41,500	42,537	43,600	44,690
G-715-7322-3040 Hydro	128,400	118,000	125,000	68,094	136,700	140,118	143,621	147,212
G-715-7322-3045 Water / Sewage	11,000	11,000	13,750	3,423	11,500	11,787	12,082	12,384
G-715-7322-3050 Materials	12,025	12,355	15,475	8,569	16,425	16,836	17,257	17,688
G-715-7322-4050 Contractors	18,500	19,025	19,595	11,319	10,500	10,762	11,031	11,307
G-715-7322-4095 Maintenance Contracts	55,575	57,210	58,910	55,841	60,675	62,192	63,747	65,341
G-715-7322-4107 Building Maintenance	33,565	86,500	110,975	76,543	51,000	52,275	53,582	54,922
G-715-7322-7820 Transfer To Reserve Fund	0	0	310,000	0	310,000	341,000	375,100	412,610
Total 7322 William Allman Arena	234,790	297,850	641,445	291,077	656,360	696,940	740,906	788,578
7323 Rotary Complex								
G-715-7323-1460 Rental Income	(174,600)	(174,600)	(216,000)	(226,184)	(242,000)	(248,050)	(254,251)	(260,607)
G-715-7323-1461 Ice Rentals	(676,052)	(725,000)	(975,000)	(402,466)	(985,000)	(1,009,625)	(1,034,866)	(1,060,738)
G-715-7323-1499 Fee Discounts/Waivers	0	0	75,000	37,991	75,000	75,000	75,000	75,000
G-715-7323-1770 Recoverables	(106,176)	0	0	0	0	0	0	0
G-715-7323-1820 Contribution From Reserve Fund	0	(50,000)	(48,000)	(712)	0	0	0	0
G-715-7323-1903 Interfunctional Maintenance	0	(5,500)	(5,660)	0	(5,800)	(6,090)	(6,395)	(6,715)
G-715-7323-1908 Interfunctional Fee Waivers	0	(80,000)	0	0	0	0	0	0
G-715-7323-2100 F.T. Salaries & Wages	479,010	500,910	521,450	297,721	495,370	510,231	525,538	541,304
G-715-7323-2110 P.T. Salaries & Wages	115,250	47,220	144,050	139,839	137,880	142,016	146,276	150,664
G-715-7323-2500 F.T. Benefits & Employer Costs	145,010	170,340	190,620	101,855	196,340	202,230	208,297	214,546
G-715-7323-2510 P.T. Benefits & Employer Costs	22,290	9,570	16,920	23,090	17,430	17,953	18,492	19,047
G-715-7323-3030 Heat	83,100	125,000	149,000	80,311	115,000	117,875	120,822	123,843
G-715-7323-3040 Hydro	308,240	268,000	300,000	219,015	367,000	376,175	385,579	395,218

	2023	2024	2025	2025	2026	2027	2028	2029
715 FACILITIES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-715-7323-3045 Water / Sewage	42,200	50,000	49,000	21,827	41,500	42,537	43,600	44,690
G-715-7323-3050 Materials	22,275	38,305	46,900	44,317	46,700	47,867	49,064	50,291
G-715-7323-4050 Contractors	30,900	31,900	40,000	35,844	20,000	20,500	21,012	21,537
G-715-7323-4095 Maintenance Contracts	83,665	86,185	90,270	83,237	92,300	94,607	96,972	99,396
G-715-7323-4107 Building Maintenance	104,220	192,960	166,070	128,817	98,000	100,450	102,961	105,535
G-715-7323-4155 Facility Improvements	62,360	0	0	0	0	0	0	0
G-715-7323-7820 Transfer To Reserve Fund	0	0	830,000	0	830,000	913,000	1,004,300	1,104,730
Total 7323 Rotary Complex	541,692	485,290	1,374,620	584,502	1,299,720	1,396,676	1,502,401	1,617,741
7324 Lions Pool								
G-715-7324-1460 Rental Income	(115,000)	(145,000)	(150,000)	(142,073)	(155,000)	(158,875)	(162,847)	(166,918)
G-715-7324-1499 Fee Discounts	0	0	0	25	0	0	0	0
G-715-7324-2100 F.T. Salaries & Wages	10,940	11,310	15,870	8,974	19,470	20,054	20,656	21,276
G-715-7324-2110 P.T. Salaries & Wages	251,970	302,850	236,821	209,144	246,350	253,741	261,353	269,194
G-715-7324-2500 F.T. Benefits & Employer Costs	3,260	3,730	5,660	6,958	5,830	6,005	6,185	6,371
G-715-7324-2510 P.T. Benefits & Employer Costs	24,390	28,280	24,050	13,197	24,770	25,513	26,278	27,066
G-715-7324-2700 Payroll - EAP, WSIB	0	500	500	0	500	515	530	546
G-715-7324-3030 Heat	7,100	7,300	5,000	568	10,000	10,250	10,506	10,769
G-715-7324-3040 Hydro	7,250	7,000	7,500	5,868	5,900	6,047	6,198	6,353
G-715-7324-3045 Water / Sewage	6,000	6,000	4,500	3,142	3,000	3,075	3,152	3,231
G-715-7324-3050 Materials	28,725	29,625	30,470	19,423	29,600	30,340	31,098	31,875
G-715-7324-4050 Contractors	7,600	14,725	15,165	9,952	3,500	3,587	3,677	3,769
G-715-7324-4095 Maintenance Contracts	5,050	5,175	5,320	1,246	5,475	5,612	5,752	5,896
G-715-7324-4107 Building Maintenance	22,850	80,050	114,225	43,694	50,000	51,250	52,531	53,844
G-715-7324-5010 Bank And Financing Charges	0	0	0	922	1,100	1,128	1,156	1,185
G-715-7324-7820 Transfer To Reserve Fund	0	0	100,000	0	100,000	110,000	121,000	133,100
Total 7324 Lions Pool	260,135	351,545	415,081	181,040	350,495	368,242	387,225	407,557
7325 National Stadium								
G-715-7325-2100 F.T. Salaries & Wages	1,460	1,510	3,170	2,110	3,240	3,337	3,437	3,540
G-715-7325-2500 F.T. Benefits & Employer Costs	440	500	1,130	805	1,160	1,195	1,231	1,268
G-715-7325-3030 Heat	465	450	400	314	475	487	499	511
G-715-7325-3040 Hydro	6,050	4,000	3,600	1,753	3,000	3,075	3,152	3,231
G-715-7325-3045 Water / Sewage	800	800	800	614	500	513	526	539
G-715-7325-3050 Materials	700	825	850	5,044	905	928	951	975
G-715-7325-4050 Contractors	1,950	2,025	2,025	4,640	1,000	1,025	1,051	1,077
G-715-7325-4095 Maintenance Contracts	1,350	1,400	1,025	372	1,025	1,051	1,077	1,104
G-715-7325-4107 Building Maintenance	6,925	16,550	7,250	12,915	7,200	7,380	7,564	7,753
G-715-7325-7820 Transfer To Reserve Fund	0	0	50,000	0	50,000	55,000	60,500	66,550
Total 7325 National Stadium	20,140	28,060	70,250	28,567	68,505	73,991	79,988	86,548

	2023	2024	2025	2025	2026	2027	2028	2029
715 FACILITIES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
7326 Packham Road Complex								
G-715-7326-1460 Rental Income	0	(48,000)	(48,000)	(35,209)	(39,000)	(39,975)	(40,974)	(41,998)
G-715-7326-1499 Fee Discounts	0	0	0	11,884	18,000	18,000	18,000	18,000
G-715-7326-2100 F.T. Salaries & Wages	0	125,380	120,950	69,734	137,660	141,790	146,044	150,425
G-715-7326-2110 P.T. Salaries & Wages	0	11,120	22,630	19,994	30,320	31,230	32,167	33,132
G-715-7326-2500 F.T. Benefits & Employer Costs	0	31,590	43,450	26,354	44,750	46,093	47,476	48,900
G-715-7326-2510 P.T. Benefits & Employer Costs	0	1,210	2,950	4,190	3,040	3,131	3,225	3,322
G-715-7326-3040 Hydro	0	22,000	18,000	16,671	20,250	20,756	21,275	21,807
G-715-7326-3045 Water / Sewage	0	14,000	14,000	25,997	14,500	14,862	15,234	15,615
G-715-7326-3050 Materials	0	11,500	11,845	2,140	11,500	11,787	12,082	12,384
G-715-7326-4050 Contractors	0	5,000	5,150	1,064	1,250	1,281	1,313	1,346
G-715-7326-4095 Maintenance Contracts	0	16,300	16,780	13,864	16,700	17,118	17,546	17,985
G-715-7326-4107 Building Maintenance	0	40,000	30,600	14,723	40,000	41,000	42,025	43,076
Total 7326 Packham Road Complex	0	230,100	238,355	171,406	298,970	307,073	315,413	323,994
7327 Boathouse								
G-715-7327-1450 Rent And Lease Revenue	0	(9,000)	(9,000)	(8,750)	(10,500)	(10,762)	(11,031)	(11,307)
G-715-7327-1820 Contribution From Reserve	0	0	(18,000)	0	0	0	0	0
G-715-7327-2100 F.T. Salaries & Wages	0	39,470	41,540	26,476	43,970	45,289	46,648	48,047
G-715-7327-2110 P.T. Salaries & Wages	0	23,130	10,610	4,191	10,810	11,134	11,468	11,812
G-715-7327-2500 F.T. Benefits & Employer Costs	0	11,420	15,830	9,055	16,300	16,789	17,293	17,812
G-715-7327-2510 P.T. Benefits & Employer Costs	0	3,510	1,320	1,136	1,360	1,401	1,443	1,486
G-715-7327-3030 Heat	0	8,000	4,000	887	2,000	2,050	2,101	2,154
G-715-7327-3040 Hydro	0	8,250	7,800	4,088	7,000	7,175	7,354	7,538
G-715-7327-3045 Water / Sewage	0	4,275	4,000	2,025	4,225	4,331	4,439	4,550
G-715-7327-3050 Materials	0	3,500	3,600	476	2,000	2,050	2,101	2,154
G-715-7327-4050 Contractors	0	6,000	6,180	2,267	2,500	2,563	2,627	2,693
G-715-7327-4095 Maintenance Contracts	0	6,500	7,100	5,228	7,100	7,277	7,459	7,645
G-715-7327-4107 Building Maintenance	0	35,000	30,360	2,418	9,000	9,225	9,456	9,692
G-715-7327-7820 Transfer To Reserve Fund	0	0	20,000	0	20,000	22,000	24,200	26,620
Total 7327 Boathouse	0	140,055	125,340	49,497	115,765	120,522	125,558	130,896
Total 715 Facilities	**1,632,805**	**2,093,245**	**3,795,911**	**1,678,849**	**3,724,985**	**3,950,859**	**4,195,209**	**4,459,760**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G141 Facilities - City Buildings**

Department/Division Overview:

The Facilities Division oversees the operations and maintenance of the City Buildings that include City Hall, City Hall Annex (82 Erie Street), Administration of Justice Building, Normal School (270 Water Street), Stratford Tourism Alliance (47 Downie Street), Transit Terminal Washrooms, Boathouse Washrooms, Anne Hathaway Daycare, and the Public Library.

Staffing consists of Facility Maintenance (2), Facility Plumber (1), Facility Electrician (1), Lead Hand (2), Full-Time Custodian (12), and Part-Time Custodian (5) employees. These employees perform maintenance and repairs along with the custodial and janitorial duties of the buildings.

Utilizing software to monitor and review a work management system, data tracking of all revenue and expenses for individual facilities, cost benefit analysis of contracted services, and tracking the utilization of individual recreational facilities are established methods. These processes enable consistency in the maintenance and capital improvements of all facilities and allow staff to analyze facility maintenance and expenses to compare to actual spend per facility versus budget.

Key Activities Planned for 2026:

Upgrading the washroom fixtures (toilets, urinals, sinks) in the washrooms at City Hall will enhance functionality and efficiency. New fixtures are designed to reduce water consumption, which is both environmentally friendly and cost-effective. Upgrading the fixtures can address common issues such as leaks, low water pressure, and inconsistent water temperature which will result in a decrease to maintenance and utility costs.

Facility energy management and energy savings is a continued goal for staff. Planned proposed projects, including washroom fixture replacements, installation of occupancy sensors for lighting, maintenance of HVAC equipment, and exterior envelope maintenance, will help to generate facility energy and cost savings.

We will continue to maintain and complete repairs and maintenance and provide exemplary cleaning protocols at City Buildings.

The implementation of the facility maintenance request form has improved the process for completing maintenance and repairs at corporate facilities for both internal maintenance staff and external contractors. Phase 2 of the implementation is to utilize corporate asset management software (Pearl, City Wide) to link the maintenance and repairs with the individual assets for each facility. This process will enable the division to be able to monitor and track maintenance and expenses for individual assets, and schedule routine and preventative maintenance to help extend the life of the assets.

New Initiatives Planned for 2026 and included in the 2026 budget:

The completion of the feasibility studies for the seven largest energy emitting corporate facilities will outline potential major capital projects that can be completed at the facilities that will result in the reduction of Greenhouse Gas Emissions, minimize carbon taxes and lower utility costs, while improving energy efficiency. The feasibility studies will qualify the Corporation to be shovel ready for additional grant funding opportunities to provide funding to complete capital replacement projects to be investigated by staff. The feasibility studies will be received in late 2025, meaning that staff can begin to apply for FCM grant funding programs in 2026.

We will be reviewing and analyzing the annual expenses for labour for Heating, Ventilation and Air Conditioning (HVAC) trades at all facilities. This will provide information to create a business case for an expansion request for an internal Facility HVAC employee that would result in contractor cost savings and increase maintenance service delivery for facilities.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

This Work Plan aligns with the Corporation's strategic priorities to enhance energy efficiency to achieve the corporate climate action goals and advance the maintenance of infrastructure to ensure maintenance and projects are completed on schedule and in a timely manner. Several energy efficient measures and upgrades are implemented in the workplan to generate facility energy and utility savings.

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

This workplan aligns with the corporation's strategic priority to implement the Municipal Cultural Plan to ensure that the City Hall Auditorium and Market Square are appropriately staffed to accommodate and support the implementation of new programs and initiatives at those locations.

Explain Significant Changes from 2025 including applying a climate lens:

Increases to the building maintenance expenses for the Administration of Justice Building (interior finish maintenance), City Hall (washroom fixture upgrades, interior finish maintenance), Public Library (flooring repairs, exterior sealant maintenance), and City Hall Annex (wall heater upgrades, foundation wall repairs) are required to complete the scheduled replacements to continue to provide services at the expected levels. The upgrades, repairs, and maintenance to facilities are expected to result in energy efficiency and greenhouse gas (GHG) emissions to reduce the energy and utility consumption.

With the hiring of internal Facility Plumber and Facility Electrician staff, contracted trades services for plumbing and electrical expenses will be reduced and are reflected in the budgets for each facility.

	2023	2024	2025	2025	2026	2027	2028	2029
141 CITY BUILDINGS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1250 Administration-City Buildings								
G-141-1250-1810 Contribution From Reserve	0	0	(50,000)	0	0	0	0	0
G-141-1250-3170 Uniforms	3,100	4,500	4,500	4,752	5,000	5,125	5,253	5,384
G-141-1250-4040 Consultants	0	50,000	50,000	0	0	0	0	0
G-141-1250-4142 Training Expenses	2,990	4,000	4,000	1,282	6,000	6,150	6,304	6,462
G-141-1250-7820 Transfer To Reserve Funds	675,000	1,500,000	561,700	0	561,700	617,870	679,657	747,623
Total 1250 Administration-City Buildings	681,090	1,558,500	570,200	6,034	572,700	629,145	691,214	759,469
1255 City Hall								
G-141-1255-1470 Rentals And Leases	(7,000)	(5,000)	(6,000)	(5,335)	(6,000)	(6,150)	(6,304)	(6,462)
G-141-1255-1499 Fee Discounts	0	0	0	1,323	0	0	0	0
G-141-1255-2100 F.T. Salaries & Wages	133,530	140,250	143,370	121,313	154,370	159,001	163,771	168,684
G-141-1255-2110 P.T. Salaries & Wages	41,900	34,390	21,220	8,516	21,630	22,279	22,947	23,635
G-141-1255-2500 F.T. Benefits & Employer Costs	41,520	42,920	54,380	34,562	56,010	57,690	59,421	61,204
G-141-1255-2510 P.T. Benefits & Employer Costs	13,080	4,790	2,640	1,871	2,720	2,802	2,886	2,973
G-141-1255-3030 Heat	14,420	18,000	24,000	19,480	24,000	24,600	25,215	25,845
G-141-1255-3040 Hydro	73,000	65,000	65,000	40,592	61,750	63,294	64,876	66,498
G-141-1255-3045 Water / Sewage	5,600	3,800	3,000	1,571	2,750	2,819	2,889	2,961
G-141-1255-3050 Materials	15,450	16,000	5,000	2,342	5,000	5,125	5,253	5,384
G-141-1255-4050 Contractors	12,350	15,550	16,025	14,068	10,500	10,762	11,031	11,307
G-141-1255-4095 Maintenance Contracts	0	24,500	41,165	17,639	41,500	42,537	43,600	44,690
G-141-1255-4105 Snow Removal	18,550	17,000	17,000	15,859	17,000	17,425	17,861	18,308
G-141-1255-4107 Building Maintenance	186,050	58,175	131,025	12,497	45,000	46,125	47,278	48,460
G-141-1255-4124 Cable/Satellite	2,100	2,000	2,000	611	2,000	2,050	2,101	2,154
G-141-1255-7820 Transfer To Reserve Funds	0	0	400,000	0	400,000	440,000	484,000	532,400
G-141-1255-7907 Interfunctional Telephone	4,500	0	0	0	0	0	0	0
G-141-1255-9030 Equipment Purchases	1,550	2,000	12,000	0	2,000	2,050	2,101	2,154
Total 1255 City Hall	556,600	439,375	931,825	286,909	840,230	892,409	948,926	1,010,195
1256 Discovery Centre (Former Teach								
G-141-1256-1470 Rentals & Leases	(115,000)	(115,000)	(135,000)	(48,333)	(148,625)	(152,341)	(156,150)	(160,054)
G-141-1256-4095 Maintenance Contracts	0	0	2,000	0	2,000	2,050	2,101	2,154
G-141-1256-4107 Building Maintenance	15,900	16,375	17,000	1,628	17,000	17,425	17,861	18,308
G-141-1256-5062 Property Taxes	9,690	10,136	10,983	10,943	11,326	11,609	11,899	12,196
G-141-1256-7820 Transfer To Reserve Funds	89,410	0	100,000	0	100,000	110,000	121,000	133,100
Total 1256 Discovery Centre (Former Teach	0	(88,489)	(5,017)	(35,762)	(18,299)	(11,257)	(3,289)	5,704
1257 Market Square								
G-141-1257-3050 Materials	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
G-141-1257-4105 Market Square- Snow Removal	2,000	2,000	2,000	0	2,000	2,050	2,101	2,154
G-141-1257-4107 Building Maintenance/Custodial	2,400	2,500	2,500	752	2,500	2,563	2,627	2,693
G-141-1257-9010 Market Square-Furnishings	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
Total 1257 Market Square	6,400	6,500	6,500	752	6,500	6,663	6,830	7,001

	2023	2024	2025	2025	2026	2027	2028	2029
141 CITY BUILDINGS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
1266 82 Erie St								
G-141-1266-1470 Rentals And Leases	0	0	0	(14,459)	0	0	0	0
G-141-1266-1810 Contribution From Reserves	0	0	(25,000)	0	0	0	0	0
G-141-1266-1820 Contribution From Reserve	0	0	(9,000)	0	0	0	0	0
G-141-1266-1903 Interfunctional Maintenance	(94,000)	(29,080)	(29,950)	0	(30,700)	(32,235)	(33,847)	(35,539)
G-141-1266-1904 Interfunctional Rent	(404,000)	(404,000)	(404,000)	0	(404,000)	(424,200)	(445,410)	(467,681)
G-141-1266-2100 F.T. Salaries & Wages	114,730	81,600	88,720	65,329	98,650	101,610	104,658	107,798
G-141-1266-2110 P.T. Salaries & Wages	33,750	18,970	21,220	5,719	21,630	22,279	22,947	23,635
G-141-1266-2500 F.T. Benefits & Employer Costs	35,870	26,100	33,480	22,124	34,480	35,514	36,579	37,676
G-141-1266-2510 P.T. Benefits & Employer Costs	10,530	3,030	2,640	1,274	2,720	2,802	2,886	2,973
G-141-1266-3030 Heat	8,300	9,500	10,500	4,620	8,000	8,200	8,405	8,615
G-141-1266-3040 Hydro	60,000	55,000	55,000	28,183	51,250	52,531	53,844	55,190
G-141-1266-3045 Water / Sewage	2,300	2,100	2,600	1,587	3,000	3,075	3,152	3,231
G-141-1266-3050 Materials	7,200	10,000	5,000	513	5,000	5,125	5,253	5,384
G-141-1266-4050 Contractors	0	16,500	17,000	6,845	8,225	8,431	8,642	8,858
G-141-1266-4095 Maintenance Contracts	0	23,700	37,375	16,096	37,550	38,489	39,451	40,437
G-141-1266-4105 Snow Removal	6,200	7,000	7,000	9,721	9,000	9,225	9,456	9,692
G-141-1266-4107 Building Maintenance	21,550	13,000	44,000	17,853	50,000	51,250	52,531	53,844
G-141-1266-7820 Transfer To Reserve Funds	0	0	96,500	0	96,500	106,150	116,765	128,442
G-141-1266-9030 Equipment Purchases	1,550	27,000	27,000	0	2,000	2,050	2,101	2,154
Total 1266 82 Erie St	(196,020)	(139,580)	(19,915)	165,405	(6,695)	(9,704)	(12,587)	(15,291)
2230 Admin Of Justice Bldg								
G-141-2230-1470 Rentals And Leases	(245,342)	(245,342)	(285,342)	(210,158)	(245,342)	(251,476)	(257,763)	(264,207)
G-141-2230-1770 Recoverables	(36,000)	0	0	0	0	0	0	0
G-141-2230-1820 Contribution From Reserve	0	0	(31,500)	0	0	0	0	0
G-141-2230-1903 Interfunctional Maintenance	0	(10,905)	0	0	0	0	0	0
G-141-2230-1904 Interfunctional Rent	0	0	(313,741)	0	(298,097)	(313,002)	(328,652)	(345,085)
G-141-2230-2100 F.T. Salaries & Wages	152,390	155,700	163,300	112,184	174,670	179,910	185,307	190,866
G-141-2230-2110 P.T. Salaries & Wages	32,300	28,760	21,220	4,018	21,630	22,279	22,947	23,635
G-141-2230-2500 F.T. Benefits & Employer Costs	47,720	51,060	58,640	33,423	60,400	62,212	64,078	66,000
G-141-2230-2510 P.T. Benefits & Employer Costs	10,080	4,150	2,640	909	2,720	2,802	2,886	2,973
G-141-2230-3030 Heat	10,800	10,000	8,500	6,992	8,000	8,200	8,405	8,615
G-141-2230-3040 Hydro	70,000	65,000	65,000	47,580	70,250	72,006	73,806	75,651
G-141-2230-3045 Water / Sewage	3,000	3,000	3,975	2,288	3,325	3,408	3,493	3,580
G-141-2230-3050 Materials	11,300	11,650	5,000	2,398	5,000	5,125	5,253	5,384
G-141-2230-4020 Service Contracts	0	0	0	5,296	0	0	0	0
G-141-2230-4050 Contractors	0	20,000	20,600	17,907	12,500	12,812	13,132	13,460
G-141-2230-4095 Maintenance Contracts	0	5,775	19,825	19,181	20,000	20,500	21,012	21,537
G-141-2230-4105 Snow Removal	10,300	11,000	10,000	8,575	10,000	10,250	10,506	10,769
G-141-2230-4107 Building Maintenance	81,700	62,500	123,500	38,369	25,000	25,625	26,266	26,923

	2023	2024	2025	2025	2026	2027	2028	2029
141 CITY BUILDINGS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-141-2230-5062 Property Taxes	29,540	31,308	34,583	34,921	36,144	37,048	37,974	38,923
G-141-2230-7820 Transfer To Reserve Funds	0	0	91,800	0	91,800	100,980	111,078	122,186
G-141-2230-9030 Equipment Purchases	2,000	2,000	2,000	0	2,000	2,050	2,101	2,154
Total 2230 Admin Of Justice Bldg	179,788	205,656	0	123,883	0	729	1,829	3,364
2252 154 Downie St								
G-141-2252-3050 Materials	1,000	0	0	0	0	0	0	0
Total 2252 154 Downie St	1,000	0	0	0	0	0	0	0
6390 Anne Hathaway Bldg								
G-141-6390-1820 Contribution From Reserve	0	0	(11,000)	0	0	0	0	0
G-141-6390-1903 Interfunctional Maintenance	0	0	(50,425)	0	0	0	0	0
G-141-6390-2100 F.T. Salaries & Wages	65,370	0	0	0	0	0	0	0
G-141-6390-2110 P.T. Salaries & Wages	5,700	0	0	0	0	0	0	0
G-141-6390-2500 F.T. Benefits & Employer Costs	20,380	0	0	0	0	0	0	0
G-141-6390-2510 P.T. Benefits & Employer Costs	1,780	0	0	0	0	0	0	0
G-141-6390-3050 Materials	6,000	6,200	1,000	1,059	1,000	1,025	1,051	1,077
G-141-6390-4050 Contractors	0	5,000	5,150	3,154	1,000	1,025	1,051	1,077
G-141-6390-4095 Maintenance Contracts	0	1,525	9,275	9,221	11,050	11,326	11,609	11,899
G-141-6390-4107 Building Maintenance	5,100	38,000	46,000	2,325	10,000	10,250	10,506	10,769
Total 6390 Anne Hathaway Bldg	104,330	50,725	0	15,759	23,050	23,626	24,217	24,822
8216 47 Downie Street								
G-141-8216-1903 Interfunctional Maintenance	(51,520)	0	0	0	0	0	0	0
G-141-8216-2100 F.T. Salaries & Wages	7,480	30,580	31,950	9,796	34,200	35,226	36,283	37,371
G-141-8216-2110 P.T. Salaries & Wages	19,610	15,830	10,610	959	10,810	11,134	11,468	11,812
G-141-8216-2500 F.T. Benefits & Employer Costs	10,290	8,780	12,150	3,373	12,510	12,885	13,272	13,670
G-141-8216-2510 P.T. Benefits & Employer Costs	6,120	2,330	1,320	280	1,360	1,401	1,443	1,486
G-141-8216-3030 Heat	3,600	4,000	4,000	2,855	3,500	3,587	3,677	3,769
G-141-8216-3040 Hydro	5,000	4,500	4,000	2,556	3,750	3,844	3,940	4,038
G-141-8216-3045 Water / Sewage	1,000	750	925	596	700	717	735	753
G-141-8216-3050 Materials	1,550	1,600	1,650	9	1,650	1,691	1,733	1,776
G-141-8216-4050 Contractors	0	7,700	7,925	1,978	5,500	5,637	5,778	5,922
G-141-8216-4095 Maintenance Contracts	0	2,300	4,400	1,345	4,500	4,613	4,728	4,846
G-141-8216-4105 Snow Removal	4,150	4,800	4,000	3,867	4,000	4,100	4,203	4,308
G-141-8216-4107 Building Maintenance	12,350	5,000	5,000	664	12,000	12,300	12,607	12,922
G-141-8216-9030 Equipment Purchases	1,000	2,000	2,000	0	2,000	2,050	2,101	2,154
Total 8216 47 Downie Street	20,630	90,170	89,930	28,278	96,480	99,185	101,968	104,827
8290 246 Railway Ave								
G-141-8290-3040 Hydro	370	400	400	246	0	0	0	0
G-141-8290-4107 Building Maintenance	1,000	1,000	1,000	0	0	0	0	0
Total 8290 246 Railway Ave	1,370	1,400	1,400	246	0	0	0	0

	2023	2024	2025	2025	2026	2027	2028	2029
141 CITY BUILDINGS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
8292 Library								
G-141-8292-1820 Contribution From Reserve	0	0	(39,000)	0	0	0	0	0
G-141-8292-1903 Interfunctional Maintenance	0	0	(68,310)	0	(64,347)	(67,564)	(70,942)	(74,489)
G-141-8292-2100 F.T. Salaries & Wages	7,480	3,890	3,170	0	3,237	3,334	3,434	3,537
G-141-8292-2500 F.T. Benefits & Employer Costs	2,210	840	1,130	0	1,160	1,195	1,231	1,268
G-141-8292-3050 Materials	0	1,500	1,550	326	1,500	1,537	1,575	1,614
G-141-8292-4050 Contractors	0	10,000	10,325	14,390	6,250	6,406	6,566	6,730
G-141-8292-4095 Maintenance Contracts	0	5,000	5,135	2,912	5,200	5,330	5,463	5,600
G-141-8292-4105 Snow Removal	13,000	16,500	12,000	14,441	15,000	15,375	15,759	16,153
G-141-8292-4107 Building Maintenance	103,750	54,500	74,000	8,310	32,000	32,800	33,620	34,461
Total 8292 Library	126,440	92,230	0	40,379	0	(1,587)	(3,294)	(5,126)
Total 141 City Buildings	**1,481,628**	**2,216,487**	**1,574,923**	**631,883**	**1,513,966**	**1,629,209**	**1,755,814**	**1,894,965**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G721 Programs - Recreation**

Department/Division Overview:

The Recreation Program Division comprises 6 full-time staff, and approximately 65 casual summer staff. It is responsible for the coordination and oversight of the development, operation, and evaluation of recreation programs, cultural initiatives, and events, through direct offerings, facilitation, and in collaboration with community groups. These programs and events offer a variety of opportunities for children and youth through to senior aged community members and visitors.

Five key areas are:

1) Camps – three site locations ranging in age from 4 to 12
2) Pool Programs
3) Senior Lakeside Active Adults Association – over 700 members
4) Direct Events – Canada Day Parade and Santa's Parade of Lights
5) Community indoor and outdoor events – supporting initiatives on municipal owned and operated spaces.

The Division manages the website, promotion, sponsorship and advertising, and the registration software for all divisions within the Community Services Department. It leads rental management through developing contracts, site plans, long-term user agreements, and related financial processes.

The team is responsible for leading the implementation of two key Council approved initiatives:

1) The City of Stratford Cultural Plan
2) Sport Tourism Strategy - in partnership with Destination Stratford

The Division applies for grants and seeks out sponsorships relevant to the work portfolio to support operational expenditures as well as piloting innovative programming.

Key Activities Planned for 2026:

- Continue the implementation of the Cultural Plan.
- Strengthen the framework of the Municipal Partnership Program as a source of revenue generation.

- Continue to partner with Destination Stratford in the implementation of the Sport Tourism Strategy.
- Continue to develop NextStrat Esport Lounge programming in partnership with ENorth Media to engage youth.

New Initiatives Planned for 2026 and included in the 2026 budget:

- Development of a Sponsorship Policy to provide consistent process in sponsor agreements and increased revenue.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Intentionally Change To Support The Future

Objectives:

- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Explain Significant Changes from 2025 including applying a climate lens:

Not applicable.

	2023	2024	2025	2025	2026	2027	2028	2029
721 RECREATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
7200 Recreation Programs								
G-721-7200-1120 Canada Grants	0	(12,185)	(8,000)	(14,000)	(20,000)	(20,500)	(21,012)	(21,537)
G-721-7200-1130 Ontario Grants	(47,700)	(47,700)	(55,000)	(13,750)	(55,000)	(56,375)	(57,784)	(59,229)
G-721-7200-1330 Advertising Revenue	(15,000)	(20,000)	(32,500)	(69,462)	(60,000)	(61,500)	(63,037)	(64,613)
G-721-7200-1350 Revenue - Recreation Programs	(160,500)	(212,525)	(212,100)	(189,614)	(213,500)	(218,837)	(224,308)	(229,916)
G-721-7200-1405 Special Events	0	0	0	(4,230)	(9,000)	(9,225)	(9,456)	(9,692)
G-721-7200-1570 Donations	(2,500)	0	0	0	0	0	0	0
G-721-7200-1810 Contribution From Reserves	(117,150)	(110,000)	(75,000)	0	0	0	0	0
G-721-7200-2100 F.T. Salaries & Wages	406,277	565,880	559,290	402,038	568,930	585,998	603,578	621,685
G-721-7200-2110 P.T. Salaries & Wages	178,640	261,240	235,027	198,795	240,170	247,375	254,796	262,440
G-721-7200-2500 F.T. Benefits & Employer Costs	100,920	149,740	191,920	121,693	197,680	203,610	209,718	216,010
G-721-7200-2510 P.T. Benefits & Employer Costs	19,720	25,600	24,820	12,639	25,560	26,327	27,117	27,931
G-721-7200-3010 Clothing	6,550	3,050	2,900	1,300	2,900	2,972	3,046	3,122
G-721-7200-3050 Materials	26,500	30,000	30,000	12,093	34,000	34,850	35,721	36,614
G-721-7200-3070 Office Supplies	2,500	1,750	1,750	977	1,750	1,794	1,839	1,885
G-721-7200-3090 Copier/Printer Lease	1,950	2,400	2,100	1,746	2,500	2,563	2,627	2,693
G-721-7200-3120 Meal & Meeting Costs	1,500	1,500	750	0	750	769	788	808
G-721-7200-4010 Advertising	42,500	42,500	40,000	5,408	37,500	38,438	39,399	40,384
G-721-7200-4020 Service Contracts	50,000	72,550	70,150	42,576	74,000	75,850	77,746	79,690
G-721-7200-4035 Conferences-Accommodations	4,500	4,500	4,500	3,520	4,500	4,613	4,728	4,846
G-721-7200-4036 Conferences-Expenses	1,500	1,500	1,500	0	1,000	1,025	1,051	1,077
G-721-7200-4037 Conferences-Registration	3,500	3,500	3,500	0	3,500	3,587	3,677	3,769
G-721-7200-4038 Conferences-Travel/Mileage	1,750	1,750	1,750	0	1,750	1,794	1,839	1,885
G-721-7200-4040 Consultants	16,500	0	0	0	0	0	0	0
G-721-7200-4095 Maintenance Contracts	27,000	27,000	27,000	19,502	27,000	27,675	28,367	29,076
G-721-7200-4097 Memberships	3,100	3,100	4,000	2,308	4,000	4,100	4,203	4,308
G-721-7200-4142 Training-Expenses	1,000	1,000	2,000	3,262	4,000	4,100	4,203	4,308
G-721-7200-4150 Mileage	2,000	2,000	500	139	500	513	526	539
G-721-7200-4160 Special Projects	115,000	12,185	8,000	3,588	20,000	20,500	21,012	21,537
G-721-7200-4164 Special Events	56,000	82,275	84,525	45,578	84,525	86,638	88,804	91,024
G-721-7200-5010 Bank & Financing Chgs	0	0	0	8,146	10,300	10,557	10,821	11,092
G-721-7200-7820 Transfer To Reserve Fund	0	0	0	0	5,000	5,500	6,050	6,655
G-721-7200-7907 Interfunctional Telephone	3,000	3,000	2,040	0	2,532	2,659	2,792	2,932
Total 7200 Recreation Programs	729,057	895,610	915,422	594,252	996,847	1,027,370	1,058,851	1,091,323
7300 Recreation Facilities								
G-721-7300-1350 Program Revenue	0	0	0	(22,131)	0	0	0	0
G-721-7300-1460 Facility Rental Income	(6,000)	(4,000)	(4,000)	(26,562)	(10,000)	(10,250)	(10,506)	(10,769)
G-721-7300-1461 Ice Rentals	0	0	0	(8,305)	0	0	0	0

	2023	2024	2025	2025	2026	2027	2028	2029
721 RECREATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-721-7300-1462 Hall Rentals	0	0	0	(17,625)	0	0	0	0
G-721-7300-1499 Fee Discounts	0	0	0	2,610	0	0	0	0
G-721-7300-1810 Contribution From Reserves	0	0	(50,000)	0	0	0	0	0
G-721-7300-1820 Contribution From Reserve Fund	0	0	(87,580)	0	(82,580)	0	0	0
G-721-7300-1903 Interfunctional Maintenance	0	0	(11,235)	0	(11,515)	(12,091)	(12,696)	(13,331)
G-721-7300-1908 Interfunctional Fee Waivers	(120,000)	0	0	0	0	0	0	0
G-721-7300-2100 F.T. Salaries & Wages	570,557	496,590	549,080	651,409	765,010	787,960	811,599	835,947
G-721-7300-2110 P.T. Salaries & Wages	93,340	117,580	44,630	112,180	46,480	47,874	49,310	50,789
G-721-7300-2500 F.T. Benefits & Employer Costs	194,250	218,260	225,020	190,496	294,370	303,201	312,297	321,666
G-721-7300-2510 P.T. Benefits & Employer Costs	16,840	12,280	4,760	23,817	4,900	5,047	5,198	5,354
G-721-7300-2700 Other Payroll Expenses	0	250	260	477	350	361	372	383
G-721-7300-3010 Clothing	25,000	26,000	26,000	17,096	28,000	28,700	29,417	30,152
G-721-7300-3030 Heat	1,200	1,500	1,550	651	1,175	1,204	1,234	1,265
G-721-7300-3040 Hydro	45,650	20,000	20,650	6,578	12,000	12,300	12,607	12,922
G-721-7300-3045 Water/Sewage	71,125	57,025	58,740	47,873	61,500	63,037	64,613	66,228
G-721-7300-3050 Materials	26,400	16,650	10,285	7,097	17,400	17,835	18,281	18,738
G-721-7300-3070 Office Supplies	3,625	3,725	3,840	3,798	3,950	4,049	4,150	4,254
G-721-7300-3090 Copier/Printer Lease	1,850	2,300	2,800	1,890	2,500	2,563	2,627	2,693
G-721-7300-3100 Postage	300	300	300	338	300	308	316	324
G-721-7300-3180 Vehicle-Fuel	8,000	8,000	0	109	0	0	0	0
G-721-7300-3190 Vehicle-Repairs,Maint	6,250	6,400	0	10	0	0	0	0
G-721-7300-4010 Advertising	8,500	10,000	10,000	483	0	0	0	0
G-721-7300-4036 Conferences-Expenses	0	500	500	0	500	513	526	539
G-721-7300-4037 Conferences-Registration	0	2,000	2,500	707	2,500	2,563	2,627	2,693
G-721-7300-4038 Conferences-Travel/Mileage	0	300	300	0	350	359	368	377
G-721-7300-4040 Consultants	50,000	50,000	100,000	12,369	50,000	51,250	52,531	53,844
G-721-7300-4050 Contractors	21,550	20,000	20,600	9,978	12,500	12,812	13,132	13,460
G-721-7300-4095 Maintenance Contracts	46,040	31,590	31,610	8,722	22,650	23,216	23,796	24,391
G-721-7300-4097 Memberships	4,000	4,000	4,000	1,312	4,500	4,613	4,728	4,846
G-721-7300-4107 Building Maintenance	126,375	113,500	71,590	44,538	50,850	52,121	53,424	54,760
G-721-7300-4110 Telephone - Basic	0	0	0	2,225	0	0	0	0
G-721-7300-4124 Cable/Satellite	3,300	3,300	3,300	2,924	4,000	4,100	4,203	4,308
G-721-7300-4140 Training- Registration	9,500	11,500	13,500	11,373	15,500	15,887	16,284	16,691
G-721-7300-4142 Training - Expenses	2,000	2,500	2,500	320	2,500	2,563	2,627	2,693
G-721-7300-5010 Bank & Financing Chgs	0	0	0	550	30,200	30,955	31,729	32,522
G-721-7300-5030 Interest On Long-Term Debt	424,990	382,369	335,235	171,189	296,115	281,309	267,244	253,882
G-721-7300-5035 Principal On Long-Term Debt	1,018,340	1,018,896	863,965	439,257	849,413	806,942	766,595	728,265

	2023	2024	2025	2025	2026	2027	2028	2029
721 RECREATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-721-7300-7820 Transfer To Reserve Funds	1,120,000	2,200,000	829,000	0	815,400	896,940	986,634	1,085,297
G-721-7300-7901 Interfunctional IT Support	0	385,395	363,288	0	373,235	391,897	411,492	432,067
G-721-7300-7905 Interfunctional Fleet	149,000	67,250	147,050	0	153,140	160,797	168,837	177,279
G-721-7300-7907 Interfunctional Telephone	33,360	38,460	31,610	0	27,814	29,205	30,665	32,198
Total 7300 Recreation Facilities	3,955,342	5,324,420	3,625,648	1,697,753	3,845,007	4,020,140	4,126,261	4,246,727
Total 721 Recreation	**4,684,399**	**6,220,030**	**4,541,070**	**2,292,005**	**4,841,854**	**5,047,510**	**5,185,112**	**5,338,050**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G731 Cemetery**

Department/Division Overview:

Avondale Cemetery provides the community with cemetery services. We are dedicated to helping families and individuals understand and make decisions regarding cemetery services and products. We do this in a manner that is sensitive, caring, and comforting.

The Cemetery lands are approximately 68 acres within excess of 32,000 interred. The Cemetery averages 300 interments a year, consisting of traditional casket burials, cremation burials, and niche interments, along with a scattering garden option.

Key Activities Planned for 2026:

- Ongoing cycle of Cemetery Road and parking lot paving, identified areas to be resurfaced
- Ongoing leveling of historic monuments

New Initiatives Planned for 2026 and included in the 2026 budget:

Not applicable.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan contributes to the current service delivery by continuing to meet the needs of our customers.

Explain Significant Changes from 2025 including applying a climate lens:

Not applicable.

	2023	2024	2025	2025	2026	2027	2028	2029
731 CEMETERY	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
5500 Cemetery Operations								
G-731-5500-1440 BAO Licence Fee	0	0	0	(5,590)	0	0	0	0
G-731-5500-1470 Rentals And Leases	(320,000)	(320,000)	(360,000)	0	(369,000)	(378,225)	(387,681)	(397,373)
G-731-5500-1610 Sales	0	0	0	(257,207)	0	0	0	0
G-731-5500-1820 Contribution From Reserve Fund	(10,000)	(10,000)	(10,000)	0	(10,000)	0	0	0
G-731-5500-1830 Contribution From Trust Funds	(75,000)	(75,000)	(90,000)	0	(90,000)	(90,000)	(90,000)	(90,000)
G-731-5500-2100 F.T. Salaries & Wages	402,210	408,500	429,350	294,301	437,230	450,347	463,857	477,773
G-731-5500-2110 P.T. Salaries & Wages	35,280	34,620	19,190	26,051	19,570	20,157	20,762	21,385
G-731-5500-2500 F.T. Benefits & Employer Costs	122,280	138,100	145,000	101,171	149,350	153,831	158,446	163,199
G-731-5500-2510 P.T. Benefits & Employer Costs	6,600	5,280	2,930	2,505	3,020	3,111	3,204	3,300
G-731-5500-3010 Clothing	2,000	2,000	2,000	525	2,000	2,050	2,101	2,154
G-731-5500-3030 Heat	3,800	3,800	3,800	3,025	3,500	3,587	3,677	3,769
G-731-5500-3040 Hydro	7,000	6,000	6,000	3,694	5,750	5,894	6,041	6,192
G-731-5500-3045 Water / Sewage	7,000	4,800	4,800	7,478	4,920	5,043	5,169	5,298
G-731-5500-3050 Materials	35,000	50,000	60,000	41,030	60,000	61,500	63,037	64,613
G-731-5500-3070 Office Supplies	600	500	500	742	520	533	546	560
G-731-5500-3090 Copier/Printer Lease	1,450	1,670	1,700	1,081	1,600	1,640	1,681	1,723
G-731-5500-3100 Postage	300	500	500	289	500	513	526	539
G-731-5500-3140 Repairs&Maint-Bldg,Equip	10,000	10,000	10,000	6,197	10,000	10,250	10,506	10,769
G-731-5500-3180 Vehicle - Fuel	30,000	30,000	20,000	0	0	0	0	0
G-731-5500-3190 Vehicle Repairs & Maint	10,000	7,000	7,000	0	0	0	0	0
G-731-5500-4050 Contractors	12,000	12,000	12,000	3,944	12,000	12,300	12,607	12,922
G-731-5500-4095 Maintenance Contracts	0	0	0	275	0	0	0	0
G-731-5500-4120 Telephone - Cell Phones	0	0	0	634	0	0	0	0
G-731-5500-4155 Facility Improvements	0	50,000	50,000	50,730	50,000	51,250	52,531	53,844
G-731-5500-5010 Bank & Financing Charges	0	0	0	7,144	0	0	0	0
G-731-5500-5030 Interest On Long-Term Debt	1,200	609	85	87	0	0	0	0
G-731-5500-5035 Principal On Long-Term Debt	29,400	29,974	15,205	15,205	0	0	0	0
G-731-5500-5062 Property Taxes	5,450	5,741	6,291	6,319	6,540	6,703	6,871	7,043
G-731-5500-7820 Transfer To Reserve Funds	147,000	72,000	280,600	0	266,800	293,480	322,828	355,111
G-731-5500-7901 Interfunctional IT Support	0	11,504	12,110	0	17,773	18,662	19,595	20,575
G-731-5500-7905 Interfunctional Fleet	0	23,310	124,080	0	127,410	133,781	140,470	147,494
G-731-5500-7907 Interfunctional Telephone	600	600	410	0	264	277	291	306
Total 5500 Cemetery Operations	464,170	503,508	753,551	309,630	709,747	766,684	817,065	871,196
Total 731 Cemetery	**464,170**	**503,508**	**753,551**	**309,630**	**709,747**	**766,684**	**817,065**	**871,196**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G750 Transit**

Department/Division Overview:

The Transit Division provides transit services on seven routes Monday to Friday, not including three school specials that run at morning and afternoon peak times. Transit offers an on-demand service on Saturdays and Sundays with no fixed routes.

Key Activities Planned for 2026:

Overtime and labour costs will continue to be further monitored in 2026. A continued increased utilization of part-time staff and an ongoing specific recruitment strategy will attempt to maintain 100% service levels and also ensure a full complement of staff. Recruiting of new staff requiring a specific skillset still remains critical as many of the existing workforce will reach retirement status in 2026 and onwards. Staff recruitment and retention will continue to be the main focus in 2026.

New Initiatives Planned for 2026 and included in the 2026 budget:

Investing in Canada Infrastructure Program (ICIP) approved funding will continue to perform upgrades to the Transit garage and storage facility. Insulation options, Heating, Ventilation and Air Conditioning (HVAC) systems in the storage facility, and potentially new hoists in the garage are examples of a few of the items that are being considered in 2026.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.

- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

There are no significant changes from 2025 to 2026.

	2023	2024	2025	2025	2026	2027	2028	2029
750 TRANSIT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3300 Regular Transit Operating								
G-750-3300-1395 Transit Fares	(110,000)	(125,000)	(225,000)	(185,426)	(225,000)	(230,625)	(236,391)	(242,301)
G-750-3300-1470 Transit Bus Passes	(510,000)	(400,000)	(300,000)	(247,275)	(300,000)	(307,500)	(315,188)	(323,068)
G-750-3300-1475 Transit Bus Tickets	(60,000)	(70,000)	(70,000)	(72,823)	(80,000)	(82,000)	(84,050)	(86,151)
G-750-3300-1499 Fee Discounts	0	0	20,000	9,986	15,000	15,000	15,000	15,000
G-750-3300-1610 Sales-Advertising	(30,000)	(30,000)	(25,000)	(5,272)	(25,000)	(25,625)	(26,266)	(26,923)
G-750-3300-1765 Proceed Asset Disposals	0	0	0	(2,779)	0	0	0	0
G-750-3300-1770 Recoverables	0	0	0	(3,308)	0	0	0	0
G-750-3300-1820 Contribution From Reserve Fund	(593,399)	0	0	0	0	0	0	0
G-750-3300-2100 F.T. Salaries & Wages	1,532,326	1,745,400	1,800,410	961,889	1,886,480	1,943,074	2,001,366	2,061,407
G-750-3300-2110 P.T. Salaries & Wages	608,778	500,270	518,500	284,416	545,130	561,484	578,329	595,679
G-750-3300-2500 F.T. Benefits & Employer Costs	502,177	618,530	652,200	343,223	671,770	691,923	712,681	734,061
G-750-3300-2510 P.T. Benefits & Employer Costs	115,193	68,360	72,160	37,787	74,320	76,550	78,847	81,212
G-750-3300-2700 Other Payroll Expenses	4,000	3,000	2,500	1,168	2,500	2,575	2,652	2,732
G-750-3300-3010 Clothing	12,500	12,000	12,000	15,260	12,000	12,300	12,607	12,922
G-750-3300-3020 Goods Purchased For Resale	30,000	20,000	30,000	10,794	24,500	25,112	25,740	26,383
G-750-3300-3050 Materials	0	0	0	176	0	0	0	0
G-750-3300-3070 Office Supplies	2,500	2,500	2,500	1,977	2,500	2,563	2,627	2,693
G-750-3300-3090 Copier/Printer Lease	2,000	1,860	1,775	1,195	1,800	1,845	1,891	1,938
G-750-3300-3100 Postage	125	150	150	74	150	154	158	162
G-750-3300-3110 Printing	5,000	2,500	2,500	0	2,000	2,050	2,101	2,154
G-750-3300-3140 Repairs&Maint-Bldgs & Equip	0	5,000	5,500	2,624	5,500	5,637	5,778	5,922
G-750-3300-3170 Uniforms	4,000	5,500	6,200	6,841	6,200	6,355	6,514	6,677
G-750-3300-4010 Advertising	2,500	2,000	2,000	424	2,000	2,050	2,101	2,154
G-750-3300-4020 Service Contracts	20,000	20,000	0	0	0	0	0	0
G-750-3300-4036 Conferences - Expenses	1,500	1,500	2,000	1,800	2,000	2,050	2,101	2,154
G-750-3300-4038 Conference - Mileage/Travel	200	200	0	0	0	0	0	0
G-750-3300-4040 Consultants	109,118	0	0	0	0	0	0	0
G-750-3300-4060 Courier/Freight	2,500	1,000	1,000	101	500	513	526	539
G-750-3300-4095 Annual Service Contracts	105,000	115,000	130,000	107,409	130,000	133,250	136,581	139,996
G-750-3300-4097 Memberships	6,000	7,000	7,000	6,306	7,000	7,175	7,354	7,538
G-750-3300-4105 Snow Removal	105,000	125,000	125,000	98,819	125,000	128,125	131,328	134,611
G-750-3300-4107 Buidling Maintenance	0	0	0	1,125	0	0	0	0
G-750-3300-5062 Property Taxes	0	0	0	42,471	0	0	0	0
G-750-3300-7820 Transfer To Reserve Fund	484,281	0	0	0	25,700	28,270	31,097	34,207
G-750-3300-7901 Interfunctional IT Support	0	74,778	78,712	0	47,395	49,765	52,253	54,866
G-750-3300-7905 Interfunctional Fleet	149,000	702,200	724,610	0	952,970	1,000,619	1,050,650	1,103,183
G-750-3300-7907 Interfunctional Telephone	16,150	16,150	10,980	0	6,576	6,905	7,250	7,613
Total 3300 Regular Transit Operating	2,516,449	3,424,898	3,587,697	1,418,982	3,918,991	4,059,594	4,205,637	4,357,360

	2023	2024	2025	2025	2026	2027	2028	2029
750 TRANSIT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3320 Terminal Bldg (Downie)								
G-750-3320-1770 Recoverable	0	0	(900)	(1,350)	(1,200)	(1,230)	(1,261)	(1,293)
G-750-3320-2100 F.T. Salaries & Wages	27,043	39,470	41,540	1,769	45,610	46,978	48,387	49,839
G-750-3320-2110 P.T. Salaries & Wages	28,222	23,130	10,610	251	10,810	11,134	11,468	11,812
G-750-3320-2500 F.T. Benefits & Employer Costs	8,113	11,420	15,830	636	16,300	16,789	17,293	17,812
G-750-3320-2510 P.T. Benefits & Employer Costs	8,467	2,670	1,320	52	1,360	1,401	1,443	1,486
G-750-3320-3040 Hydro	11,000	11,500	11,500	225	5,000	5,125	5,253	5,384
G-750-3320-3045 Water/Sewage	1,000	1,000	1,200	0	1,000	1,025	1,051	1,077
G-750-3320-3140 Repairs&Maint-Bldgs & Equip	8,000	8,250	6,000	0	6,000	6,150	6,304	6,462
G-750-3320-4105 Snow Removal	0	0	0	468	0	0	0	0
G-750-3320-4107 Building Maintenance	7,500	7,725	7,925	6,234	4,775	4,894	5,016	5,141
G-750-3320-5030 Interest On Long-Term Debt	27,420	24,936	22,315	11,446	19,765	18,777	17,838	16,946
G-750-3320-5035 Principal On Long-Term Debt	74,580	74,579	74,580	37,289	74,580	70,851	67,308	63,943
G-750-3320-5062 Property Taxes	38,130	39,717	42,793	0	43,957	45,056	46,182	47,337
Total 3320 Terminal Bldg (Downie)	239,475	244,397	234,713	57,020	227,957	226,950	226,282	225,946
3325 Transit Garage (Corcoran)								
G-750-3325-3030 Heat	12,500	12,500	12,500	9,421	12,500	12,812	13,132	13,460
G-750-3325-3040 Hydro	14,000	14,000	14,000	18,516	14,000	14,350	14,709	15,077
G-750-3325-3045 Water/Sewage	6,000	6,000	6,000	3,075	5,000	5,125	5,253	5,384
G-750-3325-3140 Repairs&Maint-Bldgs & Equip	12,000	0	12,000	3,689	12,000	12,300	12,607	12,922
G-750-3325-4107 Building Maintenance	4,500	5,000	6,500	2,870	6,500	6,662	6,829	7,000
Total 3325 Transit Garage (Corcoran)	49,000	37,500	51,000	37,571	50,000	51,249	52,530	53,843
Total 750 Transit	**2,804,924**	**3,706,795**	**3,873,410**	**1,513,573**	**4,196,948**	**4,337,793**	**4,484,449**	**4,637,149**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G751 Parallel Transit**

Department/Division Overview:

The Parallel Transit division provides door-to-door transit services on short-term and long-term basis to Stratford residents who are unable to utilize the regular transit system due to mobility limitations.

Key Activities Planned for 2026:

Maintain the level of service that customers have become accustomed to. Presently, ridership has exceeded pre-pandemic numbers and rider applications continue to increase month over month. Staff will continue to monitor increased ridership trends to provide the best optimal service schedule that this department can provide with resources available.

New Initiatives Planned for 2026 and included in the 2026 budget:

The addition of 2 new Mobility buses expected in the first quarter of 2026 will give the department some additional flexibility to operate and deliver the mobility service. The department will also be investigating a same-day service (or a type of on demand service) as requests for same-day transportation have increased dramatically over the past year.

Presently, same-day service options are very limited based on our booking system, which is 2 weeks ahead on a first come, first served platform.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

There are no significant changes from 2025 to 2026.

	2023	2024	2025	2025	2026	2027	2028	2029
751 PARALLEL TRANSIT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3350 Parallel Transit								
G-751-3350-1395 Transit Fares	(40,000)	(45,000)	(48,500)	(38,832)	(50,000)	(51,250)	(52,531)	(53,844)
G-751-3350-2100 F.T. Salaries & Wages	275,714	351,210	363,850	266,981	370,840	381,965	393,424	405,227
G-751-3350-2110 P.T. Salaries & Wages	164,280	176,850	180,380	141,861	183,950	189,469	195,153	201,008
G-751-3350-2500 F.T. Benefits & Employer Costs	85,710	128,530	125,660	95,059	129,430	133,313	137,312	141,431
G-751-3350-2510 P.T. Benefits & Employer Costs	31,220	22,270	24,540	20,535	25,280	26,038	26,819	27,624
G-751-3350-2700 Other Payroll Expenses	1,000	1,000	800	235	800	824	849	874
G-751-3350-3010 Clothing	4,000	3,800	3,500	4,099	3,500	3,587	3,677	3,769
G-751-3350-3070 Office Supplies	1,500	1,200	1,000	544	1,000	1,025	1,051	1,077
G-751-3350-3100 Postage	150	125	50	231	50	51	52	53
G-751-3350-3110 Printing	700	500	500	0	500	513	526	539
G-751-3350-3140 Repairs&Maint-Bldgs & Equip	3,000	3,000	3,000	3,074	3,000	3,075	3,152	3,231
G-751-3350-4010 Advertising	1,000	1,000	750	543	750	769	788	808
G-751-3350-4036 Conferences - Expenses	1,500	1,500	1,500	0	1,500	1,537	1,575	1,614
G-751-3350-4097 Memberships	1,750	0	0	0	0	0	0	0
G-751-3350-4150 Travel/Mileage-Excl Training,Conf	250	250	0	0	250	256	262	269
G-751-3350-7907 Interfunctional Telephone	720	720	490	0	0	0	0	0
Total 3350 Parallel Transit	532,494	646,955	657,520	494,330	670,850	691,172	712,109	733,680
Total 751 Parallel Transit	**532,494**	**646,955**	**657,520**	**494,330**	**670,850**	**691,172**	**712,109**	**733,680**

2026 BUDGET – WORK PLAN

Department:	**Community Services**
Budget Division:	**G752 Community Transportation**

Department/Division Overview:

This division, in partnership with the Town of St. Marys and Municipality of North Perth, provides community transit services on three routes Monday to Saturday. It also provides transportation services to London, Kitchener-Waterloo, St. Marys, Stratford, Listowel and several locations throughout the County.

This pilot project was funded through the Province (MTO) until March 2025, and this particular funding source has ended.

Key Activities Planned for 2026:

We plan to continue to advocate additional funding through the new provincial Ontario Transit Investment Fund (OTIF) grant stream to financially sustain the service beyond 2025, and to lessen any financial burdens to Stratford and our partners in 2026. The Ministry of Transportation (MTO) Community Transportation funding stream ended in March 2025.

We also plan to continue to monitor monthly ridership, as this continues to be a benchmark to measure the success of the service.

New Initiatives Planned for 2026 and included in the 2026 budget:

Municipal partnerships and service provider agreements will be required to extend into 2026 as they are due to expire December 31, 2025.

Based on information received at the time of this reporting, partnerships will most likely extend to March 2026 based on numerous considerations (new route structure and revised services). Basically, based on a required increased funding from municipalities and what service can be sustainable, the service will most likely scale down to a certain degree.

At this point in time, staff is unsure what the service will look like until more discussions with our partners and Stratford City Council occur. Consideration to a consultant's feasibility study being performed by St. Marys and North Perth will also play a role early in 2026 regarding how and what service might also look like.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

There are no significant changes from 2025 to 2026.

	2023	2024	2025	2025	2026	2027	2028	2029
752 COMMUNITY TRANSPORTATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3310 Community Transportation								
G-752-3310-1130 Ontario Grants	(531,483)	(229,476)	(362,950)	0	(221,000)	(226,525)	(232,188)	(237,993)
G-752-3310-1395 Fare Revenue	(60,000)	(90,000)	(120,000)	(105,833)	(175,000)	(179,375)	(183,859)	(188,455)
G-752-3310-1770 Recoverables	(33,446)	(480,000)	(93,166)	(309,000)	(403,735)	(413,828)	(424,174)	(434,778)
G-752-3310-1810 Contribution From Reserves	(78,899)	0	(127,301)	0	(65,000)	0	0	0
G-752-3310-4010 Advertising	30,000	25,000	25,000	10,415	50,000	51,250	52,531	53,844
G-752-3310-4020 Service Contract	720,000	710,000	715,000	490,480	940,000	963,500	987,587	1,012,277
G-752-3310-4090 Legal	10,000	5,000	10,000	0	10,000	10,250	10,506	10,769
G-752-3310-7810 Transfer To Reserves	0	59,476	0	0	0	0	0	0
Total 3310 Community Transportation	56,172	0	46,583	86,062	135,265	205,272	210,403	215,664
Total 752 Community Transportation	**56,172**	0	**46,583**	**86,062**	**135,265**	**205,272**	**210,403**	**215,664**

2026 BUDGET – WORK PLAN

Department:	**Fire**
Budget Division:	**G211 Fire**

Department/Division Overview:

The Stratford Fire Department is a full-time career department comprised of 50 staff (48 unionized) providing 24/7 coverage for the community. The department provides general fire and rescue services, fire prevention, public fire safety education, fire safety standards and enforcement, and fire inspections/investigations. Another key function is Emergency Management through the Deputy Fire Chief as Community Emergency Management Coordinator (CEMC). The Director of Emergency Services/Fire Chief is also the manager responsible for the Airport and alternate CEMC.

Key Activities Planned for 2026:

The Department will be applying for a Fire Protection Grant, once announced, to support acquisition of on-scene hose cleaning equipment to reduce exposure to cancer causing agents during post-fire operations. Approvals for the 2025 applications will inform 2026 activities.

Once the After-Action Report is released for the Emergency Operations Centre and Emergency Control Group exercise in October 2025, the intent will be to purchase the equipment necessary to enhance the City's emergency management response capabilities as will be reflected in the report recommendations.

Key activities in 2026 include enhanced training for Fire Officers with a new training program (Effective Command), an Incident Command and a professional development program suitable for all officer ranks. It will provide an immersive training environment to enable the dynamic and realistic development of Fire Officers and their competence in the position, as well as provide succession planning opportunities for junior members.

New Initiatives Planned for 2026 and included in the 2026 budget:

- Procurement of fire hoses to replace ones that have been damaged or failed during the annual testing process.
- Install Internet Protocol alerting systems in each fire station that will permit the Officer's phone to be heard in the vehicle bays or messages to be passed from station to station.
- Renovate the small public bathroom in Fire Station 1.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure new growth-related projects in the 10-year capital forecast through planning for a new net zero fire station to replace and possibly relocate Fire Station 1.

Explain Significant Changes from 2025 including applying a climate lens:

Newest utility vehicle and future utility vehicles are intended to be hybrid models to aid in reduction of greenhouse gas emissions from fleet.

As technological advancements continue in battery operated equipment, the Fire Department has been working on replacing most fuel-operated or fuel generator supported tools and equipment with capable battery-operated items. This includes items such as saws, positive pressure ventilators, scene lighting, grinders, and even yard-work items. This is aligned with the recommendations of the Community Energy and Emissions Plan.

	2023	2024	2025	2025	2026	2027	2028	2029
211 FIRE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
2100 Fire Protection Administration								
G-211-2100-1130 Ontario Grants	0	0	0	(16,823)	(16,461)	(16,873)	(17,295)	(17,727)
G-211-2100-1405 User Fees	(5,000)	(7,500)	(8,000)	(6,376)	(10,000)	(10,250)	(10,506)	(10,769)
G-211-2100-1760 Sale Of Assets	0	0	0	0	(250)	(256)	(262)	(269)
G-211-2100-2100 F.T. Salaries & Wages	6,228,520	6,579,430	6,727,780	5,212,012	6,858,707	7,064,468	7,276,402	7,494,694
G-211-2100-2500 F.T. Benefits & Employer Costs	1,792,630	2,036,130	2,075,210	1,493,836	2,137,470	2,201,594	2,267,642	2,335,671
G-211-2100-3011 Personal Protective Equipment	40,000	53,700	57,500	27,845	58,880	60,352	61,861	63,408
G-211-2100-3030 Heat	6,500	6,000	6,225	7,083	7,500	7,687	7,879	8,076
G-211-2100-3040 Hydro	12,000	11,750	12,000	8,631	13,000	13,325	13,658	13,999
G-211-2100-3045 Water/Sewage	2,400	2,400	3,000	1,690	2,900	2,972	3,046	3,122
G-211-2100-3050 Materials	5,000	6,000	6,500	2,298	6,600	6,765	6,934	7,107
G-211-2100-3052 Emergency Management Materials	3,500	2,500	100,000	26,402	50,000	51,250	52,531	53,844
G-211-2100-3070 Office Supplies	1,000	1,150	1,500	605	1,550	1,589	1,629	1,670
G-211-2100-3090 Copier/Printer Lease	3,000	2,910	2,900	2,167	3,000	3,075	3,152	3,231
G-211-2100-3100 Postage	500	250	170	56	160	164	168	172
G-211-2100-3110 Printing	1,000	750	750	762	650	666	683	700
G-211-2100-3120 Meeting Costs	1,000	800	750	205	700	717	735	753
G-211-2100-3140 Repairs & Maint-Bldgs/Equip	9,000	14,000	26,190	28,444	30,735	31,503	32,291	33,098
G-211-2100-3170 Uniforms	20,000	21,500	24,800	16,602	27,500	28,187	28,892	29,614
G-211-2100-3180 Vehicle-Fuel	30,000	32,000	33,500	21,863	34,600	35,465	36,352	37,261
G-211-2100-3190 Vehicles-Repairs & Maint	60,000	62,000	65,000	48,295	67,000	68,675	70,392	72,152
G-211-2100-4010 Advertising	1,700	1,500	1,600	987	1,600	1,640	1,681	1,723
G-211-2100-4020 Service Contracts	41,070	40,490	295,550	151,704	315,882	323,779	331,873	340,170
G-211-2100-4036 Conferences - Expenses	4,000	4,000	5,000	1,912	5,175	5,304	5,437	5,573
G-211-2100-4050 Contractors	15,000	413,800	21,100	15,370	11,020	11,295	11,577	11,866
G-211-2100-4097 Memberships	3,500	2,500	2,345	800	2,205	2,260	2,317	2,375
G-211-2100-4105 Snow Removal	8,000	10,000	15,000	6,716	14,000	14,350	14,709	15,077
G-211-2100-4142 Training - Expenses	10,000	10,000	12,000	9,041	12,400	12,710	13,028	13,354
G-211-2100-4155 Facility Improvements	2,000	2,500	2,500	458	2,500	2,563	2,627	2,693
G-211-2100-4164 Special Events	2,500	2,000	2,000	1,581	1,000	1,025	1,051	1,077
G-211-2100-5030 Interest On Long-Term Debt	96,250	94,737	91,815	141,294	89,775	85,286	81,022	76,971
G-211-2100-5035 Principal On Long-Term Debt	35,240	36,748	39,670	241,724	41,710	39,625	37,644	35,762
G-211-2100-5065 Provincial Programs	5,000	4,000	4,110	2,119	4,210	4,315	4,423	4,534
G-211-2100-7820 Transfer To Reserve Funds	175,000	115,000	125,110	0	200,000	220,000	242,000	266,200
G-211-2100-7901 Interfunctional IT Support	0	270,352	302,740	0	308,067	323,470	339,644	356,626
G-211-2100-7903 Interfunctional Maintenance	0	0	15,000	0	15,000	15,750	16,538	17,365
G-211-2100-7907 Interfunctional Telephone	18,150	18,150	15,540	0	16,006	16,806	17,646	18,528
G-211-2100-9010 Office Equipment & Furnishings	1,000	6,000	6,000	774	5,800	5,945	6,094	6,246
G-211-2100-9030 Equipment Purchases	10,000	10,000	10,000	6,034	16,000	16,400	16,810	17,230
G-211-2100-9040 Tools & Small Equipment	10,000	10,000	12,000	6,057	12,500	12,812	13,132	13,460
Total 2100 Fire Protection Administration	8,649,460	9,877,547	10,114,855	7,462,168	10,349,091	10,666,410	10,995,437	11,336,637

	2023	2024	2025	2025	2026	2027	2028	2029
211 FIRE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
2112 Fire Dept Equipment Purchases								
G-211-2112-1765 Gain On Dispoal Of Asset	0	0	0	(577)	0	0	0	0
Total 2112 Fire Dept Equipment Purchases	0	0	0	(577)	0	0	0	0
Total 211 Fire	**8,649,460**	**9,877,547**	**10,114,855**	**7,461,591**	**10,349,091**	**10,666,410**	**10,995,437**	**11,336,637**

2026 BUDGET – WORK PLAN

Department:	**Fire**
Budget Division:	**G512 Airport**

Department/Division Overview:

The Stratford Municipal Airport is located within the Township of Perth East, just 6 kilometres north of the City, occupying 480 acres. There is one main and one secondary asphalt runway covering 23 acres. Airport operations are contracted out to Stratford Air Services Ltd.

On average, the Air Ambulance operates out of the airport 35 times a year. The Chief Administrative Officer is appointed as the Airport Accountable Executive, as per federal requirements, and the Director of Emergency Services/Fire Chief is the Director responsible for the Airport.

Key Activities Planned for 2026:

The GPS Regulatory Review and Flight Check must be performed as it is a 5-year requirement.

New Initiatives Planned for 2026 and included in the 2026 budget:

Awaiting Council direction regarding the future of the Airport.

New or Existing Initiatives not being included in 2026 budget:

Runway resurfacing of the main runway was added for 2034 but this is currently unfunded.

Strategic Priority or Current Service Delivery:

This Work Plan does not contribute to the current service delivery as outlined in the 10-year forecast.

Explain Significant Changes from 2025 including applying a climate lens:

Jet fuel sales which typically increase our revenue over the summer (theatre) season have decreased considerably in 2025. The majority of these jet aircraft carry visitors from the United States.

Through a climate lens, this has reduced the amount of aircraft exhaust pollution in the area through reduced flights.

	2023	2024	2025	2025	2026	2027	2028	2029
512 STRATFORD MUNICIPAL AIRPORT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3602 Airport Administration								
G-512-3602-1405 User Fees	(2,200)	(3,500)	(4,000)	(825)	(3,000)	(3,075)	(3,152)	(3,231)
G-512-3602-1450 Rent And Lease Revenue	(12,000)	(25,000)	(30,000)	(8,899)	(41,600)	(42,640)	(43,706)	(44,799)
G-512-3602-1470 Rentals And Leases	(56,580)	(60,000)	(60,000)	(45,572)	(58,000)	(59,450)	(60,936)	(62,459)
G-512-3602-1610 Sales	(286,000)	(290,000)	(270,000)	(236,604)	(250,000)	(256,250)	(262,656)	(269,222)
G-512-3602-1820 Contribution From Reserve Fund	(40,000)	0	(10,000)	0	0	0	0	0
G-512-3602-3020 Goods Purchased For Resale	213,700	215,000	200,000	182,086	185,000	189,625	194,366	199,225
G-512-3602-3030 Heat	7,000	7,100	7,000	3,925	5,100	5,228	5,359	5,493
G-512-3602-3040 Hydro	12,000	13,000	13,500	12,551	14,600	14,965	15,339	15,722
G-512-3602-3100 Postage	100	80	75	27	70	72	74	76
G-512-3602-3140 Repairs & Maint-Bldgs & Equip	8,000	9,000	8,000	5,076	6,500	6,662	6,829	7,000
G-512-3602-3180 Vehicle - Fuel	3,000	2,800	3,100	3,946	3,150	3,229	3,310	3,393
G-512-3602-3190 Vehicle - Repairs & Expenses	1,500	1,500	1,500	750	1,250	1,281	1,313	1,346
G-512-3602-4010 Advertising	500	5,000	750	363	500	513	526	539
G-512-3602-4020 Service Contracts	86,790	86,790	92,000	78,767	93,840	96,186	98,591	101,056
G-512-3602-4040 Consultants	40,000	5,000	0	0	0	0	0	0
G-512-3602-4050 Contractors	45,000	45,000	49,125	15,773	35,195	36,075	36,977	37,901
G-512-3602-4080 Insurance	5,500	5,500	5,724	5,724	5,800	6,090	6,395	6,715
G-512-3602-4090 Legal	0	0	4,000	0	0	0	0	0
G-512-3602-4092 Property Taxes	14,500	14,500	15,500	12,110	16,200	16,605	17,020	17,446
G-512-3602-4097 Memberships	1,700	1,600	1,005	1,025	1,025	1,051	1,077	1,104
G-512-3602-4100 Services - Other	0	0	5,000	0	0	0	0	0
G-512-3602-4105 Snow Removal	7,500	7,000	6,725	7,515	7,000	7,175	7,354	7,538
G-512-3602-4108 Tree Trimming	10,000	0	0	0	0	0	0	0
G-512-3602-4110 Telephone - Basic	1,500	1,500	1,300	1,087	1,325	1,358	1,392	1,427
G-512-3602-4125 Internet	730	750	1,250	842	1,350	1,384	1,419	1,454
G-512-3602-4155 Facility Improvements	5,000	4,000	14,000	0	4,500	4,613	4,728	4,846
G-512-3602-5010 Bank & Financing Charges	0	0	5,500	4,672	5,900	6,047	6,198	6,353
G-512-3602-7810 Transfer To Reserve	0	10,000	0	0	10,000	10,000	10,000	10,000
G-512-3602-7820 Transfer To Reserve Funds	100,000	0	0	0	0	0	0	0
G-512-3602-7901 Interfunctional IT Support	0	11,504	12,110	0	11,849	12,441	13,063	13,716
G-512-3602-7906 Interfunctional Insurance	0	4,925	3,735	3,735	3,477	3,651	3,834	4,026
Total 3602 Airport Administration	167,240	73,049	76,899	48,074	61,031	62,836	64,714	66,665
Total 512 Stratford Municipal Airport	**167,240**	**73,049**	**76,899**	**48,074**	**61,031**	**62,836**	**64,714**	**66,665**

2026 BUDGET – WORK PLAN

Department:	**Building and Planning Services**
Budget Division:	**G250 Building Permits**

Department/Division Overview:

The Building Division is responsible for enforcing the Building Code Act (BCA) and the Ontario Building Code (OBC) for construction within the Municipality. All the roles within the Division have a role with the issuance and construction of a building permit. Daily roles are intake on building permit applications, review construction plans for conformance with the OBC, issue building permits and complete the mandated inspections in the OBC.

The Division also investigates complaints for illegal construction, enforces requirements to obtain building permits, and investigates unsafe structures to ensure proper measures are taken and achieved to ensure the health and safety of the public and occupants of buildings meets the minimum standards as laid out in the OBC.

The Building Division is staffed as follows (no changes for 2026):

- one (1) Building Coordinator;
- four (4) Municipal Building Official as follows:
    - one (1) Municipal Building Official I (MBO I),
    - two (2) Municipal Building Official II (MBO II); and,
    - one (1) Municipal Building Official III (MBO III);
- one (1) Deputy Chief Building Official (DCBO); and,
- one (1) Chief Building Official.

Key Activities Planned for 2026:

The Building Division is not proposing any expansion initiatives for 2026.

Despite a broader cool-down occurring in the housing construction industry, projects within the City that have obtained planning approvals and are shovel-ready, or will become so in 2026, will keep the Building Division active.

The Division and the construction community have settled into the new OBC that came into effect Jan 1, 2025. Training and other preparations proved successful in 2025, and accordingly, less training is budgeted for 2026 (Building Officials do remain required to participate in ongoing courses).

Coordination and collaboration with area and regional CBOs and building departments will continue. Opportunities for shared success and finding efficiencies through these economic uncertainties are what all municipalities appear to be striving for, and Stratford wants to be a partner. In 2026 the Division is hopeful to see something materialize in this regard.

Continued City Growth: The requirements of housing growth and ensuring affordable housing is an option for the residents of Stratford, and is an initiative and strategic priority for the Corporation. While the primary role of the Building Division is the issuance of permits, participating in housing initiatives can help interested parties understand the requirements of the Building Division while providing a level of customer service that brings new dwelling units and new affordable housing to Stratford.

Building Permit Fee Study: The Building Permit Fee Study remains a key priority for the Division in 2026. Although the study was initially planned to begin in 2024 and conclude in early 2025, it has been delayed due to Divisional staffing changes. Recognizing that provincial legislation requires building permit fees accurately reflect the cost of services and support a self-funded, cost-neutral model, the Division is committed to initiating and completing the study in 2026. The updated review will also incorporate organizational changes since the last study, including the addition of the Deputy Chief Building Official, to ensure all service delivery costs are appropriately captured and the reserve fund is adequately maintained.

New Initiatives Planned for 2026 and included in the 2026 budget:

None apply for 2026.

New or Existing Initiatives not being included in 2026 budget:

None apply for 2026.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.
- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

Explain Significant Changes from 2025 including applying a climate lens:

The Building Division has utilized a third party Building Code Consultant. The use of such service is prevalent across municipal building departments. The expected costs for 2026 are being increased from $20,000 to $30,000 to reflect prior year actuals. It should be noted that a downward trend is being observed over the last four years (e.g. approx. $67,000 was spent on third party Building Code Consulting in each of 2023 and 2024).

In 2025 the Division focused on education and training in advance of the new Building Code coming into effect. Now that such has occurred, expected costs related to education and training have been reduced.

With regards to applying a climate lens, this work plan is not applicable to the Corporate Energy and Emissions Plan (CEEP).

	2023	2024	2025	2025	2026	2027	2028	2029
250 BUILDING PERMITS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
2400 Building Inspection Admin								
G-250-2400-1325 Letters Of Conformity Fees	(5,000)	(6,000)	(5,000)	(3,098)	(5,000)	(5,125)	(5,253)	(5,384)
G-250-2400-1405 Sign & Pool Permit Fees	0	0	0	(744)	0	0	0	0
G-250-2400-1440 Building Permits	(660,000)	(960,000)	(1,109,609)	(663,698)	(1,178,600)	(1,217,661)	(1,258,131)	(1,300,072)
G-250-2400-1810 Contribution From Reserves	(119,568)	(38,853)	0	0	0	0	0	0
G-250-2400-1820 Contribution From Reserve Fund	(71,742)	0	0	0	0	0	0	0
G-250-2400-2100 F.T. Salaries & Wages	515,232	583,750	624,880	421,013	666,433	686,426	707,019	728,230
G-250-2400-2110 P.T. Salaries & Wages	26,120	27,460	28,270	38,149	28,830	29,695	30,586	31,504
G-250-2400-2500 F.T. Benefits & Employer Costs	130,880	188,050	209,690	128,907	215,980	222,459	229,133	236,007
G-250-2400-2510 P.T. Benefits & Employer Costs	5,000	3,070	3,240	6,120	3,340	3,440	3,543	3,649
G-250-2400-3010 Clothing	0	0	1,800	165	1,500	1,537	1,575	1,614
G-250-2400-3011 Personal Protective Equipment	0	0	2,000	219	500	513	526	539
G-250-2400-3050 Materials	6,300	6,300	1,000	1,882	1,000	1,025	1,051	1,077
G-250-2400-3070 Office Supplies	0	0	1,800	553	1,800	1,845	1,891	1,938
G-250-2400-3090 Copier/Printer Lease	1,850	720	800	474	700	717	735	753
G-250-2400-3100 Postage	1,800	1,800	1,800	2,193	2,200	2,255	2,311	2,369
G-250-2400-3120 Meeting Costs	0	0	1,000	0	750	769	788	808
G-250-2400-3130 Publications & Subscriptions	0	0	2,000	0	750	769	788	808
G-250-2400-4010 Advertising	2,000	2,500	2,000	814	1,000	1,025	1,051	1,077
G-250-2400-4040 Consultants	20,000	22,750	20,000	35,462	30,000	30,750	31,519	32,307
G-250-2400-4050 Contractors - Clean Up	1,500	1,500	1,500	0	1,500	1,537	1,575	1,614
G-250-2400-4090 Legal	25,000	20,000	20,000	21,097	20,000	20,500	21,012	21,537
G-250-2400-4097 Memberships	4,400	4,400	5,000	4,665	5,000	5,125	5,253	5,384
G-250-2400-4140 Training - Registration	20,000	25,000	15,000	9,586	12,000	12,300	12,607	12,922
G-250-2400-4141 Training - Mileage	0	0	3,000	213	1,000	1,025	1,051	1,077
G-250-2400-4142 Training - Expenses	0	0	7,000	60	2,000	2,050	2,101	2,154
G-250-2400-5010 Bank & Financing Charges	5,000	4,000	4,000	4,086	4,000	4,100	4,203	4,308
G-250-2400-7820 Transfer To Reserve Funds	10,200	10,600	11,400	0	12,300	13,530	14,883	16,371
G-250-2400-7901 Interfunctional IT Support	42,138	62,965	69,211	0	84,294	88,509	92,934	97,581
G-250-2400-7902 Interfunctional Admin Services	0	0	30,106	0	34,692	36,427	38,248	40,160
G-250-2400-7904 Interfunctional Rent	20,000	20,000	20,000	0	20,000	21,000	22,050	23,153
G-250-2400-7905 Interfunctional Fleet	3,200	3,330	9,460	0	9,600	10,080	10,584	11,113
G-250-2400-7906 Interfunctional Insurance	6,390	7,478	8,312	8,312	8,595	9,025	9,476	9,950
G-250-2400-7907 Interfunctional Telephone	9,300	9,180	7,340	0	6,836	7,178	7,537	7,914
G-250-2400-9010 Office Equipment & Furnishings	0	0	3,000	0	7,000	7,175	7,354	7,538
Total 2400 Building Inspection Admin	0	0	0	16,430	0	0	0	0
Total 250 Building Permits	**0**	**0**	**0**	**16,430**	**0**	**0**	**0**	**0**

2026 BUDGET – WORK PLAN

Department:	**Building and Planning Services**
Budget Division:	**G251 Development Services**

Department/Division Overview:

The Planning Division plays an important role in the City's growth and development by managing planning applications, advising Council and the public on planning policies, and guiding the strategic growth of the community.

The Division is responsible for:

- Processing development planning applications such as subdivisions, condominiums, site plans, official plan amendments, zone changes, minor variances, and consents.
- Reviewing Community Improvement Plan (CIP) applications.
- Recommending planning policies/initiatives to the City Council.
- Representing the City in Ontario Land Tribunal (OLT) appeals, when necessary.
- Administering municipal street name registry and addressing.

The Planning Division is staffed as follows (no changes for 2026):

- one (1) Planning Coordinator;
- three (3) Land-Use Planners as follows:
    - two (2) Planners; and,
    - one (1) Intermediate Planner;
- one (1) Supervisor of Policy and Placemaking (approved/added in 2025); and,
- one (1) Manager of Planning

Key Activities Planned for 2026:

The Division has faced significant staffing challenges, with key vacancies and turnover affecting operational efficiency through 2023-2025; fortunately, however, the Division is now fully staffed as of June 2025, with the exception of the new Supervisor of Policy and Placemaking position, expected to be filled in Q4, 2025.

Through these staffing challenges and vacancies, the Division has been supplemented by an outside planning consultancy firm to manage workloads during staff transitions. This reliance has been reduced in 2025, and accordingly, the department plans to only see nominal/ad hoc use of outside planning consultancy firms to support business continuity in 2026.

The Official Plan Review was slated as a "primary *re*-focus for 2025". The approval/addition of the Supervisor of Policy and Placemaking position in last year's Budget will provide dedicated leadership and expertise to this effort, accelerating the completion of the review. That remains the target, despite delays in the recruitment and onboarding of this position.

Beyond the Official Plan Review, the Planning Division will continue advancing the priorities established in 2025. Core activities will include leveraging the e-services platform- once fully implemented- to improve application processing efficiency, reduce turnaround times, and enhance transparency for applicants and stakeholders. Efforts will remain focused on refining operational policies and development standards to streamline internal workflows and better support sustainable growth. Additionally, the Division will sustain its emphasis on staff retention and professional development, recognizing that a skilled and stable planning team is essential to delivering high-quality planning services.

Additionally, a comprehensive review of planning fees was scheduled for mid-2025 to ensure alignment with actual processing costs and financial sustainability. This review was scheduled provided the Division returned to full complement (so to not compromise other key projects and file processing). This review is expected to commence as of the writing of this workplan (late July, 2025) and will involve consultation with the City's development community and provide precise calculations of actual processing costs to ensure that fee structures remain fair, equitable, and transparent.

New Initiatives Planned for 2026 and included in the 2026 budget:

None apply for 2026.

New or Existing Initiatives not being included in 2026 budget:

None apply for 2026.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process, and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.

Explain Significant Changes from 2025 including applying a climate lens:

Overall, operating costs for the Division are expected to be reduced compared to 2025 and prior years given the Division will become fully staffed by 2026.

Applying a climate lens, the Division will ensure that the Official Plan Review integrates sustainability and climate resilience, guiding the City's growth with an increased emphasis on environmentally responsible development. Per Council's commitment, an updated Official Plan can support the Climate Action targets of reducing GHG emissions by 30% by 2030, 60% by 2040, and striving for net-zero emissions by 2050. New planning policies can result in projects that enhance urban green spaces, reduce carbon footprints, and increase resilience to climate impacts.

	2023	2024	2025	2025	2026	2027	2028	2029
251 DEVELOPMENT SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
8110 Planning And Zoning								
G-251-8110-1325 Zoning Information Reports	(1,500)	(1,500)	(2,400)	(3,834)	(3,000)	(3,075)	(3,152)	(3,231)
G-251-8110-1375 Site Plan Agreement Revenue	(48,000)	(35,000)	(40,000)	(31,022)	(35,000)	(35,875)	(36,772)	(37,691)
G-251-8110-1405 Subdivision/Condo Application Fe	(20,000)	(20,000)	(15,000)	(18,344)	(17,000)	(17,425)	(17,861)	(18,308)
G-251-8110-1420 Zoning Application Fees	(30,000)	(25,000)	(25,000)	(35,567)	(25,000)	(25,625)	(26,266)	(26,923)
G-251-8110-1430 Part Lot Control Fees	(2,000)	(4,000)	(15,000)	(35,775)	(10,000)	(10,250)	(10,506)	(10,769)
G-251-8110-1447 Official Plan Amendments	(2,000)	(6,000)	(6,000)	(7,065)	(6,000)	(6,150)	(6,304)	(6,462)
G-251-8110-1610 Publication Sales	(300)	(200)	(200)	0	(200)	(205)	(210)	(215)
G-251-8110-1810 Contribution From Reserves	(150,000)	0	(15,000)	0	(10,500)	0	0	0
G-251-8110-1820 Contribution From Reserve Fund	0	(184,000)	0	0	(94,500)	0	0	0
G-251-8110-2100 F.T. Salaries	244,070	340,780	447,152	450,063	510,394	525,706	541,477	557,721
G-251-8110-2110 P.T. Salaries	26,107	13,730	14,130	0	14,415	14,847	15,292	15,751
G-251-8110-2500 F.T. Benefits & Employer Costs	86,080	112,930	168,534	133,699	190,630	196,349	202,239	208,306
G-251-8110-2510 P.T. Benefits & Employer Costs	0	1,540	1,730	0	1,780	1,833	1,888	1,945
G-251-8110-3050 Materials	2,700	2,600	10,650	4,196	6,000	6,150	6,304	6,462
G-251-8110-3090 Copier/Printer Lease	400	480	1,075	316	1,000	1,025	1,051	1,077
G-251-8110-3100 Postage	1,000	1,000	1,000	25	1,000	1,025	1,051	1,077
G-251-8110-4020 Service Contracts	0	43,440	15,000	0	10,500	10,762	11,031	11,307
G-251-8110-4040 Consultants	166,000	237,000	32,000	78,354	121,000	124,025	127,126	130,304
G-251-8110-4060 Courier/Freight	50	50	50	0	50	51	52	53
G-251-8110-4090 Legal	0	0	0	79	0	0	0	0
G-251-8110-4097 Memberships	2,800	6,500	6,500	1,103	6,000	6,150	6,304	6,462
G-251-8110-4140 Training	5,000	10,000	10,000	5,488	12,000	12,300	12,607	12,922
G-251-8110-4142 Training - Expenses	0	0	0	1,391	0	0	0	0
G-251-8110-5010 Bank & Financing Charges	1,800	2,000	2,000	2,043	2,000	2,050	2,101	2,154
G-251-8110-5030 Interest On Long-Term Debt	0	100	0	0	0	0	0	0
G-251-8110-5035 Principal On Long-Term Debt	0	1,600	0	0	0	0	0	0
G-251-8110-7810 Transfer To Reserve	40,000	10,000	0	0	0	0	0	0
G-251-8110-7901 Interfunctional IT Support	0	46,017	45,411	0	39,572	41,551	43,629	45,810
G-251-8110-7907 Interfunctional Telephone	2,810	2,810	2,400	0	2,618	2,749	2,886	3,030
Total 8110 Planning And Zoning	325,017	556,877	639,032	545,150	717,759	847,968	873,967	900,782

	2023	2024	2025	2025	2026	2027	2028	2029
251 DEVELOPMENT SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
8116 Committee Of Adjustment								
G-251-8116-1405 Application Fees	(36,000)	(70,000)	(70,000)	(37,887)	(50,000)	(51,250)	(52,531)	(53,844)
G-251-8116-2100 F.T. Salaries & Wages	98,570	135,920	151,420	43,795	174,794	180,038	185,439	191,002
G-251-8116-2110 P.T. Salaries	0	13,730	14,130	0	17,540	18,066	18,608	19,166
G-251-8116-2500 F.T. Benefits & Employer Costs	29,470	37,470	44,100	12,646	45,420	46,783	48,186	49,632
G-251-8116-2510 P.T. Benefits & Employer Costs	0	1,540	1,730	0	2,405	2,477	2,551	2,628
G-251-8116-3050 Materials	2,400	3,000	3,000	0	1,500	1,537	1,575	1,614
G-251-8116-3090 Copier/Printer Lease	400	480	480	316	0	0	0	0
G-251-8116-3100 Postage	1,100	1,600	1,600	3	800	820	840	861
Total 8116 Committee Of Adjustment	95,940	123,740	146,460	18,873	192,459	198,471	204,668	211,059
Total 251 Development Services	**420,957**	**680,617**	**785,492**	**564,023**	**910,218**	**1,046,439**	**1,078,635**	**1,111,841**

2026 BUDGET – WORK PLAN

Department:	**Building and Planning Services**
Budget Division:	**G252 By-Law Enforcement**

Department/Division Overview:

The City's By-Law Division administers compliance/enforcement, inquiries, permitting, and licensing programs tied to various City by-laws. The most enforced by-laws include Property Standards, Lot Maintenance, Fence & Hedge, Noise, Sign, Zoning, Cross Connection, Trade Licensing, Bed & Breakfast, and Short-Term Accommodation Licensing By-Laws.

The Division was expanded in last year's City Budget (2025) to improve the capacity to manage increased workloads, enhance customer service, and ensure better compliance with by-laws. Further, an appropriately sized Division would see revenues increase through effective enforcement methods.

Prior to the 2025 approved expansion, the By-law Division was staffed as follows:

- three (3) FTE By-Law Enforcement Officers as follows:
    - two (2) By-Law Enforcement Officers; and,
    - one (1) By-Law Enforcement Officer that is assigned to the pilot role of "Community Safety and Wellbeing By-Law Officer" (this pilot is a contract position funded by a federal grant).

Strategic administration and day-to-day oversight of the Division was assigned to the Chief Building Official.

As approved in the 2025 City Budget, the By-law Division is now staffed as follows:

- one (1) Supervisor of By-law Compliance,
- five (5) FTE By-Law Enforcement Officers as follows:
    - three (3) By-Law Enforcement Officers,
    - one (1) Cross Connection By-Law Officer; and,
    - one (1) By-Law Enforcement Officer that is assigned to the pilot role of "Community Safety and Wellbeing By-Law Officer" (this pilot is a contract position funded by a federal grant).

As of the date of preparing this workplan (late July 2025), the added staff positions noted above have not yet assumed their roles, however recruitment is in process.

Key Activities Planned for 2026:

The By-law Division is not proposing any expansion initiatives for 2026.

The anticipated activities provided in the 2025 Budget process to justify the added positions remain, which are as follows:

- A review and update to the Accommodation Licensing By-Law is a goal to have completed in 2025 to address and fix the challenges the Division has faced and establish and implement straightforward procedures and processes for both staff and applicants.
- Review and update City by-laws to be modern and clearly established.
- Implement Administrative Monetary Penalties By-Law (AMPs): The implementation of AMPs is an activity to one of the first priorities of the Supervisor of By-law Compliance. Implementing AMPs can achieve greater compliance with City by-laws with the goal of reducing the number of court charges to be laid. This By-Law is also a way for the municipality to be able to gain revenues from properties that are in non-compliance with By-Laws.

  The AMPs By-Law is needed to be in place for the effective enforcement of unlicensed short-term accommodations and licensed short-term accommodations that are not in compliance with the Accommodation Licensing By-Law.
- Cross Connection Program: The City's Cross Connection Program has been enforced and monitored by the By-Law Division. Due to the turnover within the By-Law Division over the last few years, and the addition of additional programs to the Division, this Cross Connection Program has lost the attention and upkeep it deserves.

New Initiatives Planned for 2026 and included in the 2026 budget:

None apply for 2026.

New or Existing Initiatives not being included in 2026 budget:

None apply for 2026.

Strategic Priority or Current Service Delivery:

This Work Plan advances the current service delivery established by Council for the By-law Division.

Explain Significant Changes from 2025 including applying a climate lens:

The expected outcomes from last year's expansion of this Division have not yet been realized, given the new staff positions are not expected to be onboarded until late in the third quarter of 2025. Regardless, the target remains unchanged: improve the public perception of the City's administration and enforcement of its by-laws; improve customer service within the Division; and improve the effectiveness of enforcement and revenue generation (largely through AMPs).

This work plan is not applicable to the Corporate Energy and Emissions Plan (CEEP).

252 BY-LAW ENFORCEMENT	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
2406 By-Law Enforcement								
G-252-2406-1325 Letters Of Conformity	(3,500)	(3,500)	(3,500)	(942)	(1,500)	(1,537)	(1,575)	(1,614)
G-252-2406-1405 Sign & Pool Permits	(23,000)	(25,000)	(27,900)	(16,824)	(28,600)	(29,315)	(30,048)	(30,799)
G-252-2406-1440 Trade Licenses	(20,000)	(20,000)	(20,000)	(16,883)	(25,000)	(25,625)	(26,266)	(26,923)
G-252-2406-1445 Accommodation Licensing	0	(40,000)	(40,000)	(42,107)	(45,000)	(46,125)	(47,278)	(48,460)
G-252-2406-1499 Fee Discounts	0	0	1,930	0	0	0	0	0
G-252-2406-1770 Recoverables	0	0	0	(539)	0	0	0	0
G-252-2406-1810 Contribution From Reserves	0	0	(5,000)	0	0	0	0	0
G-252-2406-1902 Interfunctional Admin Services	0	(118,000)	0	(108,120)	0	0	0	0
G-252-2406-1903 Interfunctional Maintenance	(60,000)	(60,000)	(60,000)	0	(60,000)	(63,000)	(66,150)	(69,458)
G-252-2406-1908 Interfunctional Fee Waiver	0	(1,918)	0	0	0	0	0	0
G-252-2406-2100 F.T. Salaries	207,650	363,480	377,544	125,633	499,311	514,290	529,719	545,611
G-252-2406-2110 P.T. Salaries	0	0	0	11,757	0	0	0	0
G-252-2406-2500 F.T. Benefits & Employer Costs	61,220	79,210	117,120	41,196	175,360	180,621	186,040	191,621
G-252-2406-2510 P.T. Benefits & Employer Costs	0	0	0	1,167	0	0	0	0
G-252-2406-3010 Clothing	0	0	2,000	105	2,500	2,563	2,627	2,693
G-252-2406-3011 Personal Protective Equipment	0	0	1,200	0	1,200	1,230	1,261	1,293
G-252-2406-3050 Materials	4,500	0	17,500	576	2,000	2,050	2,101	2,154
G-252-2406-3070 Office Supplies	0	0	1,200	187	500	513	526	539
G-252-2406-3090 Copier/Printer Lease	600	720	800	473	700	717	735	753
G-252-2406-3100 Postage	1,500	1,250	1,250	4,788	2,500	2,563	2,627	2,693
G-252-2406-4020 Service Contracts	157,080	168,300	180,000	123,323	173,550	177,889	182,336	186,894
G-252-2406-4040 Consultants	0	5,000	10,000	1,314	3,000	3,075	3,152	3,231
G-252-2406-4050 Contractors - Clean Up	5,500	5,500	5,000	4,355	5,000	5,125	5,253	5,384
G-252-2406-4097 Memberships	500	750	750	0	750	769	788	808
G-252-2406-4140 Training	4,000	6,000	6,000	3,532	7,500	7,687	7,879	8,076
G-252-2406-4141 Training - Mileage	0	0	2,000	106	2,500	2,563	2,627	2,693
G-252-2406-4142 Training - Expenses	0	0	3,500	91	4,000	4,100	4,203	4,308
G-252-2406-5010 Bank & Financing Charges	2,500	2,300	2,500	2,043	2,500	2,563	2,627	2,693
G-252-2406-7820 Transfer To Reserve Fund	7,990	8,300	120,250	0	21,200	23,320	25,652	28,217
G-252-2406-7901 Interfunctional IT Support	0	0	0	0	17,773	18,662	19,595	20,575
G-252-2406-7905 Interfunctional Fleet	3,200	3,330	6,450	0	16,150	16,958	17,806	18,696
G-252-2406-7907 Interfunctional Telephone	3,270	2,910	2,220	0	2,454	2,577	2,706	2,841
G-252-2406-9010 Office Equipment & Furnishings	0	0	1,000	0	2,000	2,050	2,101	2,154
Total 2406 By-Law Enforcement	353,010	378,632	703,814	135,231	782,348	806,283	831,044	856,673
Total 252 By-Law Enforcement	**353,010**	**378,632**	**703,814**	**135,231**	**782,348**	**806,283**	**831,044**	**856,673**

2026 BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G310 Engineering**

Department/Division Overview:

The Engineering Division's primary function is to directly plan and manage all municipal infrastructure within the City's right-of-way, and in addition providing support for all services provided by the Infrastructure Services Department and other Departments, as required. This includes municipal roads, municipal parking lots, cycling and sidewalk network, bridges, traffic control systems, water supply and distribution system, sanitary collection and treatment system, storm collection and treatment system, environmental remediation, waste management and landfill, Snow and Ice and Site Alteration Bylaws, utility management, site plan and subdivision development infrastructure reviews, and general engineering support for planning activities. Engineering services is supported by the Manager of Engineering, a Project Engineer, a Project Manager, and 12 design, inspection and office support Staff.

Since the majority of the Engineering Division's tasks are to support specific City services, salaries are reallocated to respective services receiving the benefit. The breakdown is split between tax levy supported Engineering and Storm Services, and user rate supported Sanitary and Water Services.

Historical Funding Sources for Linear Infrastructure:

- Reserves: Public Works, Water, Sanitary, Storm
- Development Charges
- Canada Community Building Fund
- Ontario Clean Infrastructure Fund

Key Activities Planned for 2026:

Daily Operations:

- Customer Service
- Coordination and Execution of Capital Projects
- Site Survey
- Computer Assisted Drafting (CAD)
- Engineering Design
- Construction Inspection
- Development Infrastructure Reviews

- Pre-Servicing Development Agreements
- Site Alteration By-law Management
- Municipal Utility Consents
- Utility Locates
- Support for Committees: Accessibility Advisory, Accessibility Steering, Active Transportation, Energy and Environment
- Climate Change Working Group
- Snow and Ice By-law Management
- Asset Management

Key Capital Renewal and Linear Projects:

- Sidewalk Replacements
- Accessibility Improvements
- Pedestrian Crossing Improvements
- Downtown Intersection Improvements
- Traffic and Geotechnical Studies
- Lorne and Downie Intersection Improvements
- Daly Avenue Reconstruction
- Signalized Intersection Updates
- Street Lighting Improvements
- Queen Street Reconstruction
- Stormwater Management (SWM) Facility Maintenance
- Roadhouse Municipal Drain Improvement
- 2025 Carryover East Gore Street Watermain
- Absent Sidewalk Installations
- Asphalt Resurfacing
- Lorne Avenue Trunk Storm Sewer Rehabilitation
- Birmingham Street Reconstruction
- Huron Street Reconstruction – Phase 2
- McCarthy Road East Reconstruction
- Downie Parking Lot Rehabilitation

- York Parking Lot Rehabilitation
- Storm Tax Review
- Industrial Subdivision Servicing

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Asset Management:

- Continued adoption and implementation of the Asset Management Plan.

Land Development Internal and External Committees:

- Support development strategies led by investStratford. Investigate and conceptually design municipal and transportation servicing requirements required to evaluate development options.

Linear Environmental Compliance Approval Adaptation:

- Continue to review and adapt services based on legislated changes.

Municipal Class Environmental Assessment:

- Review and strategize provincial changes in Municipal Class Environmental Assessments.

Municipal Parking Lots:

- Review and evaluate all municipal parking lots for future capital improvement planning.

Sanitary Master Plan:

- Finalize plan and begin implementation of inflow and infiltration reduction measures.

Storm Master Plan:

- Commence Storm Master Plan update to accommodate climate change and incorporate green infrastructure standards and practices.

Support Municipal Servicing Strategies for the Grand Trunk Community Hub:

- Aid the design and strategy of municipal servicing.

Transportation Master Plan:

- Implement and operationalize recommendations outlined in 2023 update.

New Initiatives Planned for 2026 and included in the 2026 budget:

The following list includes programs that are proposed to be initiated in 2026 and will be reported to Council regarding progress. The list is in perceived order of priority and staff ability to proceed.

Street Lighting:

- Reviewing downtown street lighting to assess current illumination levels, identify gaps, and improve pedestrian and traffic safety. The study will also explore opportunities for energy efficiency and aesthetic enhancements to support downtown revitalization.

E-Scooter on City Streets Evaluation:

- Upon confirmation of the provincial government that the kick-style e-scooters legislation pilot will become formal legislation, bring a report to Council for consideration for the inclusion of this type of vehicle use on City Streets.

Traffic Studies:

- Traffic studies to ensure data-driven decisions that improve safety, reduce congestion, and support future growth. By analyzing traffic patterns, they can recommend effective solutions tailored to local conditions and community needs.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

Increased investment in new and renewal of multi-modal transportation infrastructure increases alternative transportation options and overall reduces community-wide greenhouse gas emissions.

2026 BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G310.1 Climate Change Initiatives**

Department/Division Overview:

The Climate Action Division, part of the Infrastructure Services Department, spearheads the City's climate action initiatives at both corporate and community levels, aiming to achieve collective greenhouse gas emission reduction targets, as established by City Council. The Division's responsibilities include designing, implementing, and evaluating specific climate change related projects.

Guided by City Council's climate emergency declaration and the establishment of carbon reduction targets (30% by 2030 and net zero emissions by 2050), the Division collaborates with various City departments to integrate a strategic Climate Lens into all corporate decision-making processes, including but not limited to the budget process, procurement, projects, and the development or updating of plans and policies. The Division also supports grant funding applications, provides technical expertise and guidance to implement priorities that ensure climate action outcomes and maximize inter-departmental synergies. On the community side, the Division engages in activities to educate the public on climate action initiatives and leads the implementation of actions and recommendations outlined in the Community Climate Action Plan (CCAP), such as curating energy and sustainability programs and implementing decarbonization initiatives.

Key Activities Planned for 2026:

Development of publicly facing dashboard on the Climate Action Webpage stipulating energy usage and emission generation from 2017, with an opportunity to update annually.

- Development of the 'Climate Adaptation and Resilience Strategy' with funding support from Federation of Canadian Municipalities, and related periodic reporting.
- Facilitate annual energy consumption reporting for the City in accordance with O. Reg. 25/23 Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans; identify and report on energy and cost savings.
- Conduct ongoing cross-departmental collaboration and application of a Climate Lens in the City's Procurement Policy, Budget process, Official Plan review, Green Buildings Community Improvement Plan, Grand Trunk Renewal Project, and others as identified and directed.
- Continue providing support to staff in embedding a Climate Lens in projects and initiatives, such as identifying and addressing mitigation and adaptation elements, identifying efficiencies and cost savings in facility upgrades and fleet transition.

- Track and monitor implementation of the Corporate Energy and Emissions Plan:
    - Conduct annual emissions reporting for the City and monitor progress through KPIs for key asset classes.
    - Implementation of recommendations such as the carbon reduction strategies outlined in the Buildings and Fleet Roadmaps, other infrastructure upgrades etc.
    - Explore grant funding opportunities (multi-year) to operationalise recommendations of the Community and Energy Emissions Plan (CEEP), for example, FCM GMF Capital Project: Green Buildings Pathway retrofit (based on feasibility studies completed in 2025), electric municipal fleet, public Electric Vehicle (EV) Charging stations.
- Pursue actions and recommendations from the Community Climate Action Plan (CCAP), including tracking and monitoring progress.
    - Develop educational material/brochures for public engagement and education
    - Facilitate public information sessions to amplify the CCAP's program areas, harness key information and enable the community to take meaningful action
    - Identify impactful programs/initiatives for critical program areas and prepare a business case for implementation
    - Continue to seek funding support from senior levels of government and other organizations to implement recommendations of CCAP
- Continue to seek funding opportunities such as Federation of Canadian Municipalities (FCM) Community Energy Systems for neighbourhood-wide district energy mapping and feasibility.
- Continued support for Energy and Environment Advisory Committee (E&E) and facilitation of the Annual Green Recognition Program and Earth Day 2027.
- Ongoing collaboration with the public, community-led organizations, businesses and industry.

New Initiatives Planned for 2026 and included in the 2026 budget:

- Develop the Climate Adaptation and Resilience Strategy, including staff, stakeholder and public consultation.
- Explore grant funding opportunities (multi-year) to support ongoing enhancements to municipal infrastructure in anticipation of increased electric vehicles in corporate fleet.
- Explore grants for business case of renewable energy generation at City facilities (e.g. Rotary Complex).
- Establish community-wide energy and emissions data tracking and monitoring program.
- Street level mapping of EV charging stations and tracking annual usage.
- Extend support efforts for public engagement to amplify program areas of the CCAP, and augment community stewardship. Create guiding documents for building upgrades (envelope), heat pumps, EVs, etc.

- Execute feasible recommended actions from the CCAP with existing resources.
- Support Destination Stratford in curating a micromobility (e-bikes and e-scooters) pilot project in the City.

New or Existing Initiatives not being included in 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Explain Significant Changes from 2025 including applying a climate lens:

Per Council's commitment and direction, staff recognizes the urgency to deliver on city-wide climate action targets of reducing 30% GHG emissions by 2030, 60% by 2040 and strive to achieve net-zero GHG emissions by 2050, for both the Corporation and the community. Increased staff capacity and funding is expected to advance and deliver on listed priorities and services.

These ambitious targets will be unattainable should staff be directed to select only specific initiatives for implementation and defer other identified priorities, particularly at the community scale.

	2023	2024	2025	2025	2026	2027	2028	2029
310 ENGINEERING	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3000 Engineering Administration								
G-310-3000-1360 Service Charge Revenue	0	(40,000)	(40,000)	(16,993)	(40,000)	(41,000)	(42,025)	(43,076)
G-310-3000-1365 Application Review Revenue	(50,000)	(65,000)	(65,000)	0	(40,000)	(41,000)	(42,025)	(43,076)
G-310-3000-1610 Sales	(2,000)	(2,000)	(2,000)	(338)	(1,000)	(1,025)	(1,051)	(1,077)
G-310-3000-1770 Recoverables	(225,000)	(525,000)	(250,000)	0	(250,000)	(256,250)	(262,656)	(269,222)
G-310-3000-1810 Contribution From Reserves	(67,000)	(46,000)	(30,000)	0	(45,000)	0	0	0
G-310-3000-2100 F.T. Salaries & Wages	804,830	644,945	648,675	675,717	705,266	726,424	748,217	770,664
G-310-3000-2110 P.T. Salaries & Wages	32,650	36,840	37,930	12,150	38,679	39,839	41,034	42,265
G-310-3000-2500 F.T. Benefits & Employer Costs	254,910	246,720	254,350	196,697	274,550	282,787	291,271	300,009
G-310-3000-2510 P.T. Benefits & Employer Costs	5,870	7,090	5,400	2,253	5,560	5,727	5,899	6,076
G-310-3000-2700 Other Payroll Expenses	250	250	250	0	250	258	266	274
G-310-3000-3010 Clothing	2,200	2,400	3,600	1,212	3,500	3,587	3,677	3,769
G-310-3000-3050 Materials	2,380	2,450	6,850	3,968	3,000	3,075	3,152	3,231
G-310-3000-3070 Office Supplies	3,200	3,250	3,250	2,623	0	0	0	0
G-310-3000-3090 Copier/Printer Lease	5,100	3,100	2,800	5,927	8,100	8,303	8,511	8,724
G-310-3000-3100 Postage	270	280	300	574	500	513	526	539
G-310-3000-3110 Printing	360	360	200	0	200	205	210	215
G-310-3000-3120 Meals & Meeting Costs	410	410	400	52	2,400	2,460	2,522	2,585
G-310-3000-3130 Publications & Subscriptions	250	250	250	161	200	205	210	215
G-310-3000-4010 Advertising	0	0	500	0	1,000	1,025	1,051	1,077
G-310-3000-4020 Service Contracts	12,000	6,000	12,000	778	14,500	14,862	15,234	15,615
G-310-3000-4040 Consultants	78,500	108,000	75,000	64,444	130,000	133,250	136,581	139,996
G-310-3000-4050 Contractors	0	615,000	250,000	0	250,000	256,250	262,656	269,222
G-310-3000-4060 Courier/Freight	120	0	0	75	0	0	0	0
G-310-3000-4097 Memberships	8,140	11,120	12,000	12,358	14,010	14,360	14,719	15,087
G-310-3000-4142 Training - Expenses	22,800	22,000	23,000	14,721	24,800	25,420	26,055	26,706
G-310-3000-4150 Travel/Mileage-Excl.Training,Conf	620	920	1,150	868	1,180	1,210	1,240	1,271
G-310-3000-5010 Bank & Financing Charges	0	0	0	1,981	2,200	2,255	2,311	2,369
G-310-3000-5040 Rental Of Machinery & Equipment	1,000	800	0	0	0	0	0	0
G-310-3000-7810 Transfer To Reserves	60,000	10,000	0	0	0	0	0	0
G-310-3000-7820 Transfer To Reserve Funds	48,800	50,500	52,900	0	52,900	58,190	64,009	70,410
G-310-3000-7901 Interfunctional IT Support	91,450	187,787	159,377	0	178,704	187,639	197,021	206,872
G-310-3000-7905 Interfunctional Fleet	12,000	12,480	32,670	0	33,180	34,839	36,581	38,410
G-310-3000-7907 Interfunctional Telephone	20,260	20,260	16,070	0	13,510	14,186	14,895	15,640
G-310-3000-9010 Office Equipment& Furnishings	4,680	4,000	4,000	2,892	7,000	7,175	7,354	7,538
G-310-3000-9040 Tools & Small Equipment	1,040	1,000	2,250	432	2,300	2,358	2,417	2,477
Total 3000 Engineering Administration	1,130,090	1,320,212	1,218,172	982,552	1,391,489	1,487,127	1,539,862	1,594,805
Total 310 Engineering	**1,130,090**	**1,320,212**	**1,218,172**	**982,552**	**1,391,489**	**1,487,127**	**1,539,862**	**1,594,805**

2026 BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G315 Fleet**

Department/Division Overview:

Fleet operations facilitate procurement and maintenance of fleet and large equipment for Infrastructure, Community, Social, Development, Fire, and Corporate Services Departments. The function of the Fleet Division is to ensure that Fleet assets are available to meet the City's service delivery commitments. Fleet must be kept in good operating order to mitigate risks of failure which requires cost effective and efficient maintenance. Funding for this division is entirely through taxation as there are no external sources available to offset operational costs. In 2025 associated costs for operation, maintenance, and asset renewal, are largely reallocated to the respective department receiving service, some of which are supported from the tax base and others user pay systems.

Each department receiving benefit contributes proportionally to the Fleet Reserve. Year to year actual fleet replacement may vary significantly and maintaining the Fleet Reserve ensures consistent and stable annual budget impacts. The fleet replacement program prioritizes the needs across all departments for new purchases of vehicles and medium to large equipment through a 20-year forecast. The fleet consists of approximately 130 pieces, including light-duty vehicles, heavy equipment, tractors, and midsize equipment, with an estimated replacement cost of $19,600,000. Fleet Services does not plan for Transit fleet, as capital has historically been fully funded through provincial grants.

Fleet Services are based out of the King Street Public Works Yard and Corcoran Street Transit Shop. Fleet Services is supported by a Supervisor of Fleet, 6 Mechanics and 2 Transit Maintenance Staff.

Key Activities Planned for 2026:

Daily operations

- Schedule and Unscheduled Inspections
- Commercial Vehicle Registry Renewals
- Mechanical Repairs
- Service Bay Maintenance and Upkeep
- Insurance Survey through Zurich Insurance
- Procurement of Fleet, Parts and Stock
- Fleet Logistics
- Fuel System Maintenance
- Fleet Maintenance System

Key Annual Operational Deliverables

- 95% Transit and fleet repairs completed in house
- 2 Median number days that a piece of fleet is in a state of repair.

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Corporate Energy and Emissions Plan

Fleet is recognized as one of the Corporation's largest emitters of carbon. Preliminary internal roadmaps are in place for the short- and medium-term transition to hybrid vehicles, which are underway. Annual tracking from the past three years demonstrates that operational cost savings are being achieved, and fleet related emissions are decreasing as more and more vehicles are upgraded from internal combustion engine vehicles to their hybrid counterparts.

Currently staff are working to further refine the long-term strategy to transform the entire light duty fleet to electric options, medium and heavy duty to hybrids, or alternative fuel as available. Equipment and vehicles are also planned to be equipped with the latest emission control systems.

Asset Renewal Tracking

With the hiring of the Asset Manager in late 2024 staff are working to further review how fleet renewal is tracked internally, with the intent to streamline future budgeting and reporting.

Fire Integration

Continue the integration of Fire Services fleet maintenance and fueling systems (including the Airport), including but limited to licencing, insurance and procurement.

Fleet Utilization

All fleet vehicles, large equipment and some medium equipment have GPS tracking software installed that may be used in analyzing and reporting operational trends. Staff have been working towards regular reporting to improve fleet utilization and support safe and fuel-efficient driver behaviour.

New Initiatives Planned for 2026 and included in the 2026 budget:

Electric Vehicle (EV) Charging Station Installation

Fleet will be acquiring more electric vehicles and EV stations will be part of the procurement process except for the installation piece. Additional EV charging stations have been set up at the Public Works yard when assets are delivered. This resource has allowed operational staff to become familiar with the current unit.

Electric Vehicle Training

Staff will begin researching what is required to operate and maintain electric vehicles as they are purchased to build capacity in-house.

Fleet Maintenance System

Investigation and possible implementation of a Fleet maintenance program that will help streamline our Preventative Maintenance program and reduce repairs resulting in less downtime and service failures into the future.

The Fleet management team is committed to delivering infrastructure solutions that resonate with our strategic objectives, while fostering a community that thrives through sustainability and collaboration. We invite elected officials to join us in this journey as we redefine fleet utilization in line with our collective vision for a prosperous Stratford.

Strategic Priority:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

The Strategic Transition to Cleaner Technologies

The transition to EVs and other low-emission technologies is integral to our commitment to reducing carbon footprints, while saving on operational costs annually. However, the transition involves substantial upfront costs but have lower overall maintenance costs. Steady investment is required to enable these purchases and maintain vehicles and equipment, vital for achieving annual cost savings as well as contributing toward the City's long-term carbon reduction targets.

Rising Costs and Funding Necessity

The costs associated with vehicle replacement, fuel, and parts have risen substantially in recent years. This has made continuous funding crucial for reducing fleet emissions through the procurement and maintenance of advanced vehicles equipped with cutting-edge emission control systems.

Impact of Inconsistent Funding on Fleet Efficiency

Without consistent financial support, our fleet risks include obsolescence leading to elevated emissions, higher operational costs and potential service interruptions. This is particularly critical as we strive to transition from our traditional, carbon-intensive fleet to more sustainable alternatives. The higher upfront costs of electric vehicles (EVs) and alternative fuel vehicles underscore the need for unwavering financial commitment.

315 FLEET	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
3050 Fleet Division Administration								
G-315-3050-1765 Proceeds - Asset Disposals	(30,000)	(20,000)	(30,000)	(5,574)	0	0	0	0
G-315-3050-1770 Recoverable	0	0	0	(8,159)	0	0	0	0
G-315-3050-1905 Interfunctional Fleet	(771,250)	(1,305,250)	(2,643,533)	0	(2,738,100)	(2,809,586)	(2,882,963)	(2,958,280)
G-315-3050-2100 F.T. Salaries & Wages	304,380	334,850	357,020	529,360	363,522	374,428	385,661	397,231
G-315-3050-2110 P.T. Salaries & Wages	25,140	0	0	0	0	0	0	0
G-315-3050-2500 F.T. Benefits & Employer Costs	88,430	109,010	114,700	178,050	118,141	121,685	125,336	129,096
G-315-3050-2510 P.T. Benefits & Employer Costs	4,790	0	0	0	0	0	0	0
G-315-3050-2700 Other Payroll Expenses	500	300	300	1,387	1,200	1,236	1,273	1,311
G-315-3050-3010 Clothing	7,900	7,400	11,940	6,233	11,940	12,238	12,544	12,858
G-315-3050-3011 Personal Protective Equipment	800	1,000	2,000	961	4,000	4,100	4,203	4,308
G-315-3050-3050 Materials	4,500	4,300	4,300	2,448	4,300	4,408	4,518	4,631
G-315-3050-3090 Copier/Printer Lease	400	420	375	263	400	410	420	430
G-315-3050-3180 Vehicle - Fuel	920,000	900,000	960,000	600,983	985,000	1,009,625	1,034,866	1,060,738
G-315-3050-3190 Vehicles - Repairs & Expenses	820,905	862,000	1,050,000	712,350	1,100,000	1,127,500	1,155,688	1,184,580
G-315-3050-4050 Contractors	14,000	10,000	10,000	9,859	12,000	12,300	12,607	12,922
G-315-3050-4060 Courier/Freight	0	0	1,000	488	1,000	1,025	1,051	1,077
G-315-3050-4095 Maintenance Contract - Gps	65,000	40,500	40,500	39,377	55,000	56,375	57,784	59,229
G-315-3050-4097 Memberships	500	500	1,000	1,032	1,000	1,025	1,051	1,077
G-315-3050-4142 Training - Expenses	5,000	4,000	10,000	689	6,000	6,150	6,304	6,462
G-315-3050-5040 Rental Of Bldg,Machinery,Equip	5,000	0	0	0	0	0	0	0
G-315-3050-7901 Interfunctional IT Support	0	57,522	60,548	0	23,697	24,882	26,126	27,432
G-315-3050-7907 Interfunctional Telephone	1,110	1,110	1,000	0	1,050	1,103	1,158	1,216
G-315-3050-9040 Tools And Small Equipment	35,350	71,850	48,850	28,164	49,850	51,096	52,373	53,682
Total 3050 Fleet Division Administration	1,502,455	1,079,512	0	2,097,911	0	0	0	0
3055 Fleet Operations								
G-315-3055-3190 Vehicle - Repairs & Expenses	0	0	0	1,321	0	0	0	0
G-315-3055-9040 Tools & Small Equipment	0	0	0	190	0	0	0	0
Total 3055 Fleet Operations	0	0	0	1,511	0	0	0	0
Total 315 Fleet	**1,502,455**	**1,079,512**	**0**	**2,099,422**	**0**	**0**	**0**	**0**

2026 OPERATING BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G320 Roads**

Department/Division Overview:

The Public Works Division function as the road authority is to ensure safe and efficient transportation services by maintaining an estimated $271,000,000 in assets, from over 200 km of road, 200 km of sidewalk, and associated infrastructure. Roads Services is based out of the Public Works Yard located at 303 King Street, and is supported by the Manager of Public Works, a Supervisor of Public Works, and 17 full-time staff equivalents.

The Roads operating budget covers staffing and materials required to maintain roads in a legally required good state of repair. In warmer months this involves road repair and preventative maintenance work, while winter requires the addition of snow maintenance.

Operations and asset renewal is largely facilitated through the Public Works Reserve, which is tax levy funded.

Key Activities Planned for 2026:

Daily Operations:

- Customer Service
- Winter Maintenance Street and Sidewalks
- Winter Maintenance City Streets
- Maintenance and Repair City Parking Lots
- Inspection and Facilitate Street Light Repairs
- Downtown Core Garbage Cleanup
- Street Signs Inspections and Maintenance
- Street Cleaning
- Public Works Facility Maintenance
- Intersection Closed-Circuit Television
- Traffic Signal Maintenance
- Speed Radar Signs Installations

- Road Spill Response
- General Internal Labour Support
- Capital Renewal
- Maintain Salt Management Plan
- Special Event Road Closures
- Special Event Bin Maintenance
- Grass Mowing
- Road Crack Sealing
- Shoulder Maintenance
- Railroad Crossing Maintenance
- Boulevard Grading
- Stall Parking Painting at EV Station Stalls
- Pedestrian Crossover Maintenance
- Pavement Marking Including Pride Crosswalk
- Sharps Removal
- Homelessness/Encampment Support

Key Annual Operational Objectives:

- 100% Compliance with Minimum Maintenance Standards (MMS)
- 1 Complete City-Wide Pavement and Parking Markings
- 5 Complete City-Wide Circuit of Street Sweeping

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Fleet and Equipment Utilization:

- Focusing on environmentally friendly practices in the department. Reducing equipment idling time through our GPS data reporting tools. Investigate alternative options for small tools used in the department such as weed trimmers and saws to switch from gas to battery powered.

Larger Street Surface Repairs:

- Continuing to provide repairs on all City streets. Focusing on hot asphalt overlay for poor conditioned roadways that are not forecast for reconstruction or resurfacing.

Public Works Facility Review:

- Facilitate space review and options for optimization of Public Works operations through facility improvements and expansions.

New Initiatives Planned for 2026:

Efficiencies:

- Continue to review and maintain Core Levels of Service.
- Increased training program for new Health and Safety initiatives.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Enhancing infrastructure, promoting housing stability, fostering partnerships, and supporting economic growth

- Reviews, pilot projects, and studies to support growth. Continue to support all Departments in times of need and performing repairs to accommodate budgeting restraints.

Explain Significant Variances (2026 proposed budget vs prior year budget):

- Weather changes and material costs for winter operations continue to increase, as do aggregate materials. Fuel and trucking prices may also have an impact on the budget.
- Increased contributions to reserve to edge nearer to sustainable asset renewal.
- Increased support to the Transportation Master Plan.

	2023	2024	2025	2025	2026	2027	2028	2029
320 ROADS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3100 Road Administration								
G-320-3100-1770 Recoverables	(1,000)	0	0	(1,000)	0	0	0	0
G-320-3100-2100 F.T. Salaries & Wages	235,500	269,930	280,500	496,399	287,356	295,977	304,856	314,002
G-320-3100-2110 P.T. Salaries & Wages	45,622	9,840	15,790	0	16,108	16,591	17,089	17,602
G-320-3100-2500 F.T. Benefits & Employer Costs	68,430	97,950	101,920	180,074	104,980	108,129	111,373	114,714
G-320-3100-2510 P.T. Benefits & Employer Costs	6,410	1,850	3,260	0	3,360	3,461	3,565	3,672
G-320-3100-2700 Other Payroll Expenses	0	2,100	2,140	938	2,200	2,266	2,334	2,404
G-320-3100-3010 Clothing	30,000	30,000	30,000	11,830	30,750	31,519	32,307	33,115
G-320-3100-3050 Materials	22,500	22,000	22,000	8,688	22,000	22,550	23,114	23,692
G-320-3100-3070 Office Supplies	1,080	1,000	1,020	987	1,040	1,066	1,093	1,120
G-320-3100-3090 Copier/Printer Lease	2,250	2,360	2,100	1,860	2,400	2,460	2,522	2,585
G-320-3100-3120 Meals & Meeting Costs	300	350	360	0	370	379	388	398
G-320-3100-3140 Repairs,Maint-Bldgs,Equip	500	1,500	2,000	2,866	2,100	2,153	2,207	2,262
G-320-3100-4020 Service Contracts	6,000	6,000	6,300	7,722	6,800	6,970	7,144	7,323
G-320-3100-4050 Contractors	0	2,500	0	0	0	0	0	0
G-320-3100-4097 Memberships	2,100	2,100	2,600	563	2,000	2,050	2,101	2,154
G-320-3100-4142 Training - Expenses	18,000	18,000	19,800	15,096	20,300	20,808	21,328	21,861
G-320-3100-5030 Interest On Long-Term Debt	13,010	5,906	285	284	0	0	0	0
G-320-3100-5035 Principal On Long-Term Debt	241,250	243,160	49,745	49,743	0	0	0	0
G-320-3100-7820 Transfer To Reserve Funds	1,664,000	2,764,000	3,890,000	0	4,390,000	4,829,000	5,311,900	5,843,090
G-320-3100-7901 Interfunctional IT Support	0	132,300	145,315	0	165,882	174,176	182,885	192,029
G-320-3100-7903 Interfunctional Maintenance	0	2,750	2,830	0	2,900	3,045	3,197	3,357
G-320-3100-7907 Interfunctional Telephone	7,850	7,850	5,830	0	5,426	5,697	5,982	6,281
G-320-3100-9010 Office Equipment,Furnishings	2,000	2,000	0	0	0	0	0	0
G-320-3100-9040 Tools,Small Equipment	20,000	20,000	20,000	3,012	20,000	20,500	21,012	21,537
Total 3100 Road Administration	2,385,802	3,645,446	4,603,795	779,062	5,085,972	5,548,797	6,056,397	6,613,198
3125 Road Operations								
G-320-3125-1570 Donations	0	0	0	(5,000)	0	0	0	0
G-320-3125-1770 Recoverables	(40,000)	(20,000)	0	(7,957)	0	0	0	0
G-320-3125-1903 Interfunctional Maintenance	(50,000)	(18,000)	(23,000)	(60)	(23,000)	(24,150)	(25,358)	(26,626)
G-320-3125-2100 F.T. Salaries & Wages	983,350	611,830	632,490	351,169	612,465	630,839	649,764	669,257
G-320-3125-2500 F.T. Benefits & Employer Costs	353,180	230,950	253,930	123,574	261,550	269,397	277,479	285,803
G-320-3125-3030 Heat	12,800	13,300	19,000	11,328	19,000	19,475	19,962	20,461
G-320-3125-3040 Hydro	21,400	22,200	25,000	19,367	28,000	28,700	29,417	30,152
G-320-3125-3045 Water / Sewage	3,400	3,400	3,470	1,496	3,550	3,639	3,730	3,823
G-320-3125-3050 Materials	73,000	70,000	71,400	49,264	73,000	74,825	76,696	78,613
G-320-3125-3140 Repairs,Maint-Bldgs,Equip	22,400	22,500	23,000	4,412	23,500	24,087	24,689	25,306
G-320-3125-4020 Service Contracts	22,000	18,000	18,400	3,090	10,000	10,250	10,506	10,769
G-320-3125-4050 Contractors	64,000	82,000	10,000	5,530	70,000	71,750	73,544	75,383

320 ROADS	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
G-320-3125-4095 Maintenance Contracts	1,000	600	1,000	0	1,100	1,128	1,156	1,185
G-320-3125-5040 Rental Of Bldg, Machinery & Equi	300	0	1,000	0	0	0	0	0
G-320-3125-7820 Transfer To Reserve Funds	535,000	588,500	635,600	0	686,400	755,040	830,544	913,598
G-320-3125-7905 Interfunctional Fleet	213,000	221,520	917,353	0	677,690	711,575	747,154	784,512
G-320-3125-9040 Tools & Small Equipment	0	1,000	0	0	0	0	0	0
Total 3125 Road Operations	2,214,830	1,847,800	2,588,643	556,213	2,443,255	2,576,555	2,719,283	2,872,236
3150 Road Winter								
G-320-3150-1810 Contribution From Reserves	0	(150,000)	(200,000)	0	(125,000)	0	0	0
G-320-3150-1903 Interfunctional Maintenance	(70,000)	(80,000)	(93,000)	0	(93,000)	(97,650)	(102,533)	(107,660)
G-320-3150-2100 F.T. Salaries & Wages	291,400	505,610	528,480	315,509	530,363	546,274	562,662	579,542
G-320-3150-2500 F.T. Benefits & Employer Costs	82,150	194,680	208,120	107,273	214,360	220,791	227,415	234,237
G-320-3150-3040 Hydro	4,000	3,600	3,200	2,396	3,000	3,075	3,152	3,231
G-320-3150-3050 Materials	285,000	290,000	298,000	218,959	300,000	307,500	315,188	323,068
G-320-3150-3140 Repairs,Maint-Bldgs,Equip	2,000	2,000	2,040	2,444	2,100	2,153	2,207	2,262
G-320-3150-4010 Advertising	200	200	250	0	0	0	0	0
G-320-3150-4020 Service Contracts	60,000	50,000	60,000	48,281	62,000	63,550	65,139	66,767
G-320-3150-4050 Contractors	200,000	165,000	170,000	193,682	175,000	179,375	183,859	188,455
G-320-3150-5040 Rental Of Machinery & Equipmen	35,000	5,000	5,000	0	0	0	0	0
G-320-3150-9040 Tools & Small Equipment	0	300	0	0	0	0	0	0
Total 3150 Road Winter	889,750	986,390	982,090	888,544	1,068,823	1,225,068	1,257,089	1,289,902
3175 Railway Crossings								
G-320-3175-2100 F.T. Salaries & Wages	1,800	1,920	1,980	1,951	0	0	0	0
G-320-3175-2500 F.T. Benefits & Employer Costs	660	790	820	663	840	865	891	918
G-320-3175-3050 Materials	0	200	210	0	200	205	210	215
G-320-3175-4095 Maintenance Contracts	62,000	62,500	63,250	50,817	77,900	79,848	81,844	83,890
Total 3175 Railway Crossings	64,460	65,410	66,260	53,431	78,940	80,918	82,945	85,023
3176 Traffic								
G-320-3176-1770 Recoverables	0	0	0	(3,995)	0	0	0	0
G-320-3176-2100 Salaries & Wages	10,780	5,690	5,880	139	1,915	1,972	2,031	2,092
G-320-3176-2500 F.T. Benefits & Employer Costs	3,950	2,360	2,430	47	2,500	2,575	2,652	2,732
G-320-3176-3050 Materials	10,500	10,000	10,000	0	10,250	10,506	10,769	11,038
G-320-3176-4020 Service Contracts	66,550	75,000	82,900	67,370	81,900	83,948	86,047	88,198
G-320-3176-4050 Contractors	1,000	1,000	0	0	0	0	0	0
Total 3176 Traffic	92,780	94,050	101,210	63,561	96,565	99,001	101,499	104,060
3177 Traffic Signs								
G-320-3177-2100 F.T. Salaries & Wages	10,780	50,580	52,220	18,966	53,966	55,585	57,253	58,971
G-320-3177-2500 F.T. Benefits & Employer Costs	3,950	21,060	21,690	6,449	22,340	23,010	23,700	24,411
G-320-3177-3050 Materials	9,300	8,500	8,670	4,126	8,900	9,123	9,351	9,585
G-320-3177-4050 Contractors	15,000	17,000	12,000	0	12,300	12,607	12,922	13,245
Total 3177 Traffic Signs	39,030	97,140	94,580	29,541	97,506	100,325	103,226	106,212

	2023	2024	2025	2025	2026	2027	2028	2029
320 ROADS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
3178 Road Painting								
G-320-3178-2100 F.T. Salaries & Wages	1,800	65,290	67,400	42,317	73,112	75,305	77,564	79,891
G-320-3178-2500 F.T. Benefits & Employer Costs	660	27,220	28,040	14,388	28,880	29,746	30,638	31,557
G-320-3178-3050 Materials	20,000	20,000	20,000	13,124	20,000	20,500	21,012	21,537
G-320-3178-4050 Contractors	62,000	62,000	43,250	48,644	50,000	51,250	52,531	53,844
Total 3178 Road Painting	84,460	174,510	158,690	118,473	171,992	176,801	181,745	186,829
3500 Street Lights								
G-320-3500-1770 Recoverables	(1,200)	(1,200)	0	(1,309)	0	0	0	0
G-320-3500-3040 Hydro	258,000	268,000	268,000	205,600	280,000	287,000	294,175	301,529
G-320-3500-4020 Service Contracts	130,000	133,500	142,000	153,674	150,000	153,750	157,594	161,534
G-320-3500-7820 Transfer To Reserve Funds	110,000	0	0	0	0	0	0	0
Total 3500 Street Lights	496,800	400,300	410,000	357,965	430,000	440,750	451,769	463,063
Total 320 Roads	**6,267,912**	**7,311,046**	**9,005,268**	**2,846,790**	**9,473,053**	**10,248,215**	**10,953,953**	**11,720,523**

2026 BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G330 Sanitary**

Department/Division Overview:

The Sanitary Division plays a crucial role in maintaining the City's wastewater collection and treatment systems, ensuring it operates efficiently and meets regulatory standards. This division is led by a Manager of Environmental Services and supported by a Supervisor of Environmental Services, along with a team of four dedicated wastewater operators. Together, they oversee assets valued at over $178 million, which include essential infrastructure such as 11 wastewater pumping stations, approximately 175 kilometers of sanitary mains, and 2,100 manholes.

The operation of the Water Pollution Control Plant (WPCP), vital for treating wastewater before its release into the environment, is managed under contract by the Ontario Clean Water Agency (OCWA). This partnership ensures that the plant operates effectively while adhering to environmental guidelines and maintaining public health standards.

The Sanitary Division depends on user fees to maintain operations and finance essential asset renewals and replacements. These fees contribute to the Wastewater Reserve Fund, which is crucial for funding capital investments and unforeseen expenses. Each year, any budget variances are prudently addressed through transfers to reserves, ensuring the wastewater system remains financially sustainable and fully supported by user contributions.

By prioritizing efficient operations, regulatory compliance, and proactive maintenance of its infrastructure, the Sanitary Division ensures the continued functionality and reliability of the City's wastewater management systems. This approach not only safeguards public health and environmental quality but also supports the long-term sustainability of wastewater services for the community of Stratford.

Key Activities Planned for 2026:

Daily Operations:

- Customer Service
- Capital Renewal
- Oversight OCWA Operations of WPCP
- Pump Station O&M and Inspections
- Sewer Flushing
- Infrastructure Maintenance and Repairs
- Video Inspection and Condition Assessment

- Acoustic Sewer System Inspection
- After Hour Systems Failure Response
- Service/Sewer Backup Investigations

Key Annual Operational Deliverables:

- 25% Sewer System Inspection and Necessary Flushing Completed Annually
- 10% Sewer System Video Inspections Completed Annually
- Citywide Smoke Testing Once Every 10 Years

The following list includes ongoing operational programs that are anticipated to require significant time investment by staff, above daily operational activities.

Ministry of Environment, Climate and Parks Compliance Improvements:

- Enhance documentation and record controls to ensure Ministry compliance maintained.

Pumping Station Maintenance Program:

- Implement a proactive pumping station maintenance program to ensure optimal performance and longevity of equipment, reduction in unexpected breakdowns, the minimizing of downtime, and the lowering of overall maintenance costs.

SCADA Program Development:

- Facilitate cellular network equipment installations and Station SCADA (Supervisory Control and Data Acquisition) communications connectivity.

Sanitary Master Plan

- The sanitary master plan was updated in 2025. Staff now are utilizing the plan and model to evaluate various system components to aid strategic growth and renewal projects.

Key Capital Renewal Projects not including Linear Projects:

- Pumping Station Upgrades
- Pumping Station Security Upgrades
- Pumping Station Magnetic Flow Meters
- WPCP- Digester Roof Replacement
- WPCP- Pretreatment (Grit Removal & Bar Screen) Replacement- Design
- WPCP- Various Capital Upgrades including replacing an Aeration Blower
- WPCP- Sludge Storage Maintenance

New Initiatives Planned for 2026:

Water Pollution Control Plant Master Plan:

- As a requirement of the recently updated Linear Consolidated Environmental Compliance Approval, the Province requires that the 2016 Wastewater Treatment Plant Master Plan be updated.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

- The development of the asset management plan and increase in material costs requires additional revenue to cover these costs. As a result, user rates increased in 2025 to cover these growing costs.
- The replacement of the digester roof and mixing equipment will prolong the life of the Primary Digester.
- The design phase of the Pretreatment process will align with our strategic objectives of replacing equipment that is past its current usable life and implementing efficient technology and equipment.

330 SANITARY	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
4100 Sanitary Administration								
G-330-4100-1370 Sewage Surcharge Revenue	(7,500,000)	(8,100,000)	(8,262,000)	(5,719,021)	(8,600,000)	(9,188,742)	(9,435,644)	(9,718,203)
G-330-4100-1820 Contribution From Reserve Fund	0	0	(375,650)	0	(375,380)	0	0	0
G-330-4100-1903 Interfunctional Maintenance	(187,600)	(191,350)	(193,000)	(168)	(193,000)	(202,650)	(212,783)	(223,422)
G-330-4100-2100 F.T. Salaries & Wages	0	0	0	65,710	0	0	0	0
G-330-4100-2500 F.T. Benefits & Employer Costs	0	0	0	28,558	0	0	0	0
G-330-4100-2700 Other Payroll Expenses	450	400	400	114	0	0	0	0
G-330-4100-3010 Clothing	2,450	3,500	4,200	1,186	4,305	4,413	4,523	4,636
G-330-4100-3050 Materials	1,500	1,500	3,000	7,437	8,800	9,020	9,246	9,477
G-330-4100-4020 Service Contracts	5,150	5,300	5,400	1,582	5,535	5,673	5,815	5,960
G-330-4100-4050 Contractors	2,540	0	0	0	0	0	0	0
G-330-4100-4060 Courier/Freight	0	0	0	188	195	200	205	210
G-330-4100-4097 Memberships	300	500	0	0	0	0	0	0
G-330-4100-4142 Training - Expenses	6,000	8,000	8,500	2,605	8,715	8,933	9,156	9,385
G-330-4100-5030 Interest On Long-Term Debt	674,444	612,304	544,755	331,712	479,662	455,679	432,895	411,250
G-330-4100-5035 Principal On Long-Term Debt	2,162,686	2,173,317	2,187,110	1,145,038	2,199,597	2,089,617	1,985,136	1,885,879
G-330-4100-5062 Property Taxes	144,550	150,588	166,127	161,030	166,670	170,837	175,108	179,486
G-330-4100-7820 Transfer To Reserve Funds	2,066,993	2,446,347	2,441,064	0	2,167,529	2,384,282	2,622,710	2,884,981
G-330-4100-7901 Interfunctional IT Support	15,292	23,009	30,274	0	53,319	55,985	58,784	61,723
G-330-4100-7906 Interfunctional Insurance	63,830	68,045	69,460	69,460	69,566	73,044	76,696	80,531
G-330-4100-9040 Tools & Small Equipment	4,000	4,000	5,000	4,098	7,000	7,175	7,354	7,538
Total 4100 Sanitary Administration	(2,537,415)	(2,794,540)	(3,365,360)	(3,900,471)	(3,997,487)	(4,126,534)	(4,260,799)	(4,400,569)
4125 Sanitary Treatment								
G-330-4125-1770 Recoverables	(100,000)	(100,000)	(125,000)	0	0	0	0	0
G-330-4125-1820 Contribution From Reserve Fund	0	0	(60,000)	0	0	0	0	0
G-330-4125-3040 Hydro	350,000	350,000	350,000	265,125	385,000	394,625	404,491	414,603
G-330-4125-4020 Service Contracts	11,250	1,250	1,300	157	1,335	1,368	1,402	1,437
G-330-4125-4040 Consultants	20,000	20,000	80,000	0	160,000	164,000	168,100	172,302
G-330-4125-4050 Contractors - OCWA	1,071,000	970,000	999,000	742,238	1,125,000	1,153,125	1,181,953	1,211,502
G-330-4125-4090 Legal	5,000	5,000	5,000	0	5,000	5,125	5,253	5,384
G-330-4125-4104 Sludge Services	0	152,000	152,000	187,500	250,000	256,250	262,656	269,222
Total 4125 Sanitary Treatment	1,357,250	1,398,250	1,402,300	1,195,020	1,926,335	1,974,493	2,023,855	2,074,450

	2023	2024	2025	2025	2026	2027	2028	2029
330 SANITARY	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
4150 Sanitary Collection								
G-330-4150-1770 Recoverables	(5,000)	(5,500)	(6,000)	(1,117)	(5,000)	(5,125)	(5,253)	(5,384)
G-330-4150-2100 F.T. Salaries & Wages	668,160	706,360	801,670	386,904	817,088	841,601	866,849	892,854
G-330-4150-2500 F.T. Benefits & Employer Costs	187,060	230,300	270,620	130,131	278,740	287,102	295,715	304,586
G-330-4150-3040 Hydro	38,000	38,000	41,200	25,287	42,230	43,286	44,368	45,477
G-330-4150-3045 Water / Sewage	575	600	880	3,069	900	922	945	969
G-330-4150-3050 Materials	45,000	40,000	40,000	37,571	46,000	47,150	48,329	49,537
G-330-4150-3140 Repairs,Maint-Bldgs,Equip	7,500	7,500	7,500	8,358	7,690	7,882	8,079	8,281
G-330-4150-4020 Service Contracts	34,950	42,500	32,500	11,815	33,350	34,184	35,039	35,915
G-330-4150-4040 Consultants	10,000	20,000	0	0	80,000	82,000	84,050	86,151
G-330-4150-4050 Contractors	86,000	86,000	100,000	69,233	167,500	171,687	175,979	180,378
G-330-4150-4060 Courier/Freight	100	100	0	0	0	0	0	0
G-330-4150-4100 Services - Other	0	0	0	4,213	1,400	1,435	1,471	1,508
G-330-4150-4120 Telephone - Cell Phones	2,500	0	0	0	0	0	0	0
G-330-4150-7820 Transfer To Reserve Funds	0	123,800	143,000	0	172,000	189,200	208,120	228,932
G-330-4150-7902 Interfunctional Admin Services	70,000	70,000	419,020	0	280,800	294,840	309,582	325,061
G-330-4150-7905 Interfunctional Fleet	32,800	34,110	110,960	0	147,110	154,466	162,189	170,298
G-330-4150-7907 Interfunctional Telephone	2,520	2,520	1,710	0	1,344	1,411	1,482	1,556
G-330-4150-9040 Tools & Small Equipment	0	0	0	679	0	0	0	0
Total 4150 Sanitary Collection	1,180,165	1,396,290	1,963,060	676,143	2,071,152	2,152,041	2,236,944	2,326,119
Total 330 Sanitary	**0**	**0**	**0**	**(2,029,308)**	**0**	**0**	**0**	**0**

2026 BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G340 Storm**

Department/Division Overview:

The Stormwater Division plays a pivotal role in ensuring the effective operation and maintenance of essential stormwater infrastructure within the City. This division's primary objective is to ensure that storm sewer systems, along with other vital components such as catch basins, culverts, maintenance holes, municipal drains, pump stations, and stormwater management ponds, are functioning optimally in anticipation of major weather events.

Operating out of the Public Works yard located at 303 King Street, the Storm Division is led by a Manager of Environmental Services and a Supervisor of Environmental Services. They oversee a team comprising approximately 2 to 3 Public Works and 4 Environmental Services Staff who are responsible for managing storm assets valued at over $210 million. This includes not only routine maintenance and repair tasks but also strategic planning and preparedness to handle storm-related challenges effectively.

In recent years, the Storm Division has significantly expanded its services, driven by commitments from the City Council. This increased investment in Storm Services has led to tangible benefits, including more frequent maintenance of core infrastructure and enhanced repairs.

Through proactive maintenance, strategic planning, and effective resource allocation, the Storm Division plays a pivotal role in ensuring public safety and minimizing the impact of storm events on property. These efforts are crucial for enabling community resilience, particularly amidst escalating climate variability. Safeguarding public safety necessitates substantial investments in infrastructure, currently funded through the tax levy to support Storm Division services.

Key Activities Planned for 2026:

Daily Operations:

- Customer Service
- Capital Renewal
- Storm Sewer Flushing
- Infrastructure Maintenance and Repairs
- Catch Basin Cleaning
- Pump Station Inspections and Maintenance

- Ditch Cleaning and Maintenance
- Storm Pond Inspections and Maintenance
- Video Inspection and Condition Assessment

Key Annual Operational Objectives:

- 15% Storm Sewer System Condition Inspected and Assessed Annually
- 25% Storm Sewer System Cleaned Annually
- 50% Catch Basin System Cleaned Annually
- 100% Ditch Systems Maintained Once Annually
- 50% City Owned Stormwater Management Ponds Inspected Annually
- 50% Private Storm Management Structures Inspected Annually

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Service Development and Operational Objectives:

- Dedicated resources to the operation and maintenance activities associated with this service only came into place in 2023.
- This change in structure enables service delivery programs and mechanisms to be reviewed and further enhanced.

Implementation of Environmental Compliance Approvals (ECA):

- Implementing new Storm Environmental Compliance Approval (ECA) for all storm related work including storm retention ponds.
- This includes more stringent inspections and reporting for all storm related activities.

New Initiatives Planned for 2026:

Sediment Removal – Lake Victoria:

- In 2026, the City intends to begin sediment removal of Lake Victoria. The accumulation of sediment in the forebay of the Dam represents a risk to the proper function and maintenance of the Dam and the Lake itself.
- Services in 2026 will focus on enhancing and formalizing through standardized procedures of service delivery.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

Continuing efforts to enhance a structured program for ditch cleaning and maintenance, repair of catch basins and maintenance holes, sewer condition assessments, and storm pond maintenance are indicative of the success of Storm Services. However, these initiatives are exerting pressure on the storm operating budget. Given the scale of these projects, some will be outsourced to contractors, with assistance from City staff.

There is a significant variance associated with the incremental increase in transfer to the capital reserve funds, to ensure sustainable infrastructure renewal. Staff have proposed a phased-in increase of $100,000, towards the recognized $400,000 shortfall identified in the Asset Management Plan.

	2023	2024	2025	2025	2026	2027	2028	2029
340 STORM	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
4200 Storm Administration								
G-340-4200-2100 F.T. Salaries & Wages	0	135,610	149,010	0	151,796	156,350	161,041	165,872
G-340-4200-2500 F.T. Benefits & Employer Costs	0	43,880	50,390	0	51,900	53,457	55,061	56,713
G-340-4200-3040 Hydro	2,200	2,300	2,950	1,517	2,950	3,024	3,100	3,177
G-340-4200-5030 Interest On Long-Term Debt	614,830	581,479	521,380	301,488	437,567	415,689	394,905	375,160
G-340-4200-5035 Principal On Long-Term Debt	1,951,910	1,947,133	1,820,285	1,113,563	1,876,850	1,783,008	1,693,858	1,609,165
G-340-4200-7820 Transfer To Reserve Fund	1,560,000	1,800,000	2,100,000	0	2,200,000	2,420,000	2,662,000	2,928,200
G-340-4200-9040 Small Tools & Equipment	220	500	1,000	0	3,000	3,075	3,152	3,231
Total 4200 Storm Administration	4,129,160	4,510,902	4,645,015	1,416,568	4,724,063	4,834,603	4,973,117	5,141,518
4225 Storm Treatment								
G-340-4225-2100 F.T. Salaries & Wages	23,360	29,730	30,700	4,227	40,265	41,473	42,717	43,999
G-340-4225-2500 F.T. Benefits & Employer Costs	8,570	12,410	12,790	1,433	13,170	13,565	13,972	14,391
G-340-4225-3050 Materials	22,500	22,500	10,000	505	10,250	10,506	10,769	11,038
G-340-4225-4020 Service Contracts	50,000	50,000	42,000	0	43,000	44,075	45,177	46,306
G-340-4225-4050 Contractors	25,000	25,000	25,000	4,559	25,000	25,625	26,266	26,923
G-340-4225-5040 Rental Of Machinery & Equip	300	2,000	2,000	0	2,200	2,255	2,311	2,369
G-340-4225-9040 Tools & Small Equipment	0	500	0	848	0	0	0	0
Total 4225 Storm Treatment	129,730	142,140	122,490	11,572	133,885	137,499	141,212	145,026
4250 Storm Collection								
G-340-4250-1130 Ontario Grants	(13,125)	0	(12,500)	0	(12,500)	(12,812)	(13,132)	(13,460)
G-340-4250-1770 Recoverables	0	0	0	(23,966)	0	0	0	0
G-340-4250-1810 Contribution From Reserves	0	0	0	0	(43,000)	0	0	0
G-340-4250-1820 Contribution From Reserve Funds	0	0	0	0	(150,000)	0	0	0
G-340-4250-2100 F.T. Salaries & Wages	113,060	106,520	132,930	102,280	147,419	151,842	156,397	161,089
G-340-4250-2500 F.T. Benefits & Employer Costs	27,620	31,100	41,550	34,437	42,800	44,084	45,407	46,769
G-340-4250-3050 Materials	8,500	10,000	22,500	24,591	23,100	23,677	24,269	24,876
G-340-4250-4020 Service Contracts	16,000	16,000	10,000	1,001	10,250	10,506	10,769	11,038
G-340-4250-4040 Consultants	25,000	25,000	25,000	21,745	175,000	179,375	183,859	188,455
G-340-4250-4050 Contractors	87,500	87,500	87,500	16,666	90,000	92,250	94,556	96,920
G-340-4250-5040 Rental Of Bldg,Machinery,Equip	200	500	0	41	0	0	0	0
Total 4250 Storm Collection	264,755	276,620	306,980	176,795	283,069	488,922	502,125	515,687
Total 340 Storm	**4,523,645**	**4,929,662**	**5,074,485**	**1,604,935**	**5,141,017**	**5,461,024**	**5,616,454**	**5,802,231**

2026 BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G350 Water**

Department/Division Overview:

The Water Division's primary function is to ensure the continuous provision and maintenance of safe drinking water to residents, businesses, and industries. This is achieved through the effective and efficient operation and maintenance of the municipal water treatment and distribution systems. The division is staffed by a dedicated team led by a Manager and a Supervisor, with additional support from two compliance officers and eight technical field staff. Together, they manage assets valued at over $105,000,000.

The City Water Distribution System comprises approximately 189 kilometers of water mains, 1,850 valves, and 950 hydrants. To maintain regulatory compliance and ensure operational efficiency, data on various operational parameters is recorded by Supervisory Control and Data Acquisition (SCADA) systems, which serve as process databases.

The financial planning for the Water Distribution System includes a detailed budget for material and overtime expenses. This budget is developed based on expected maintenance activities, such as handling approximately 30 main breaks and replacing about 10 valves annually, in addition to routine hydrant maintenance. While these estimates provide a guideline, actual numbers can vary each year. To manage these variances and ensure financial stability, any budget discrepancies are adjusted through transfers to reserve funds. This approach ensures that the water system remains fully funded by user fees, maintaining a user-pay model.

The operations and renewal of assets within the water system are predominantly funded through these user fees. This model supports both the day-to-day operational needs and long-term infrastructure renewal projects, ensuring that the water distribution system remains reliable and capable of meeting the community's needs. The strategic use of SCADA systems enhances operational efficiency by providing real-time data and insights, enabling proactive maintenance and swift response to any issues that arise.

By leveraging advanced technology and a skilled workforce, the Water Division effectively manages a complex network of infrastructure, ensuring the delivery of safe drinking water and maintaining the integrity and functionality of the water distribution system.

Key Activities Planned for 2026:

Daily Operations:

- Customer Service
- Capital Renewal

- Drinking Water Quality Management System
- Watermain Commissioning
- Weekly Water Sampling
- Water Service and Meter Installations
- Water Quality Annual Report
- Small Watermain Repairs
- Drinking Water Source Protection
- Water Service Shutoffs
- Frozen Water Services Management
- Hydrant Flushing
- O&M Wells, Pump Stations and Towers
- Valve Maintenance and Replacement
- Thomas Orr Dam/John Street Weir Support
- Education and Outreach
- After Hour Emergency Repairs
- Cathodic Protection Installations

Key Annual Operational Objectives:

- 98% Drinking Water Quality Management System Evaluation Scoring
- 10 Lead Service Replacements
- 5 Valve Non-Linear Related Replacements (25 including linear replacements)
- 25% System Valve Turning Maintenance
- 100% Uni-Directional System/Hydrant Flushing
- 4% System Cathodic Protection Installations

Key Capital Renewal:

- Linear infrastructure replacements
- Upgrades to source water well chlorination systems
- Romeo Treatment Facility upgrades

SCADA:

- Upgrading communication network to cellular to improve system security and efficiency.

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Education and Outreach:

- Increased involvement with public events to create more community awareness of the Environmental Services Department.
- This will entail more outreach through social media and the City website, open houses at water facilities and public notifications to water works happening around the City.

Upper Thames River Conservation Authority (UTRCA) Services Review:

- In 2024, under Bill 23, the provincial government mandated the UTRCA to establish an agreement with the City for non-legislated services. The City is currently reviewing service delivery in response to the recently established agreement.

New Initiatives Planned for 2026:

Enhance Water Meter Service Program:

- A water metering program needs to be reinstated and upgraded with Smart Meters to ensure accurate revenue collection and achieve operational efficiencies.

Geothermal Evaluation:

- Continued investigation into the suitability of geothermal infrastructure installations in Stratford and development standards and guidelines for consideration of use.

Lead Policy:

- Provincial guidance recommends implementing proactive measures to address the replacement of lead services.
- Accordingly, staff are developing a lead policy, which includes a subsidy component, for Council review and consideration.

Sewer and Water By-Law Update:

- The current by-law is outdated and restricts enforcement of non-compliance.
- The updated by-law would also permit the use of geothermal technologies within City limits.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Explain Significant Changes from 2025 including applying a climate lens:

The development of the Asset Management Plan and increase in material costs requires additional revenue to cover these costs. As a result, user rates increased in 2025 to cover these growing costs and ensured there are sufficient funds being contributed to the reserves. This reserve will be used to fund Capital projects and be available if unexpected, emergency work needs to be completed.

The installation in 2026 of a new generator at the Dunn Road Well House will ensure preparedness in the event of extended power outages. The increase in frequency of extreme weather events significantly enhances the value of this project in terms of ensuring redundancy in the water system.

	2023	2024	2025	2025	2026	2027	2028	2029
350 WATER	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
4300 Water Administration								
G-350-4300-1410 Water Revenue	(5,330,000)	(5,895,000)	(6,307,650)	(4,334,142)	(6,680,000)	(6,847,000)	(7,018,175)	(7,193,629)
G-350-4300-1820 Contribution From Reserve Fund	0	0	(160,000)	0	0	0	0	0
G-350-4300-2100 F.T. Salaries & Wages	703,690	728,785	777,826	655,788	747,921	770,359	793,470	817,274
G-350-4300-2110 P.T. Salaries & Wages	0	0	0	0	12,611	12,989	13,379	13,780
G-350-4300-2500 F.T. Benefits & Employer Costs	213,300	239,265	248,510	217,527	255,970	263,649	271,558	279,705
G-350-4300-2700 Other Payroll Expenses	1,000	1,000	750	247	0	0	0	0
G-350-4300-3010 Clothing	7,750	8,200	8,400	7,610	9,400	9,635	9,876	10,123
G-350-4300-3050 Materials	2,500	2,500	2,600	1,566	2,650	2,716	2,784	2,854
G-350-4300-3070 Office Supplies	800	800	800	326	800	820	840	861
G-350-4300-3090 Copier/Printer Lease	400	390	390	272	400	410	420	430
G-350-4300-3100 Postage	450	450	400	729	400	410	420	430
G-350-4300-3110 Printing	350	350	250	0	250	256	262	269
G-350-4300-3120 Meals & Meeting Costs	450	500	1,800	182	1,800	1,845	1,891	1,938
G-350-4300-4010 Advertising	750	1,000	2,500	3,612	3,000	3,075	3,152	3,231
G-350-4300-4020 Service Contracts	6,750	4,500	4,000	6,192	4,600	4,715	4,833	4,954
G-350-4300-4040 Consultants	5,000	5,000	15,600	14,015	16,100	16,503	16,916	17,339
G-350-4300-4050 Contractors	587,700	610,610	687,050	434,318	700,000	717,500	735,437	753,823
G-350-4300-4060 Courier/Freight	100	100	200	156	200	205	210	215
G-350-4300-4090 Legal	750	750	500	0	500	513	526	539
G-350-4300-4097 Memberships	6,475	5,300	4,400	2,767	4,400	4,510	4,623	4,739
G-350-4300-4101 Conservation Authority Levy	441,747	631,329	815,750	874,459	961,144	961,144	961,144	961,144
G-350-4300-4142 Training - Expenses	36,000	36,500	36,700	27,029	37,600	38,540	39,504	40,492
G-350-4300-4150 Travel/Mileage-Excl.Training,Conf	0	0	0	86	0	0	0	0
G-350-4300-5030 Interest On Long-Term Debt	150	0	0	0	0	0	0	0
G-350-4300-5035 Principal On Long-Term Debt	3,300	0	0	0	0	0	0	0
G-350-4300-5062 Property Taxes	66,560	69,354	74,753	74,207	73,702	75,545	77,434	79,370
G-350-4300-7820 Transfer To Reserve Funds	972,352	993,403	1,121,082	0	1,121,921	1,143,292	1,163,497	1,182,380
G-350-4300-7901 Interfunctional IT Support	45,876	86,282	72,658	0	71,092	74,647	78,379	82,298
G-350-4300-7902 Interfunctional Admin Services	57,000	57,000	317,332	0	201,700	211,785	222,374	233,493
G-350-4300-7903 Interfunctional Maintenance	0	2,750	2,830	0	2,900	3,045	3,197	3,357
G-350-4300-7906 Interfunctional Insurance	36,450	46,646	48,869	48,869	49,970	52,469	55,092	57,847
G-350-4300-7907 Interfunctional Telephone	10,170	12,150	8,630	0	6,480	6,804	7,144	7,501
G-350-4300-9010 Office Equipment & Furnishings	500	500	500	0	500	513	526	539
G-350-4300-9040 Tools & Small Equipment	3,500	7,500	8,500	7,488	8,700	8,918	9,141	9,370
Total 4300 Water Administration	(2,118,180)	(2,342,086)	(2,204,070)	(1,956,697)	(2,383,289)	(2,460,188)	(2,540,146)	(2,623,334)

	2023	2024	2025	2025	2026	2027	2028	2029
350 WATER	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
4325 Water Supply								
G-350-4325-1405 User Fees	0	(2,640)	(2,640)	(2,640)	(2,640)	(2,706)	(2,774)	(2,843)
G-350-4325-2100 F.T. Salaries & Wages	176,230	183,340	189,050	131,493	189,166	194,841	200,686	206,707
G-350-4325-2500 F.T. Benefits & Employer Costs	49,050	56,330	59,400	44,708	61,180	63,015	64,905	66,852
G-350-4325-3040 Hydro	295,500	285,000	285,000	184,420	292,250	299,556	307,045	314,721
G-350-4325-3050 Materials	157,600	190,000	190,000	150,239	190,000	194,750	199,619	204,609
G-350-4325-3120 Meals & Meeting Costs	300	300	0	0	0	0	0	0
G-350-4325-3140 Repairs,Maintenance-Bldgs,Equip	10,000	20,000	20,000	2,591	20,000	20,500	21,012	21,537
G-350-4325-4020 Service Contracts	197,800	187,000	105,000	63,257	106,125	108,778	111,497	114,284
G-350-4325-4040 Consultants	30,000	30,000	5,000	0	80,000	82,000	84,050	86,151
G-350-4325-4050 Contractors	23,000	23,000	20,000	4,364	20,500	21,012	21,537	22,075
G-350-4325-4060 Courier/Freight	200	200	300	451	300	308	316	324
G-350-4325-9040 Tools & Small Equipment	0	0	0	1,192	0	0	0	0
Total 4325 Water Supply	939,680	972,530	871,110	580,075	956,881	982,054	1,007,893	1,034,417
4350 Water Distribution								
G-350-4350-1770 Recoverables	(12,000)	(10,000)	(10,000)	(800)	0	0	0	0
G-350-4350-2100 F.T. Salaries & Wages	528,700	550,010	557,750	295,979	636,138	655,222	674,879	695,125
G-350-4350-2110 P.T. Salaries & Wages	11,360	75,116	62,440	3,012	0	0	0	0
G-350-4350-2500 F.T. Benefits & Employer Costs	147,160	168,980	174,540	100,935	201,740	207,792	214,026	220,447
G-350-4350-2510 P.T. Benefits & Employer Costs	2,050	2,310	12,180	0	12,550	12,927	13,315	13,714
G-350-4350-3040 Hydro	7,530	7,500	7,500	4,855	7,700	7,892	8,089	8,291
G-350-4350-3050 Materials	230,000	220,000	220,000	127,302	220,000	225,500	231,137	236,915
G-350-4350-3120 Meals & Meeting Costs	1,200	1,500	0	1,262	0	0	0	0
G-350-4350-4020 Service Contracts	49,000	49,000	10,000	28,672	10,000	10,250	10,506	10,769
G-350-4350-4040 Consultants	20,000	20,000	0	0	0	0	0	0
G-350-4350-4050 Contractors	67,500	67,500	67,500	45,114	69,750	71,494	73,281	75,113
G-350-4350-4060 Courier/Freight	0	0	0	701	0	0	0	0
G-350-4350-7820 Transfer To Reserve Funds	0	84,000	90,700	0	102,000	112,200	123,420	135,762
G-350-4350-7903 Interfunctional Maintenance	60,000	60,000	60,000	0	60,000	63,000	66,150	69,458
G-350-4350-7905 Interfunctional Fleet	66,000	68,640	80,350	0	106,530	111,857	117,450	123,323
G-350-4350-9040 Tools & Small Equipment	0	5,000	0	1,192	0	0	0	0
Total 4350 Water Distribution	1,178,500	1,369,556	1,332,960	608,224	1,426,408	1,478,134	1,532,253	1,588,917
Total 350 Water	**0**	**0**	**0**	**(768,398)**	**0**	**0**	**0**	**0**

2026 OPERATING BUDGET – WORK PLAN

Department:	**Infrastructure Services**
Budget Division:	**G360 Waste**

Department/Division Overview:

Public Works provides waste management services to over 33,000 residents, business and industry. The Waste Services budget covers staffing and materials required to facilitate garbage, recycling, organics and household hazardous waste collection, as well as the operations of the landfill. The Ministry of Environment, Climate and Parks, permits the operation of the landfill under strict adherence to its Environmental Compliance Approval. Collection services are required to follow applicable Provincial Environmental Regulations.

The Waste Division is supported by the Manager of Public Works, Supervisor of Public Works, a Spotter, Scale House Attendant, Equipment Operator and 2 supporting field Staff. Operations are largely located out of the landfill site located at 777 Romeo Street, with support from staff located at the Public Works Yard at 303 King Street.

Bag Tags and Landfill Tipping Fees currently cover a large portion of the costs associated with Waste Management services. Remaining balance of what is unfunded and not covered through revenue is supported through the tax levy.

Key Activities Planned for 2026:

Daily Operations:

- Customer Service
- Capital Renewal
- Recycling Collection of business and other non-eligibles for processing
- Landfill Operations and Material Management
- Garbage Pickup and Disposal
- Landfill Composting Maintenance
- Green Bin Pickup for Processing
- Landfill Brush Management
- Brush Pickup
- Annual Waste Calendar

- Downtown Core Pickup
- Household Hazardous Waste Events
- Recycling, Green Bin, Kitchen Catcher Sales

Key Annual Operational Objectives:

Frequency	Operation Type
Bi-Weekly	Recycling Collection for businesses and other non eligibles
Weekly	Garbage Pickup
Weekly	Green Bin Pickup
100%	Environmental Compliance Approval Adherence

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Blue Box Transition:

- New Extended Producer Responsibility (EPR) to commence January 1, 2026.
- Residents will be serviced by producers rather than the municipality.
- The City of Stratford will continue to service business and other non-eligibles in 2026.

Landfill Buffer Lands:

- Continue to investigate ownership of lands adjacent to the landfill to provide a buffer to mitigate leachate contamination.
- This is required from the Ministry of Environment.

New and Continued Initiatives Planned for 2026:

Buffer Land Acquisition:

- In order to ensure safe operation and legislated compliance of the landfill, options to manage the risk of leachate will be considered in 2026.
- Options include technologies to limit contamination zones and/or purchasing additional lands to mitigate the City's risk.

Continued Review and Plan for ECA Amendment:

- Certain operations and programs that are facilitated through the landfill could be adjusted but first require amendments to the existing Provincial Environmental Compliance Approvals.
- These adjustments in service and the required amendments will be investigated further in 2026.

Environmental Compliance Data Collection Project for Reporting:

- Working to integrate the landfill methane and leachate monitoring system to upload data to remote location.
- Purpose is to improve reporting to the Ministry and data research/collection.

Waste Rate Study Plan:

- Existing study is set to expire end of year.
- Updating the plan will set tipping and applicable bag tag fees to support waste related services.
- This will inform the later years of the 10-year capital forecast.

Landfill Cell Expansion:

- Planning stage for Cell 4 expansion and the responsible filling of Cell 3B which, ensures adequate space for waste.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Enhancing Infrastructure and Site Use:

- Managing Stratford's Landfill Site and optimising space.
- Planning a sustainable future for Stratford's resources and environment.

Explain Significant Variances (2026 proposed budget vs prior year budget):

- Recommended Bag Tag and Tipping Fees are outlined in the 2021 Waste Rate finance Study, of which the goal is to establish sustainable funds through the Waste Capital Reserve and Landfill Closure Reserve. Adequate funding in these reserves will ensure Landfill services are able to be maintained while in operation and after its anticipated closure in 2046.
- Contributions to these reserves are proposed to be incrementally increased with the intent of nearing the desired annual contribution rates identified in the Waste Rate Study.
- This study recommends Landfill Closure Reserve increase of $291,000, however, in attempt to mitigate large reserve increases, staff are proposing an increase of $60,000 for 2026.

	2023	2024	2025	2025	2026	2027	2028	2029
360 WASTE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
4400 Waste Administration								
G-360-4400-1310 Bag Tag Revenue	(1,100,000)	(1,110,000)	0	0	0	0	0	0
G-360-4400-1315 Tipping Fee Revenue	(1,830,000)	(1,800,000)	0	0	0	0	0	0
G-360-4400-2100 F.T. Salaries & Wages	252,907	206,230	186,630	93,731	225,611	232,379	239,350	246,531
G-360-4400-2500 F.T. Benefits & Employer Costs	64,850	58,010	54,730	31,891	56,370	58,061	59,803	61,597
G-360-4400-3010 Clothing	400	200	200	224	200	205	210	215
G-360-4400-3050 Materials	220	225	550	788	600	615	630	646
G-360-4400-3070 Office Supplies	50	50	200	243	300	308	316	324
G-360-4400-3110 Printing	100	50	200	121	200	205	210	215
G-360-4400-4060 Courier/Freight	50	0	0	0	0	0	0	0
G-360-4400-4097 Memberships	900	900	1,030	592	1,055	1,081	1,108	1,136
G-360-4400-4142 Training - Expenses	3,000	3,000	3,000	428	13,000	13,325	13,658	13,999
G-360-4400-5010 Bank & Financing Charges	0	0	11,000	8,740	12,600	12,915	13,238	13,569
G-360-4400-5062 Property Taxes	123,330	128,467	138,409	137,360	142,168	145,722	149,365	153,099
G-360-4400-7810 Transfer To Reserves	15,000	30,000	0	0	0	0	0	0
G-360-4400-7820 Transfer To Reserve Funds	655,000	750,000	866,000	0	937,000	1,030,700	1,133,770	1,247,147
G-360-4400-7901 Interfunctional IT Support	11,469	23,009	18,164	0	23,697	24,882	26,126	27,432
G-360-4400-7907 Interfunctional Telephone	1,110	1,110	1,000	0	1,050	1,103	1,158	1,216
G-360-4400-9010 Office Equipment& Furnishings	200	200	200	0	200	205	210	215
G-360-4400-9040 Tools & Small Equipment	200	300	400	799	500	513	526	539
Total 4400 Waste Administration	(1,801,214)	(1,708,249)	1,281,713	274,917	1,414,551	1,522,219	1,639,678	1,767,880
4425 Waste Disposal								
G-360-4425-1315 Tipping Fees	0	0	(1,860,000)	(1,293,115)	(1,765,000)	(1,809,125)	(1,854,353)	(1,900,712)
G-360-4425-2100 F.T. Salaries & Wages	197,840	268,100	280,130	252,626	268,914	276,981	285,290	293,849
G-360-4425-2500 F.T. Benefits & Employer Costs	66,060	95,320	104,970	85,892	108,120	111,364	114,705	118,146
G-360-4425-3040 Hydro	12,000	12,000	12,000	7,344	12,000	12,300	12,607	12,922
G-360-4425-3045 Water / Sewage	400	500	500	305	500	513	526	539
G-360-4425-3050 Materials	20,000	18,000	13,000	24,543	13,300	13,632	13,973	14,322
G-360-4425-3140 Repairs,Maint-Bldgs,Equipment	5,000	5,100	0	0	0	0	0	0
G-360-4425-4020 Service Contracts	38,500	35,000	53,000	15,597	70,000	71,750	73,544	75,383
G-360-4425-4040 Consultants	90,000	95,000	137,000	99,478	158,950	162,924	166,997	171,172
G-360-4425-4050 Contractors	90,000	90,000	65,000	21,965	66,625	68,291	69,998	71,748
G-360-4425-5040 Rental Of Machinery & Equipment	1,000	1,000	0	0	0	0	0	0
G-360-4425-7820 Transfer To Reserve Funds	155,000	162,000	173,600	0	187,500	206,250	226,875	249,563
G-360-4425-7903 Interfunctional Maintenance	187,600	191,350	193,000	0	193,000	202,650	212,783	223,422
G-360-4425-7905 Interfunctional Fleet	122,000	126,880	248,820	0	261,950	275,048	288,800	303,240
Total 4425 Waste Disposal	985,400	1,100,250	(578,980)	(785,365)	(424,141)	(407,422)	(388,255)	(366,406)

	2023	2024	2025	2025	2026	2027	2028	2029
360 WASTE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
4450 Waste Collection								
G-360-4450-1310 Bag Tags Revenue	0	0	(1,220,000)	(899,581)	(1,226,000)	(1,256,650)	(1,288,066)	(1,320,268)
G-360-4450-1499 Fee Discounts	0	0	169,500	42,943	0	0	0	0
G-360-4450-1610 Sales	(5,000)	(7,000)	(7,000)	(7,756)	0	0	0	0
G-360-4450-2100 F.T. Salaries & Wages	9,370	8,900	9,190	2,730	7,205	7,421	7,644	7,873
G-360-4450-2500 F.T. Benefits & Employer Costs	3,010	3,770	3,880	928	4,000	4,120	4,244	4,371
G-360-4450-3050 Materials	400	5,000	8,750	1,400	16,800	17,220	17,651	18,092
G-360-4450-4020 Service Contracts	0	0	0	88	0	0	0	0
G-360-4450-4050 Contractors	356,000	363,120	424,312	221,771	663,500	680,087	697,089	714,516
Total 4450 Waste Collection	363,780	373,790	(611,368)	(637,477)	(534,495)	(547,802)	(561,438)	(575,416)
4475 Waste Recycle								
G-360-4475-1130 Ontario Grants	(337,000)	(134,000)	0	(14,983)	0	0	0	0
G-360-4475-1499 Fee Discounts	0	0	0	17,766	0	0	0	0
G-360-4475-1610 Sales	(3,000)	(3,500)	(4,000)	(6,054)	(2,000)	(2,050)	(2,101)	(2,154)
G-360-4475-1770 Recoverables	(50,000)	(120,000)	(844,000)	(601,891)	(87,550)	(89,739)	(91,982)	(94,282)
G-360-4475-2100 F.T. Salaries & Wages	9,370	49,960	51,580	23,709	51,558	53,105	54,698	56,339
G-360-4475-2500 F.T. Benefits & Employer Costs	3,010	19,860	20,400	7,541	21,010	21,640	22,289	22,958
G-360-4475-3050 Materials	45,000	45,000	21,500	2,639	24,700	25,317	25,950	26,599
G-360-4475-4010 Advertising	1,000	1,000	1,000	806	1,550	1,589	1,629	1,670
G-360-4475-4020 Service Contracts	225,000	245,500	3,000	3,562	3,300	3,382	3,467	3,554
G-360-4475-4050 Contractors	1,332,400	1,012,500	1,628,863	966,385	1,103,055	1,130,631	1,158,897	1,187,869
G-360-4475-9040 Tools & Small Equipment	0	200	500	253	525	538	551	565
Total 4475 Waste Recycle	1,225,780	1,116,520	878,843	399,733	1,116,148	1,144,413	1,173,398	1,203,118
Total 360 Waste	**773,746**	**882,311**	**970,208**	**(748,192)**	**1,572,063**	**1,711,408**	**1,863,383**	**2,029,176**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G610 Social Services Administration**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The Administrative division within the Social Services Department was established to capture wages of the integrated staff as well as other shared expenditures, such as office supplies. Quarterly, these centralized expenditures are reallocated interfunctionally to the Perth & Stratford Housing (Div. 614), Housing (Div. 615), Homelessness (Div. 612), Ontario Works (Div. 611), Children's Services (Div 616) and Anne Hathaway Day Care (Div. 613).

This division also administers programs not directly associated with a specific provincial program such as the Community Safety and Well-Being and Building Safer Communities programs.

Key Activities Planned for 2026:

The Social Services Administration division will continue to support Service Manager key functions such as streamlined service provision, building client-centred systems, ensuring quality, and overseeing accountability structures within the Social Services Department.

In response to the requirements for the Community Safety and Well-Being (CSWB) planning that came into effect in January 2019, the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Pert, Township of Perth East and Township of Perth South formed a partnership to create a joint CSWB plan. This initial 3-year plan "*Roadmap for Collaboration"* was endorsed by Stratford City Council in May 2021. In 2025, a new 3-year plan "*Charting the Next Chapter: Empowering Save and Connected Communities"* was developed, and this new plan was endorsed and adopted by Stratford City Council in July 2025. Implementation of activities aligned with this new plan will occur in 2026, with funding shared among the partnering municipalities.

In 2023 the City of Stratford secured three-year funding from Public Safety Canada to enhance efforts in communities for preventing and reducing gun and gang violence. 2026 marks the last year of this funding, with a focus on collaborating with program providers to ensure sustainability planning moving forward.

An amount of $120,000 has been allocated for remedial work associated with potential encampments located within the City of Stratford. Costs associated with this remedial work has increased as municipalities prioritize health and safety while working to ensure adequate and appropriate housing for all residents.

New Initiatives Planned for 2026 and included in the 2026 budget:

Currently, there are no new initiatives planned for 2026, but there is a commitment to apply for any grant opportunities that could enhance community service delivery.

New or Existing Initiatives not being included in the 2026 budget:

(removed from 2026 budget OR not included but identified as service enhancements not proceeding at this time):

N/A

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.

The integration of administrative functions continues to maximize the Social Services Department's potential for service delivery, both administratively and financially. Additionally, the ongoing support of the Community Safety and Well-Being Plan and initiatives currently funded through the Public Safety Canada funding facilitate collaboration within other City departments as well as partnering municipalities, community partners and stakeholders in the delivery of human services.

Explain Significant Changes from 2025 including applying a climate lens:

Revenues and expenditures for Social Services programs are anticipated to significantly decrease in 2026 due to the conclusion of funding from Public Safety Canada in March 2026. It is expected that program providers will have developed a comprehensive sustainability plan for independent operation. This initiative was fully funded through the Public Safety Canada funding, thus no impact on the City of Stratford's tax levy in anticipated due to these changes.

There is no significant climate impact foreseen through the initiatives of the Social Services Administration division.

	2023	2024	2025	2025	2026	2027	2028	2029
610 SOCIAL SERVICES ADMINISTRATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6100 Social Services Administration								
G-610-6100-1900 Interfunctional Transfer	0	(2,624,980)	(2,929,943)	(828,883)	(2,910,288)	(3,055,802)	(3,208,592)	(3,369,022)
G-610-6100-1902 Interfunctional Admin Services	(1,996,440)	0	0	0	0	0	0	0
G-610-6100-2100 F.T. Salaries & Wages	691,940	721,770	763,770	505,379	713,450	734,854	756,900	779,607
G-610-6100-2500 F.T. Benefits & Employer Costs	208,860	239,920	273,550	147,980	281,760	290,213	298,919	307,887
G-610-6100-2700 Other Payroll Expenses	100	150	150	0	150	155	160	165
G-610-6100-3070 Office Supplies	11,500	11,500	11,500	6,191	10,000	10,250	10,506	10,769
G-610-6100-3090 Copier/Printer Lease	11,000	10,200	11,500	7,128	12,800	13,120	13,448	13,784
G-610-6100-3100 Postage	30,000	30,000	27,500	18,743	27,500	28,187	28,892	29,614
G-610-6100-3110 Printing	500	2,250	2,250	149	1,200	1,230	1,261	1,293
G-610-6100-3120 Meeting Costs	750	1,000	2,000	779	2,000	2,050	2,101	2,154
G-610-6100-3130 Publications & Subscriptions	0	330	330	0	0	0	0	0
G-610-6100-4036 Conferences - Expenses	3,500	9,000	9,000	5,542	9,000	9,225	9,456	9,692
G-610-6100-4060 Courier/Freight	0	0	100	64	100	102	105	108
G-610-6100-4097 Memberships	8,800	8,800	9,300	9,481	9,000	9,225	9,456	9,692
G-610-6100-4142 Training - Expenses	4,000	4,000	5,000	2,162	5,000	5,125	5,253	5,384
G-610-6100-4150 Travel/Mileage-Excl.Training,Conf	1,250	1,500	1,750	701	2,000	2,050	2,101	2,154
G-610-6100-7820 Transfer To Reserve Fund	15,080	30,800	38,900	0	35,500	39,050	42,955	47,251
G-610-6100-7901 Interfunctional IT Support	181,500	379,643	490,439	0	456,176	478,985	502,934	528,081
G-610-6100-7902 Interfunctional Admin Services	423,540	423,540	473,540	0	523,540	549,717	577,203	606,063
G-610-6100-7904 Interfunctional - Rent	384,000	384,000	384,000	0	384,000	403,200	423,360	444,528
G-610-6100-7905 Interfunctional Fleet	7,650	12,000	28,680	0	29,120	30,576	32,105	33,710
G-610-6100-7906 Interfunctional Insurance	0	325,142	370,074	370,074	380,790	399,830	419,822	440,813
G-610-6100-7907 Interfunctional Telephone	24,450	24,450	21,610	0	22,202	23,312	24,478	25,702
G-610-6100-9010 Office Equipment& Furnishings	5,000	5,000	5,000	0	5,000	5,125	5,253	5,384
Total 6100 Social Services Administration	16,980	15	0	245,490	0	(20,221)	(41,924)	(65,187)
6105 Community Safety & Well-Being								
G-610-6105-1770 Recoverables	0	(61,520)	(64,840)	0	(65,710)	(67,353)	(69,037)	(70,763)
G-610-6105-1810 Contribution From Reserves	0	(21,100)	(22,250)	0	(22,480)	0	0	0
G-610-6105-2100 F.T. Salaries & Wages	0	40,230	43,710	28,914	44,580	45,917	47,295	48,714
G-610-6105-2500 F.T. Benefits & Employer Costs	0	12,950	15,080	9,899	15,530	15,996	16,476	16,970
G-610-6105-3070 Office Supplies	0	540	540	472	550	564	578	592
G-610-6105-4040 Consultants	0	0	0	4,359	0	0	0	0
G-610-6105-4142 Training - Expenses	0	50,000	50,000	1,435	50,000	51,250	52,531	53,844
Total 6105 Community Safety & Well-Being	0	21,100	22,240	45,079	22,470	46,374	47,843	49,357

	2023	2024	2025	2025	2026	2027	2028	2029
610 SOCIAL SERVICES ADMINISTRATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6110 Social Service Programs								
G-610-6110-1120 Canada Grants	0	(551,740)	(294,320)	(433,737)	(160,280)	(164,287)	(168,394)	(172,604)
G-610-6110-1770 Recoverable	0	(100,980)	0	0	0	0	0	0
G-610-6110-2100 F.T. Salaries & Wages	0	75,750	79,750	2,672	81,350	83,791	86,305	88,894
G-610-6110-2500 F.T. Benefits & Employer Costs	0	24,910	28,370	11,945	29,220	30,097	31,000	31,930
G-610-6110-3010 Clothing	0	320	550	153	550	564	578	592
G-610-6110-4020 Service Contracts	0	433,740	185,650	383,346	49,160	50,389	51,649	52,940
G-610-6110-7902 Interfunctional Admin Services	0	118,000	0	108,120	0	0	0	0
G-610-6110-7904 Interfunctional - Rent	0	0	0	32,730	0	0	0	0
Total 6110 Social Service Programs	0	0	0	105,229	0	554	1,138	1,752
61Hc Homelessness-City								
G-610-61Hc-4050 Contractors	0	0	120,000	0	120,000	123,000	126,075	129,227
Total 61Hc Homelessness-City	0	0	120,000	0	120,000	123,000	126,075	129,227
Total 610 Social Services Administration	**16,980**	**21,115**	**142,240**	**395,798**	**142,470**	**149,707**	**133,132**	**115,149**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G611 Ontario Works**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which include Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Ontario Works Division fall under the Provincial jurisdictions of the Ministry of Children, Community and Social Services. Under the *Ontario Works Act (1997)*, the Ontario Works Division has the responsibility to effectively deliver services and supports that respond to the needs of Ontario Works participants within the service area.

Ontario Works encompasses two primary components, being financial assistance and life stabilization activities. If you are eligible for Ontario Works, the amount of money you get will depends on your specific situation. In most cases, you must participate in life stabilization activities to receive financial help. Life stabilization activities can refer to anything from a referral to employment-related services, to housing stability activities, to upgrading or updating your education. Ontario Works caseworkers work alongside the applicant to create an individualized plan which addresses their immediate needs and puts them on a path toward self-sufficiency.

As of January 2018, one hundred percent (100%) of the funding for the social assistance payments made by the local Ontario Works Division to clients in receipt of Ontario Works is provided by the Ministry of Children, Community and Social Services (MCCSS). Program delivery funding (PDF) is provided by MCCSS in two separate envelopes:

- **50/50 PDF – Social Services Administration**
    - This stream of funding supports Ontario Works intake, case management, eligibility review and enhanced verification. This funding also supports up to 50% of the administrative costs to manage the program, with the remainder being cost-shared by the municipalities.
- **100% PDF – Ontario Works Employment Support**
    - This stream of funding is allocated to support the delivery of life stabilization services, such as purchase of service agreements or funding for participants, by the Division and is not cost-shared by the municipalities.

Along with the Ontario Works program, the Ontario Works Division operates and delivers the following programs:

- Homemakers and Nurses Services (80% provincial Ministry of Health and Long-Term Care and 20% municipal funding),
- Emergency Energy (100% funding provided by Festival Hydro),
- Recreation Program (100% municipal),
- Urgent Needs Fund (100% funding provided by United Way Perth-Huron),
- Shelterlink Operating Grant (100% municipal),
- St. Marys Adult Learning Program (100% municipal),
- United Way Perth-Huron Connections Centre Grant (100% municipal).

Over the course of the past three years, the Ontario Works Division has seen a significant increase in the caseload, resulting in added pressure on the caseworkers and intake staff. In 2024, the Ontario Works division saw an average of 78 intakes per month, an approximately 29% increase from 2023 numbers. As of June 2025, the office is currently averaging 74 applications per month, a slight decrease, although the caseload has increased significantly. In June 2023, the caseload sat at 676 benefit units. In June 2024, the caseload increased to 751 and as of June 2025, the caseload now sits at 838 benefit units. This represents a 24% increase from 2023 to 2025 which has placed significant pressure on the team and their ability to support our most vulnerable clients.

Mainly, this is a result of the complexity of the program and administrative time spent managing program eligibility (the program includes over 800 rules within directives and regulations) as opposed to moving clients toward successful outcomes.Though there has been a steady rise in the caseload, the information with respect to caseload composition (demographic information) remains consistent. There has been a slight drop in the average months on assistance from 31 in 2023 to 30 in 2024, and as of June 2025, that number now sits at 29 months. This indicates that the program is seeing more clients who are new to the program, which is indicative of the current economic climate in Ontario.

The Ontario Works Division has also seen a marked increase in newcomers with a dedicated worker now supporting over 40 families in receipt of assistance. Currently, that specialized caseload works with clients who speak 16 different languages, from a variety of countries.

Using data from MCCSS reports, the local office was able to ascertain that the most prominent goal present on a client's action plan (an action plan is a mandatory agreement between worker and client regarding the goals they have while on assistance) currently is that of "Mental Health and Wellness Support" with 30% of action plans consisting of this goal. This goal is utilized more prominently than job searches and referrals to EO, which presents a clearer picture of the barriers facing the caseload at this time. Behind Wellness and Support, the most prominent goals are that of Job Searching (27%) and pursuing secure housing (23%). Clients pursuing ODSP represent approximately 21% of the caseload, and this number only represents those who have identified this as a goal to their caseworker. When reviewing the Support Needs of clients accessing services, a similar pattern presents itself. In ranking order, mental health, transportation and food security are the most often identified support needs when completing action plans.

Housing costs in the community are also a significant challenge, as depicted by a recent Alternate Average Market Rent (AAMR) survey. The AAMR survey provided the following data regarding rental rates in the community:

Unit Size	**Cost**
Bachelor	$1270
1 Bedroom	$1594
2 Bedroom	$2051
3+ Bedroom	$2537

Given the current Ontario Works rates – two clients, both receiving full entitlement as a single ($733), would struggle to maintain rent at a bachelor apartment in our service manager area, especially if utilities are not included. Given the housing costs, many clients are facing significant precarity in their housing options and are unable to strive towards employment or self-sustainability when they are unaware where they may sleep tomorrow. Coupled with the low vacancy rate in the service manager area, housing is a significant barrier for clients attempting to move towards exiting assistance. Working is required to sustain their rental, yet getting to work is near impossible when experiencing homelessness.

The local By-Name List (BNL) identifies the primary income source of Ontario Works for approximately 41% of the households currently active in the community. As we work toward addressing systemic barriers to homelessness, the rates of assistance continue to present a significant challenge, which exacerbates the difficulty of these clients attempting to obtain employment and exit assistance in the local service manager area. Further adding to this complexity are individual needs related to access to primary care, food insecurity, transportation across a rural community and precarity of employment due a tumultuous economic landscape.

These areas of concern highlight the overall complexity of the current caseload and the challenges they face in navigating the current economic landscape. The Ontario Works team continues to provide a very high level of support for clients although outside pressures are making the job much more difficult as the team attempts to support more clients in navigating more systems while also administering the rules of the program.

Key Activities Planned for 2026:

Service Delivery Review

As the Division transitions into 2026, it has undergone several staffing changes and changes to the composition of the caseload. Although the general demographics remain the same, the barriers that clients are facing – further exacerbated by the financial realities of life at the moment – are changing and creating new challenges for staff as they navigate supporting their clients. With this in mind, the Ontario Works Division will be undertaking both a service delivery review as well as a caseload analysis. The intent of this project is to better understand the strengths of clients and staff alike, their needs and their barriers to success. With this in mind, the Division intends to modify caseloads to better support clients in receipt of assistance by leveraging the expertise of caseworkers within the office.

Increased Community Presence

The Ontario Works Division is focused on creating a more holistic program that truly meets clients where they are at. Alongside the service delivery review noted above, the Division also intends to ensure staff are more present in the community, whether that be at partnering agencies, community-based programs, or meeting clients where they reside. With the reduction of travel options for clients outside of Stratford, there is a greater need to ensure that the Ontario Works team is adapting to the changing landscape, ensuring clients are at the forefront of planned program changes. While the Division cannot impact legislation or rates, it can better serve clients within the confines of the program's guidelines and create better client outcomes through a more collaborative approach.

Improving outcomes with Employment Ontario

A primary goal of the Division in 2026 is to work alongside the Employment Services Bruce Grey Huron Perth team and the contracted Employment Ontario providers in the community to improve client outcomes. This work has been ongoing and will see increased attention paid to it as new Employment Services agencies enter the area. This activity will require input and support from all levels within the Division, inclusive of leadership, staff, Provincial Ministries, and external agencies. The Division will work with the Employment Services team to ensure that clients in Stratford, Perth County and St. Marys are better supported as work towards improving outcomes continues.

New Initiatives Planned for 2026 and included in the 2026 budget:

The Ontario Works Division has not received any information from the Provincial level, which indicates any new initiatives are planned for 2026 that will impact the local service manager functions. With this in mind, the Division continues to work toward better serving clients and improving service delivery across the service manager area. At this time, there are no new initiatives planned or included in the 2026 budget.

New or Existing Initiatives not being included in the 2026 budget:

There are no new or existing initiatives that are not being included in the 2026 budget at this time. The Division's focus remains on delivering critical services to clients across the area and adapting to the needs of the community as the caseload continues to change.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.
- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

The Ontario Works Division provides both financial assistance and case management support to some of the most vulnerable members of our community, including those who are unhoused, precariously housed or otherwise experiencing homelessness. Through the provision of case management services, Ontario Works caseworkers are often supporting their clients with navigating services in the community to obtain or maintain their housing.

The program also offers financial assistance for the payment of rent, rental arrears and start-up costs when moving into housing. The division supports Council's objectives through the provision of supports to enhance safety and stability for community members facing difficulties with their housing situations.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

The Ontario Works Division plays a vital role in working together for greater impact within our community. The division supports approximately 1400 individuals across the service manager area and works very closely with community partners to ensure fulsome services are provided to those accessing our services. The division focuses on building meaningful partnerships with community partners to ensure that the needs of the local caseload are met and that clients in receipt of OW receive wraparound supports that enhance their quality of life.

Explain Significant Changes from 2025 including applying a climate lens:

The significant changes to this budget are in three primary categories;wages and benefits, consultants, and the Ontario Grants for Social Assistance payments.

Regarding wages and benefits, the increase in these categories is the result of the re-allocation of the Public Housing Office Clerk from Housing to the Ontario Works budget. This position was back-filled temporarily as an Intake Clerk to ensure continuity and cross-functionality of staff at the front desk. The intake team, which both these positions are a member of, supports all of Social Services through the provision of integrated services for all members of the public calling or entering the facility. These positions also process applications for both Ontario Works and the Centralized Wait List, though they are budgeted through the Ontario Works program. The remaining increase is a result of the economic increase forecasted for 2026. The cost for consultants was reduced to normalize the expense and reflect actuals.

The Ontario Grants for Social Assistance Payments were increased to reflect the actual expenditures of the Ontario Works division regarding payments made to clients. These benefits are 100% Provincially funded. Due to an increase in caseload, the payments made have risen and are being reflected as such in this budget.

	2023	2024	2025	2025	2026	2027	2028	2029
611 ONTARIO WORKS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6111 Ontario Works Administration								
G-611-6111-1130 Ontario Grants	(1,036,900)	(1,048,300)	(1,256,610)	(938,562)	(1,300,700)	(1,333,218)	(1,366,548)	(1,400,712)
G-611-6111-1210 Other Municipalities - Perth	(528,200)	(694,130)	(643,005)	(321,503)	(663,980)	(680,579)	(697,593)	(715,033)
G-611-6111-1220 Other Municipalities - St. Marys	(83,990)	(109,790)	(102,285)	(51,143)	(105,780)	(108,424)	(111,135)	(113,913)
G-611-6111-1770 Recoverables	0	(46,500)	0	0	0	0	0	0
G-611-6111-2100 F.T. Salaries & Wages	1,054,200	1,154,480	1,214,110	906,581	1,309,470	1,348,754	1,389,217	1,430,894
G-611-6111-2110 P.T. Salaries & Wages	0	0	0	42,384	0	0	0	0
G-611-6111-2500 F.T. Benefits & Employer Costs	329,790	415,860	462,670	281,152	476,550	490,847	505,572	520,739
G-611-6111-2510 P.T. Benefits & Employer Costs	0	0	0	4,162	0	0	0	0
G-611-6111-2700 Other Payroll Expenses	500	1,000	1,000	1,032	700	721	743	765
G-611-6111-3070 Office Supplies	5,000	5,000	8,900	2,194	5,000	5,125	5,253	5,384
G-611-6111-3090 Copier/Printer Lease	3,500	4,390	3,000	1,102	0	0	0	0
G-611-6111-3110 Printing	500	500	0	187	0	0	0	0
G-611-6111-3120 Meals & Meeting Costs	1,000	1,000	1,000	0	500	513	526	539
G-611-6111-4010 Advertising	300	300	200	356	200	205	210	215
G-611-6111-4030 Social Services-Audit	2,000	2,000	2,000	0	2,000	2,050	2,101	2,154
G-611-6111-4036 Conferences - Expenses	1,500	1,500	2,000	0	2,000	2,050	2,101	2,154
G-611-6111-4040 Consultants	25,000	25,000	25,000	12,951	17,000	17,425	17,861	18,308
G-611-6111-4060 Courier/Freight	100	100	100	10	100	102	105	108
G-611-6111-4090 Legal	1,000	1,000	1,000	0	0	0	0	0
G-611-6111-4097 MemberSHips	750	750	0	0	0	0	0	0
G-611-6111-4142 Training - Expenses	7,500	7,500	8,500	2,380	7,500	7,687	7,879	8,076
G-611-6111-4150 Travel/Mileage-Excl.Training,Conf	1,000	3,500	4,000	4,210	4,000	4,100	4,203	4,308
G-611-6111-5010 Bank & Financing Charges	0	0	3,000	551	1,500	1,537	1,575	1,614
G-611-6111-6021 Ontario Dental Association	0	0	0	3,552	0	0	0	0
G-611-6111-7900 Administration Charge	0	820,270	772,273	218,501	767,158	805,516	845,792	888,082
G-611-6111-7902 Interfunctional Admin Services	635,240	0	0	0	0	0	0	0
G-611-6111-7907 Interfunctional Telephone	4,920	5,100	3,470	0	2,352	2,470	2,594	2,724
G-611-6111-9010 Office Equipment & Furnishings	0	1,000	1,000	772	1,000	1,025	1,051	1,077
Total 6111 Ontario Works Administration	424,710	551,530	511,323	170,869	526,570	567,906	611,507	657,483
6121 Ontario Works - Benefits								
G-611-6121-1130 Ontario Grants	(6,131,300)	(6,435,410)	(6,720,000)	(3,338,599)	(8,200,000)	(8,405,000)	(8,615,125)	(8,830,503)
G-611-6121-6020 Social Assistance Payments	6,131,300	6,435,410	6,720,000	3,338,599	8,200,000	8,405,000	8,615,125	8,830,503
Total 6121 Ontario Works - Benefits	0	0	0	0	0	0	0	0
6191 Ont Works Employment Support								
G-611-6191-1130 Ontario Grants	(288,070)	(199,310)	(217,400)	(211,351)	(238,000)	(243,950)	(250,049)	(256,300)
G-611-6191-4020 Service Contracts	281,570	195,310	217,400	174,766	238,000	243,950	250,049	256,300
G-611-6191-5010 Bank & Financing Charges	6,500	4,000	0	0	0	0	0	0
Total 6191 Ont Works Employment Support	0	0	0	(36,585)	0	0	0	0

	2023	2024	2025	2025	2026	2027	2028	2029
611 ONTARIO WORKS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
61EE Energy Emergency								
G-611-61EE-1770 Recoverables	(30,000)	(30,000)	(30,000)	(20,800)	(30,000)	(30,750)	(31,519)	(32,307)
G-611-61EE-6020 Social Assistance Payments	30,000	30,000	30,000	31,329	30,000	30,750	31,519	32,307
Total 61EE Energy Emergency	0	0	0	10,529	0	0	0	0
61FB Funerals & Burials								
G-611-61FB-1210 Other Municiplaities - Perth	(2,550)	(2,560)	(5,120)	(2,560)	(5,120)	(5,248)	(5,379)	(5,513)
G-611-61FB-1220 Other Municipalities - St. Marys	(410)	(410)	(810)	(405)	(820)	(840)	(861)	(883)
G-611-61FB-1770 Recoverables	0	0	0	(2,543)	0	0	0	0
G-611-61FB-6020 Social Assistance Payments	5,000	5,000	10,000	9,505	10,000	10,250	10,506	10,769
Total 61FB Funerals & Burials	2,040	2,030	4,070	3,997	4,060	4,162	4,266	4,373
61HM Homemakers And Nursing								
G-611-61HM-1130 Ontario Grants	(33,940)	(44,000)	(52,000)	(19,507)	(52,000)	(53,300)	(54,632)	(55,998)
G-611-61HM-1210 Other Municipalities - Perth	(4,320)	(5,630)	(6,650)	(3,325)	(6,660)	(6,826)	(6,997)	(7,172)
G-611-61HM-1220 Other Municipalities - St. Marys	(690)	(890)	(1,060)	(530)	(1,060)	(1,087)	(1,114)	(1,142)
G-611-61HM-6020 Social Assistance Payments	42,430	55,000	65,000	56,002	65,000	66,625	68,291	69,998
Total 61HM Homemakers And Nursing	3,480	4,480	5,290	32,640	5,280	5,412	5,548	5,686
61RP Recreation Programs								
G-611-61RP-1210 Other Municipalities - Perth	(33,110)	(25,610)	(23,030)	(11,515)	(25,610)	(26,250)	(26,906)	(27,579)
G-611-61RP-1220 Other Municipalities - St. Marys	(5,270)	(4,050)	(3,660)	(1,830)	(4,080)	(4,182)	(4,287)	(4,394)
G-611-61RP-1770 Recoverables	(100,000)	(100,000)	(25,000)	(14,945)	(25,000)	(25,625)	(26,266)	(26,923)
G-611-61RP-6020 Social Assistance Payments	165,000	150,000	70,000	31,322	75,000	76,875	78,797	80,767
Total 61RP Recreation Programs	26,620	20,340	18,310	3,032	20,310	20,818	21,338	21,871
61SH Shelterlink Operating Grant								
G-611-61SH-1210 Other Municipalities - Perth	(25,470)	(25,610)	(25,590)	(12,795)	(25,610)	(26,250)	(26,906)	(27,579)
G-611-61SH-1220 Other Municipalities - St. Marys	(4,050)	(4,050)	(4,070)	(2,035)	(4,080)	(4,182)	(4,287)	(4,394)
G-611-61SH-6010 Grants To Charities	50,000	50,000	50,000	50,000	50,000	51,250	52,531	53,844
Total 61SH Shelterlink Operating Grant	20,480	20,340	20,340	35,170	20,310	20,818	21,338	21,871
61SM St Marys Adult Learning Program								
G-611-61SM-1210 Other Municipalities - Perth	(7,130)	(7,370)	(7,570)	(3,785)	(7,800)	(7,995)	(8,195)	(8,400)
G-611-61SM-1220 Other Municipalities - St. Marys	(1,130)	(1,170)	(1,200)	(600)	(1,240)	(1,271)	(1,303)	(1,336)
G-611-61SM-6010 Grants To Charities	14,000	14,400	14,800	15,224	15,220	15,600	15,990	16,390
Total 61SM St Marys Adult Learning Program	5,740	5,860	6,030	10,839	6,180	6,334	6,492	6,654
61SP United Way Programs								
G-611-61SP-1210 Other Municipalities - Perth	(20,380)	(25,610)	(25,590)	(12,795)	(25,610)	(26,250)	(26,906)	(27,579)
G-611-61SP-1220 Other Municipalities - St. Marys	(3,240)	(4,050)	(4,070)	(2,035)	(4,080)	(4,182)	(4,287)	(4,394)
G-611-61SP-6010 Grants To Charities	40,000	50,000	50,000	50,000	50,000	51,250	52,531	53,844
Total 61SP United Way Programs	16,380	20,340	20,340	35,170	20,310	20,818	21,338	21,871
Total 611 Ontario Works	**499,450**	**624,920**	**585,703**	**265,661**	**603,020**	**646,268**	**691,827**	**739,809**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G612 Homelessness**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The 612 Cost Centre, Homelessness and Housing Stability, was separated in the financial reporting in 2023 in response to the Provincial consolidation of multiple funding streams into the singular Homelessness Prevention Program (HPP). Previous programs Home For Good (HFG), the Community Homelessness Prevention Initiative (CHPI) and Strong Communities Rent Supplement Program (SCRSP) were consolidated into a singular program with the aim of reducing administrative burdens, reporting requirements, and allowing more flexibility for CMSMs. The goal was to ensure the programs funded through HPP are locally responsive, adapted to the community needs and funding is not siloed to program-specific activities.

The Homelessness and Housing Stability Division operates several programs, including:

- Intensive Case Management Program,
- Social Services Outreach Worker (SSOW) program,
- Emergency shelter placements through local motels,
- Housing allowances and rent supplements to assist with the increasing cost of rent,
- Homelessness Prevention programs including rent bank, utility arrears and housing start-up costs,
- Encampment response to community concerns, in partnership with the Community Safety and Well-being By-Law Officer,
- Housing stability services to residents of the Perth and Stratford Housing Corporation, and Eviction prevention services.

Key Activities Planned for 2026:

Proactive Community Initiatives:

The City of Stratford as the Consolidated Municipal Service Manager is responsible for the Homelessness response across Stratford St. Marys and Perth County and as the service manager, requires ongoing review and analysis of local data, current trends, and best practices to ensure we are moving towards our goal of ending homelessness. In 2025, this shifted our response for homelessness, to focus on permanently housing individuals experiencing homelessness through financial support using housing allowances. With this, there was an increase of 105 move-ins off our local By-Name List, highlighting the success in shifting from short-term emergency accommodations, to housing focused and financially supported efforts with housing subsidies.

In 2026, a continued review will take place of what the needs of the community are and how we can adapt our response to meet this new demand. With this, an emphasis will be put on education, housing stability, and eviction prevention, as our data over the past year reflected major successes with move ins but saw an increase in newly identified individuals experiencing homelessness. This shift in response has been shared with community partners serving the homeless population to ensure that we are continuing to collaborate with community agencies with a shared vision. The City of Stratford Social Services Department continues to co-chair the Community Safety and Well-being Partnership Committee, Ending Homelessness Leadership Group, the Huron-Perth Situation Table, and the Encampment Response Table for the service area. We actively participate on the Multi-Agency Risk Assessment Committee (MARAC) as well as the Opioid Strategy committee.

This shift in approach along with the continued support with our community partners will allow us to best serve those most vulnerable and address community needs as different trends arise in our community.

Continuation of Specialized Positions:

In 2023, the City of Stratford partnered with Perth County Paramedics services, forming a position in which the Intensive Housing and Community Outreach Coordinator would ride with a member of the Community Paramedic team to provide wraparound services addressing the social determinants of health to individuals they serve both housed and experiencing homelessness. This program has been an ongoing success for the department and the Community Paramedics program.

Additionally, in 2024 the department created a special project for a Community Safety and Well-being By-law officer, whose role is to attend encampments and calls for service with a member of the street outreach team to provide education and support to individuals. With the success of this position, it has been extended to continue its work with the community members at encampments, businesses within the downtown core, and property owners. These programs highlight the importance of responding to the needs of the community and the importance of both internal and external relationships.

Pursue partner and funding opportunities for potential implementation of supportive housing (operations):

The City of Stratford recognizes there is a greater need of support required to appropriately serve all individuals within the community with various levels of needs and supports for daily living. Staff will continue to pursue funding opportunities and grants available to build, implement and operate a supportive housing building to support the community's most vulnerable individuals. In addition to continuing to seek funding through grant opportunities, a capital expansion initiative was included in the 2024 budget to address these needs and build supportive housing.

Currently, the service area does not have a full-time supportive housing option for individuals who are unable to live independently and until there are appropriate resources to serve this population, there will continue to be individuals experiencing homelessness within the community. Part of our service delivery has had to change to acknowledge that there is and will be visible homelessness and part of the case planning for these individuals is safety planning for individuals living rough especially around extreme weather conditions.

Shift to Long Term Housing Stabilization:

The City of Stratford Homelessness and Housing Stability division will be shifting the focus for clients served and reallocating funds towards Rent Supplements and Housing Allowances to support with increasing rental costs. Because there was not an increase to provincial dollars, less monies will be available for emergency housing solutions with this approach. There will be a change in how we serve those experiencing homelessness by focusing more on finding permanent stable housing and attaching financial support to ensure long-term stabilization, while shifting away from short-term, temporary housing solutions using local motels.

This is a shift that we have seen in surrounding municipalities as a way of reallocating existing funds and applying them to permanently house individuals and families. This change will impact those looking for a brief option of support, while allowing for permanent solutions to be explored at reduced costs.

Continued Support for Housing Stability within the PSHC:

The Homelessness and Housing Stability Division recognizes the current costs within the private housing market and works in close collaboration with other City departments, to ensure housing stability within the Perth & Stratford Housing Corporation (Div 614). Housing stability is an important part of homelessness prevention and where necessary, the outreach team works to identify and address areas of concern before they lead to risk of eviction. Regularly, the Outreach Team and the City's Public Housing Review Officers meet to review tenant issues that need to be addressed to ensure a continued stable tenancy.

While there was a significant increase in move-ins in 2025 (105), this success was not reflected in showing a reduction in homelessness, as the community identified a greater increase (115) in newly identified individuals experiencing homelessness. By taking a proactive approach, the department can support tenant needs through life skills education, offering of supplies, and referrals to community partners where appropriate to assist with housing stabilization and reduce individuals returning to or entering homelessness.

This has been and remains a cornerstone for the Homelessness and Housing Stability division. Through early intervention and a focus on eviction prevention, collaboration between the outreach and housing teams is anticipated to result in more positive tenant experiences and a greater number of successful tenancies, which in turn will reduce homelessness in the community.

External Implementation of HIFIS:

In partnership with the IT and Clerks divisions (134 and 121), the Homelessness and Housing Stability division officially implemented the HIFIS 4 product internally in April of 2023. After a successful internal launch, the focus will continue to expand its use as a resource to community providers within the homelessness sector. This will be done through a staggered implementation method, starting with community partners working directly with the City's resources, in efforts to continue with coordinating the response to assist individuals and families experiencing homelessness within our service area.

Expansion to community partners is already underway, with plans to onboard and train agencies acting as access points for service through our Coordinated Access System. With the success of our local implementation, we are also meeting with external service providers to assist with the onboarding of their HIFIS systems. By streamlining individuals' support plans between support agencies, we will increase our ability to work with individuals and families by providing wrap around supports.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.
- Continue to pursue funding and partnership opportunities through Government grants and expanding local partnerships with key agencies.

The 2026 strategic priority to Build Housing Stability remains necessary to address the needs of our community. Continued partnership with non-profit agencies and taking a proactive approach to building the housing required within our community is the first step to implementing this strategic priority. This priority is also focused on the continued efforts to end homelessness within our community and expanding our housing stability services for those at risk of homelessness.

Explain Significant Changes from 2025 including applying a climate lens:

In March of 2023, the County of Perth passed a motion to expand their Mobile Integrated Health Program through the Municipal Shared Services Partnership with Stratford Social Services to fund a full-time intensive case manager for a pilot period of up to 18 months. This partnership was intended to bolster a collaborative relationship between the two partners by significantly increasing the overall capacity to support people within the community, by providing wrap around supports to patients and clients.

Because of the anticipated end date of this partnership to occur in 2024, there was no recovery budgeted for 2025. In early 2025 this partnership was extended with an anticipated recovery of wages and related administrative expenses budgeted for 2026. This has resulted in increased recovery of expenditures of approximately $139,780 ($62,830 for the City of Stratford).

Service contract and affordable capital project expenditures have been updated to reflect purchase of service or affordability payment renewals that have occurred in 2025. The affordability payment renewal increase is directly offset by increased funding from the Ministry of Municipal Affairs and Housing.

	2023	2024	2025	2025	2026	2027	2028	2029
612 HOMELESSNESS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
61HA Homelessness Administration								
G-612-61HA-1130 Ontario Grants	(192,280)	(151,300)	0	0	0	0	0	0
G-612-61HA-1210 Other Municipalities - Perth	(106,310)	(300,810)	(395,190)	(247,865)	(387,080)	(396,757)	(406,675)	(416,842)
G-612-61HA-1220 Other Municipalities - St. Marys	(16,900)	(47,580)	(62,870)	(39,430)	(61,670)	(63,212)	(64,792)	(66,412)
G-612-61HA-1770 Recoverable	0	0	0	0	(10,180)	(10,435)	(10,696)	(10,963)
G-612-61HA-2100 F.T. Salaries & Wages	84,640	170,110	185,360	72,696	191,180	196,915	202,822	208,907
G-612-61HA-2500 F.T. Benefits & Employer Costs	26,370	56,470	62,770	23,686	64,650	66,590	68,588	70,646
G-612-61HA-2700 Other Payroll Benefits	1,750	0	0	0	0	0	0	0
G-612-61HA-3010 Clothings	0	2,130	2,250	986	2,250	2,306	2,364	2,423
G-612-61HA-3070 Office Supplies	3,500	500	500	489	150	154	158	162
G-612-61HA-3120 Meeting Costs	0	300	300	0	300	308	316	324
G-612-61HA-4010 Advertising	0	0	100	0	100	102	105	108
G-612-61HA-4036 Conferences - Expenses	0	0	8,500	0	2,000	2,050	2,101	2,154
G-612-61HA-4090 Legal	0	0	0	4,354	5,000	5,125	5,253	5,384
G-612-61HA-4142 Training Expenses	10,000	10,000	10,000	524	5,000	5,125	5,253	5,384
G-612-61HA-4150 Travel/Mileage	0	4,000	4,000	518	800	820	840	861
G-612-61HA-7900 Interfunctional Transfers	0	492,190	496,490	140,449	493,150	517,808	543,698	570,883
G-612-61HA-7902 Interfunctional - Admin	272,310	0	0	0	0	0	0	0
G-612-61HA-7907 Interfunctional Telephone	2,400	3,000	2,040	0	1,320	1,386	1,455	1,528
Total 61HA Homelessness Administration	85,480	239,010	314,250	(43,593)	306,970	328,285	350,790	374,547
61HI Homelessness Initiatives								
G-612-61HI-1130 Ontario Grants	(2,939,680)	(2,980,660)	(3,131,960)	(2,300,089)	(3,146,920)	(3,225,593)	(3,306,233)	(3,388,889)
G-612-61HI-1210 Other Municipalities - Perth	0	0	(100,540)	0	(94,210)	(96,565)	(98,979)	(101,453)
G-612-61HI-1220 Other Municipalities - St. Marys	0	0	(15,990)	0	(15,010)	(15,385)	(15,770)	(16,164)
G-612-61HI-1770 Recoverables	0	0	(44,440)	(27,000)	(129,600)	(132,840)	(136,161)	(139,565)
G-612-61HI-2100 F.T. Salaries & Wages	356,760	419,270	519,660	220,371	530,090	545,993	562,373	579,244
G-612-61HI-2110 Part Time Salaries	0	0	0	79,925	0	0	0	0
G-612-61HI-2500 F.T. Benefits & Employer Costs	107,230	141,920	190,120	76,315	195,820	201,695	207,746	213,978
G-612-61HI-2510 P.T. Benefits & Employer Costs	0	0	0	3,487	0	0	0	0
G-612-61HI-3040 Hydro	0	2,500	0	683	0	0	0	0
G-612-61HI-3045 Water/Sewer	0	550	0	348	0	0	0	0
G-612-61HI-3050 Materials	0	0	0	223,603	0	0	0	0
G-612-61HI-3085 Rental Support Payments	440,000	604,000	550,000	330,646	550,000	563,750	577,844	592,290
G-612-61HI-3086 Housing Allowance Payments	451,000	175,000	560,000	93,947	560,000	574,000	588,350	603,059
G-612-61HI-4020 Service Contracts	1,255,030	1,232,760	1,104,000	634,774	1,204,920	1,235,043	1,265,919	1,297,567

	2023	2024	2025	2025	2026	2027	2028	2029
612 HOMELESSNESS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-612-61HI-4100 Services	0	0	0	495	0	0	0	0
G-612-61HI-4174 Affordable Capital Projects	104,660	104,660	104,660	94,248	119,620	122,610	125,675	128,817
G-612-61HI-6020 Social Assistance Payments	225,000	300,000	300,000	505,191	300,000	307,500	315,188	323,068
Total 61HI Homelessness Initiatives	0	0	35,510	(63,056)	74,710	80,208	85,952	91,952
Total 612 Homelessness	**85,480**	**239,010**	**349,760**	**(106,649)**	**381,680**	**408,493**	**436,742**	**466,499**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G613 Anne Hathaway Day Care**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The mandate of Anne Hathaway Day Care Centre is to deliver quality childcare programs that are fully inclusive of all children and families and meet Ontario's Early Learning Framework's Six Principles and How Does Learning Happen, Ontario's Pedagogy for the Early Years as set out by the Ministry of Education.

Anne Hathaway Day Care is a licensed full day childcare that falls under the jurisdiction of The Ministry of Education under The Child Care and Early Years Act, 2014. The program is licensed by the Ministry of Education under its Child Care Quality Assurance and Early Learning Division.

Key Activities Planned for 2026:

In March 2022, Ontario finalized a significant agreement with the federal government to decrease licensed childcare fees to an average of $12 per day, targeting this goal by September 2025. This Canada-Wide Early Learning and Child Care (CWELCC) initiative aims to not only decrease costs for parents but also enhance the accessibility and quality of childcare services for Ontario families.

Anne Hathaway Day Care participated in this program from the outset, initially implementing a 25% reduction in parent fees on April 1, 2022, followed by a 50% reduction in January 2023. For 2026, further reductions in parent fees are anticipated to continue, with their ongoing funding support ensured through CWELCC Funding, maintaining affordability and quality standards in childcare.

New Initiatives Planned for 2026 and included in the 2026 budget:

A license revision process to expand preschool capacity by four children has been in progress since 2024. The anticipated completion is by the end of 2025, aiming to accommodate an additional full group of eight preschool children by year's end. Importantly, this change will not impact or increase the current staffing demands, as funding for these adjustments has been included in the 2026 budget.

New or Existing Initiatives not being included in the 2026 budget:

The 2025 Value-for-Money (VFM) audit provided a set of recommendations aimed at optimizing service delivery without significantly impacting the 2026 budget. Key initiatives, such as improving waitlist communications and exploring options for expanding daycare capacity, focus on utilizing existing resources more effectively.

These initiatives are structured to enhance quality and accessibility within current financial constraints. However, recommendations requiring substantial funding, like major facility enhancements or extensive capacity building, will be integrated into a comprehensive multi-year work plan. This strategic approach allows for immediate improvements while aligning more significant investments with longer-term financial planning.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build strong and effective partnerships to address and fulfill community needs.

  Anne Hathaway Day Care will sustain and expand its collaboration with local colleges to provide practical placement experiences for early childhood education and apprenticeship students, thereby reinforcing and diversifying the workforce within the child care sector.

Intentionally Change To Support The Future

Objectives:

- Anne Hathaway Day Care is embarking on a journey inspired by the recent Value-for-Money (VFM) audit. This initiative centers on integrating strategic changes to enhance diversity, inclusion, and resilience in its services. The audit highlighted opportunities to enrich and diversify programs to achieve true inclusivity. By implementing these recommendations, Anne Hathaway Day Care is dedicated to making its operations more equitable and accessible.
- This approach not only meets current needs but also builds a sustainable, inclusive community for the future. Through these intentional changes, the day care aims to foster a supportive environment that values all voices and experiences, ensuring everyone progresses together.

Explain Significant Changes from 2025 including applying a climate lens:

The escalating costs of food and delivery fees are having a notable impact. These increases are directly straining the Day Care Dietary meals budget.

	2023	2024	2025	2025	2026	2027	2028	2029
613 ANNE HATHAWAY DAY CARE CENTRE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6300 Day Care Administration								
G-613-6300-1770 Recoverables	(225,000)	(225,000)	(225,000)	0	0	0	0	0
G-613-6300-2100 F.T. Salaries & Wages	111,110	179,780	190,220	140,450	193,190	198,986	204,956	211,105
G-613-6300-2110 P.T. Salaries & Wages	0	5,820	7,230	4,683	7,370	7,591	7,819	8,054
G-613-6300-2500 F.T. Benefits & Employer Costs	39,740	67,680	73,160	47,562	75,350	77,611	79,939	82,337
G-613-6300-2510 P.T. Benefits & Employer Costs	0	1,010	1,350	1,231	1,390	1,432	1,475	1,519
G-613-6300-2700 Other Payroll Expenses	0	0	0	20	0	0	0	0
G-613-6300-3070 Office Supplies	1,000	1,000	500	107	1,000	1,025	1,051	1,077
G-613-6300-3090 Copier/Printer Lease	1,150	870	870	984	1,100	1,128	1,156	1,185
G-613-6300-3100 Postage	50	50	50	0	0	0	0	0
G-613-6300-3110 Printing	100	100	100	0	0	0	0	0
G-613-6300-4010 Advertising	500	250	250	0	0	0	0	0
G-613-6300-4097 Memberships	2,400	3,000	3,740	1,850	2,800	2,870	2,942	3,016
G-613-6300-4107 Building Maintenance	5,000	5,000	3,500	650	2,000	2,050	2,101	2,154
G-613-6300-4142 Training - Expenses	1,500	1,500	1,000	453	1,000	1,025	1,051	1,077
G-613-6300-4150 Travel/Mileage-Excl.Training,Con	200	200	250	0	0	0	0	0
G-613-6300-7900 Interfunctional Transfers	0	0	282,160	79,821	280,260	294,273	308,987	324,436
G-613-6300-7903 Interfunctional Maintenance	94,000	29,080	29,950	0	30,700	32,235	33,847	35,539
Total 6300 Day Care Administration	31,750	70,340	369,330	277,811	596,160	620,226	645,324	671,499
6302 Regular Day Care Programs								
G-613-6302-1320 Day Care Revenue	(273,270)	(259,510)	(259,510)	(8,691)	(36,810)	(37,730)	(38,673)	(39,640)
G-613-6302-1321 Parent Revenue	(273,270)	(259,510)	(259,510)	(348,778)	(331,230)	(339,511)	(347,999)	(356,699)
G-613-6302-1770 Recoverables	(1,073,140)	(1,165,660)	(1,355,300)	(1,265,963)	(1,852,600)	(1,898,915)	(1,946,388)	(1,995,048)
G-613-6302-2100 F.T. Salaries & Wages	867,530	884,630	931,240	663,583	949,840	978,335	1,007,685	1,037,916
G-613-6302-2110 P.T. Salaries & Wages	254,620	260,660	274,550	289,865	335,190	345,246	355,603	366,271
G-613-6302-2500 F.T. Benefits & Employer Costs	269,920	307,890	349,490	229,718	359,970	370,769	381,892	393,349
G-613-6302-2510 P.T. Benefits & Employer Costs	57,270	43,970	49,170	43,311	62,440	64,313	66,242	68,229
G-613-6302-3050 Materials	0	0	0	1,270	500	513	526	539
G-613-6302-3065 Ahdc Craft Supplies	2,000	2,000	1,000	0	1,500	1,537	1,575	1,614
G-613-6302-3066 Toys	1,000	1,500	1,500	508	500	513	526	539
G-613-6302-3067 AHDC Special Events	600	600	500	0	500	513	526	539
G-613-6302-7907 Interfunctional Telephone	960	960	650	0	336	353	371	390
Total 6302 Regular Day Care Programs	(165,780)	(182,470)	(266,220)	(395,177)	(509,864)	(514,064)	(518,114)	(522,001)

	2023	2024	2025	2025	2026	2027	2028	2029
613 ANNE HATHAWAY DAY CARE CENTRE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6304 Regular Day Care Occupancy								
G-613-6304-3030 Heat	3,500	4,000	4,600	3,322	5,000	5,125	5,253	5,384
G-613-6304-3040 Hydro	6,200	6,200	7,500	4,127	7,000	7,175	7,354	7,538
G-613-6304-3045 Water / Sewage	2,000	2,200	3,000	1,933	3,500	3,587	3,677	3,769
G-613-6304-3050 Materials	0	0	0	67	0	0	0	0
G-613-6304-4105 Snow Removal	10,000	14,000	10,000	4,803	10,000	10,250	10,506	10,769
G-613-6304-7903 Interfunctional Maintenance	0	0	50,425	0	0	0	0	0
Total 6304 Regular Day Care Occupancy	21,700	26,400	75,525	14,252	25,500	26,137	26,790	27,460
6306 Regular Day Care Dietary								
G-613-6306-2100 F.T. Salaries & Wages	0	0	0	4,121	0	0	0	0
G-613-6306-2110 P.T. Salaries & Wages	55,100	57,330	60,350	41,279	61,570	63,417	65,320	67,280
G-613-6306-2500 F.T. Benefits & Employer Costs	0	7,790	7,700	5,757	7,930	8,168	8,413	8,665
G-613-6306-2510 P.T. Benefits & Employer Costs	23,840	11,800	13,040	13,602	13,430	13,833	14,248	14,675
G-613-6306-3050 Materials	100	100	500	18	0	0	0	0
G-613-6306-3120 Meals & Meeting Costs	500	1,000	500	223	400	410	420	430
G-613-6306-3121 Meals	45,000	55,000	70,000	46,678	72,000	73,800	75,645	77,536
Total 6306 Regular Day Care Dietary	124,540	133,020	152,090	111,678	155,330	159,628	164,046	168,586
6308 Program Assistants								
G-613-6308-1770 Recoverables	(55,380)	(61,640)	(65,500)	0	0	0	0	0
G-613-6308-2110 P.T. Salaries & Wages	50,320	51,310	54,050	0	0	0	0	0
G-613-6308-2510 P.T. Benefits & Employer Costs	5,060	10,330	11,450	0	0	0	0	0
Total 6308 Program Assistants	0	0	0	0	0	0	0	0
6321 Fee Subsidy ElCC Pre-School								
G-613-6321-1770 Recoverables	0	0	0	656	0	0	0	0
Total 6321 Fee Subsidy ElCC Pre-School	0	0	0	656	0	0	0	0
Total 613 Anne Hathaway Day Care Centre	**12,210**	**47,290**	**330,725**	**9,220**	**267,126**	**291,927**	**318,046**	**345,544**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G614 Perth Stratford Housing/LHC**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Housing Division fall under the jurisdiction of the Ministry of Municipal Affairs and Housing (MMAH). The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. The Housing Division also has responsibilities under the *Residential Tenancies Act*, the *Accessibilities for Ontarians with Disabilities Act (AODA)*, the Human Rights Code, the *Municipal Act*, the *Planning Act*, the Fire Code, and other related legislation.

The Perth Stratford Housing Corporation manages the day-to-day operation and administration of the Perth & Stratford Housing Corporation - 652 public housing units, comprised of seventeen apartment buildings (488 units) and 164 family units, which are located throughout Stratford, Perth County and St. Marys.

Key Activities Planned for 2026:

The Key Activities for the Housing Division in 2025 will be grounded in strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** The focus of activities in 2026 will be on collaborating with local community partners to end homelessness and continue leadership of the Coordinated Access System.
2. **Creating Attainable Housing Options:** The key activities for 2026 will be continuing the build of supportive housing at 398 Erie St., rebuilding the Rent-Geared-to-Income multi-residential building located at 9 Fulton St., Milverton, the expansion of a transitional housing program to support individuals experiencing homelessness successfully obtain permanent housing, and continuing to build relationships with private sector landlords who are interested in partnering with the Housing Division in rent supplement/housing allowance programs, as well as working with local municipal and economic development partners on facilitating opportunities for the creation of new attainable housing units, in collaboration with private developers.

3. **Addressing a Diversity of Needs:** The key activities for 2025 will be facilitating partnerships with local health and social service partners to advance opportunities for vulnerable population groups to successfully obtain permanent housing and maintain housing stability.

With respect to the Perth & Stratford Housing Corporation, the focus will be on:

- Continuing to repair and revitalize the aging housing stock in partnership with other levels of government
- Continue asbestos assessments and abatement
- Rebuild the Rent-Geared-to-Income multi-residential building located at 9 Fulton St., Milverton
- Expand a transitional housing program to support individuals experiencing homelessness successfully obtain permanent housing
- Continuing to review and update housing policies, procedures, and forms
- Upgrading security measures (electronic locking systems) throughout the portfolio, in accordance with the Connectivity Plan completed in 2020.

New Initiatives Planned for 2026 and included in the 2026 budget:

In addition to the above activities and continuing the emphasis on support for tenants and eviction prevention, much of the focus will be on ensuring a safe and healthy environment for tenants. This will occur through continuing asbestos abatement, repair and revitalization of aging housing stock, and rebuilding a multi-residential building that has reached the end of its life cycle. It is also anticipated that this work will occur with a focus on potential opportunities for climate change mitigation.

There has also been an increase in the complexity of tenancies as individuals experiencing concurrent disorders access rent-geared-to-income housing as there are few affordable housing options for individuals in receipt of social assistance. Lack of affordable housing has also resulted in individuals remaining in rent-geared-to income housing as it is a challenge to exit rent-geared-to-income housing to unaffordable housing units in the private market.

This results in individuals aging-in-place and requiring accommodations and supports. As landlords have a duty to accommodate the needs of tenants through the Ontario Human Rights Code, the increased levels of complexity and requirements for accommodations, have resulted in a shift from the traditional role of a landlord to a role coordinating resources, supports in efforts to allow individuals to live independently as successfully as possible. This shift results in our staff organizing care conferences, partnering with community agencies for in- and out-of-home support, and facilitating referrals and access to health and financial assistance.

Training for both maintenance staff and public housing staff on social determinants of health continues to support the ongoing needs of our tenants and staff.

New or Existing Initiatives not being included in the 2026 budget:

Not applicable.

Strategic Priority or Current Service Delivery:

This work plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

This work plan is focused on creating and maintaining safe and affordable housing options. It will build housing stability for those already housed in Perth & Stratford Housing Corporation buildings and allow opportunities for unhoused individuals to access housing.

Explain Significant Changes from 2025 including applying a climate lens:

The 2026 budget is expected to see an increase in expenses including insurance premiums, maintenance and repair costs, and property taxes; but also an increase in revenues from increased rental revenues.

From an energy efficiency and climate lens perspective, proactive repairs to buildings would be expected to result in reduced greenhouse gas emissions as materials/systems are expected to be more efficient than those they replace. The incorporation of electronic locking systems will reduce the need for staff travel to buildings to manually provide entry to secure doors. The rebuild of 9 Fulton St., Milverton is anticipated to result in reduced greenhouse gas emissions from the building it is replacing.

614 PERTH STRATFORD HOUSING CORP /	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
6600 Public Housing Administration								
G-614-6600-1210 CMSM Payment - Perth	(999,430)	(1,168,460)	(1,389,140)	(694,570)	(1,454,680)	(1,491,047)	(1,528,323)	(1,566,531)
G-614-6600-1220 CMSM Payment - St. Marys	(158,920)	(184,820)	(220,980)	(110,490)	(231,750)	(237,544)	(243,483)	(249,570)
G-614-6600-2100 F.T. Salaries & Wages	786,580	828,910	952,330	731,334	974,700	1,003,941	1,034,059	1,065,081
G-614-6600-2500 F.T. Benefits & Employer Costs	240,040	278,520	343,670	221,864	353,980	364,599	375,537	386,803
G-614-6600-2510 P.T. Benefits & Employer Costs	30,000	25,000	15,000	8,453	13,820	14,235	14,662	15,102
G-614-6600-2700 Other Payroll Expenses	3,000	300	300	384	350	361	372	383
G-614-6600-3010 Clothings	0	2,700	2,900	469	2,900	2,972	3,046	3,122
G-614-6600-3070 Office Supplies	500	500	500	1,535	1,000	1,025	1,051	1,077
G-614-6600-3120 Meals & Meeting Costs	0	500	500	735	500	513	526	539
G-614-6600-4010 Advertising	0	350	300	0	300	308	316	324
G-614-6600-4030 Audit	6,500	6,500	6,500	0	7,000	7,175	7,354	7,538
G-614-6600-4036 Conferences - Expenses	0	1,500	1,500	0	1,500	1,537	1,575	1,614
G-614-6600-4040 Consultants	0	3,000	6,000	(1,157)	6,000	6,150	6,304	6,462
G-614-6600-4060 Courier/Freight	0	100	0	0	0	0	0	0
G-614-6600-4080 Insurance	250,000	340,210	500,000	442,478	590,000	619,500	650,475	682,999
G-614-6600-4090 Legal	20,000	32,000	50,000	29,731	50,000	51,250	52,531	53,844
G-614-6600-4110 Telephone - Basic	30,000	40,000	40,000	25,395	48,000	49,200	50,430	51,691
G-614-6600-4142 Training	5,000	6,000	6,000	1,734	4,500	4,613	4,728	4,846
G-614-6600-4150 Travel/Mileage-Excl.Training,Con	0	1,500	2,000	3,624	4,800	4,920	5,043	5,169
G-614-6600-5010 Bank & Financing Charges	6,000	7,000	5,000	3,414	5,200	5,330	5,463	5,600
G-614-6600-5040 Computer Lease & Equipment Re	25,000	33,000	33,000	18,100	36,500	37,413	38,348	39,307
G-614-6600-7820 Transfer To Reserve Funds	21,960	26,300	33,100	0	30,200	33,220	36,542	40,196
G-614-6600-7900 Administration Charge	0	628,970	689,500	195,056	684,850	719,093	755,048	792,800
G-614-6600-7902 Interfunctional - Administration	517,280	0	0	0	0	0	0	0
G-614-6600-7905 Interfunctional Fleet	11,480	10,200	20,770	0	21,090	22,145	23,252	24,415
G-614-6600-7907 Interfunctional Telephone	8,640	8,640	5,880	0	2,868	3,011	3,162	3,320
Total 6600 Public Housing Administration	803,630	928,420	1,104,630	878,089	1,153,628	1,223,920	1,298,018	1,376,131
6612 Public Housing Rent Support								
G-614-6612-1150 Rental Support	(26,020)	(26,020)	(26,020)	0	(22,120)	(22,673)	(23,240)	(23,821)
G-614-6612-1210 CMSM Payment - Perth	(37,690)	(37,890)	(27,620)	0	(25,500)	(26,137)	(26,790)	(27,460)
G-614-6612-1220 CMSM Payment - St. Marys	(5,990)	(5,990)	(4,390)	0	(4,100)	(4,203)	(4,308)	(4,416)
G-614-6612-3085 Rental Support Payments	100,000	100,000	80,000	43,548	72,000	73,800	75,645	77,536
Total 6612 Public Housing Rent Support	30,300	30,100	21,970	43,548	20,280	20,787	21,307	21,839

	2023	2024	2025	2025	2026	2027	2028	2029
614 PERTH STRATFORD HOUSING CORP /	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6614 Public Housing Properties								
G-614-6614-1130 Ontario Grants	(91,670)	(155,450)	(133,290)	0	(34,800)	(35,670)	(36,562)	(37,476)
G-614-6614-1210 CMSM Payment - Perth	(1,411,300)	(1,476,300)	(1,794,990)	(897,495)	(2,157,100)	(2,211,028)	(2,266,304)	(2,322,962)
G-614-6614-1220 CMSM Payment - St. Marys	(224,410)	(233,510)	(285,540)	(142,770)	(343,600)	(352,190)	(360,995)	(370,020)
G-614-6614-1405 User Fees	(2,524,600)	(2,589,050)	(2,610,420)	(1,979,120)	(2,807,500)	(2,877,687)	(2,949,629)	(3,023,370)
G-614-6614-3030 Heat	150,000	175,000	210,000	111,437	184,400	189,010	193,735	198,578
G-614-6614-3040 Hydro	470,000	500,000	500,000	324,820	505,540	518,178	531,132	544,410
G-614-6614-3045 Water/Sewer	250,000	275,000	280,000	152,508	308,530	316,243	324,149	332,253
G-614-6614-3050 Materials	1,704,220	1,776,160	2,009,590	1,505,894	2,756,800	2,825,720	2,896,363	2,968,772
G-614-6614-3120 Meeting Costs	0	2,000	2,000	483	2,500	2,563	2,627	2,693
G-614-6614-4092 Taxes	1,084,000	1,100,730	1,250,000	701,887	1,341,190	1,374,720	1,409,088	1,444,315
G-614-6614-4100 Services - Other	0	0	0	1,161	0	0	0	0
G-614-6614-5030 Interest On Long-Term Debt	0	92,045	138,068	0	138,068	131,165	124,607	118,377
G-614-6614-5035 Principal On Long-Term Debt	0	161,080	241,620	0	241,620	229,539	218,062	207,159
G-614-6614-5040 Rental Of Bldg,Machinery,Equip	64,060	45,320	45,320	2,135	0	0	0	0
G-614-6614-7820 Transfer To Reserve Funds	1,664,500	1,500,000	1,575,000	0	1,575,000	1,732,500	1,905,750	2,096,325
G-614-6614-9030 Equipment Purchases	0	0	0	373,671	0	0	0	0
Total 6614 Public Housing Properties	1,134,800	1,173,025	1,427,358	154,611	1,710,648	1,843,063	1,992,023	2,159,054
Total 614 PS Housing Corp / LHC	**1,968,730**	**2,131,545**	**2,553,958**	**1,076,248**	**2,884,556**	**3,087,770**	**3,311,348**	**3,557,024**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G615 Housing - Service Manager**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Housing Division fall under the jurisdiction of the Ministry of Municipal Affairs and Housing (MMAH). The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. The Housing Division also has responsibilities under the *Residential Tenancies Act*, the *Accessibilities for Ontarians with Disabilities Act (AODA)*, the Human Rights Code, the *Municipal Act*, the *Planning Act*, the Fire Code, and other related legislation.

The Consolidated Municipal Service Manager is responsible for managing the Centralized Waitlist for rent-geared-to-income housing locally, the administration of rent supplements and housing allowances, and working with counterparts in the federal and provincial governments.

Key Activities Planned for 2026:

The Key Activities for the Housing Division in 2026 will be grounded in strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** The focus of activities in 2026 will be on collaborating with local community partners to end homelessness and continue leadership of the Coordinated Access System.
2. **Creating Attainable Housing Options:** The key activities for 2026 will be continuing the build of supportive housing at 398 Erie St., rebuilding the Rent-Geared-to-Income multi-residential building located at 9 Fulton St., Milverton, the expansion of a transitional housing program to support individuals experiencing homelessness successfully obtain permanent housing, and continuing to build relationships with private sector landlords who are interested in partnering with the Housing Division in rent supplement/housing allowance programs, as well as working with local municipal and economic development partners on facilitating opportunities for the creation of new attainable housing units, in collaboration with private developers.

3. **Sustaining Community Housing:** The Housing Division will continue to partner with not-for-profit community housing providers to support the retention of affordable and Rent-Geared-to-Income units and supporting opportunities for capital repair where possible.
4. **Addressing a Diversity of Needs:** The key activities for 2026 will be facilitating partnerships with local health and social service partners to advance opportunities for vulnerable population groups to successfully obtain permanent housing and maintain housing stability.

New Initiatives Planned for 2026 and included in the 2026 budget:

It is expected that the Housing Division will continue to partner with not-for-profit community housing providers to sustain affordable and rent-geared-to-income housing. It is also anticipated that the Housing Division will continue the provision of housing allowances which allow individuals to access affordable housing in private market units.

New or Existing Initiatives not being included in the 2026 budget:

There are none at this time.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

Maintaining rent-geared-to-income units in not-for-profit community housing builds housing stability by allowing ongoing affordable housing for tenants. The provision of housing allowances does so through allowing individuals and families to access affordable private market housing that meets their individual needs.

Explain Significant Changes from 2025 including applying a climate lens:

There is not anticipated to be a significant climate impact associated with G615 Housing – Service Manager. The most significant change is ongoing decreases in the amount of provincial funding provided to support these programs.

	2023	2024	2025	2025	2026	2027	2028	2029
615 HOUSING - SERVICE MANAGER	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
6604 Housing Providers								
G-615-6604-1130 Ontario Grants	(400,600)	(400,600)	(400,600)	0	(147,520)	(151,208)	(154,988)	(158,863)
G-615-6604-1210 CMSM Payment - Perth	(570,220)	(632,140)	(652,110)	(326,055)	(723,970)	(742,069)	(760,621)	(779,637)
G-615-6604-1220 CMSM Payment - St. Marys	(90,670)	(99,990)	(103,740)	(51,870)	(115,340)	(118,223)	(121,179)	(124,208)
G-615-6604-4040 Consultants	10,000	0	0	0	0	0	0	0
G-615-6604-6020 Social Assistance Payments	1,510,000	1,635,000	1,675,000	906,995	1,560,980	1,600,004	1,640,004	1,681,004
Total 6604 Housing Providers	458,510	502,270	518,550	529,070	574,150	588,504	603,216	618,296
6610 Housing Administration								
G-615-6610-1130 Ontario Grants	(25,500)	0	0	0	0	0	0	0
G-615-6610-1210 CMSM Payment - Perth	(338,860)	(363,710)	(303,910)	(151,955)	(309,230)	(316,961)	(324,885)	(333,007)
G-615-6610-1220 CMSM Payment - St. Marys	(53,880)	(57,530)	(48,350)	(24,175)	(49,270)	(50,502)	(51,765)	(53,059)
G-615-6610-2100 F.T. Salaries & Wages	358,960	331,740	287,320	171,664	293,030	301,821	310,876	320,202
G-615-6610-2500 F.T. Benefits & Employer Costs	106,900	116,150	97,560	49,423	100,490	103,505	106,610	109,808
G-615-6610-2700 Other Payroll Expenses	100	100	100	0	100	103	106	109
G-615-6610-3070 Office Supplies	500	500	500	870	500	513	526	539
G-615-6610-3100 Postage	0	0	0	18	0	0	0	0
G-615-6610-3110 Printing	1,000	0	0	0	0	0	0	0
G-615-6610-3120 Meals & Meeting Costs	250	500	500	0	100	102	105	108
G-615-6610-4010 Advertising	0	250	250	178	200	205	210	215
G-615-6610-4036 Conferences - Expenses	2,500	2,500	2,500	0	1,000	1,025	1,051	1,077
G-615-6610-4060 Courier/Freight	100	100	100	5	100	102	105	108
G-615-6610-4090 Legal Fees	2,000	5,000	5,000	4,651	5,000	5,125	5,253	5,384
G-615-6610-4097 Memberships	150	1,000	1,000	400	1,000	1,025	1,051	1,077
G-615-6610-4142 Training - Expenses	5,000	5,000	5,000	6,298	2,000	2,050	2,101	2,154
G-615-6610-4150 Travel/Mileage-Excl.Training,Con	250	250	250	438	250	256	262	269
G-615-6610-5040 Rental Of Bldg,Machinery,Equip	3,150	0	0	0	7,720	7,913	8,111	8,314
G-615-6610-7900 Administration Charge	0	245,950	193,030	54,607	191,720	201,306	211,371	221,940
G-615-6610-7902 Interfunctional Admin Services	208,650	0	0	0	0	0	0	0
G-615-6610-7907 Interfunctional Telephone	1,200	1,200	820	0	528	554	582	611
Total 6610 Housing Administration	272,470	289,000	241,670	112,422	245,238	258,142	271,670	285,849
6612 Public Housing Rent Supp								
G-615-6612-1210 Other Municipalities - Perth	0	0	0	(13,810)	0	0	0	0
G-615-6612-1220 CMSM Payment - St. Marys	0	0	0	(2,195)	0	0	0	0
Total 6612 Public Housing Rent Supp	0	0	0	(16,005)	0	0	0	0

	2023	2024	2025	2025	2026	2027	2028	2029
615 HOUSING - SERVICE MANAGER	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
66AH Affordable Housing								
G-615-66AH-1130 Ontario Grants	(953,100)	(1,068,210)	(956,400)	(648,914)	(1,226,600)	(1,257,265)	(1,288,697)	(1,320,914)
G-615-66AH-1770 Recoverables	0	0	0	(15,300)	0	0	0	0
G-615-66AH-1820 Contribution From Reserve Fund	0	0	0	(21,750)	0	0	0	0
G-615-66AH-3085 Rental Support Payments	200,700	254,620	109,310	114,861	78,000	79,950	81,949	83,998
G-615-66AH-3086 Housing Allowance Payments	27,900	114,390	249,690	22,002	178,250	182,706	187,274	191,956
G-615-66AH-4090 Legal	0	0	0	273	0	0	0	0
G-615-66AH-4100 Services - Other	0	0	0	(9,700)	0	0	0	0
G-615-66AH-6020 Social Assistance Payments	724,500	699,200	597,400	146,340	970,350	994,609	1,019,474	1,044,961
Total 66AH Affordable Housing	0	0	0	(412,188)	0	0	0	1
Total 615 Housing - Service Manager	**730,980**	**791,270**	**760,220**	**213,299**	**819,388**	**846,646**	**874,886**	**904,146**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G618 Affordable Housing Buildings**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Housing Division fall under the jurisdiction of the Ministry of Municipal Affairs and Housing (MMAH). The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. The Housing Division also has responsibilities under the *Residential Tenancies Act*, the *Accessibilities for Ontarians with Disabilities Act (AODA)*, the Human Rights Code, the *Municipal Act*, the *Planning Act*, the Fire Code, and other related legislation.

The Affordable Housing Division manages the operation of the affordable housing buildings at 200 and 230 Britannia St. and is overseeing the creation of affordable and supportive housing units at 398 Erie St. and 246 Railway Ave.

Key Activities Planned for 2026:

The Affordable Housing Division's commitment to the provision of affordable housing is intended to continue through 2026. Maintaining both the buildings and relationships with tenants will continue at the multi-residential buildings at 200 and 230 Britannia St. The creation of supportive and affordable housing units at 398 Erie St. in Stratford will continue to be a significant focus in 2026 as well as the pilot project of transitional affordable housing at 246 Railway Ave.

New Initiatives Planned for 2026 and included in the 2026 budget:

The creation of supportive and affordable housing units continues to be a significant focus for 2026.

New or Existing Initiatives not being included in the 2026 budget:

There are none at this time.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

The ongoing management of the affordable housing buildings at 200 and 230 Britannia St. contributes to building housing stability through offering affordable housing options for individuals and families. The creation of affordable and supportive housing units will provide housing options for individuals who could otherwise face barriers in accessing safe and stable housing.

Explain Significant Changes from 2025 including applying a climate lens:

The affordable and supportive housing units being created at 398 Erie St. are anticipated to be built to a standard which emphasizes sustainability and reduces greenhouse gas emissions.

Significant changes are the inclusion of operational expenses associated with the provision of supportive housing at 246 Railway Ave and municipal borrowing costs associated with the capital project at 398 Erie St.

618 AFFORDABLE HOUSING BUILDINGS	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
6800 Britannia St Apartments								
G-618-6800-1470 Rental Revenue	(687,740)	(786,880)	(783,900)	(545,870)	(800,170)	(820,174)	(840,678)	(861,695)
G-618-6800-1770 Miscellaneous Revenue	0	0	0	(1,602)	(4,900)	(5,023)	(5,149)	(5,278)
G-618-6800-3030 Heat	10,610	17,000	50,000	7,282	30,000	30,750	31,519	32,307
G-618-6800-3040 Hydro	10,590	18,500	17,000	13,404	20,000	20,500	21,012	21,537
G-618-6800-3045 Water/Sewer	8,310	13,400	12,500	10,258	17,000	17,425	17,861	18,308
G-618-6800-3070 Office Supplies	100	200	500	133	300	308	316	324
G-618-6800-3120 Meeting Costs	100	500	100	34	350	359	368	377
G-618-6800-4010 Advertising	100	200	100	0	0	0	0	0
G-618-6800-4090 Legal	1,500	1,500	1,000	0	1,000	1,025	1,051	1,077
G-618-6800-4092 Property Taxes	117,000	120,000	123,443	97,638	0	0	0	0
G-618-6800-4105 Snow Removal	8,000	8,000	10,000	15,987	20,000	20,500	21,012	21,537
G-618-6800-4106 Lawn Maintenance	3,000	3,000	2,000	4,946	8,000	8,200	8,405	8,615
G-618-6800-4107 Building Maintenance	80,000	90,000	100,000	154,334	176,300	180,707	185,225	189,856
G-618-6800-4110 Telephone - Basic	4,000	4,800	4,800	7,031	9,500	9,738	9,981	10,231
G-618-6800-5030 Interest On Long-Term Debt	129,510	534,058	534,058	16,513	691,308	656,743	623,906	592,711
G-618-6800-5035 Principal On Long-Term Debt	197,540	469,313	377,445	53,794	468,220	444,809	422,569	401,441
G-618-6800-5062 Property Taxes	0	0	0	0	123,443	126,529	129,692	132,934
G-618-6800-7820 Transfer To Reserve Fund	117,380	125,000	125,000	0	130,000	143,000	157,300	173,030
G-618-6800-7906 Interfunctional Insurance	0	6,005	11,676	11,676	10,561	11,089	11,643	12,225
Total 6800 Britannia St Apartments	0	624,596	585,722	(154,442)	900,912	846,485	796,033	749,537
Total 618 Affordable Housing Buildings	**0**	**624,596**	**585,722**	**(154,442)**	**900,912**	**846,485**	**796,033**	**749,537**

2026 BUDGET – WORK PLAN

Department:	**Social Services**
Budget Division:	**G616 Children's Services**

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness**,** Ontario Works, and Children's Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Children's Services Division fall under the jurisdiction of the Ministry of Education (EDU). The *Child Care and Early Years Act, 2014* (CCEYA) and Ministry of Education guidelines govern the work of the Division and outline the Children's Services Division's mandated responsibilities for the planning and management of the local system of licensed child care and early years programs and services in the service area.

As the CMSM, the Children's Services Division is responsible for implementation of the Canada-Wide Early Learning and Child Care (CWELCC) System, the directed growth of licensed child care, building the capacity of early years educators to ensure a high-quality system, and the administration of wage supports to educators working in licensed child care. The Division also enables the inclusion of children with special needs in licensed child care and early years settings through its system of Special Needs Resourcing and provides financial supports to eligible families to help pay for the cost of child care while working or pursuing education.

Key Activities Planned for 2026:

The Children's Services Division continues to oversee transformation of the funding of licensed child care under the CWELCC System, which has deeply increased the affordability of licensed child for families of children from 0-5, as well as the demand for licensed child care. Activities planned for 2026 are aimed to support pressures in this evolving system.

Planning for an Inclusive and Accessible Child Care and Early Years System

To best address the needs of the community with informed planning and decision-making during this time of system transformation and growth, the Children's Services Division will undertake a service system planning process, including engagement with community partners.

Directed Growth of Affordable Child Care

The term of the current CWELCC agreement between the Province of Ontario and Government of Canada ends in 2026. In this final year, Children's Services will work with community-based child care providers to continue to advance the directed growth of CWELCC-enrolled child care spaces where they are needed most and increase access for families, leveraging infrastructure funding that has been made available to CMSMs.

Oversight and Accountability

The Ministry's new cost-based funding model includes new oversight and accountability requirements. The Children's Services Division will continue to implement new procedures including cost reviews and compliance audits, and offer supports to child care operators, to ensure the effective and responsible use of public funds.

Workforce Recruitment and Retention

The Division is working with Conestoga College, which will open its Stratford campus in fall 2025, to design new initiatives supporting recruitment and professional development of educators working in licensed childcare and early years settings. This work will advance a high-quality system and increase the number of qualified staff to meet the staffing needs of the growing system of licensed childcare, thereby increasing access for families.

New Initiatives Planned for 2026 and included in the 2026 budget:

The above initiatives are a combination of ongoing activities with new elements as noted.

New or Existing Initiatives not being included in the 2026 budget:

At this time, there are no other new initiatives planned or excluded in the 2026 budget.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

The Children's Services Division works with community child care organizations and community agencies to support growth of an inclusive and accessible system of licensed child care and early years programs. The Division works closely with child and youth planning tables to advance understanding and access to the broader system of services and plan for a responsive system that supports the needs of all children and families in Stratford, St. Marys, and Perth County. Children's Services is also partnering with Conestoga College to advance the recruitment and professional learning needs child care and early years educators.

Explain Significant Changes from 2025 including applying a climate lens:

There is not anticipated to be a significant climate impact associated with the initiatives of the Children's Services Division.

Children's Services has seen significant increases to overall budgetary responsibility related to the implementation of CWELCC, which began in 2022, and its 2025 allocation from the Ministry of Education was $22.4 million. In 2026, it is expected that this allocation will reach $30 million as 286 new licensed child care spaces open in the service area and the Ministry implements its final CWELCC parent fee reduction. Despite increased funding, provincial provisions for administrative costs have not risen equivalently.

As a result of the changes in the CWELCC funding approach as outlined below, the Municipal contribution has changed from a proportional contribution to a fixed amount, although the minimum contribution amounts have remained as per 2024, the overall municipal contribution has decreased.

As of January 1, 2025, the Ministry of Education adopted a cost-based funding approach to provide support for operating costs for licensees participating in CWELCC for the delivery of child care to eligible children. Further, Consolidated Service Managers and District Social Services Administration Boards (CMSMs/DSSABs) are allocated local priority funding to provide support for general operating costs for children aged 6 to 12 (not CWELCC eligible), professional learning for child care provider staff, special needs resourcing and capacity building.

As a result of this change there have been significant changes made to the 2026 Children's Services budget to better capture Ministry funding and reporting requirements. These changes have resulted in significant line-by-line variances, however, except for the actual variances noted above, these variances are simply in the reallocation of the presentation.

616 CHILDREN'S SERVICES	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
6194 O/W Child Care - Formal								
G-616-6194-1130 Ontario Grants	(24,000)	(20,000)	(8,000)	0	0	0	0	0
G-616-6194-1210 Other Municipalities - Perth	(3,060)	(2,560)	(1,020)	(510)	0	0	0	0
G-616-6194-1220 Other Municipalities - St. Marys	(490)	(410)	(160)	(80)	0	0	0	0
G-616-6194-6020 Social Assistance Payments	30,000	25,000	10,000	0	0	0	0	0
Total 6194 O/W Child Care - Formal	2,450	2,030	820	(590)	0	0	0	0
6195 O/W Child Care - Informal								
G-616-6195-1130 Ontario Grants	(8,000)	(16,000)	(16,800)	0	0	0	0	0
G-616-6195-1210 Other Municipalities - Perth	(1,020)	(2,050)	(2,150)	(1,075)	0	0	0	0
G-616-6195-1220 Other Municipalities - St. Marys	(160)	(320)	(340)	(170)	0	0	0	0
G-616-6195-6020 Social Assistance Payments	10,000	20,000	21,000	0	0	0	0	0
Total 6195 O/W Child Care - Informal	820	1,630	1,710	(1,245)	0	0	0	0
6302 Regular Day Care Programs								
G-616-6302-1770 Recoverables	0	0	0	(687)	0	0	0	0
Total 6302 Regular Day Care Programs	0	0	0	(687)	0	0	0	0
6320 Fee Subsidy								
G-616-6320-1130 Ontario Grants	0	0	0	0	(515,000)	(527,875)	(541,072)	(554,599)
G-616-6320-1770 Recoverable	0	0	0	(4,837)	(5,000)	(5,125)	(5,253)	(5,384)
G-616-6320-6020 Social Assistance Payments	0	0	0	167,912	520,000	533,000	546,325	559,983
Total 6320 Fee Subsidy	0	0	0	163,075	0	0	0	0
6321 Fee Subsidy ELCC Pre-School								
G-616-6321-1130 Ontario Grants	(1,320,000)	0	0	0	0	0	0	0
G-616-6321-1210 Other Municipalities - Perth	(168,100)	0	0	0	0	0	0	0
G-616-6321-1220 Other Municipalities - St. Marys	(26,730)	0	0	0	0	0	0	0
G-616-6321-1770 Recoverable	0	0	0	(656)	0	0	0	0
G-616-6321-6020 Social Assistance Payments	800,000	0	0	166,710	0	0	0	0
G-616-6321-6025 Wage Subsidy Payments	850,000	0	0	0	0	0	0	0
Total 6321 Fee Subsidy ELCC Pre-School	135,170	0	0	166,054	0	0	0	0
6325 Special Childcare								
G-616-6325-1130 Ontario Grants	(112,570)	0	0	0	0	0	0	0
G-616-6325-6020 Social Assistance Payments	112,570	0	0	0	0	0	0	0
Total 6325 Special Childcare	0	0	0	0	0	0	0	0
63CC Child Care Administration								
G-616-63CC-1130 Ontario Grants	(438,170)	(487,229)	(335,090)	0	(382,180)	(391,734)	(401,527)	(411,565)
G-616-63CC-1210 Other Municipalities - Perth	(75,290)	(106,380)	(195,870)	(97,935)	(190,820)	(195,590)	(200,480)	(205,492)
G-616-63CC-1220 Other Municipalities - St. Marys	(11,970)	(16,830)	(31,160)	(15,580)	(30,400)	(31,160)	(31,939)	(32,737)
G-616-63CC-2100 F.T. Salaries & Wages	158,110	160,100	145,330	76,220	152,470	157,044	161,755	166,608
G-616-63CC-2500 F.T. Benefits & Employer Costs	56,200	71,570	60,920	31,150	62,750	64,633	66,572	68,569
G-616-63CC-2700 Other Payroll Expenses	100	100	100	311	250	258	266	274
G-616-63CC-3050 Materials	0	0	0	528	0	0	0	0

	2023	2024	2025	2025	2026	2027	2028	2029
616 CHILDREN'S SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-616-63CC-3070 Office Supplies	1,000	12,390	2,500	568	500	513	526	539
G-616-63CC-3120 Meals & Meeting Costs	0	0	0	880	500	513	526	539
G-616-63CC-4010 Advertising	0	0	0	198	0	0	0	0
G-616-63CC-4030 Audit	0	0	0	0	2,000	2,050	2,101	2,154
G-616-63CC-4036 Conferences - Expenses	1,500	1,500	1,500	30,619	2,000	2,050	2,101	2,154
G-616-63CC-4040 Consultants	0	0	0	0	30,000	30,750	31,519	32,307
G-616-63CC-4060 Courier/Freight	0	0	0	5	0	0	0	0
G-616-63CC-4090 Legal	0	0	0	2,148	1,000	1,025	1,051	1,077
G-616-63CC-4097 Memberships	1,000	1,160	1,000	550	2,000	2,050	2,101	2,154
G-616-63CC-4142 Training - Expenses	4,000	6,050	5,000	5,734	5,000	5,125	5,253	5,384
G-616-63CC-4150 Travel/Mileage-Excl.Training,Conf	500	1,500	3,000	2,684	1,000	1,025	1,051	1,077
G-616-63CC-7900 Administration Charge	0	437,600	496,490	140,449	493,150	517,808	543,698	570,883
G-616-63CC-7902 Interfunctional Admin Services	362,960	0	0	0	0	0	0	0
G-616-63CC-7907 Interfunctional Telephone	600	3,000	2,040	0	2,112	2,218	2,329	2,445
G-616-63CC-9010 Office Equipment& Furnishings	0	0	0	2,370	0	0	0	0
Total 63CC Child Care Administration	60,540	84,531	155,760	180,899	151,332	168,578	186,903	206,370
63SN Special Needs								
G-616-63SN-1130 Ontario Grants	(398,010)	(569,100)	(716,600)	0	(916,060)	(938,961)	(962,435)	(986,496)
G-616-63SN-1210 Other Municipalities - Perth	(50,690)	(72,860)	(91,670)	(45,835)	0	0	0	0
G-616-63SN-1220 Other Municipalities - St. Marys	(8,060)	(11,520)	(14,580)	(7,290)	0	0	0	0
G-616-63SN-2100 F.T. Salaries & Wages	297,020	302,990	398,760	280,078	406,770	418,973	431,542	444,488
G-616-63SN-2110 P.T. Salaries & Wages	0	0	0	53,820	0	0	0	0
G-616-63SN-2500 F.T. Benefits & Employer Costs	88,090	107,440	143,490	90,806	147,790	152,224	156,791	161,495
G-616-63SN-2510 P.T. Benefits & Employer Costs	0	0	0	5,337	0	0	0	0
G-616-63SN-3050 Materials	15,000	15,000	15,000	2,502	5,000	5,125	5,253	5,384
G-616-63SN-4036 Conferences-Special Needs	0	0	0	0	5,000	5,125	5,253	5,384
G-616-63SN-4150 Travel/Mileage-Excl.Training,Conf	0	0	0	0	1,500	1,537	1,575	1,614
G-616-63SN-6020 Social Assistance Payments	95,000	285,940	338,500	187,466	350,000	358,750	367,719	376,912
G-616-63SN-7907 Interfunctional Telephone	2,400	0	0	0	0	0	0	0
Total 63SN Special Needs	40,750	57,890	72,900	566,884	0	2,773	5,698	8,781
63Ww Childcare Small Waterworks								
G-616-63Ww-1130 Ontario Grants	(2,260)	0	0	0	0	0	0	0
G-616-63Ww-6020 Social Assistance Payments	2,260	0	0	0	0	0	0	0
Total 63Ww Childcare Small Waterworks	0	0	0	0	0	0	0	0
6715 Wage Enhancements								
G-616-6715-1130 Ontario Grants	(590,560)	0	0	0	(256,910)	(263,333)	(269,916)	(276,664)
G-616-6715-6020 Social Assistance Payments	590,560	0	0	0	0	0	0	0
G-616-6715-6025 Wage Subsidy Payments	0	0	0	85,060	256,910	263,333	269,916	276,664
Total 6715 Wage Enhancements	0	0	0	85,060	0	0	0	0

616 CHILDREN'S SERVICES	2023 BUDGET	2024 BUDGET	2025 BUDGET	2025 YTD Sept 30/25	2026 BUDGET Draft	2027 BUDGET Forecast	2028 BUDGET Forecast	2029 BUDGET Forecast
6720 CWELCC								
G-616-6720-1130 Ontario Grants	(2,366,840)	(6,439,940)	(9,020,360)	0	(24,500,000)	(25,112,500)	(25,740,312)	(26,383,820)
G-616-6720-4020 Service Contracts	0	101,320	110,000	6,272,256	24,500,000	25,112,500	25,740,312	26,383,820
G-616-6720-6020 Social Assistance Payments	2,366,840	6,021,690	8,494,480	745,745	0	0	0	0
G-616-6720-6025 Wage Subsidy Payments	0	316,930	415,880	19,613	0	0	0	0
Total 6720 CWELCC	0	0	0	7,037,614	0	0	0	0
6770 Flexibility Funding								
G-616-6770-1130 Ontario Grants	(2,050,000)	(4,394,480)	(5,009,260)	0	(550,000)	(563,750)	(577,844)	(592,290)
G-616-6770-1210 Other Municipalities - Perth	0	(97,830)	(224,210)	(112,105)	0	0	0	0
G-616-6770-1220 Other Municipalities - St. Marys	0	(15,470)	(35,670)	(17,835)	0	0	0	0
G-616-6770-4020 Service Contracts	0	2,535,510	3,048,270	0	550,000	563,750	577,844	592,290
G-616-6770-6020 Social Assistance Payments	1,500,000	800,000	1,161,320	4,109,007	0	0	0	0
G-616-6770-6025 Wage Subsidy Payments	550,000	1,250,000	1,237,830	0	0	0	0	0
Total 6770 Flexibility Funding	0	77,730	178,280	3,979,067	0	0	0	0
6780 Capacity Funding								
G-616-6780-1130 Ontario Grants	(40,000)	0	0	0	(317,010)	(324,935)	(333,058)	(341,384)
G-616-6780-2100 F.T. Salaries & Wages	0	0	0	0	86,450	89,044	91,715	94,466
G-616-6780-2500 F.T. Benefits	0	0	0	0	30,560	31,477	32,421	33,394
G-616-6780-4020 Service Contracts	40,000	0	0	690	0	0	0	0
G-616-6780-6027 Resource Centre	0	0	0	15,584	200,000	102,500	105,063	107,690
Total 6780 Capacity Funding	0	0	0	16,274	0	(101,914)	(103,859)	(105,834)
6790 Repairs And Maintenance								
G-616-6790-1130 Ontario Grants	(13,180)	0	0	0	0	0	0	0
G-616-6790-4020 Service Contracts	13,180	0	0	0	0	0	0	0
Total 6790 Repairs And Maintenance	0	0	0	0	0	0	0	0
6792 ELCC 0-6 Agreement								
G-616-6792-1130 Ontario Grants	(457,230)	0	0	0	0	0	0	0
G-616-6792-4020 Service Contracts	457,230	0	0	0	0	0	0	0
Total 6792 ELCC 0-6 Agreement	0	0	0	0	0	0	0	0
6793 Municipal Funded Programming								
G-616-6793-1210 Other Municipalities - Perth	0	0	0	0	(87,100)	(89,277)	(91,509)	(93,797)
G-616-6793-1220 Other Municipalities - St. Marys	0	0	0	0	(13,900)	(14,247)	(14,603)	(14,968)
G-616-6793-4020 Service Contracts	0	0	0	151,638	170,000	174,250	178,606	183,071
Total 6793 Municipal Funded Programming	0	0	0	151,638	69,000	70,726	72,494	74,306
67HC Home Child Care								
G-616-67HC-1130 Ontario Grants	(49,680)	(50,000)	(102,480)	0	(280,960)	(287,984)	(295,184)	(302,564)
G-616-67HC-1210 Municipality - Perth	0	0	0	0	(88,470)	(90,682)	(92,949)	(95,273)
G-616-67HC-1220 Municipality - St. Marys	0	0	0	0	(14,090)	(14,442)	(14,803)	(15,173)
G-616-67HC-2100 F.T. Salaries & Wages	0	0	38,590	2,438	39,370	40,551	41,768	43,021
G-616-67HC-2500 F.T. Benefits & Employer Costs	0	0	13,890	813	14,310	14,739	15,181	15,636

	2023	2024	2025	2025	2026	2027	2028	2029
616 CHILDREN'S SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
G-616-67HC-4020 Service Contracts	49,680	20,000	20,000	0	400,000	410,000	420,250	430,756
G-616-67HC-6020 Social Assistance Payments	0	25,000	25,000	0	0	0	0	0
G-616-67HC-6025 Wage Subsidy Payments	0	5,000	5,000	0	0	0	0	0
Total 67HC Home Child Care	0	0	0	3,251	70,160	72,182	74,263	76,403
67IF Indigenous Funding								
G-616-67IF-1130 Ontario Grants	(27,110)	0	0	0	0	0	0	0
G-616-67IF-4020 Service Contracts	27,110	0	0	0	0	0	0	0
Total 67IF Indigenous Funding	0	0	0	0	0	0	0	0
67TF Earlyon								
G-616-67TF-1130 Ontario Grants	(969,390)	(1,031,450)	(1,050,590)	0	(1,050,590)	(1,076,855)	(1,103,776)	(1,131,370)
G-616-67TF-1210 Other Municipalities - Perth	0	0	0	0	(14,500)	(14,862)	(15,234)	(15,615)
G-616-67TF-1220 Other Municipalities - St. Marys	0	0	0	0	(2,310)	(2,368)	(2,427)	(2,488)
G-616-67TF-2100 F.T. Salaries & Wages	155,390	158,520	166,930	116,353	83,850	86,366	88,957	91,626
G-616-67TF-2500 F.T. Benefits & Employer Costs	45,410	51,310	58,460	36,638	29,650	30,540	31,456	32,400
G-616-67TF-3050 Materials	0	5,000	0	52	0	0	0	0
G-616-67TF-3120 Meeting Costs	0	0	0	962	0	0	0	0
G-616-67TF-4020 Service Contracts	26,000	806,020	824,790	718,317	965,400	989,535	1,014,273	1,039,630
G-616-67TF-4036 Conferences - Expenses	0	0	0	22,860	0	0	0	0
G-616-67TF-4040 Consultants	14,200	10,000	0	36,671	0	0	0	0
G-616-67TF-6020 Social Assistance Payments	728,390	0	0	0	0	0	0	0
G-616-67TF-7907 Interfunctional-Telephone	0	600	410	0	0	0	0	0
Total 67TF Earlyon	0	0	0	931,853	11,500	12,356	13,249	14,183
67XP Expansion								
G-616-67XP-1130 Ontario Grants	(852,080)	(1,008,750)	(44,000)	0	(1,619,190)	(1,659,670)	(1,701,162)	(1,743,691)
G-616-67XP-1210 Other Municipalities - Perth	(108,510)	(129,150)	(5,630)	(2,815)	0	0	0	0
G-616-67XP-1220 Other Municipalities - St Marys	(17,250)	(20,430)	(900)	(450)	0	0	0	0
G-616-67XP-6020 Social Assistance Payments	1,065,100	1,260,940	55,000	0	1,619,190	1,659,670	1,701,162	1,743,691
Total 67XP Expansion	87,260	102,610	4,470	(3,265)	0	0	0	0
Total 616 Children's Services	**326,990**	**326,421**	**413,940**	**13,275,882**	**301,992**	**224,701**	**248,748**	**274,209**

CITY OF STRATFORD
2026 Budget Impact Summary for Expansion Initiative

Please note: this item has not been included in the draft 2026 budget

$ 86,038,828

Budget Division	Purchase/ Total Cost	2026 Net Levy Impact	Net % Levy Increase over 2025
Infrastructure Services			
Mini-X Excavator	$ 90,000	$ 76,500	0.09%

2026 BUSINESS CASE - QUALITATIVE

Department:	**Infrastructure Services**
Budget Division:	**G315 Fleet**
Description of New Service/Position:	**Mini-X Excavator Purchase**

Program or Service Expansion Introduction and Overview:

The Fleet Division has received multiple requests from various City of Stratford departments to procure a Mini-X Excavator. This equipment will support a range of municipal projects, enabling internal teams to respond more efficiently and cost-effectively to operational needs across the city.

Analysis of Current Business Process:

At present, several divisions rely on external contractors or rental equipment to complete small-scale excavation and infrastructure maintenance tasks. This approach incurs recurring costs and often results in delays due to contractor availability. For example, the Cemetery Division rents equipment 6–10 times annually to access difficult burial sites or address localized flooding, tasks that cannot be managed with the existing backhoe.

Similarly, Public Works and Environmental Services/Water divisions depend on third-party contractors for urgent service repairs, which can lead to extended service interruptions and resident dissatisfaction. The machine offers greater versatility due to its compact size, allowing it to access much tighter spaces. This capability is especially important for work in urban areas, private properties, and rear-yard alleyways, where municipal infrastructure such as catch basins, storm drains, and water or sanitary services are often located.

Background:

The proposed acquisition of a Mini-X Excavator would allow City divisions to perform excavation and maintenance work in-house, reducing reliance on external vendors. This would improve response times, lower operational costs, and enhance service delivery to residents.

Strategic Priority:

This initiative directly supports several of Council's approved strategic priorities:

Enhance Our Infrastructure

Advance short-term actions from the Corporate Energy and Emissions Plan to meet climate goals.

Support infrastructure renewal and growth-related projects outlined in the 10-year capital forecast.

Work Together for Greater Impact

Foster interdepartmental collaboration and build partnerships to meet community needs.

Program or Service Expansion Benefits (Including Climate Impacts)

The acquisition will:

- Reduce rental and contractor costs.
- Improve service responsiveness and timelines.
- Enhance internal capacity for preventative maintenance and emergency repairs.

Climate Considerations:

As noted by the Climate Change Program Manager, climate impacts in this context refer to the mitigation of greenhouse gas (GHG) emissions associated with municipal operations. This includes emissions from fleet vehicles, facilities, and procurement activities. The Corporate Energy and Emissions Plan (endorsed in 2023) provides a framework for applying a climate lens to municipal decisions. The Mini-X Excavator purchase should be evaluated for its potential to reduce GHG emissions, such as by selecting energy-efficient or low-emission equipment models.

Program or Service Expansion Costs (Including Climate Impacts)

The purchase of a Mini-X Excavator is anticipated to achieve a small costs savings over its useful life.

The estimated costs for Mini-X Excavator over its 15-year life is: $165,000

Where the purchase price is estimated at $90,000 and preventative maintenance, repairs and fuel estimated at $5,000 annually or $75,000 for the life of the fleet.

Reduction in costs over the life of the asset is estimated at $199,500. The assumption is that there is a saving of $3,500 and $10,000, annually, from monies saved from eliminating a rental at the Cemetery and removing the need for contracted services for other divisions.

The estimated savings over the life of this piece of fleet is $34,500.

Should this equipment be added to the fleet, its utilization is expected to rise, driven primarily by its broad range of applications and adaptability.

Alternatives:

Continue with the current model of renting equipment and subcontracting services. This approach is more costly over time and limits the City’s ability to respond promptly to infrastructure needs, potentially resulting in service delays and resident dissatisfaction.

Business Case - Quantitative Non Staff

Department:	Infrastructure Services
Division:	Fleet
Title/Description:	Purchase of a Mini-x Excavator

Estimated Annual Expenditures	**2026**	**Explanation**
1. One Time Costs:		Shared within the Fleet Division for small projects (Public Works, Environmental Services/Water, Parks, Cemetery)
Equipment	90,000	
1. Total One Time Costs	**$ 90,000**	
2. Future Annual Operating Costs:		
Annual maintenance contracts	5,000	PM Maintenance / Repairs / Fuel
Other (explain)	6,000	Annual Replacement Costs
2. Total Annual Operating Costs	**$ 11,000**	
Total Expenditures 2026	**$ 90,000**	

Estimated Revenues/Recoveries	**2026**	**Explanation**
Internal Recoveries	(10,000)	Reduction in contractor assistance for 2026
Internal Recoveries	(3,500)	Rental costs saved by Cemetery division for life of asset
Total Revenues/Recoveries	**($13,500)**	
2026 Budget Impact $	**$ 76,500**	

CITY OF STRATFORD
2026 CONSOLIDATED CAPITAL FUNDING SUMMARY - 2026 - 2035
At September 28, 2026

Department	Division	2026	10-Year Total Costs	Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	From Reserves	Total 10-year Funding Need	Approx Reserve Balance Jan 31, 2025
Corporate	Parking		295,000		-	-	-	295,000	295,000	2,859,313
	Information Technology	555,000	4,650,000	-	-	-	-	4,650,000	4,650,000	1,033,725
	Corporate Services Other	500,000	500,000	-	-	-	-	500,000	500,000	-
	Business Park Expansion	14,000,000	14,000,000	-	-	14,000,000	-	-	14,000,000	-
Total Corporate Services		**15,055,000**	**19,445,000**	**-**	**-**	**-**	**-**	**4,945,000**	**19,445,000**	**3,893,038**
Fire	Fire	10,710	12,429,267	-	1,620,000	-	-	2,651,102	12,429,267	(19,843)
	Airport	-	5,036,000	-	-	-	-	1,920,000	5,036,000	288,152
Total Fire/Airport		**10,710**	**17,465,267**	**-**	**1,620,000**	**-**	**-**	**4,571,102**	**17,465,267**	**268,309**
Community	Cemetery	45,000	745,000		-	-	-	2,043,568	745,000	419,924
	Parks	820,000	2,385,000						2,385,000	incl w/Cem
	Facilities Recreation	4,545,000	18,157,500		-	-	-	18,157,500	18,157,500	2,103,764
	Recreation-Other	-	50,000						50,000	incl w/Cem
	Facilities - City Buildings	140,000	7,210,500	-	-	-	-	7,210,500	7,210,500	-
	Transit	-	8,815,000	8,740,000	-	-	-	75,000	8,815,000	-
Total Community Services		**5,550,000**	**37,363,000**	**8,740,000**	**-**	**-**	**-**	**27,486,568**	**37,363,000**	**2,523,688**
Infrastructure	Linear	10,515,000	132,970,000	57,440,000	987,950	-	30,000	72,462,050	132,970,000	incl w/Other
Services (IS)	Roads & Traffic	1,950,000	24,915,000	6,675,000	2,070,000	-	-	15,085,000	24,915,000	8,654,076
(Levy)	Storm	5,350,000	10,060,000	3,000,000	-	-	-	5,050,000	10,060,000	2,804,361
	Landfill (excl post-closure)	1,150,000	7,770,000	-	6,280,000	-	-	1,400,000	7,770,000	3,349,570
	Fleet	2,970,000	20,602,750	-	1,525,000	-	-	16,882,500	20,602,750	3,485,112
	Misc	5,050,000	15,350,000	-	6,200,000	8,800,000	-	9,460,000	15,350,000	-
	Parking Lots (prev in Corp)	850,000	2,700,000					3,080,000	2,700,000	incl above
Total IS Levy-based		**27,835,000**	**214,367,750**	**67,115,000**	**17,062,950**	**8,800,000**	**30,000**	**123,419,550**	**214,367,750**	**18,293,119**
Perth Stratford Housing Corp Social Housing		1,785,000	14,596,960		-			14,270,000	14,596,960	4,222,584
Stratford Own Social Housing		-	1,265,280	-	-	-	-	997,280	1,265,280	756,390
Total Social Services/Housing		**1,785,000**	**15,862,240**	**-**	**-**	**-**	**-**	**15,267,280**	**15,862,240**	**4,978,974**
Board	Police	987,090	40,808,411	1,000,000	5,000,000	24,000,000		3,596,536	40,808,411	770,606
Board	Library	204,139	28,367,824	5,000,000	1,494,582	12,000,000	5,000,000	3,597,649	28,367,824	754,987
Total Boards		**1,191,229**	**69,176,235**	**6,000,000**	**6,494,582**	**36,000,000**	**5,000,000**	**7,194,185**	**69,176,235**	**1,525,593**
Not included additional IS road forecast but in AMP			130,000,000						130,000,000	-
TOTAL 10-year Capital Forecast (impacting tax levy)		**51,426,939**	**503,679,492**	**81,855,000**	**25,177,532**	**44,800,000**	**5,030,000**	**182,883,685**	**503,679,492**	**31,482,721**
IS - fees	Sanitary	3,856,900	17,431,900	-	4,846,000	-	275,000	17,695,600	17,431,900	3,680,035
	Water	807,000	8,103,000	-	-	-	-	2,730,000	8,103,000	3,047,270
Total IS User-Pay		**4,663,900**	**25,534,900**	**-**	**4,846,000**	**-**	**275,000**	**20,425,600**	**25,534,900**	**6,727,305**
TOTAL 10-year Capital Forecast (fees)		**4,663,900**	**25,534,900**	**-**	**4,846,000**	**-**	**275,000**	**20,425,600**	**25,534,900**	**6,727,305**
TOTAL ALL		**56,090,839**	**529,214,392**	**81,855,000**	**30,023,532**	**44,800,000**	**5,305,000**	**203,309,285**	**529,214,392**	**38,210,026**

City of Stratford
Summary of 10-year Capital Funding Shortfall
At September 28, 2025

For Illustration Only:

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

			10-year Forecast
Total Projects (including Roads, from Asset Management Plan)		$	529,214,392
Approximate Balance in Capital Reserves @ 2025 estimated - all		$	(38,210,026)
Grant Funding Expected		$	(81,855,000)
Estimated Funding From DCs over next 10 years		$	(30,023,532)
Other (shared sources, fundraising)		$	(5,305,000)
Annual Transfers/Funding (Using Proposed 2025 Levels)	$20,910,386 x 10 years	$	(209,103,860)
Funding From Other Sources		$	(5,305,000)
Identified Use of Long-Term Debt as Funding Source		$	(44,800,000)
Potential taxation from projected growth		$	(5,500,000)
Available Funding, all sources, 10 year estimate		$	(420,102,418)
Revised Shortfall using all available revenue streams including growth		$	109,111,974
Annualized Shortfall		$	10,911,197
Long-Term Debt Maximum Capacity based on MMAH Annual Repayment limits approx.		$	191,202,346
Current Long-term Debt (including drawn and authorized, not yet drawn)		$	56,998,062
		$	134,204,284

City of Stratford

Proposed Budgeted Transfers to Reserve Funds for Capital

At October 9, 2025

Budget Division	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Dollar Change	Percent Change
134 Parking	0	0	0	0	0	0%
134 Information Technology	200,000	200,000	200,000	300,000	100,000	50%
141 City Buildings	739,410	1,500,000	1,500,000	1,500,000	0	0%
211 Fire	175,000	115,000	125,110	125,110	0	0%
231 Police	1,119,685	570,468	695,990	1,131,162	435,172	76%
315 Fleet including Bldg, By-law, Eng, SS	82,070	450,200	443,350	416,290	(27,060)	-6%
320 Roads including linear	2,104,480	3,352,500	4,504,964	5,162,800	657,836	20%
330 Sanitary including linear	1,879,393	2,570,147	2,522,064	2,339,529	(182,535)	-7%
340 Storm including linear	1,560,000	1,800,000	2,100,000	2,200,000	100,000	6%
350 Water including linear	982,569	1,077,403	1,029,718	1,253,015	223,297	21%
360 Waste	810,000	912,000	1,039,600	1,124,500	84,900	9%
411 Stratford Public Library	282,970	406,210	384,890	386,080	1,190	0%
512 Stratford Municipal Airport	100,000	0	0	0	0	0%
614 PS Housing Corp / LHC	1,686,460	1,526,300	1,608,100	1,605,200	(2,900)	0%
618 Affordable Housing Buildings	117,380	125,000	125,000	130,000	5,000	4%
711 Parks	200,000	300,000	499,200	484,500	(14,700)	-5%
721 Recreation	1,120,000	2,200,000	2,494,000	2,485,400	(8,600)	0%
731 Cemetery	125,000	72,000	280,600	266,800	(13,800)	-19%
Total 7820 TRANSFER TO RESERVE FUND	13,284,417	17,177,228	19,552,586	20,910,386	1,357,800	8%

Levy Based		
If reserves transfers same as 2025, % funded	17%	16,000,804
If increase 8% as proposed 2026, % funded	19%	17,317,842
If increase 8% as proposed, % funded 2027	19%	18,703,269
If increase 8% as proposed, % funded 2028	20%	20,199,531
If increase 8% as proposed, % funded 2029	22%	21,815,493

THE CORPORATION OF THE CITY OF STRATFORD
RESERVE & RESERVE FUND CONTINUITY - PROJECTED
at December 31, 2025

Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2026 draft budget. **BOLD** denotes that the reserve is in a deficit.

SOURCE	General Ledger Account #	Opening Balance (per Prior Year Schedule)	Projected 2025 Ending Balance
RESERVES			
Election Expenses	G-R00-ELEC-0000	(215,103)	(275,103)
Insurance	G-R00-INSR-0000	(241,154)	(241,154)
Sick Leave	G-R00-SICK-0000	(5,986,983)	(6,386,983)
WSIB	G-R00-WCBO-0000	(1,003,591)	(1,003,591)
Winter Control	G-R00-WNTR-0000	(253,592)	(253,592)
Library - PCIN	G-R06-PCIN-0000	(16,803)	(16,803)
Tax Rate Stabilization	G-R14-TAXS-0000	(7,931,001)	(2,446,001)
Local Boards & Committees	G-R18-BRDS-0000	(60,138)	(99,138)
Clerks Investigations	G-R18-CLRK-0000	(55,845)	(55,845)
Community Supports & Grants	G-R18-COMG-0000	(126,699)	(247,277)
HR Salary Contingency	G-R18-HRCO-0000	(470,927)	(470,927)
Special Projects	G-R18-SPEC-0000	(571,045)	(445,383)
Management & Planning Studies	G-R18-STUD-0000	(406,596)	(306,596)
Water Rate Stabilization	G-R18-WATR-0000	(590,764)	(590,764)
Wastewater Rate Stabilization	G-R18-WWTR-0000	(1,442,105)	(1,442,105)
Community Improvement Plan Incentives	G-R18-CIPC-0000	(40,000)	(40,000)
PC Connect	G-R20-PCCO-0000	(74,459)	(74,459)
TOTAL RESERVES		(19,486,805)	(14,395,720)
DISCRETIONARY RESERVE FUNDS			
Capital - Airport	R-R11-AIRP	(353,027)	(288,153)
Britannia St	R-R11-BRIT	(631,390)	(756,390)
Capital - Cemetery	R-R11-CEME	-	-
Capital - Facilities	R-R11-FACI	(2,041,155)	(419,924)
Capital - Fire	**R-R11-FIRE**	(1,330,198)	**19,843**
Capital - Fleet	R-R11-FLET	(4,225,405)	(3,485,113)
Grand Trunk (Cooper) Block	R-R11-GTCH	(3,304,884)	(1,254,884)
Local Housing Corporation	R-R11-HOUS	(4,282,584)	(4,222,584)
Capital - IT Equipment Replacement	R-R11-ITCA	(1,237,865)	(1,033,725)
Capital - Landfill Closure	R-R11-LAND	(874,557)	(1,149,557)
Capital - Library	R-R11-LIBR	(754,987)	(1,108,877)
Municipal Accommodation Tax	R-R11-MATX	(420,669)	(320,669)
Capital - Police	R-R11-POLI	(770,040)	(1,216,745)
Capital - Parking	R-R11-PRKG	(5,335,879)	(2,859,314)
Capital - Public Works	R-R11-PWCA	(8,511,711)	(8,654,077)
Capital - Recreation	R-R11-RECR	(2,305,487)	(2,103,764)
Capital - Golf Course	R-R11-RMUN	(75,261)	(75,261)
Industrial Land	**R-R11-RPRO**	**1,538,742**	(748,378)
Social Services Homeownership	R-R11-SHOL	(358,877)	(337,127)
Capital - Social Services	R-R11-SSCA	(3,222,437)	(3,222,437)
Strategic Community Development	R-R11-STRA	(579,996)	(352,496)
Capital - Storm Water	R-R11-STRM	(3,428,860)	(2,804,361)

THE CORPORATION OF THE CITY OF STRATFORD
RESERVE & RESERVE FUND CONTINUITY - PROJECTED
at December 31, 2025

Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2026 draft budget. **BOLD** denotes that the reserve is in a deficit.

SOURCE	General Ledger Account #	Opening Balance (per Prior Year Schedule)	Projected 2025 Ending Balance
Transit Capital	R-R11-TRAN	(482,508)	(482,508)
Capital - Waste Management	R-R11-WAST	(3,349,570)	(3,690,570)
Capital - Water	R-R11-WATR	(5,374,927)	(2,958,825)
Working Capital	R-R11-WORK	(403,613)	(403,613)
Capital - Waste Water	R-R11-WWTR	(6,067,295)	(3,680,035)
TOTAL DISCRETIONARY RESERVE FUNDS		(58,184,441)	(47,609,544)
OBLIGATORY RESERVE FUNDS			
Provincial Infrastructure Grants	R-R11-OCIF	(3,147,493)	(1,690,409)
Federal Gas Tax	R-R11-RFED	(11,050,144)	(8,479,081)
Provincial Gas Tax	R-R11-RGAS	(1,084,549)	(838,622)
Development Deposits -Cobra	R-R11-RPLA	(127,988)	(127,988)
Building Permit Inspections	R-R11-BSUR	(475,010)	(475,010)
Parkland: Cash In Lieu	R-R11-RPLT	(1,599,752)	(1,599,752)
TOTAL OBLIGATORY RESERVE FUNDS		(17,484,936)	(13,210,862)
DEVELOPMENT CHARGES (DC) OBLIGATORY			
DC - Growth	R-DGS-ADMN	(159,620)	(159,620)
DC - Fire Protection	R-DGS-FIRE	(1,652,270)	(872,270)
DC - Library	R-DGS-LIBR	(1,396,393)	(1,409,419)
DC - Parks & Recreation	R-DGS-OREC	(7,499,799)	(7,421,315)
DC - Police	R-DGS-POLI	(983,814)	(983,814)
DC - Waste Diversion	R-DGS-WSTD	(308,823)	(193,948)
DC - Public Works (Facilities & Fleet)	R-DIS-OTRN	(862,874)	(742,874)
DC - Services Related to Highway [1]	R-DIS-ROAD	(4,095,654)	(4,037,778)
DC - Waste Water [1]	**R-DIS-WAST**	(2,115,551)	**458,230**
DC - Water Services [1]	R-DIS-WATS	(774,042)	(524,042)
DC - Storm Water	R-DSC-STWM	(38,316)	(38,316)
TOTAL DC OBLIGATORY		(19,887,155)	(15,925,165)
TOTAL RESERVES & RESERVE FUNDS		(115,043,336)	(91,141,290)

note [1] - must allocate minimum of 60%

City of Stratford
Summary of Outstanding and Authorized Long-Term Debt
At September 8, 2025

Description	Initial Loan Balance	Initial Amortization Period	Principal Payments	Interest Payments	Total Payments in 2025	Maturity of Current Term	Current Interest Rate	Outstanding Principal at Dec 31, 2025
RBC - $3M (024)	3,000,000	20	$ 100,694	$ 576	$ 101,269	2025	1.95%	$ -
RBC - $2M (Loan #17 Cooper)	2,000,000	10	$ 75,569	$ 384	$ 75,953	2025	2.49%	$ -
RBC - $1.5M (Loan #27 Cooper)	1,500,000	20	$ 66,472	$ 47,043	$ 113,515	2035	5.51%	$ 820,228
RBC - $1.5M (Loan #19 Cooper)	1,500,000	20	$ 74,439	$ 23,596	$ 98,035	2035	2.80%	$ 804,898
RBC - $4.550M (Loan #14 UW)	4,550,000	25	$ 167,047	$ 87,351	$ 254,399	2040	2.84%	$ 2,994,272
RBC - $4.5M (Loan #15 UW)	4,500,000	25	$ 164,964	$ 87,753	$ 252,717	2040	2.88%	$ 2,966,534
RBC - $3.626M (Loan #25 Quinlan PS)	3,626,333	14	$ 198,312	$ 177,069	$ 375,381	2036	5.65%	$ 3,034,085
RBC - $1.723 (Loan #26 Fire Truck)	1,723,500	24	$ 39,671	$ 91,814	$ 131,485	2046	5.66%	$ 1,604,892
RBC - $9.230 (Loan #28 Queen St Storm)	9,230,915	8	$ 1,046,935	$ 391,025	$ 1,437,960	2032	5.81%	$ 7,081,424
Cooper Site (Internal Repayment)	5,897,975	10	$ 596,427	$ 94,995	$ 691,423	2029	3.00%	$ 2,570,086
IO - $21.042M (By-law 108-2011) [1]	21,042,635	15	$ 1,402,842	$ 78,774	$ 1,481,616	2026	3.21%	$ 1,402,842
IO - $5.784M (By-law 119-2008)	5,784,025	20	$ 289,201	$ 29,699	$ 318,900	2028	2.74%	$ 867,604
IO - $33.496M (By-law 64-2007)	33,496,128	25	$ 1,339,845	$ 249,623	$ 1,589,468	2032	2.57%	$ 8,708,993
IO - $6.113M (By-law 176-2018)	6,113,000	15	$ 407,533	$ 121,945	$ 529,478	2033	3.42%	$ 3,260,267
IO - $1.295M (By-law 171-2009)	1,295,639	25	$ 55,131	$ 16,475	$ 71,606	2034	2.70%	$ 568,743
IO - $16.816M (By-law 172-2009)	16,816,370	25	$ 672,655	$ 325,227	$ 997,882	2034	4.96%	$ 6,053,893
			$ 6,697,738	$ 1,823,349	$ 8,521,086			$ 42,738,762
Approved Borrowing - Proposed / Estimated Repayments (Included in 2026 budget)								**Authorized**
Britannia Street Phase 2 Affordable Housing [2]	4,550,000	25	$ 269,856	$ 501,864	$ 771,720	2048		$ 4,685,000
398 Erie St Affordable Housing Project [3]	4,972,000	25	$ 181,820	$ 318,180	$ 500,000	2048		$ 4,972,000
9 Fulton St Milverton Rebuild - PSHC [4]	4,602,300	25	$ 241,620	$ 138,068	$ 379,688	2048		$ 4,602,300
			$ 693,296	$ 958,112	$ 1,651,408			$ 14,259,300
Total drawn and authorized			**$ 7,391,034**	**$ 2,781,461**	**$ 10,172,494**			**$ 56,998,062**

[1] will be fully repaid in 2026

[2] completed - approx 4.55 required to clear total 2024 unfunded

[3] releasing tender for demolition

[4] tender awarded for demolition

For comparison, prior year balance $ 63,673,365

City of Stratford

Residential Tax Rate Analysis

At November 14, 2025

Purpose: To summarize prior year budget increases and their impacts to the net levy and residential tax rates.

Note 1: Assessment value changes for the sample tax calculation over the period have not been considered, as these are determined by Municipal Property Assessment Corporation (MPAC) and market conditions.
Note 2: While the tax rate increases have remained low, a property owner's taxes may still have increased, if their property's assessed values have increased.
Note 3: Changes to a property's assessed values are not within the City's control.
Note 4: The median assessment value of properties in Stratford has increased from $247,000 to $289,000 over the period.
Note 5: The average assessment value of properties in Stratford has increased from $279,000 to $317,000 over the period.

Annual impact increase estimated in 2026 on average home valued at $317,000 compared to 2025	167
Monthly impact increase estimated in 2026 on average home valued at $317,000 compared to 2025	$ 14

Year	Starting Net Levy Budget in Dollars	Levy Increase in Dollars	Levy Increase % over Prior	Estimated Resulting Local Tax Rate	Estimated Education Rate	Estimated Total Tax **Rate**	Estimated Increase in Local Tax **Rate**	Estimated Increase in Total Tax **Rate**	Average Assessment Value	Estimated Total Taxes in **dollars** on Average value	Estimated % Increase in Taxes in **dollars** on Average Value
2026	**$ 86,038,828**	**$ 4,124,179**	**4.79%**	**0.01606642**	**0.00153**	**0.01759642**	**3.39%**	**3.09%**	**317,000**	**$5,578.06**	**3.41%**
2025	$ 80,090,376	$ 5,948,464	7.43%	0.01553956	0.00153	0.01706956	6.03%	5.46%	316,000	$ 5,393.98	6.13%
2024	$ 73,024,514	$ 7,065,862	9.68%	0.01465647	0.00153	0.01618647	8.36%	7.51%	314,000	$ 5,082.55	8.20%
2023	$ 68,264,126	$ 4,760,388	7.36%	0.01352611	0.00153	0.01505611	5.48%	4.89%	312,000	$ 4,697.51	5.23%
2022	$ 64,714,288	$ 3,549,838	5.59%	0.01282359	0.00153	0.01435390	5.60%	4.98%	311,000	$ 4,464.06	5.31%
2021	$ 63,457,399	$ 1,256,889	2.02%	0.01214359	0.00153	0.01367359	1.38%	1.22%	310,000	$ 4,238.81	1.55%
2020	$ 62,200,510	$ 2,980,290	5.03%	0.01197832	0.00153	0.01350832	-0.40%	-0.94%	309,000	$ 4,174.07	2.38%
2019	$ 59,220,220	$ 2,543,141	4.49%	0.01202594	0.00161	0.01363594	-0.31%	-0.93%	299,000	$ 4,077.15	2.50%
2018	$ 56,677,079	$ 1,613,217	2.93%	0.01206350	0.00170	0.01376350	-1.41%	-1.88%	289,000	$ 3,977.65	1.64%

City of Stratford
Tax Rate Calculation Detail 2026
November 14, 2025

	RTC RTQ	2026 Opening CVA Assessment	Tax Ratios	CVA Weighted by Transition Tax Ratios	2026	2026 TAXATION	Total Taxes by Class
		2026 TAX RATE CALCULATION					
Taxable							
Residential/Farm	RT	3,694,616,094	1.000000	3,694,616,094	**0.01606642**	59,359,236	59,359,236
Residential - Education Only	RD	428,000	0.000000	0	0.00000000	0	
Multi-residential	MT	191,885,600	2.000000	383,771,200	0.03213283	6,165,827	6,165,827
New Multi-Res	NT	51,247,000	1.000000	51,247,000	0.01606642	823,356	823,356
Com. Occupied	CT,DT,ST,XT,YT,ZT	512,790,066	1.975937	1,013,240,865	0.03174622	16,279,148	
Com. Excess Land	CU,SU,XU	4,394,338	1.975937	8,682,935	0.03174622	139,504	
Com. Vac. Land	CX	5,093,200	1.975937	10,063,842	0.03174622	161,690	
Resort Condo's	OT	0		0	0.00000000	0	
Com. Parking Lot	GT	34,000	1.975937	67,182	0.03174622	1,079	16,581,421
Ind. Occupied	IT,KT,LT,JT	144,585,884	2.542033	367,542,088	0.04084136	5,905,084	
Ind. Excess Land	IU,JU,KU,LU	4,096,649	2.542033	10,413,817	0.04084136	167,313	
Ind. Vacant Land	IX	5,196,400	2.542033	13,209,420	0.04084136	212,228	6,284,624
Pipelines	PT	10,031,000	1.509000	15,136,779	0.02424422	243,194	243,194
Landfills	HF	2,227,292	1.965003	4,376,635	0.03157055	70,317	70,317
Farmlands	FT	21,995,161	0.250000	5,498,790	0.00401660	88,346	
Farmland waiting development	R1	0	0.250000	0	0.00401660	0	88,346
Managed Forests	TT	0	0.250000	0	0.00401660	0	0
Total Taxable		**4,648,620,684**		**5,577,866,648**		**89,616,321**	**89,616,321**
Payment in Lieu							
Residential/Farm - full	RF, RH	103,000	1.000000	103,000	0.01606642	1,655	
Residential/Farm - General	RG	0	1.000000	0	0.01606642	0	
Residentilal/Fm full Prov Ten	RP	0	1.000000	0	0.01606642	0	1,655
Farm - PIL Full	FF, FP	0	0.250000	0	0.00401660	0	0
Multi-residential	MF	0	2.000000	0	0.03213283	0	
Multi-residential - Prov tenant		0			0.00000000	0	0
Com. Occupied - full	CH,CF,CP	10,965,808	1.975937	21,667,746	0.03174622	348,123	
Com. Occupied - General	CF, CG	4,469,300	1.975937	8,831,055	0.03174622	141,883	
Com. Excess Land	CV	0	1.975937	0	0.03174622	0	
Com. Vac. Land	CJ,CY,CZ	225,500	1.975937	445,574	0.03174622	7,159	
Com Parking Lot	GF	0	1.975937	0	0.03174622	0	497,165
Ind. Occupied Full	IH,IF	1,172,000	2.542033	2,979,263	0.04084136	47,866	
Ind. Excess Land	IV,IK	0	2.542033	0	0.04084136	0	
Ind Vacant Land	IJ,IY	0	2.542033	0	0.04084136	0	47,866
Total PIL		**16,935,608**		**34,026,637**		**0**	**546,686**
Taxable & PIL Assess.		**4,665,556,292**		**5,611,893,286**		**0**	**90,163,007**
Exempt Assessment		**271,451,536**					
Total Municipal Assessment		**4,937,007,828**					
Agrees to MPAC	Check	**4,937,007,828**					

Municipal Rates Only	
2025 Budget	**86,038,828**
2026 Budget requirements	**4,124,179**
2026 Ending Taxation	**90,163,007**

			2026 Residential Tax Rate	2025/2026 Revenue Neutral Residential Tax Rate
Municipal Residential	Levy	**90,163,007**		
Tax Rate	Weighted Assess	5,611,893,286	**0.01606642**	**0.01526789**

2026 REVENUE NEUTRAL TAX RATE CALCULATION

	RTC RTQ	2025 Opening CVA Assessment	Tax Ratios	CVA Weighted by Transition Tax Ratios	2025	2026 TAXATION	Total Taxes by Class
Taxable							
Residential/Farm	RT	3,694,616,094	1.000000	3,694,616,094	**0.01526789**	56,408,985	56,408,985
Residential - Education Only	RD	428,000	0.000000	0	**0.00000000**	0	
Multi-residential	MT	191,885,600	2.000000	383,771,200	**0.03053578**	5,859,376	5,859,376
New Multi-Res	NT	51,247,000	1.000000	51,247,000	**0.01526789**	782,433	782,433
Com. Occupied	CT,DT,ST,XT,YT	512,790,066	1.975937	1,013,240,865	**0.03016839**	15,470,048	
Com. Excess Land	CU,SU,XU	4,394,338	1.975937	8,682,935	**0.03016839**	132,570	
Com. Vac. Land	CX	5,093,200	1.975937	10,063,842	**0.03016839**	153,654	
Resort Condo's	OT	0		0	**0.00000000**	0	
Com. Parking Lot	GT	34,000		0	**0.00000000**	0	15,756,272
Ind. Occupied	IT,KT,LT,JT	144,585,884	2.693300	389,413,161	**0.04112100**	5,945,517	
Ind. Excess Land	IU,JU,KU,LU	4,096,649	2.693300	11,033,505	**0.04112100**	168,458	
Ind. Vacant Land	IX	5,196,400	2.693300	13,995,464	**0.04112100**	213,681	6,327,656
Pipelines	PT	10,031,000	1.509000	15,136,779	**0.02303924**	231,107	231,107
Landfills	HF	2,227,292	1.965003	4,376,635	**0.03000145**	66,822	66,822
Farmlands	FT	21,995,161	0.250000	5,498,790	**0.00381697**	83,955	
Farmland waiting development	R1	0	0.250000	0	**0.00381697**	0	83,955
Managed Forests	TT	0	0.250000	0	**0.00381697**	0	0
Total Taxable		**4,648,620,684**		**5,601,076,271**		**85,516,606**	**85,516,606**
Payment in Lieu							
Residential/Farm - full	RF, RH	103,000	1.000000	103,000	**0.01526789**	1,573	
Residential/Farm - General	RG	0	1.000000	0	**0.01526789**	0	
Residentilal/Fm full Prov Ten	RP	0	1.000000	0	**0.01526789**	0	1,573
Farm - PIL Full	FF, FP	0	0.250000	0	**0.00381697**	0	0
Multi-residential	MF	0	2.000000	0	**0.03053578**	0	
Multi-residential - Prov tenant		0			**0.00000000**	0	0
Com. Occupied - full	CH,CF,CP	10,965,808	1.975937	21,667,746	**0.03016839**	330,821	
Com. Occupied - General	CF, CG	4,469,300	1.975937	8,831,055	**0.03016839**	134,832	
Com. Excess Land	CV	0	1.975937	0	**0.03016839**	0	
Com. Vac. Land	CJ,CY,CZ	225,500	1.975937	445,574	**0.03016839**	6,803	
Com Parking Lot	GF	0	1.975937	0	**0.03016839**	0	472,455
Ind. Occupied Full	IH,IF	1,172,000	2.693300	3,156,548	**0.04112100**	48,194	
Ind. Excess Land	IV,IK	0	2.693300	0	**0.04112100**	0	
Ind Vacant Land	IJ,IY	0	2.693300	0	**0.04112100**	0	48,194
Total PIL		**16,935,608**		**34,203,922**		**0**	**522,222**
Taxable & PIL Assess.		**4,665,556,292**		**5,635,280,193**		**0**	**86,038,828**
Exempt Assessment		**271,451,536**					
Total Municipal Assessment		**4,937,007,828**					
Agrees to MPAC Preliminary	Check	**4,937,007,828**					

Municipal Rates Only	
2025 Budget	**86,038,828**
2026 Budget requirements	**0**
2026 Ending Taxation	**86,038,828**

			2026 Residential Tax Rate	**2025/2026 Revenue Neutral Residential Tax Rate**
Municipal Residentia	Levy	**86,038,828**		
Tax Rate	Weighted Assess	5,635,280,193	**0.01526789**	**0.01526789**

City of Stratford

Municipal Connect Report Detail on Changes to Assessment Base

At November 14, 2025

RTC/RTQ report Municipal Connect

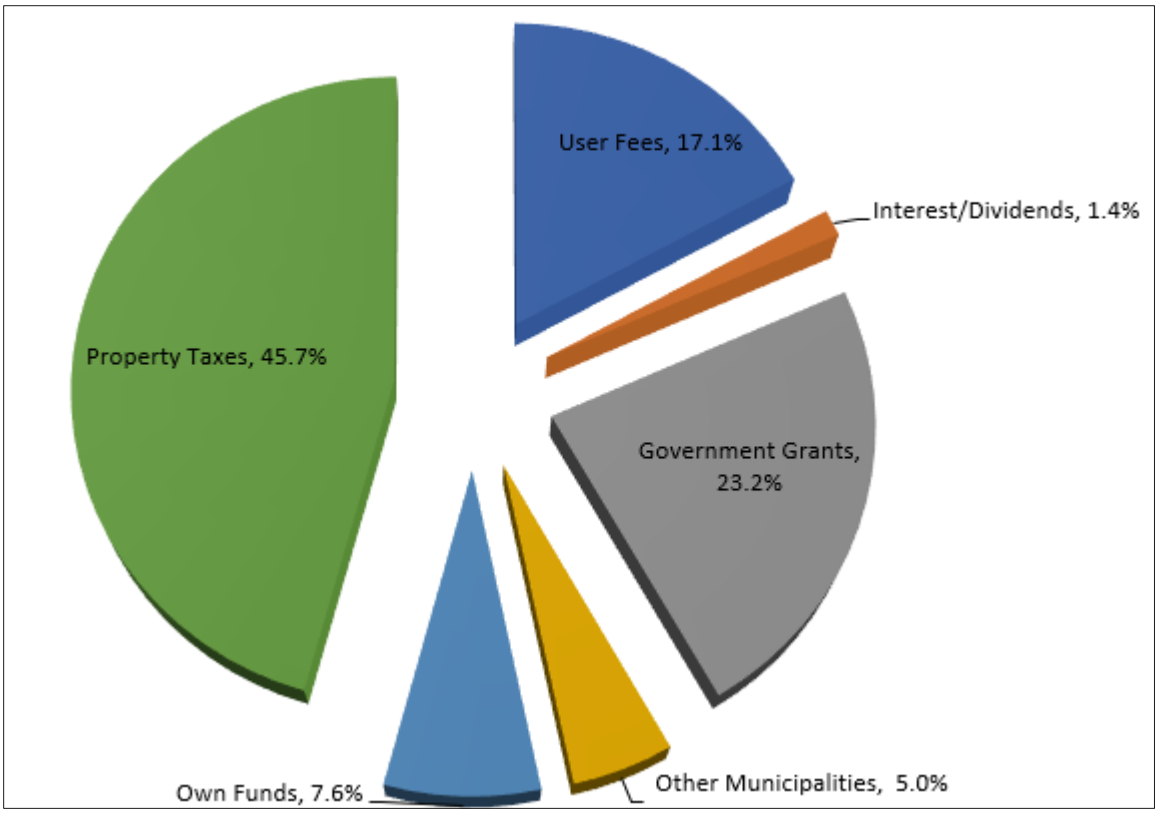
	Category Description	2024 Roll For Tax Year 2025	2024 Plus Tax Year 2025	Frequency of RTC/RTQ In-Year Changes	Assessment (%) In-Year Changes	Change	Change (%)
Broad Tax Class							
CT	Commercial Taxable: Full	462,453,266	461,603,766	644	9	(1,818,200)	-0.39
CU	Commercial Taxable: Excess Land	4,394,338	4,394,338	23	0	-	0.00
CX	Commercial Taxable: Vacant Land	4,437,200	5,093,200	29	0	1,571,000	35.41
DT	Office Building Taxable: Full	8,395,600	8,395,600	5	0	-	0.00
E-	Exempt Used only with RTC = E (exempt)	268,110,136	271,451,536	292	6	3,151,900	1.18
FT	Farm Taxable: Full	22,096,461	21,995,161	33	0	(101,300)	-0.46
GT	Parking Lot Taxable: Full	34,000	34,000	1	0	-	0.00
IT	Industrial Taxable: Full	67,319,800	69,436,800	69	1	2,117,000	3.14
IU	Industrial Taxable: Excess Land	3,533,833	3,542,633	27	0	8,800	0.25
IX	Industrial Taxable: Vacant Land	5,296,900	5,196,400	39	0	55,500	1.05
LT	Large Industrial Taxable: Full	75,149,084	75,149,084	9	2	-	0.00
LU	Large Industrial Taxable: Excess Land	554,016	554,016	6	0	-	0.00
MT	Multi-Residential Taxable: Full	191,183,600	191,885,600	86	4	(70,000)	-0.04
NT	New Multi-Residential Taxable: Full	50,235,000	51,247,000	13	1	1,012,000	2.01
PT	Pipeline Taxable: Full	9,945,000	10,031,000	1	0	86,000	0.86
RD	Residential Taxable: Education Only	428,000	428,000	1	0	-	0.00
RT	Residential Taxable: Full	3,627,042,894	3,694,616,094	12,536	75	52,624,900	1.45
ST	Shopping Centre Taxable: Full	42,790,700	42,790,700	6	1	-	0.00
PIL							
CF	Commercial Payment in Lieu: Full	8,667,808	8,667,808	20	0	-	0.00
CG	Commercial Payment in Lieu: General	4,331,300	4,469,300	3	0	-	0.00
CY	Commercial Payment in Lieu: Full, Vacant Land	145,000	145,000	1	0	-	0.00
HF	Landfill Payment in Lieu: Full	2,227,292	2,227,292	1	0	-	0.00
Taxable Shared							
CH	Commercial Taxable: Full, Shared Payment in Lieu	2,298,000	2,298,000	4	0	-	0.00
CJ	Commercial Taxable: Vacant Land, Shared Payment in Lieu	80,500	80,500	2	0	-	0.00
IH	Industrial Taxable: Full, Shared Payment in Lieu	1,172,000	1,172,000	7	0	-	0.00
RH	Residential Taxable: Full, Shared Payment in Lieu	103,000	103,000	1	0	-	0.00
Grand Total		**4,862,424,728**	**4,937,007,828**	**13,346**	**100**	**58,637,600**	**1.21%**

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HOW ARE MUNICIPAL SERVICES FUNDED?

2026 Mayor's Budget

Funding Source	Percentage	Dollars
User Fees	17.1%	$34,068,978
Interest/Dividends	1.4%	2,733,900
Government Grants	23.2%	46,273,925
Other Municipalities	5.0%	9,899,210
Own Funds	7.6%	15,149,691
Property Tax	45.7%	91,114,822
TOTAL		**$199,240,526**



Staff continue to implement recommendations from CEEP, track and monitor efforts within each department, and document progress toward achieving overarching sustainability goals. Compared to the 2017 baseline year, the City's total GHG emissions for 2023 decreased by approximately 12% (or 610.16 tonnes of carbon dioxide equivalent, or tCO_2e), however annual emissions from 2022 increased by 7.52%.

Without accelerated investments in corporate assets beyond those planned, specifically facilities and fleet, significant emission reductions may not be achieved.

For information, the following is an excerpt from the September 27, 2023 Council report re: Corporate Energy and Emissions Plan 2023:

Buildings

Existing Facilities: It is anticipated that a large proportion of emissions reduction will be achieved through deep retrofits of existing facilities. In comparison to the other asset classes, technological advancements already exist to take significant action now. The ability to make immediate gains sets facilities as the primary focus of near-future climate initiatives.

Comprehensive energy audits will aid in analysing consumption patterns, identifying deficiencies in the building envelope and heating systems; and support recommendation of energy efficient upgrades relative to each facility and their emissions reduction potential.

Fleet and Equipment

The City's fleet is predominantly comprised of light-duty and medium-duty vehicles. In order to meet anticipated service level enhancements, the size of the corporate fleet is projected to increase between 3-5% over the next 10 years. The most prominent action to counterbalance the emissions growth related to the service level adjustment will be to switch from fossil fuels to electric power. Additional policy and Staff training measures have been identified for the fleet asset class to further reduce GHG emissions. These measures will be reviewed and updated periodically to ensure that the fleet roadmap remains in line with technological advancements in this sector.

To support widespread use of electric vehicles (EV) in municipal operations, EV charging infrastructure must be in place. Detailed analysis of the City's electrical system capacity at each facility must be conducted to understand feasibility and provide detail on infrastructure costs. It can also be used to determine where it may be possible to utilize 'shared use models' that integrate corporate electric charging needs with that of the community-at large to maximize benefits.

There will be a one-time cost associated with of the installation of major electrical infrastructure such as electric vehicle supply equipment (cost to be determined), however, the investment does need to be made upfront, with return on investment (ROI) expected over its service life.

Heavy-duty vehicles and off-road equipment also consume a considerable proportion of fossil fuel and decarbonization efforts for these assets will heavily rely on federal mandates, financial support, and technological advancements.

Due to the potential gains that can be made by Fleet, it will remain a primary focus of City initiatives. However, the significant limitations of decarbonizing larger vehicles and heavy equipment, the desired carbon reduction is not anticipated to be achieved until several years into the corporate plan implementation.

Achieving the 2030 Target

The 2030 target of 30% emissions reduction requires an emissions reduction of 1,535 tCO_2e. To advance efforts toward this goal, the focus should be on the largest emitters, both facilities and fleet.

Energy and emissions analysis of the City's existing building stock has revealed opportunities for both energy and cost savings, and emissions reduction potential. Deep energy retrofits (an extensive overhaul of a building's systems that can result in upper limit of 70 percent savings in energy costs, and resultant emissions), a proposed timeline of implementation, as well as budget implications have been identified in the Plan. Table 1 provides an excerpt from the internal buildings operational roadmap developed as a part of CEEP implementation. Preliminary analysis indicates a reasonable return on investment to the point that overall, several years additional upfront capital costs may be recovered.

Other facilities have been identified for future upgrades beyond 2030 and would be prioritized based on future energy audits.

Table 1 - Estimated Emissions Reduction from Buildings Roadmap (2023 – 2030)

Facility	2021 GHG emissions from NG use (tCO_2e)	GHG reduction expected through deep retrofits (tCO_2e)	Budget Implications ($)	Proposed timeline	Cumulative emissions (tCO_2e)
Rotary Complex	441.11	264.66	$5m-$6m	2023-25	264.66
Burnside Agriplex Fieldhouse	210.05	126.03	$1m - $1.6m	2023-25	390.69
William Allman Arena	96.68	58.01	$780,000-$1.5m	2024	448.70
City Hall	106.84	64.10	$1.5m-$1.7m	2025	512. 80
Dufferin Arena	46.37	27.82	$800,000-$1m	2026	540.62
Public Works	62.44	37.47	$600,000-$1.2m	2027	578.09
Police Station	54.58	32.75	$2m-$2.75m	2026	610.84
Transit Office	47.93	28.76	$500,000-$800,000	2027	639.60
Public Library	43.99	26.39	$1.5m-$1.7m	2029	665.99
Annex Building	41.89	25.13	$900,000-$1.65m	2028	691.12
Airport Terminal	36.77	22.06	$1.5m-$1.75m	2029	713.18
Lions Pool	32.89	19.73	$800,000-$1m	2030	732.91

Avoided GHG emissions through deep retrofits by 2030 (60% reduction from baseline) = **732.91 tCO_2e.**

Tables 2, 3 and 4 provide a summary of the emissions reduction anticipated for Corporate Fleet, in accordance with the Fleet Replacement Schedule planned from 2023 – 2030.

Note that the following Fleet Replacement Schedule, would be subject to annual budget approval and CEEP implementation.

Table 2 - Light Duty Vehicles

Net GHG reduction expected by 2030 through replacement of conventional fossil fuel light-duty vehicles with low-carbon, or zero-emission options is approximately 400 tCO_2e.

Fleet type & Department	Vehicles (Units)	Full Capital Costs (for low-carbon option)	Planned Replacement Year	GHG Reduction Potential (tCO_2e)	GHG Emissions from hydro use (tCO_2e)
Public Works	11	$1.01m-$1.05m	2023-2030	64	22.96
Engineering	6	$511,750-$534,000	2023-2025	126.16	20.72
Community Services	19	$2.4m-$2.5m	2023-2028	169	48.72
Social Services	6	$448,500-$468,000	2023, 2026	49	15.12
Environmental Services	11	$1.13m-$1.18m	2023-2029	108	30.24
Buildings/Bylaw	3	$138,000-$144,000	2023, 2028	24	8.96
Clerks	1	$51,750-$54,000	2029	1.5	0.56

Table 3 - Medium Duty Vehicles (see note below)

For medium duty vehicles, net GHG reduction expected by 2030 is approximately 60 tCO_2e.
GHG emissions from hydro use based on assumptions is approximately 20 tCO_2e.
GHG reduction potential based on assumptions is approximately 70 tCO_2e.

Fleet type & Department	Vehicles (Units)	Full Capital Costs (for low-carbon option)	Planned Replacement Year
Community Services	12	$756,700-$789,600	2023-2028
Fire	1	$32,200-$33,600	2029
Public Works	8	$365,500-$372,000	2023-2030
Environmental Services/Water	2	$172,500-$180,000	2026, 2030

Table 4 - Heavy Duty Vehicles (see note below)

For heavy duty vehicles, net GHG reduction expected by 2030 is approximately 40 tCO_2e.
GHG emissions from hydro use based on assumptions is approximately 20 tCO_2e.
GHG reduction potential based on assumptions is approximately 40 tCO_2e.

Fleet type & Department	Vehicles (Units)	Full Capital Costs (for low-carbon option)	Planned Replacement Year
Public Works	17	$8.51m-$8.88m	2024-2029
Environmental Services	3	$1.35m-$1.41m	2024, 2025

Avoided emissions by 2030 through fleet upgrades = Approximately **500 tCO_2e**

Notes:
Decarbonization of medium and heavy-duty equipment is expected to rely heavily on financial support from senior levels of government (such as the 'Incentives for Medium-Duty and Heavy-Duty Zero-Emission Vehicles (iMHZEV) Program' offered by the federal government), innovation and technological advancements in low-carbon fuels and fuel-switching initiatives to align with provincial and federal mandates.

GHG emissions reduced by 2030 if decarbonization efforts are accelerated in the short-term for Buildings (732.91 tCO_2e) and Fleet (estimated 500 tCO_2e) will equate to approximately 1,232.91 tCO_2e GHG emissions reduction. GHG emissions reduction from other asset classes may contribute approximately 80 – 100 tCO_2e toward the 2030 emissions reduction target.

Using the above estimates, total GHG emissions reduction by 2030 = Approximately 1,332.91 tCO_2e.

Calculated GHG emissions are 202.09 tCO_2e lower than 2030 emissions reduction target of 1,535 tCO_2e.

Aiming to close the gap between modelled emissions and our 2030 emissions reduction target warrants a proactive approach, deeper emission cuts, strategic financial planning and aggressive action toward decarbonizing all corporate asset classes.

MEMO

Date: October 1, 2025
To Mayor and Council
From: Nathan Bottema, Project Engineer, Infrastructure Services Dept.
RE: Road Resurfacing Costs Per Kilometre

Overview of Asphalt Road Resurfacing Costs Per Kilometre

Council has gradually increased tax levy funds for street and bridge infrastructure renewal, starting at $580,000 in 2016 and reaching $2.76 million in 2024. The City allocates ~$2.1 million of consistent funding received from the federal government under the Canada Community-Building Fund (CCBF), primarily for street and bridge infrastructure renewal. In 2025, municipal taxes and CCBF funding sources ensured a consistent annual funding totaling approximately $4.9 million for the renewal of street infrastructure and bridges. The City's Asset Management Plan suggests an annual investment of roughly $7.3 million ($2025) in street network infrastructure renewal (roads, sidewalks, streetlights, signals) and $1.0 million ($2025) for bridges. This doesn't account for the existing backlog of work or the additional $2.9 million of annual spending for 20-years recommended in the Transportation Master Plan. This brings the recommended minimum spending for street and bridge infrastructure to $11.2 million.

The City facilitates a road condition assessment every 3-years (attached) for all 400 lane kilometres in the City to identify roads requiring resurfacing. This study showed 176.2 lane-kilometres, or 43.8% of the road network being in a Poor to Very Poor condition. As a result, the number of roads past their service life well exceed the available funds budgeted. The cost to resurface an asphalt road varies based on several factors, including the location, width of road, depth of asphalt, prep work required, number of lanes, bus and truck traffic, detours required, the extent of resurfacing or reconstruction required, and additional infrastructure replacement incorporated into the project (e.g. curbs and sidewalks).

Table 1 on the following page shows that the average two lane road (e.g. Romeo Street), costs approximately $360,000 per kilometer for partial depth replacement to $600,000 for full depth replacement. Strategic evaluation on Council priorities, prioritization based on traffic volume, and ability to leverage provincial and federal funding largely direct which roads get replaced.

Table 1 - 5-Year Historic Cost per Kilometre of Road Resurfacing

Project Year	Street Name	Length (KM)	Lanes	Cost per lane KM ($2025)	Comments
2025	Willow, Regent, Britannia, Downie, Delamere	4.65	2	$ 260,000	75% Full depth
2024	Erie Street	1.13	4	$ 540,000	Widening, sidewalk, signalized intersection, 400m full depth, 730 partial depth
2024	W.Gore/Devon/ Greenwood	3.10	2	$ 250,000	1726m full depth, 922 partial depth
2023	John Street	1.70	2	$ 270,000	90% full depth
2023	Ontario Street	1.00	4	$ 270,000	Full depth, 4 lanes
2022	CH Meier Blvd	0.44	2	$ 230,000	Shave and pave
2022	Lorne Ave	1.20	2	$ 360,000	Full depth
2022	Ontario Street	1.40	4	$ 220,000	85% shave and pave, 4 lanes
2021	Romeo	2.50	2	$ 130,000	95% shave and pave, excluding bike lane cost

Regards,

Nathan Bottema, P.Eng.
Project Engineer

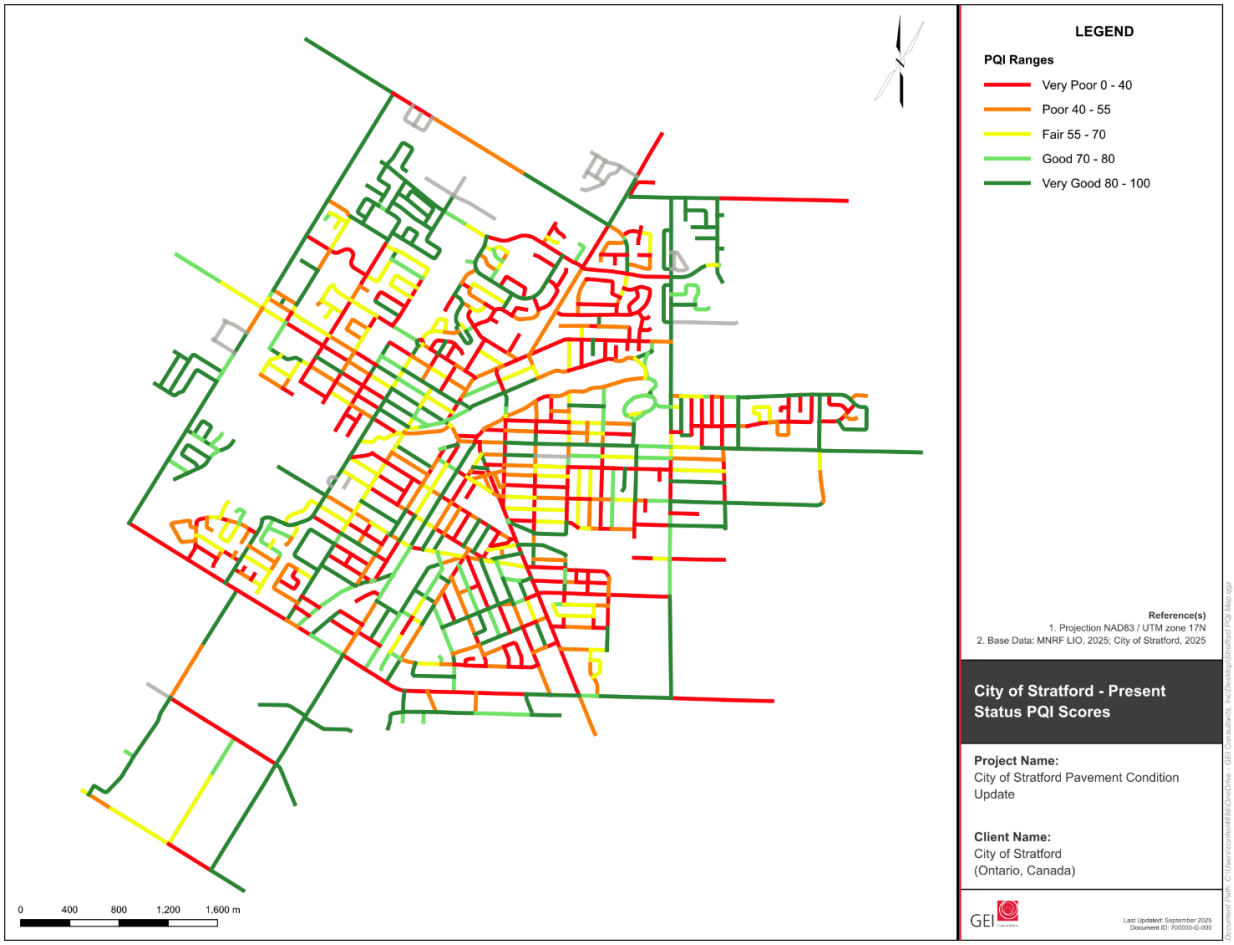


Figure #1: 2025 Road Network PQI Condition

MEMO

Date: October 1, 2025
To Mayor and Council
From: Nick Sheldon, Project Manager, Infrastructure Services Dept.
RE: Annual Sidewalk Inspections

Annual Sidewalk Inspection Summary

Overview:
The Infrastructure Services Department has successfully completed the 2025 annual sidewalk inspection, during which over 6,000 deficiencies were identified. These deficiencies include both regulatory and non-regulatory concerns. The inspection was conducted in accordance with Ontario Regulation 239/02, which sets minimum maintenance standards for municipal sidewalks.

Current Budget Status:

- The 2025 budget allows for approximately 300-400 sidewalk repairs.
- Priority is given to regulatory deficiencies, particularly those identified under O.Reg 239/02.
- The $300,000 budget allocated for this year has already been allocated or spent.
- Sidewalk repairs budget is funded through the contributions to the Public Works Reserve R-R11-PWCA

Projected Timeline & Financial Considerations:
At the current rate of repair, addressing all identified deficiencies would take an estimated 15-20 years. Projected useful life of sidewalk is 40 to 60 years.

This projection does not account for potential cost inflation, which may exceed budget increases, or for any newly identified deficiencies that may arise in future inspections.

Explanation:
The findings from the 2025 sidewalk inspection underscore the need for increased budget allocations to address the growing backlog of deficiencies. With over 6,000 issues identified and a current budget that only allows for a fraction of these to be repaired annually, the projected timeline extends up to two decades. To ensure public safety and regulatory compliance, particularly with the requirements of O.Reg 239/02, the City of Stratford Council increased funding for sidewalk replacements from $150,000 in 2023, to $300,000 in 2024 and 2025. Further increases in funding to sidewalk repair

budget may be required in the coming years to avoid prolonged delays, increased costs due to inflation and additional risk of litigation through slip, trip and fall claims.

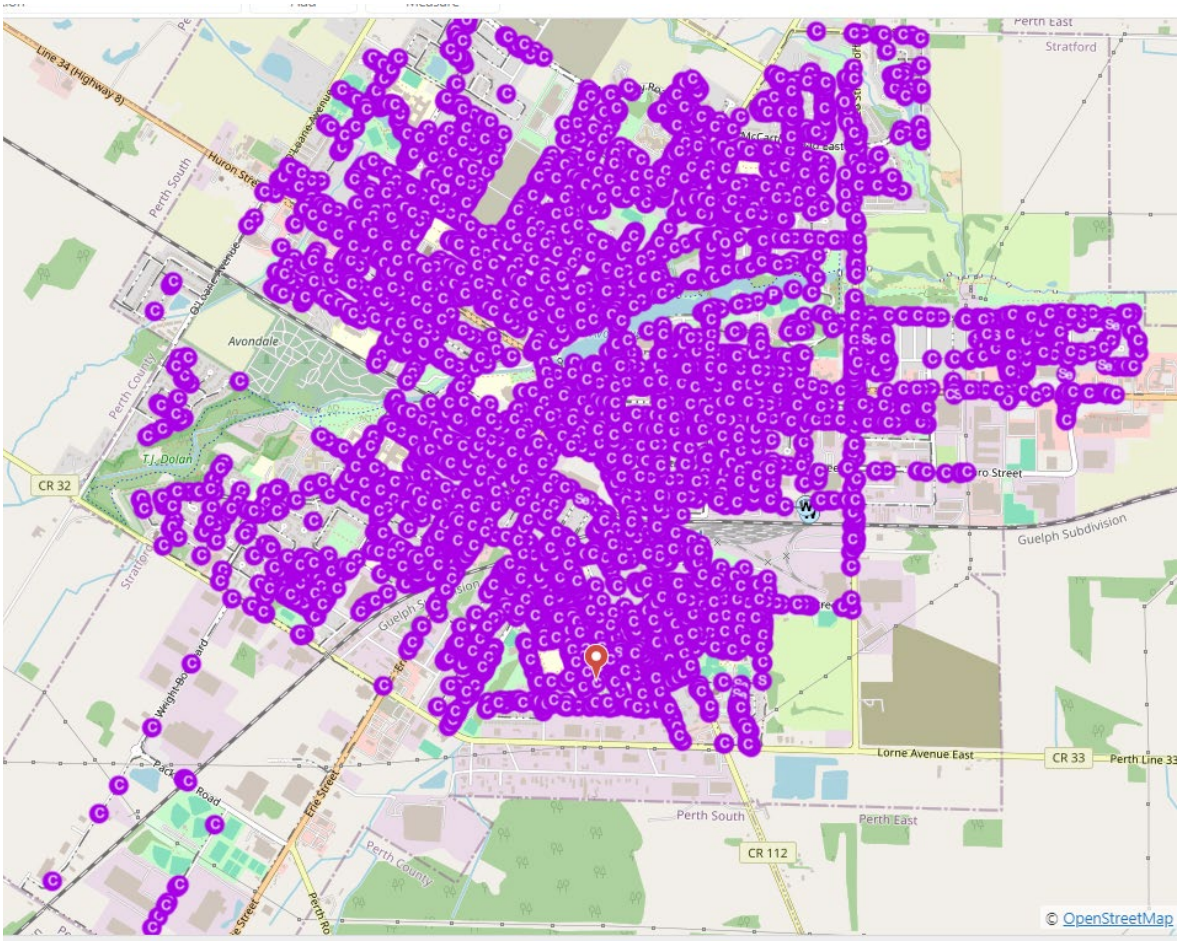


Figure 1 - Mapping distribution of identified deficiencies from the 2025 sidewalk inspection program

Regards,

Nick Sheldon
Project Manager

2026 BUDGET – WORK PLAN

Department:	**Police**
Budget Division:	**G231 Stratford Police Services**

Department/Division Overview:

The Stratford Police Service operates under the mission "To Serve and Protect in Partnership with our Community."

Its core values include:

- Providing equitable and accessible service
- Ensuring safety and security for all
- Upholding rights under the Canadian Charter and Human Rights Code
- Promoting openness, accountability, and community cooperation
- Pursuing innovation and continuous improvement

For a review of the Stratford Police's 2024 activities, please see its annual report.

Key Activities Planned for 2026:

The Stratford Police Service is initiating an upgrade to our contract with Axon to replace the current tasers, which are now outdated and no longer supported by the manufacturer. The new portfolio will include:

- Next-generation Tasers
- New Body-Worn Cameras (BWC)
- Virtual reality-based training modules

These upgrades are aligned with the requirements under the Community Safety and Policing Act, ensuring our officers are equipped with modern tools and training to meet evolving operational and legislative standards.

New or Existing Initiatives Not being Included in 2026 budget:

The enhanced drone program, originally scheduled for implementation in 2026, has been accelerated to 2025. This adjustment was made possible by reallocating funds from a marked cruiser replacement, which has now been deferred to 2027. The decision reflects a strategic shift to prioritize aerial surveillance and operational flexibility in response to emerging needs.

Strategic Priority or Current Service Delivery:

This Work Plan contributes to the current service delivery by… A key strategic priority is to intentionally embrace change by investing in the latest technology to support the future of policing. This includes the deployment of:

- Body-Worn Cameras (BWC)
- Next-generation Tasers
- Enhanced drone capabilities
- Virtual reality-based training platforms

These advancements are designed to improve transparency, officer safety, operational effectiveness, and compliance with the evolving standards under the Community Safety and Policing Act.

Explain Significant Changes from 2025 including applying a climate lens:

The Stratford Police Service continues its fleet transition from internal combustion engine vehicles to hybrid options, as part of its commitment to environmental sustainability and alignment with the City's Corporate Energy and Emissions Plan.

As of 2024, out of an inventory comprising of 33 vehicles, 18 are gasoline, 1 is diesel powered and 14 are hybrid vehicles. This ongoing initiative is anticipated to continue as the entire fleet is transitioned, while supporting corporate emissions reductions and achieving significant cost savings.

	2023	2024	2025	2025	2026	2027	2028	2029
231 POLICE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
2200 Police Administration	11,116,946	11,991,990	14,442,046	9,505,585	14,796,058	15,321,323	15,861,723	16,418,856
2202 Bicycle Auction Sale	5,000	5,000	0	(469)	0	94	200	318
2204 Taxi Licencing	(15,900)	(15,900)	(15,600)	(6,651)	(8,600)	(8,815)	(9,035)	(9,262)
2206 Law Enforcement Equipment	50,422	50,422	50,422	77,827	100,529	103,042	105,618	108,258
2208 Investigations	41,202	41,202	41,201	(27,689)	27,500	28,188	28,893	29,615
2209 Police Canine Unit	8,298	8,298	0	0	0	0	0	0
2210 ESCO	291,452	790,344	532,460	324,683	454,316	467,917	482,082	496,848
2212 Police Radios	22,063	22,063	22,063	59,172	89,536	91,774	94,069	96,421
2214 Communications Centre	118,413	(31,587)	(20,587)	(64,185)	(51,587)	(52,877)	(54,198)	(55,553)
2216 Community Services & Youth Program	5,763	5,763	5,763	3,383	4,539	4,652	4,769	4,889
2218 Police Services Board	40,633	40,633	40,633	22,309	92,399	94,846	97,358	99,937
2240 IT Equipment	100,001	100,000	100,000	58,458	100,000	102,500	105,062	107,689
2242 Police Capital	764,733	741,000	645,560	185,266	1,150,450	1,261,711	1,384,004	1,518,430
2250 Parks Patrol	72,000	72,000	88,020	66,277	88,020	90,661	93,381	96,183
Total 231 Police	**12,621,026**	**13,821,228**	**15,931,981**	**10,203,966**	**16,843,160**	**17,505,016**	**18,193,926**	**18,912,629**

2026 BUDGET – WORK PLAN

Department:	**Library**
Budget Division:	**G411 Stratford Public Library**

Department/Division Overview:

The Stratford Public Library is a community-oriented department that provides a dynamic space for building and sustaining community and championing inclusivity. Through diverse programming and resources, the Library encourages literacy in all its forms and fosters a lifelong love of learning. It connects the community to information, ideas, resources, and people who offer insight into different cultures, ways of life, and stories. A 2024 return on investment analysis revealed that the Library provided a benefit of $19,343,872 to the City of Stratford—yielding a ROI of $6.64 for every dollar invested.

In-person and online patrons are served by a highly trained team of 16 full-time staff (including 10 professional librarians) and 20 part-time staff, all who are dedicated to sharing knowledge and expertise with the community.

On average, the Library welcomes on average over 12,000 visitors each month. It houses over 86,000 physical books and materials and provides access to more than 80,000 digital items, circulating over 465,000 items collectively in 2024. In addition to information and entertainment resources, the Library offers diverse programs for all ages. Last year 25,350 people attended over 900 free programs at the library or out in the community.

The Library partners on many initiatives to help build a healthy and thriving community for all:

- Acts as a cooling and warming centre in extreme weather (City of Stratford)
- Distributes Welcome to Stratford packages for newcomers (City of Stratford)
- Provides as safe and welcoming location for Settlement Services (YMCA of Three Rivers)
- Provides a community food pantry (funded through donations)
- Offers career development support (Adult Learning Programs of Perth)
- Offers social worker support (Family Services Perth-Huron)

The Perth County Information Network is integral to SPL's success, offering cardholders seamless access to resources across five area libraries through a shared library technical infrastructure.

Governance of the Library is overseen by the Stratford Public Library Board, comprised of one city councillor and ten municipal citizen appointees. The Library is guided by the Board's Strategic Plan, which provides a roadmap for fulfilling its mission and delivering services that empower the community to explore, learn, create, connect, and be inspired. The Board is also responsible for approving the Library's annual operating and capital budgets.

The 2026 budget has been crafted to support a wide range of Library activities, including collection development, programming, technology enhancements, facility improvements, and staff development. These initiatives are designed to advance the Library Board's strategic goals. The budget reflects a balance between the Library's commitment to high-quality services and fiscal responsibility, aiming to maximize the value of every dollar spent in delivering exceptional library experiences to the Stratford community.

For a review of the Library's 2024 activities, please see its annual report.

Key Activities Planned for 2026:

In 2026, the Stratford Public Library will continue advancing the objectives outlined in the Library Board's 2023–2026 Strategic Plan. Finding a long-term viable solution to the Library's significant space deficit remains a key priority for the Library Board. The need for increased space was first studied in a 2003 Space Needs Study and again in an updated Library Space Needs Study conducted in 2022. The Library will maintain its collaboration with City Council, municipal staff, and community partners to assess the evolving community needs and determine the most effective and efficient path forward.

Additional goals for 2026 include:

- Development and execution of a comprehensive fund development strategy to diversify revenue sources.
- Continued implementation of enhanced marketing strategies to broaden reach and visibility.
- Upgrading computer hardware and strengthening network security infrastructure, with a focus on replacing public access catalogue stations, staff workstations, and domain controller server.
- Continued implementation of the pilot Poet Laureate program in partnership with Destination Stratford.
- Continued investment in professional development for staff, including training in equity, diversity, inclusion, accessibility, artificial intelligence, and other industry-specific topics.
- Initiation of a strategic planning refresh process, as the current plan concludes at the end of 2026.

New Initiatives Planned for 2026 and included in the 2026 budget:

- Develop and implement a comprehensive fund development strategy. This initiative will include the creation of a structured framework and a prioritized roadmap outlining key initiatives and targets. These may include fundraising campaigns, a retail strategy, and enhanced donor recognition and stewardship practices. As the Library implements its new fund development strategy in 2026, a modest increase to revenue from donations and other user fees has been projected.

- In 2025, the Library Board conducted a pay equity review, resulting in an adjustment to one pay band. Concurrently, the Board undertook a market rate analysis, the first since 1998. This analysis revealed that 70% of SPL job rates fell below the 50th percentile compared to peer libraries. To address this, the 2026 budget includes a one-time implementation cost of $183,660 to align staff compensation with the comparative market rate. This adjustment also brings the Library in line with the market rate percentile used by the City of Stratford.

New or Existing Initiatives Not being Included in 2026 budget:

A 1.2% increase has been applied to library collections budget for 2026, despite significant and ongoing cost pressures.

- **Digital content** (ebooks and audiobooks) continues to be subject to restrictive licensing models, with prices often exceeding those of print materials by 50–100% or more.
- **Print materials** have experienced a 5-10% in prices over the past year.
- While print materials are currently not subject to tariffs, books remain on Canada's 25% counter-tariff list, which has yet to be implemented.

The rising costs of digital content, combined with the potential imposition of tariffs on print materials, will significantly impact the Library's purchasing power, reducing its ability to maintain current service levels and meet community demand.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- **Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast**.
  The current Library facility is identified for replacement in the 10-year capital forecast. This work plan helps grow the reserve fund to contribute to the expenses for a new facility and associated work.

Work Together For Greater Impact

Objectives:

- **Initiate the Grand Trunk Renewal development through a formal partnership model.**
  - In 2026, the Library will continue to work with City Council, municipal staff, and various stake holders to advance the Grand Trunk Renewal project, including potential plans for a new library at the Grand Trunk site.
- **Build meaningful partnerships to address community needs.**
  - The Library continually builds partnerships with community organizations, non-profits, and local governments to enhance our collective impact. In 2026, the Library will both expand existing partnerships and develop new ones to increase community engagement, effectiveness, and wellbeing.

Intentionally Change To Support The Future

Objectives:

- **Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.**
    - The Library will continue to work with Destination Stratford with support of the City of Stratford in the implementation of the pilot Poet Laureate program.
    - Continue to work with the City of Stratford in the Welcome to Stratford program.
    - Continue to expand the Wonder Pass collection to provide cultural, educational and recreational opportunities for the community.

Explain Significant Changes from 2025 including applying a climate lens:

- As the Library implements its new fund development strategy in 2026, a modest increase to revenue from donations and other user fees has been projected.
- Expenditures have been adjusted to align with actual historical spending patterns and inflationary increases, making reductions wherever possible.
- The primary increase to the 2026 work plan is the one-time implementation costs to align staff compensation with the comparative market rate. This adjustment also brings the Library in line with the comparative market rate percentile used by the City of Stratford.

	2023	2024	2025	2025	2026	2027	2028	2029
411 STRATFORD PUBLIC LIBRARY	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Sept 30/25	Draft	Forecast	Forecast	Forecast
7400 Library Administration	2,655,380	2,857,343	3,035,849	1,910,362	3,203,347	3,347,501	3,478,081	3,615,551
7404 Library Board Expenses	6,000	6,530	6,570	3,574	6,610	6,775	6,944	7,118
7406 Library Operations	4,750	4,840	4,890	0	6,080	6,688	7,357	8,093
7408 Library - Adult Program	5,000	4,100	4,250	5,663	5,350	5,484	5,621	5,761
7410 Library - Young Adult Program	4,000	3,075	3,220	1,693	3,300	3,382	3,467	3,554
7412 Library - Children Program	4,000	3,590	3,700	2,551	3,750	3,844	3,940	4,038
7416 Library - Maker Space	0	3,080	3,200	3,151	3,300	3,382	3,467	3,554
7422 Public Library On Wheels	5,000	5,000	5,000	0	5,000	5,500	6,050	6,655
7430 Library Building & Prop Services	24,500	26,000	26,450	10,164	25,910	26,557	27,221	27,902
7450 PCIN	0	0	0	(15,739)	0	0	0	0
7451 Library Board Libro A/C	0	0	0	(9,027)	0	0	0	0
Total 411 Stratford Public Library	**2,708,630**	**2,913,558**	**3,093,129**	**1,912,392**	**3,262,647**	**3,409,113**	**3,542,148**	**3,682,226**

This page is a placeholder for 2026 budget documents from the following organizations:

- Huron Perth Public Health
- Perth County Paramedic Services
- Provincial Offences Court Services
- Spruce Lodge Long Term Care
- Stratford-Perth Archives
- Stratford Perth Museum

These organizations report to the Municipal Shared Services Committee (MSSC) for their 2026 budget submissions. MSSC budget reviews took place on November 20, 2025.

2026 budget reports from these organizations can be found in this document, starting at page 540.

2026 BUDGET – WORK PLAN

DESTINATION STRATFORD

Destination Stratford Overview:

Destination Stratford is the City's official destination marketing and development organization since 2007.

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.

In 2021 and again in 2022, Destination Stratford won the Tourism Resiliency Award for Innovation from the Tourism Industry Association of Ontario (TIAO) for the Lights On Stratford Winter Lights Festival. Destination Stratford also received the 2022 Innovation Award from the Stratford & District Chamber of Commerce. In 2023, Destination Stratford was honoured to receive the provincial Accessible Tourism Award for the Boathouse Public Washroom Expansion Initiative.

The organization is industry-led by a volunteer Board of Directors – comprised of respected local civic, business and tourism leaders – and staffed with a dedicated team of destination marketing, development and management experts. Destination Stratford employs 7 full-time employees, 3 part-time employees and welcomes additional student summer staff each year.

As part of a broader shoulder and winter season development strategy, the team also manages the multi-award winning annual Lights On Stratford Winter Festival of Lights – lightsonstratford.ca - that employs an additional 20 local winter staff for the 6-weekend community festival. This winter will be the 6th annual festival running from December 12th, 2025 through to January 18th, 2026 and will feature international light art installations in Market Square, Tom Patterson Island and along the light trail connecting those locations. The festival features numerous collaborations such as:

- Stratford Transit to provide patrons with free and accessible hop-on-hop-off shuttle buses;
- University of Waterloo's Stratford School of Interaction Design and Business to integrate into the university curriculum student developed light art installations showcased at the Destination Stratford Visitor Welcome Centre;

- Nature Canada and Birds Canada as part of the BIRDS OF A FEATHER display co-created by Lights On Stratford for community use throughout the year;
- Stratford Country Club to continue the successful Glow & Throw curling experience;
- And many more!

"*Stratford Festival is aligned with Destination Stratford's winter development strategy of bringing additional opportunity and positive impact to our community in the winter months. For our 2025 theatre season, we are excited to extend performances well into December concurrent with the opening of the Lights On Stratford winter festival. Stratford is truly a cultural destination like no other.*"

– Anita Gaffney, Executive Director, Stratford Festival

A few facts about Destination Stratford:

- Developed, manages and promotes self-guided culinary trails - including the Chocolate Trail, Bacon & Ale Trail, Christmas Trail and most recently, the Savour & Sip Trail - selling thousands of trails each year. Over the last 5 years, the culinary trail sales have resulted in over 120,000 visits to over 100 participating local businesses, stimulating year-round growth and encouraging our city to be explored by visitors and residents in novel ways.
- Works in partnership and collaboratively with City Departments and many local organizations, including the Downtown Stratford BIA with tourism staff selling Stratford Downtown Dollars on their behalf at the Destination Stratford Welcome Centre (47 Downie Street).
- Developed and manages all aspects of the Stratford Al Fresco outdoor dining program in Market Square, Tom Patterson Island and throughout the park system, and has now expanded that program to be year-round.
- Partnered with the City of Stratford and investStratford to develop the Stratford Sport Tourism Strategy resulting in the important role of Sport Tourism Director being added to Destination Stratford's core staff to lead the Stratford Sport Tourism Office.
- Partnered with the City of Stratford to develop the Municipal Cultural Plan.
- Manages the Destination Development Fund, Music Pop-Up Program, and Stratford After Dark Program to encourage Stratford-based cultural activation throughout the year.
- Obtained Federal funding and received a Provincial Accessible Tourism Award for the Boathouse Public Washroom Expansion Project to create a universally accessible washroom that is now open year-round for residents, visitors and events.

For a comprehensive look at Destination Stratford's strategies and initiatives, we recommend checking out our 2030 Strategic Plan as well as our 2024 Year in Review, available on our about page: visitstratford.ca/about

Key Activities Planned for 2026:

1. Assist in tourism economic development efforts that holistically lift the destination. Selected projects include Lights On Stratford, Stratford Al Fresco and Stratford After Dark.
2. Dedicated high quality concierge-style services for both in-person visitors and online visitors with goals to encourage first-time and return visitation.
3. Meaningful, targeted destination marketing across all media channels including social media, print, digital, tv distribution, earned media and radio.
4. Broaden relationships and project-specific funding sources with strategic partners, including all levels of government, to maximize investments in destination development and tourism/community infrastructure, encourage development of new tourism experiences (Music Pop-Up Program ~$20,000, Destination Development Fund ~$35,000, Lights On Stratford ~$650,000), multi-seasonal cultural expansion, and sport tourism / infrastructure projects.
5. Expand target audience via continually updated branding to introduce new markets to Stratford for future development.
6. Continuous improvement efforts for the tourism sector including Equity, Diversity and Inclusion training, digital sophistication, and service excellence delivered together with partner organizations. Destination Stratford's "Welcoming Community Statement" collaborative community-wide initiative remains committed to updating and renewing the Statement in 2026 that was originally brought to Council 3 years ago.
7. Interpret and leverage visitor and destination data insights from all available sources to help inform on-going strategic planning.
8. Continue implementation of the Destination Stratford 2030 Strategic Plan (launched late 2024).

New Initiatives Planned for 2026 and included in the 2026 budget:

Destination Stratford continues to work at implementing the Stratford Sport Tourism Strategy as adopted by Council and is currently working with Destinate (the consultants that developed the original strategy) to provide a midpoint check-in that will help inform and optimize our Sport Tourism initiatives for 2026 and 2027. Our staff complement includes the Sport Tourism Director role. Building on the success of the Provincially-funded Stratford Walking Soccer initiative, we will continue to collaboratively pursue sport tourism and development grants that benefit our community and bolster our region's capacity for Sport Tourism hosting.

Similarly, our team will continue working collaboratively with myriad Stratford-based cultural organizations to help implement the Municipal Cultural Plan. Example initiatives include the Destination Development Fund, Stratford Music Pop-Up Program, Stratford After Dark Program, and, in partnership with Stratford Public Library, year two of the highly successful Stratford Poet Laureate Program.

2026 will also see the seventh year of the Stratford Al Fresco Program. Destination Stratford has worked with the City in a year-round implementation of the Program, including the Al Fresco liquor by-law that helps support our local restaurants and food producers by taking a more progressive and European approach to dining in public spaces.

2026 will also be the seventh year of Lights On Stratford, with an emphasis on a wide variety of winter cultural activations to help ensure that our community and visitor economy can thrive year-round.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- **Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.** Destination Stratford, in collaboration with RTO4 and local tourism organizations, will continue to advance our sustainable tourism initiatives in 2026, including leading a Bird Friendly City application via Nature Canada, and working with partners to optimize sustainability for tourism businesses, festivals and events.
- **Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.** Destination Stratford continues to work closely with local organizations, Township of St. Marys, and Perth County to bolster and develop cycle tourism.
- **Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.** Destination Stratford is involved with large infrastructure projects including upcoming cultural activations at the Grand Trunk site and working with local organizations towards successful Provincial and Federal grant applications that renew and revitalize key community infrastructure/assets.

Work Together For Greater Impact

Objectives:

- **Initiate the Grand Trunk Renewal development through a formal partnership model.** Ensuring that the Grand Trunk Renewal development includes vibrant community cultural spaces and experiences remains a high priority for Destination Stratford. We stand at the ready to support creative development projects as well as animate the site before, during and after construction takes place.
- **Build meaningful partnerships to address community needs.** Destination Stratford is proud at the number of meaningful collaborations and partnerships across our many development and marketing initiatives. Between our culinary trails, development projects and marketing initiatives, we directly partner and collaborate with over 100 organizations.
- **Implement the Stratford Sport Tourism strategy in partnership with local sport user groups and industry partners.**

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new year-round cultural experiences that improve quality of life within our community.
- **Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.** From the Welcoming Community initiative to directly supporting diverse and inclusive cultural programming, Destination Stratford is actively involved through all of our projects to intentionally change to support the future.

Explain Significant Changes from 2025 including applying a climate lens:

Destination Stratford has recently updated our Human Resource Policies to include a new Sustainability Policy. This policy reviews the adoption of sustainable practices in our workplaces and at our events. Tourism contributes an estimated 8-10% of global carbon emissions, including emissions from transportation, accommodation, activities, and other tourism-related events and services. Destination Stratford must also lead by example to promote sustainable practices within our local tourism industry and to destinations that look to Stratford for their benchmarking. This includes discouraging throw-away consumption patterns, reducing before recycling, making conscious choices about our work resources and modes of travel, and challenging the status quo of day-to-day business practices.

Destination Stratford is building on current collaborative projects, such as the Stratford Al Fresco Green Bin pilot program, as well as new projects, such as leading the Bird Friendly City application via Nature Canada, that take an active role within the community to promote and encourage a regenerative tourism approach that redefines "community" to include residents, visitors and the natural environment.

Destination Stratford
47 Downie Street, Stratford, ON N5A 1W7
P: 519-271-5140 T: 1-800-561-7926
hello@visitstratford.ca

DESTINATION STRATFORD 2026 BUDGET

Destination Stratford 2026 Budget	2024 Actual	2025 Adjusted	2026 Budget	
REVENUE				
3999 · MAT DS PORTION	329,536	380,000	380,000	
4050 · MARKETING SALES	137,947	138,250	143,500	
4260 · PARTNERSHIPS	696,108	782,856	805,576	
(4001 · City of Stratford Portion)	618,800	643,552	666,076	3.5% or $22,524
4017 · CITY LOS CONTRIBUTION (MAT)	150,000	150,000	150,000	
9999 · TRANSFER FROM RESERVES	83,621	75,000	0	
TOTAL REVENUE	**1,397,216**	**1,526,106**	**1,479,076**	
EXPENSE				
5100 · CONTRACT AND CONSULTING	23,675	**17,500**	**10,000**	
DESTINATION DEVELOPMENT				
5992 · STRATFORD AL FRESCO (MAT)	37,252	37,500	38,500	
5997 · LIGHTS ON STRATFORD (MAT)	300,000	300,000	300,000	
5999 · SPORT TOURISM OFFICE (MAT)	49,283	80,000	75,000	
6480D · PAYROLL · DEVELOPMENT	151,117	165,761	171,318	
5950 · SPECIAL PROJECTS	57,291	140,000	110,000	
5990 · PARTNERSHIPS	36,125	31,750	31,750	
Total Development	**631,072**	**755,011**	**726,568**	
DESTINATION MARKETING				
6480M · PAYROLL · MARKETING	226,676	248,641	256,977	
6000 · MARKETING - INTERNET	20,627	19,477	19,477	
6150 · MARKETING - MEDIA & PRINT	121,456	97,490	88,990	
6151 · MARKETING - RADIO	0	2,500	2,500	
6152 · MARKETING - TRAILS, INFLUENCERS	133,824	146,150	128,750	
Total Marketing	**502,586**	**514,258**	**496,694**	
ADMINISTRATION				
5637 · BANK CHARGES	4,051	4,000	4,000	
5645 · INSURANCE	5,683	8,500	8,500	
5660 · TRAVEL	406	2,500	2,500	
6153 · PROFESSIONAL FEES	17,827	22,200	26,700	
6155 · FACILITY MAINTENANCE	2,359	4,750	3,500	
6480A · PAYROLL · ADMIN	125,931	138,134	142,765	
6540 · OFFICE EXPENDITURES	22,947	25,850	25,850	
6550 · EVENT EXPENSES	5,750	5,000	5,000	
7000 · TELEPHONE/COMMUNICATIONS	17,763	17,000	17,000	
Total Administration	**202,717**	**227,934**	**235,815**	
TOTAL EXPENSE	**1,360,051**	**1,514,702**	**1,469,076**	
5154 Transfer to Reserve	35,000.00	10,000	10,000	
NET REVENUE	**2,165**	**1,404**	**0**	

invest STRATFORD
Globally Connected | Community Driven

82 Erie Street, 3rd floor
Stratford, Ontario, Canada N5A 2M4
phone 519.305.5055
toll-free 844.812.5055

October 10, 2025

Mayor Ritsma and Members of Council
City of Stratford
1 Wellington Street
Stratford, ON N5A 2L3

RE: Stratford Economic Enterprise Development Corporation (SEED Co.)
Budget Request, 2026

Mayor Ritsma and Members of Council:

Stratford Economic Enterprise Development Corporation (SEED Co.), branded in 2015 as investStratford, is principally funded by the City of Stratford as a stand-alone entity with a singular focus on economic development. The Corporation, under the guidance of a Board of Directors, supports business retention and expansion, attraction and foreign direct investment, and entrepreneurship – assisting companies and industry to grow and invest. Additional details regarding Programming Pillars, Strategic Enablers and Guiding Principles are outlined in the ***investStratford 'Action Plan 2030' attached as Appendix A.***

As part of the Southwestern Ontario Marketing Alliance, investStratford continues its efforts to lead foreign direct investment (FDI) missions to not only nurture our relationships with our Japanese and German companies, but also to explore and open new markets and opportunities. This is in addition to implementing strategies to support our many home-grown and Canadian-based businesses here in Stratford, such as new domestic and inter-provincial markets. In 2026, investStratford will continue to support both active and planned company expansions in the City.

Land for future industrial growth continues to be top of mind to support existing company expansions and attract new investment to further diversify and strengthen the City's economy. A key objective in the City of Stratford's Strategic Priorities 2024-2027 is to support economic growth and diversification by bringing new industrial lands to market. investStratford and City staff will continue their work to bring City Council strategic options for servicing and opening new lands.

Within the SEED Co. portfolio, the Stratford Perth Centre for Business supports business creation and entrepreneurship by delivering small business programming and services to Stratford, St. Marys, and Perth County. This service continues to evolve and grow as it approaches its 18th year. It remains a valuable resource, and we continuously scan the landscape for new opportunities and ways to help our entrepreneurs and small businesses. In 2025 we hosted the Stratford AI Summit with over 100 attendees kickstarting new programming that will continue in 2026 on how AI can be a resource for small businesses.

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Stratford, Ontario, Canada N5A 2M4
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toll-free 844.812.5055

Throughout each year our business advisor holds over 150 consultations providing crucial information for entrepreneurs and local business owners helping them to open, sustain, or grow their businesses in our community. These businesses create over 100 new jobs annually.

Consultations along with workshops, events, and partnerships allow us to serve our clients in a variety of ways and meet their needs on a variety of levels. In addition to providing individual consultations, our Centre runs the Starter Company Plus and Summer Company programs that provide small grants and education to help entrepreneurs launch and build their businesses.

Externally, our relationships with the Stratford Downtown BIA, Destination Stratford and the Stratford Public Library extend our impact and expertise and provide collaborative programming and support to businesses in the City of Stratford.

With interdepartmental collaboration, the Attainable Market Housing Project has made significant progress in advancing affordable housing through strategic initiatives in culture change, policy development, project execution, and funding acquisition. 398 Erie Street is underway for development of a supportive housing project, and the 246 Railway Avenue renovation is underway for full two-bedroom home to be used by Social Services for affordable housing. Negotiations on 161 East Gore Street and 38 Coriano Street are progressing with the intent to build 8 units of affordable housing in a 27-unit mixed market development as part of a public/private partnership. A Community Improvement Plan (CIP) public meeting was held in September, with the intent to have the Tax Increment Equivalency Grant available for affordable home builders by late fall 2025, pending Council approval. Coordination and support for the above projects and initiatives will continue into 2026 with funding proposals and partnerships to further leverage investment in new housing projects.

In partnership with the City, work is also progressing and continuing in 2026 to strategically support and advance the Grand Trunk Renewal Project. Work will also get underway in 2025 and continue into 2026 on a Stratford Airport Business Plan.

In alignment with the Purchase of Service Agreement between the City of Stratford and SEEDCo. the Board of Directors makes the following budget request for the 2026 operational year, as follows:

- $631,421 in core funding for SEED Co. operations in 2026 for the delivery of the City's economic development service.
- $137,074 for the Stratford-Perth Centre for Business operations
- $72,000 to provide the Housing Specialist and execute projects underway
- $82,300 which is a carry-forward of the funding provided in 2025 for Grand Trunk Renewal projects.
- This budget includes the reimbursement of annual operating fees back to the City of Stratford for finance, payroll and insurance services ($23,000), and rent & CAM ($20,620).

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82 Erie Street, 3rd floor
Stratford, Ontario, Canada N5A 2M4
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toll-free 844.812.5055

On behalf of SEED Co. and the Board of Directors, we look forward to working closely with the City of Stratford to strengthen and promote our economy.
Respectfully submitted,



Joani Gerber
CEO, SEED Co.

SEED Co. is governed by a Board of Directors consisting of 12 members: the Mayor and CAO, 2 Members of Council, and 7 Industry and Community Leaders representing a diverse set of skills.

The SEED Co. Board reports quarterly to the City's Finance and Labour Relations Sub-Committee and Council to maintain continued dialogue, collaboration and transparency.

André Morin, CAO, City of Stratford
Karmen Kreuger, Director of Corporate Services, City of Stratford

Attachment: 2026 Budget for SEED Co. (Operations and Special Projects)

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82 Erie Street, 3rd floor
Stratford, Ontario, Canada N5A 2M4
phone 519.305.5055
toll-free 844.812.5055

APPENDIX A

Action Plan 2030

Action Plan 2030

Mission: advancing the economic future of Stratford through excellence, creativity and collaborative leadership

Vision: to relentlessly pursue community prosperity by being a globally recognized City for innovation, sustainability and inclusivity

Values: Professional Integrity; Collaborative Leadership; Proactive and Responsive Solutions; Excellence in Service Delivery

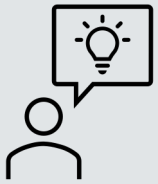
Programming Pillars



Business Retention, Expansion and Support



Investment Attraction and Sector Development



Business Creation and Entrepreneurship

Strategic Enablers

Organizational Clarity and Alignment of Time and Resources

Data, Technology and Performance Measurement

Strategic Partnerships and Advocacy

Talent, Governance and Organizational Capacity

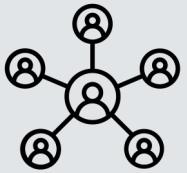
Guiding Principles



Purpose Driven Focus



Equity of Access and Support



Relationship Led Economic Development

Programming Pillars

Business Retention, Expansion & Support

Our existing companies employ thousands of local residents and contribute millions to the tax base annually. By supporting their expansion and maintaining an environment for them to thrive we successfully advance the economic future of Stratford.

Through 2030 we will:

- Increase the availability of serviced industrial land to support business expansion by partnering with the City of Stratford Leadership Team and City Council to bring 100 acres of serviced land online
- Enhance business support services and reduce scope creep via the service delivery framework that clearly outlines SEEDCo's role and evaluate projects for alignment with strategic pillars and Board direction
- Improve workforce attraction and retention through community infrastructure by supporting the development of 200 affordable housing units and expanded transportation options
- Strengthen external communications and engagement with businesses via knowledge dissemination events, town halls and "state of business" reports

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Programming Pillars

Investment Attraction & Sector Development

The City of Stratford is an ideal community for companies to locate and succeed. Home to leading global industry, the Stratford Festival and the University of Waterloo School of Interaction, Design and Business, the Stratford Advantage is obvious to business making new investments.

Our value proposition encourages the development of new economic sectors that complement our existing economic drivers in tourism, manufacturing, technology and service.

Through 2030 we will:

- Conduct a sector review identifying the top 5 growth sectors and attract new investment in those key strategic sectors
- Strengthen regional, provincial and federal partnerships by developing a relationship management strategy and by hosting annual investment forums or familiarization tours
- Advance the development of the Grand Trunk Renewal (GTR) project by securing Government and private sector funding and recruiting major commercial and development partners
- Build Stratford's investment identity and global presence by developing and launching a new international investment marketing strategy

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Programming Pillars

Business Creation & Entrepreneurship

Small businesses account for the majority of companies in Stratford. Whether in our historic downtown or outside the core, small businesses and entrepreneurs make Stratford what it is. All sectors are supported by our efforts including tourism, technology, professional service and retail.

Our partnership with the City of Stratford and Province of Ontario allows us to support businesses in Stratford, St. Marys and Perth County and provide programs, events and grants.

Through 2030 we will:

- Expand startup and small business support services and develop sector-specific advisory services (food, technology, arts/culture)
- Improve access to startup capital and investment by launching a Stratford local investor network complete with mentors and community experts
- Increase entrepreneurial participation among youth, newcomers and underrepresented groups by implementing an outreach program to area high-schools and post-secondary institutions
- Strengthen internal capacity and awareness for entrepreneurship support by creating a co-branded, unified entrepreneurship identity between investStratford & the Centre for Business and launching a comprehensive marketing and storytelling campaign

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2026 Budget for SEED Co.
OPERATIONS

	Budget 2026	Budget 2025	Budget Variance 2025-2026
REVENUE			
City of Stratford - InvestStratford	631,421	610,069	21,352
City of Stratford - SBEC	137,074	132,439	4,635
City of Stratford - Grand Trunk Site	82,300	200,000	(117,700)
City of Stratford - Housing Special Project	72,000	40,000	32,000
Province Funding- SBEC	264,506	264,506	-
Recoverable Expenses and Charges	8,250	8,250	-
		-	
	$ 1,195,551	**$ 1,255,264**	**$ (59,713)**
EXPENSES			
Salaries, Benefits and Contract Labour + Housing Project	678,777	829,622	(150,845)
Training and Professional Development	7,500	7,500	-
Insurance and Custodial	6,400	6,400	-
Equipment, Capital and Software	5,000	5,000	-
Support Services and Fees	30,000	30,000	-
Office Supplies and Operations	75,537	69,903	5,634
Consultants and Mentorship	102,000	65,000	37,000
Legal and Audit	5,000	5,000	-
Meals and Meetings	7,554	7,554	-
Conferences, Trade Shows, Travel and Mileage	57,165	50,000	7,165
Promotion, Marketing, and Materials	35,000	30,000	5,000
Memberships	40,000	40,000	-
Rent and common area maintenance	26,618	22,285	4,333
Grants	109,000	109,000	-
Contingency/Reserve Transfer	10,000	10,000	-
	-	-	-
	$ 1,195,551	**$ 1,287,264**	**$ (91,713)**
Projected Ending Surplus (Deficit) from Operations	**$ 0**	**$ (32,000)**	**$ 32,000**
Contribution from investStratford Reserve/Carryforward		32,000	(32,000)
Projected Ending Surplus (Deficit) from all Sources	**$ 0**	**$ 0**	**$ 0**

2026 Budget for SEED Co.
BOARD RESTRICTED RESERVE

	2026	
REVENUE		
Projected Opening Reserve (from 2025)	111,874	***Opening Balance subject to Audit Verification***
Annual Transfer from Operations	10,000	
	121,874	
EXPENSES		
Contribution to Housing Special Project,	-	
	-	
	-	
PROJECTED ENDING RESERVE	**121,874**	

Stratford General Hospital Foundation
46 General Hospital Drive
Stratford, ON, N5A 2Y6

October 7, 2025

Dear Honourable Mayor Ritsma and the City of Stratford Council;

On behalf of the Stratford General Hospital Foundation, I am honoured to share a brief overview of our past year and highlight the significant impact our community has made on our hospital.

Impact Report: 2024-25

Total funds raised amounted to $4,701,617.50.
Total funds disbursed were $6,655,293.60.
This past year's disbursement supported the following items: Cancer & Medical Care Clinic and Pharmacy, Medical Imaging Ultra Sound (Final Payment), Medical Imaging X-ray Suite (Final Payment), Medical Imaging Fluoroscopy (Final Payment), Medicine Unit Wondergard, Medicine Unit High Back Glider Chair, Loveseat & Chair, Maternal Child Water/Ice Dispenser, Staff Training, Dementia Therapy Tools and Murals, St. Marys Healthcare Foundation Pledge Payment, and the West Building Annex.

Community Spirit in Action – Third Party Events

Each year, we are humbled by the creativity, dedication, and generosity of individuals, businesses, and community groups who host events in support of the Foundation. From BINGO to golf tournaments to planter sales and workplace fundraisers, these third-party initiatives not only raise essential funds, they also inspire others to give back. We are proud to highlight the incredible efforts of our community members whose passion makes a lasting difference in local healthcare.

Sixteen events were held within our community to support our hospital. The events raised between $250 and $32,000. In total, these events raised over $75,000!

As our community’s healthcare needs grow and evolve, HPHA – Stratford General Hospital must continue to adapt. In a competitive healthcare environment, attracting and retaining top medical talent requires creating spaces and systems that enable professionals to thrive. That’s why your continued support matters more than ever.

The City of Stratford’s pledge of $5 million to the Stratford General Hospital Foundation over 11 years reflects a strong commitment to the City Council’s strategic priorities: *Enhance Our Infrastructure* and *Intentionally Change to Support the Future*.

The 2025 contribution of $500,000 underscores the City's belief that investing in healthcare is essential to ensuring the HPHA - Stratford General Hospital as a cornerstone of our community infrastructure - supporting the well-being of residents and the city's continued growth.

As of September 1, 2025, the City of Stratford has invested $750,000 of the $5M commitment in our local hospital.

The Stratford General Hospital Foundation has pledged $15 million for the new Cancer and Medical Care Clinic and Pharmacy. As of March 31, 2025, $5,271,210 of this amount has been disbursed.

The City of Stratford's pledge commitment will continue to be invested in the Cancer and Medical Care Clinic and Pharmacy to ensure the Foundation's promise is fulfilled.

Philanthropy lies at the heart of everything we do. And it is because of you that we continue to make meaningful progress. Together, we are building a legacy of care, compassion, and innovation that will serve our community for generations.

On behalf of the Stratford General Hospital Foundation, the HPHA healthcare team, and the many patients and families we serve, thank you. With your continued support, we remain committed to building a strong foundation that benefits residents today while creating a better future for generations to come.

Yours in community,

Cheryl

Cheryl Hunt, CVA

Executive Director
Stratford General Hospital Foundation

UPPER THAMES RIVER
CONSERVATION AUTHORITY
"Inspiring a Healthy Environment"

Thames
A Canadian Heritage River

November 7, 2025

Attention: Municipal CAOs, Clerks, and Treasurers,

Subject: Upper Thames River Conservation Authority (UTRCA) 2026 Draft Budget

The Upper Thames River Conservation Authority (UTRCA) Board of Directors and Staff are pleased to provide you with the 2026 Draft Budget for your information.

As you are aware, the Province is proposing significant changes for Conservation Authorities. Details have not yet been provided but any changes in operations are not expected until 2027.

The 2026 Draft Budget currently forecasts operating expenditures of $27,808,302, which require a municipal contribution of $9,458,521. In 2026, the UTRCA will leverage each municipal dollar to bring in two additional dollars towards conservation activities that benefit watershed residents and local communities.

Additional details are included in the enclosed:

- 2026 Draft Budget: Overview,
- Budget insert specific to your municipality, and
- 2026 Draft Budget package.

The proposed increase in 2026 is $643,795 in operations, which allows for a balanced budget of mandatory programs and services and the continuation of watershed-wide programs. The actual change for individual municipalities will vary based on the Modified Current Value Assessment formula used by the Province.

Capital expenditures of $12,484,330 are proposed, of which $11,033,250 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 operating and capital budgets and levy at the Annual General Meeting in February 2026. The meeting date will be provided to municipal clerks once the Board's 2026 meeting schedule is approved.

Please share the attached 2026 Draft Budget and supporting information with Council and appropriate staff. I would be pleased to attend and review the information at a Council meeting. Please contact either Michelle Viglianti (vigliantim@thamesriver.ca) or Tracy Annett (annettt@thamesriver.ca) to arrange. We welcome your comments.

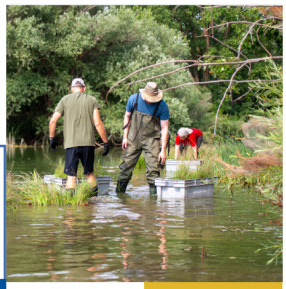
Sincerely,

Tracy Annett
General Manager/Secretary-Treasurer

Encl.

UPPER THAMES RIVER
CONSERVATION AUTHORITY







2026 Draft Budget: Overview



The Upper Thames River Conservation Authority's (UTRCA) 2026 Draft Budget reflects the costs to support local environmental needs, legislative requirements, and municipal and public demands for service.

The budget provides an overview of the UTRCA's programs and services and separates them into three categories, consistent with Section 21 of the Conservation Authorities Act (CA Act) and as required by Mandatory Programs and Services Regulation Ontario Regulation 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.

- Environmental planning and regulations:
  - Regulations and enforcement under the CA Act (Prohibited Activities, Exemptions and Permits),
  - Planning advisory services to identify natural hazard, development servicing, and natural resource planning concerns,
- 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, and 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, and
- Essential corporate costs.

Category 1 Budget Considerations

Stabilizing Funding for Category 1 Programs and Services

The 2026 Draft Budget increases the municipal share of Category 1 expenses to provide consistent and dependable funding for mandatory programs and services. This increase in levy, in conjunction with other sources of funding, is critical to ensure the Authority delivers these services and fulfils its provincial mandate. This funding allows the UTRCA to present a balanced budget for Category 1 programs.

Staff Changes

An increase in staffing is included to support succession planning in senior positions in both Corporate Services and Flood and Erosion Control Programs. These positions are key to ensuring continuity of operations. Cost of living adjustments and pay grid step increases were also considered in the budget development.

Increase in Capital Projects for Specific Municipalities

The UTRCA has planned major infrastructure work for 2026. Inflation is driving up costs; construction prices in London are 14.5% higher than in 2023. Cost estimates are challenging due to the unique nature of repairs to flood and erosion control structures.

The UTRCA is working closely with municipalities to coordinate timing and implementation. The Authority also seeks alternative sources of funding to reduce costs to municipalities.

Limited Alternative Funding Sources

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

- A provincial freeze on planning and permitting fees continues to restrict the amount of user fees that can be collected. Currently, the UTRCA recovers only about 30% of the cost of delivering planning and development services—at a time when the development industry and clients are seeking faster turnaround times.
- Provincial funding available through the Water and Erosion Control Infrastructure program has remained unchanged at $5M province-wide for over 20 years, leaving municipalities to fund the majority of infrastructure costs.
- Similarly, the UTRCA's share of the Conservation Authorities Act transfer payment, which had not increased in more than two decades, was reduced by 50% to $181,000 in 2019.
- While the UTRCA continues to receive provincial funding to deliver the Drinking Water Source Protection program through March 2027, the province has capped allowable overhead costs. This potential shortfall can be managed in 2026; however, future budgets may require a Clean Water Act levy to ensure program sustainability.

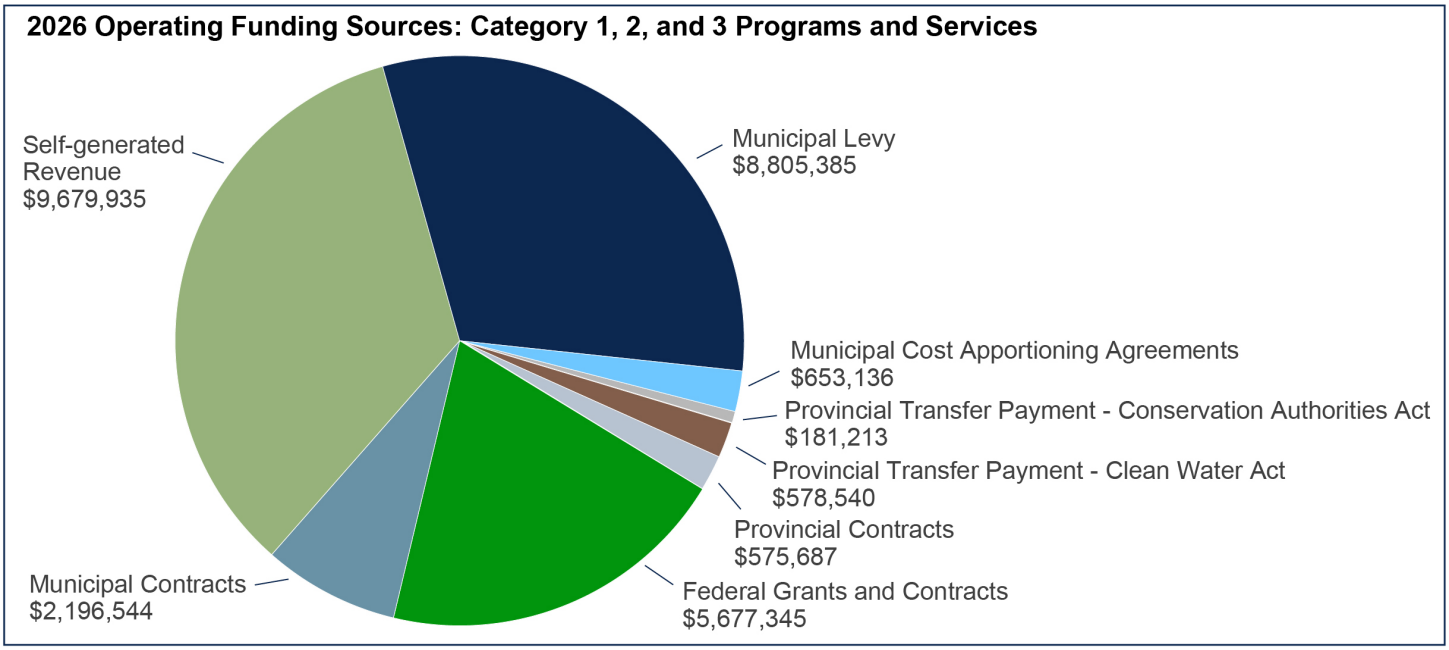
Municipal Levy

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).
- Overall, appears as 4.9% increase in operating budget and 0.6% increase in capital budget in the 2026 Draft Budget.

Benefit-based Levy:

- Supports specific structures (dams, channels, and 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. The balance of their costs is 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.



Category 2 Programs and Services

Category 2 programs and services are delivered on behalf of a municipality, with funding secured through an agreement with the requesting municipality. Examples include:

- Drinking water source protection risk management services, and
- 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, and
- 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 2026 Draft Budget, the cost apportioning contributions leverage more than $12 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 2026 Draft Budget continues to reflect 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.

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 as a separate category item in the budget, with any revenues generated from operations directed towards a reserve fund to support much needed capital improvements.

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.





Our Vision, Mission, and Values

Vision: Communities engaged in a healthy, resilient environment.

Mission: To conserve and protect the watershed through science, education, policy, action, and experiences in nature.

Values:

- We model and encourage sustainable, innovative stewardship of the watershed.
- We partner to protect and promote a healthy environment and resilient communities.
- We act with transparency and accountability and root our work in science.



UPPER THAMES RIVER
CONSERVATION AUTHORITY

Communities engaged in a healthy, resilient environment.

www.thamesriver.on.ca / infoline@thamesriver.on.ca / 519-451-2800

UPPER THAMES RIVER CONSERVATION AUTHORITY

2026 Draft Budget: City of Stratford

Municipality's Total Support

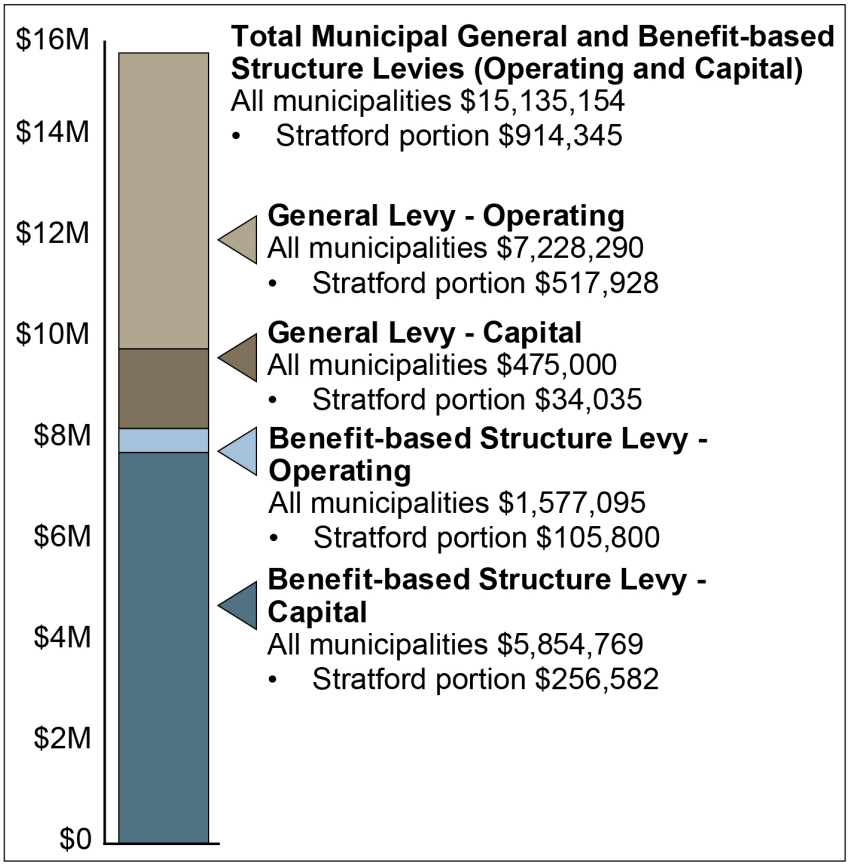
Support	2025 Approved	2026 Draft
Category 1 Programs and Services		
General Levy*	$526,548	$551,963
Benefit-based Structure Levy* (see table below)	$293,010	$362,382
Category 1 Levy Total	$819,558	$914,345
Category 3 Programs and Services		
Cost Apportionment Agreement	$44,901	$46,799
Total Municipal Support	**$864,459**	**$961,144**

Benefit-based Structure Levy

The UTRCA has planned major infrastructure work for 2026. Inflation is driving up costs; construction prices in London are 14.5% higher than in 2023. Cost estimates are challenging due to the unique nature of repairs to flood and erosion control structures.

The UTRCA is working closely with municipalities to coordinate timing and implementation. It also seeks alternative funding to reduce municipal costs. 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 - Geotechnical survey - Safety boom installation - North gate assessment	$324,211
Stratford Channel - Guardrail size reconfigured	$33,032
Wildwood Dam	$2,663
Pittock Dam	$2,476
Total Benefit-based Levy	**$362,382**



*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:

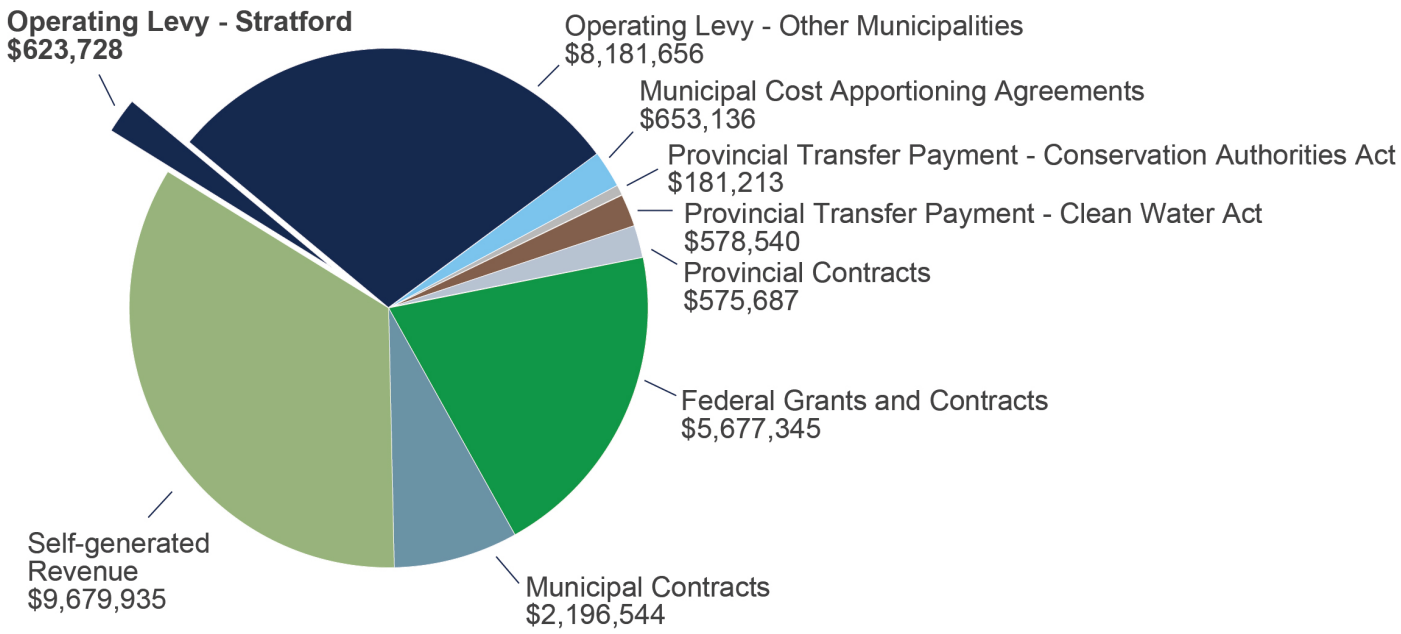
General Levy:

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

Benefit-based Levy:

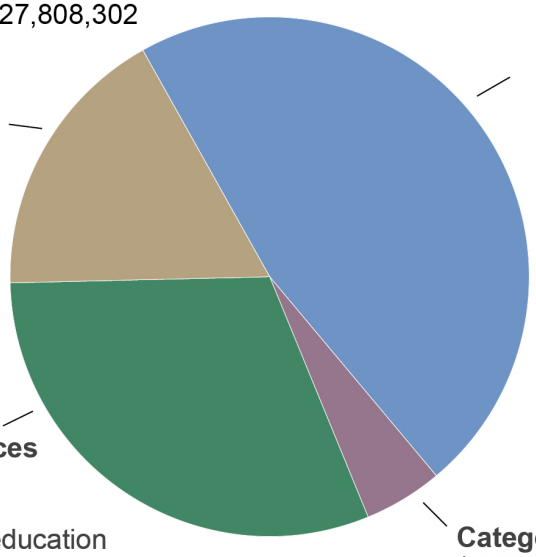
- Supports specific structures (i.e., dams, channels, dykes), which are all Category 1 costs.
- Local share of the costs is funded by the municipalities that benefit from the structure.

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



Member municipalities are contributing $9,458,521 (33%) of the UTRCA's total operating budget of $28,347,785 through levy and cost apportioning agreements.

Category 1, 2 and 3 Programs and Services: Operating Expenses
Total Draft Operating Expenses: $27,808,302



Other Category 3 Programs and Services - Campgrounds $4,796,596

Category 1 Mandatory Programs and Services $13,077,066
- Environmental planning and regulations
- Water management
- Land management
- Provincial water monitoring
- Drinking water source protection
- Watershed strategy implementation
- Essential corporate costs

Category 3 Programs and Services $8,570,615*
- Land stewardship programs
- Community partnerships and education
- Ecological monitoring
- Water quality database management
- Land lease management

*Note: Includes expenses to fulfill significant federal grants

Category 2 Programs and Services $1,364,025
- Drinking water source protection risk management services
- Municipal contract work

UPPER THAMES RIVER
CONSERVATION AUTHORITY

Draft

2026 Budget

October 28, 2025

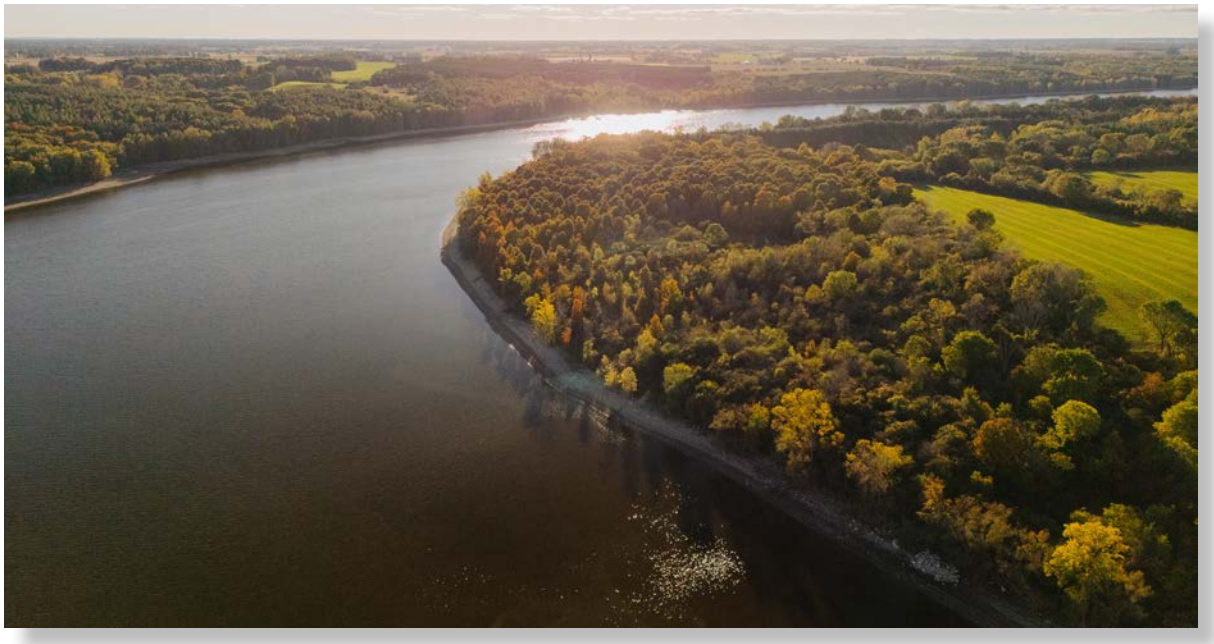






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Budget Development Schedule

March 2025

Staff initiate workplans for 2026 to predict budget needs.

May 2025

Board direction regarding budget concepts.

August 2025

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

October 2025

Draft Budget presented to Board.

November 2025 - February 2026

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

January 2026

Board review of municipal comments and reconsideration of Draft Budget.

February 2026

Board review of Draft Budget and approval of Budget and Apportionment.

2026 Draft Budget: Overview

The Upper Thames River Conservation Authority's (UTRCA) 2026 Draft Budget reflects the costs to support local environmental needs, legislative requirements, and municipal and public demands for service. The budget provided for discussion meets the requirements of the Budget and Apportionment Regulation (Ontario Regulation 402/22) and continues to use the Modified Current Value Assessment (MCVA), provided by the province, to apportion costs for general levy and benefit-based apportionment for water and erosion control structures.



The 2026 Draft Budget provides an overview of the UTRCA's programs and services and separates them 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 secured through an agreement with the requesting municipality.
- Category 3 - Other programs and services that the Authority determines are advisable to implement within our watershed jurisdiction that 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 under the CA Act (Prohibited Activities, Exemptions and Permits)
  - Planning advisory services to identify natural hazard, development servicing, and natural resource planning concerns
- 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
  - Lands management, risk, and enforcement
  - Lands strategy implementation
  - Public access on UTRCA lands for passive recreation
  - Natural heritage conservation on UTRCA lands
- Provincial water monitoring
- Drinking water source protection
- Watershed strategy implementation
- Essential corporate costs

Budget Development

In developing the 2026 Draft Budget, staff considered the following:

- Requirement to fulfil the CA Act and regulations,
- Board-approved Budgetary and Reserves Policies,
- Input from staff, Board members, and interest-holders in the development of the Draft UTRCA Strategic Plan,
- Cost of living adjustments and pay grid step increases,
- Inflationary trends apparent in the Consumer Price Index,
- Building Construction Price Index identifying increases between 5% and 17% for non-residential construction projects involving concrete. Estimates are also informed by actual experience in the purchase of goods and services, particularly trade contracting and engineering works,
- Multi-year contractual obligations and the impact on timing of spending,
- Operating, capital, and program pressures,
- Minister's direction to freeze conservation authority fees associated with planning, development, and permitting,
- Focus on internal efficiencies using technologies and cost control wherever possible, 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 2025, to minimize the financial impacts on member municipalities in 2026 and beyond.

The following items have informed the development of the 2026 budget:

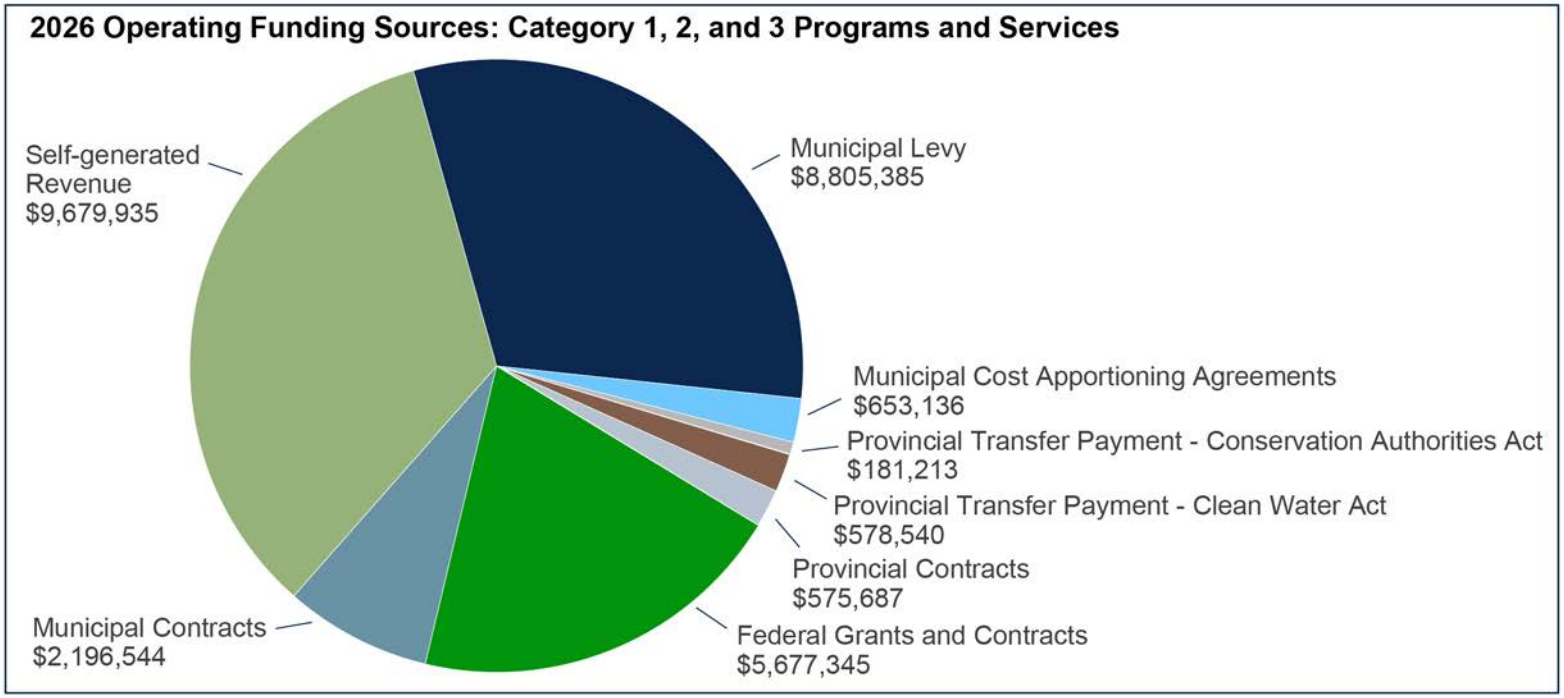
- Staffing to allow succession planning for engineering and senior leadership positions due to leaves and upcoming retirements,
- Unexpected capital project costs,
- Multi-year Clean Water Act contract,
- Cost apportionment (levy) increase,
- Significant funding from the Canada Water Agency, and
- Anticipated reductions in other federal funding.



Operating Expenses and Funding Sources per Category

Table 1. Summary of Operating Expenses and Funding Sources per Category

	Category 1	Category 2	Category 3	Other Category 3 (Campgrounds)	Total
Total Operating Costs	**$13,077,066**	**$1,364,025**	**$8,570,615**	**$4,796,596**	**$27,808,302**
Funding Sources					
Provincial Transfer Payment - Conservation Authorities Act	$181,213	-	-	-	$181,213
Provincial Transfer Payment - Clean Water Act	578,540	-	-	-	578,540
Provincial Contracts	396,532	-	$179,155	-	575,687
Federal Grants and Contracts	231,990	-	5,445,356	-	5,677,345
Municipal Contracts	432,897	$1,367,356	334,000	$62,290	2,196,544
Self-generated Revenue	2,400,889	-	1,689,799	5,589,247	9,679,935
Municipal Levy	8,805,385	-	-	-	8,805,385
Municipal Cost Apportionment Agreements (Category 3)	-	-	653,136	-	653,136
Total Revenues	**13,027,446**	**1,367,356**	**8,301,446**	**5,651,537**	**28,347,785**
Surplus (Deficit)	**($49,621)**	**$3,331**	**($269,169)**	**$854,941**	**$539,483**



Operating Budget

Table 2. Operating Budget

	2025 Approved Budget	2026 Category 1	2026 Category 2	2026 Category 3	2026 Category 3 Campgrounds	2026 Total Budget
Revenues						
Municipal Levy + Cost Apportionments (Category 3)	$8,823,726	$8,805,385	-	$653,136	-	$9,458,521
Municipal Contracts	2,048,175	432,897	$1,367,356	334,000	$62,290	2,196,544
Provincial Contracts	782,448	396,532	-	179,155	-	575,687
Federal Grants and Contracts	6,327,773	231,990	-	5,445,356	-	5,677,345
User Fees	7,106,469	929,985	-	827,025	5,409,870	7,166,880
Donations and Other Revenues	140,202	51,315	-	185,618	-	236,932
Investment Revenue	638,250	670,975	-	-	-	670,975
Municipal Levy amortized from deferrals	283,796	305,066	-	1,584	5,841	312,491
Provincial Transfer Payment - CA Act	181,213	181,213	-	-	-	181,213
Provincial Transfer Payment - Clean Water Act	489,537	578,540				578,540
Land Management Agreements	1,252,353	443,548	-	675,573	173,536	1,292,657
Total Operating Revenues	**28,073,942**	**13,027,446**	**1,367,356**	**8,301,446**	**5,651,537**	**28,347,785**
Expenses						
Technical and Consulting Services	1,178,984	560,070	33,151	259,603	203,165	1,055,988
Computers and Communications	559,444	519,341	19,200	19,930	24,070	582,541
Fleet-related Expenses	205,165	172,250	-	1,425	2,250	175,925
Insurance and Risk Management	527,854	356,801	1,535	16,030	87,897	462,263
Property-related Expenses	2,317,419	736,418	51,975	578,441	864,774	2,231,608
Staff Travel, PD, PPE, Uniforms	283,173	189,519	16,450	44,715	50,461	301,145
Materials and Supplies	1,241,920	333,050	131,200	423,657	316,294	1,204,201
Other Expenses	4,022,100	31,120	-	3,604,080	-	3,635,200
Depreciation Expenses	1,675,346	1,393,995	-	21,026	123,429	1,538,450
Corporate Allocations	-	(2,248,590)	308,334	1,262,054	678,203	(0)
Wages and Benefits	15,541,661	11,033,092	802,180	2,339,655	2,446,053	16,620,980
Total Operating Expenses	**27,553,066**	**13,077,066**	**1,364,025**	**8,570,615**	**4,796,596**	**27,808,302**
Surplus (Deficit)	**$520,876**	**($49,621)**	**$3,331**	**($269,169)**	**$854,941**	**$539,483**

Capital Budget

Table 3. Capital Projects

Category	2026 Project Revenues		Expenses	Net Budget	2027 Project Revenues		Expenses	Net Budget
	Levy	Potential Other Funding			Levy	Potential Other Funding		
Water and Erosion Control Structures								
Fanshawe Dam	$432,306	$17,500	$220,000	$229,806	$100,000	$87,500	$187,500	-
Wildwood Dam	252,500	67,500	235,000	85,000	577,500	-	355,000	$222,500
Pittock Dam	298,500	293,500	592,000	-	161,000	23,500	47,000	137,500
London Dykes	4,330,750	4,652,500	8,983,250	-	288,500	506,500	795,000	-
St Marys Floodwall	-	-	-	-	10,000	10,000	20,000	-
Ingersoll Channel	-	-	-	-	-	-	-	-
Stratford Channel	10,000	10,000	20,000	-	37,500	37,500	75,000	-
RT Orr Dam	244,213	234,000	468,000	10,213	162,500	162,500	325,000	-
Mitchell Dam	92,500	87,500	180,000	-	242,500	242,500	485,000	-
Harrington Dam	27,500	17,500	45,000	-	72,500	85,000	175,000	(17,500)
Embro Dam	60,000	-	60,000	-	25,000	25,000	25,000	25,000
Fullarton Dam	45,000	45,000	90,000	-	75,000	75,000	150,000	-
Shakespeare Dam	1,500	1,500	3,000	-	30,000	30,000	60,000	-
Dorchester CA Dam	15,000	-	15,000	-	30,000	30,000	60,000	-
Dorchester Mill Pond Dam	-	-	-	-	75,000	75,000	150,000	-
Centreville Dam	45,000	45,000	122,000	(32,000)	30,000	30,000	60,000	-
UTRCA-wide Capital Asset Renewal Reserves								
Capital Asset Renewal	475,000	50,000	514,080	10,920	549,000	52,000	588,500	12,500
Land Transactions - Provincial Interest Only								
Land Transactions - Provincial Interest Only	-	-	56,000	(56,000)	-	-	-	-
Operating Reserves								
Category 1 General Distribution Reserve	-	-	31,000	(31,000)	-	-	-	-
Category 3 Campgrounds	-	147,500	850,000	(702,500)	-	525,000	2,490,000	(1,965,000)
Total Capital Expenditures	**$6,329,769**	**$5,669,000**	**$12,484,330**	**($485,561)**	**$2,466,000**	**$1,997,000**	**$6,048,000**	**($1,585,000)**

Notes:

1. “Potential Other Funding” for Water and Erosion Control Structures in 2026 includes a significant contribution from the federal government.
2. Most other “potential funding” is dependent on provincially approved Water and Erosion Control Infrastructure program applications and is not guaranteed.
3. Project and cost estimates are 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 Budget” columns imply that we now levy more than originally envisioned in previous years or in advance for future projects.

Municipal Levies

Table 4. Municipal Levies

Municipality	General Distribution Rates - Operating and Capital (See Table 5. Municipal Levies Detail: MCVA General Distribution)							Benefit-based Distribution Rates** - Operating and Capital (See Table 6. Municipal Levies Detail: Benefit-based Distribution)								
	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	Category 1 Mandatory Program Levy
	2025 MCVA %	2025 MCVA %	2026 MCVA %	2026 Levy	2026 MCVA %	2026 Levy	Total	Structure	2026 Levy	%	2026 Levy	%	2026 Levy	Total	Total
Oxford County	16.9550	17.0065	17.0209	-	17.0724	$1,315,137	$1,315,137	Ingersoll Channel	$30,150	1.0243	$6,344	62.1243	$357,836	$394,331	$1,709,468
London	63.8549	64.0489	63.8410		64.0342	4,932,738	4,932,738	Fanshawe Dam	988,306	83.8421	519,284	36.7420	211,634	6,090,274	11,023,012
								London Dykes	4,365,250						
								Springbank Dam	5,800						
Lucan Biddulph	0.3554	0.3565	0.3589		0.3600	27,728	27,728		-	0.0216	134	0.0216	124	258	27,986
Thames Centre	3.2362	3.2460	3.1887		3.1983	246,377	246,377	Dorchester CA Dam	15,625	0.1919	1,189	0.1919	1,105	22,419	268,796
								Dorchester Mill Pond Dam	4,500						
Strathroy-Caradoc*	0.3029		0.3016						-	-	-	-	-	-	-
Middlesex Centre	2.4647	2.4722	2.4761		2.4836	191,321	191,321		-	0.1490	923	0.1490	858	1,781	193,102
Stratford	7.1492	7.1709	7.1437		7.1653	551,963	551,963	RT Orr Dam	324,213	0.4299	2,663	0.4299	2,476	362,382	914,345
								Stratford Channel	33,030						
Perth East	1.4085	1.4128	1.4135		1.4178	109,215	109,215	Shakespeare Dam	2,530	0.0851	527	0.0851	490	3,547	112,762
West Perth	1.4573	1.4617	1.4531		1.4575	112,278	112,278	Fullarton Dam	60,500	0.0875	542	0.0875	504	236,045	348,324
								Mitchell Dam	174,500						
St Marys	1.4585	1.4630	1.4651		1.4696	113,204	113,204	St Marys Floodwall	71,000	14.0882	87,256	0.0882	508	158,764	271,969
Perth South	1.1556	1.1591	1.1363		1.1397	87,795	87,795		-	0.0684	424	0.0684	394	817	88,613
South Huron	0.2018	0.2024	0.2010		0.2016	15,533	15,533		-	0.0121	75	0.0121	70	145	15,677
Zorra	-	-	-	-	-	-	-	Embro Dam	79,000	-	-	-	-	115,500	115,500
								Harrington Dam	36,500					-	-
South-West Oxford								Centreville Dam	45,600					45,600	45,600
Total	**100**	**100**	**100**	**-**	**100**	**$7,703,290**	**$7,703,290**		**$6,236,504**	**100**	**$619,360**	**100**	**$576,000**	**$7,431,864**	**$15,135,154**

*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 water control 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)).

Municipal Levies Detail: MCVA General Distribution

Table 5. Municipal Levies Detail: MCVA General Distribution

Category 1 Mandatory Programs	Expenses	Municipal Support
Environmental Planning and Regulations		
- Regulations under S28.1 Natural Hazards	$1,383,855	$874,000
- Planning Activities	1,174,636	787,280
Water Management		
- Flood Forecasting and Warning	648,827	510,836
- Infrastructure Operations and Maintenance (see Table 6. Municipal Levy Detail: Benefit-based Distribution)	1,743,284	1,268
- Mapping, Studies, and Information Management	1,423,818	1,246,000
- Climate Change Risk and Mitigation	448,267	163,822
- Low Water Response	11,447	11,440
- Natural Hazards Outreach and Education	524,044	358,644
Land Management		
- Lands Management (Risk, Encroachment, and Enforcement)	958,718	753,400
- Lands Strategies (including Acquisition and Disposition)	18,409	-
- Public Access for Passive Recreation (see Table 6. Municipal Levy Detail: Benefit-based Distribution)	1,577,154	895,000
- Natural Heritage Conservation on UTRCA lands	326,294	128,300
Provincial Water Monitoring	225,006	196,500
Drinking Water Source Protection	543,598	-
Watershed Management Strategy Implementation	259,877	167,000
Essential Corporate Costs	1,809,830	1,134,800
Total Operating Levy	**13,077,066**	**7,228,290**
Capital Maintenance Levy (not flood control related)	**1,405,000**	**475,000**
Total Costs to Levy (MCVA General Distribution)	**$14,482,066**	**$7,703,290**

Municipal Levies Detail: Benefit-based Distribution

Table 6. Municipal Levies Detail: Benefit-based Distribution

Structure	Passive Recreation: Dam Operation and Maintenance	Infrastructure Operation and Maintenance: Flood Control Structures - Operating, Routine and Preventative Maintenance	Infrastructure Operation and Maintenance: Capital Repairs and Environmental Assessments	Benefit-based Total for Structures
Fanshawe Dam	-	$556,000	$432,306	$988,306
Wildwood Dam	-	366,860	252,500	619,360
Pittock Dam	-	277,500	298,500	576,000
London Dykes	-	34,500	4,330,750	4,365,250
St. Marys Floodwall	-	71,000	-	71,000
Ingersoll Channel	-	30,150	-	30,150
Stratford Channel	-	23,030	10,000	33,030
Springbank Dam	$5,800	-	-	5,800
RT Orr Dam	80,000	-	244,213	324,213
Mitchell Dam	82,000	-	92,500	174,500
Harrington Dam	9,000	-	27,500	36,500
Embro Dam	19,000	-	60,000	79,000
Fullarton Dam	15,500	-	45,000	60,500
Shakespeare Dam	1,030	-	1,500	2,530
Dorchester CA Dam	625	-	15,000	15,625
Dorchester Mill Pond Dam	4,500	-	-	4,500
Centreville Dam	600	-	45,000	45,600
Total Levies for Structures under Benefit-based Distribution	**$218,055**	**$1,359,040**	**$5,854,769**	**$7,431,864**

Year over Year Comparison of Total Municipal Contributions

Table 7. Year over Year Comparison of Total Municipal Contributions

	2025						2026					
Municipality	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 Apportionment	Total Municipal Support	MCVA 2026 %	General MCVA Distribution (Operating and Capital)	Benefit-based Distribution (Operating and Capital)	Total Levy Category 1	General MCVA Distribution (Operating Programs) Category 3 Cost Apportionment	Total Municipal Support
Oxford County	17.0065	$1,248,765	$196,350	$1,445,115	$106,487	$1,551,602	17.0724	$1,315,137	$394,331	$1,709,468	$111,506	$1,820,974
London	64.0489	4,703,017	6,213,445	10,916,462	401,046	11,317,508	64.0342	4,932,738	6,090,274	11,023,012	418,230	11,441,242
Lucan Biddulph	0.3565	26,179	263	26,442	2,232	28,674	0.3600	27,728	258	27,986	2,351	30,337
Thames Centre	3.246	238,349	23,894	262,243	20,325	282,568	3.1983	246,377	22,419	268,796	20,889	289,685
Strathroy Caradoc	-			0		0	-			0		0
Middlesex Centre	2.4722	181,530	1,824	183,354	15,480	198,834	2.4836	191,321	1,781	193,102	16,221	209,323
Stratford	7.1709	526,548	293,010	819,558	44,901	864,459	7.1653	551,963	362,382	914,345	46,799	961,144
Perth East	1.4128	103,741	6,042	109,783	8,846	118,629	1.4178	109,215	3,547	112,762	9,260	122,022
West Perth	1.4617	107,331	364,642	471,973	9,153	481,126	1.4575	112,278	236,045	348,323	9,520	357,843
St Marys	1.463	107,423	202,493	309,916	9,161	319,077	1.4696	113,204	158,764	271,968	9,598	281,566
Perth South	1.1591	85,113	855	85,968	7,258	93,226	1.1397	87,795	817	88,612	7,444	96,056
South Huron	0.2024	14,860	149	15,009	1,267	16,276	0.2016	15,533	145	15,678	1,317	16,995
Zorra			49,000	49,000		49,000			115,500	115,500		115,500
South-West Oxford			38,629	38,629		38,629			45,600	45,600	0	45,600
Total	100	$7,342,856	$7,390,596	$14,733,452	$626,156	$15,359,608	100	$7,703,290	$7,431,864	$15,135,153	$653,135	$15,788,288

Notes:

1. Special benefitting rates are structure-specific to the beneficiary municipality(s).
2. General distribution rates are applied to watershed-wide programs and services.

Reserves

Table 8. Reserves Forecast

As Planned	Total Reserves	Category 1 Operating	Land Transactions	Directed Donations	Capital Asset Renewal	Water and Erosion Control Structures	Long-term Investment	Category 2 Operating	Category 3 Operating	Category 3 Campgrounds Operating
Actual Opening 2025	$8,291,520	$411,155	$30,859	$82,419	$609,779	$2,225,728	$596,866	$56,602	($246,119)	$4,524,230
Approved Budget 2025: Operating	520,876	(81,976)	(3,072)	1,342		(150,691)	36,000	38,045	(184,062)	865,290
Approved Budget 2025: Capital	(2,338,219)	(270,100)			(208,000)	462,381				(2,322,500)
Approved for End of 2025	**$6,474,177**	**$59,079**	**$27,787**	**$83,761**	**$401,779**	**$2,537,418**	**$632,866**	**$94,647**	**($430,181)**	**$3,067,020**

As Expected	Total Reserves	Category 1 Operating	Land Transactions	Directed Donations	Capital Asset Renewal	Water and Erosion Control Structures	Long-term Investment	Category 2 Operating	Category 3 Operating	Category 3 Campgrounds Operating
Actual Opening 2025	$8,291,520	$411,155	$30,859	$82,419	$609,779	$2,225,728	$596,866	$56,602	($246,119)	$4,524,230
Forecast Actuals 2025: Operating	1,250,400	428,000	(600)	(2,000)		(125,000)	80,000	10,000	(190,000)	1,050,000
Forecast Actuals 2025: Capital	(1,341,031)				(181,317)	(291,903)				(867,811)
Budget 2026 Draft: Operating	539,482	(107,588)	(18,409)	2,149		(21,773)	96,000	3,331	(269,169)	854,941
Budget 2026 Draft: Capital	(485,561)	(31,000)	(56,000)		10,920	293,019				(702,500)
Expected End of 2026	**$8,254,810**	**$700,567**	**($44,150)**	**$82,568**	**$439,383**	**$2,080,071**	**$772,866**	**$69,933**	**($705,288)**	**$4,858,861**

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 its 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 219 for details).

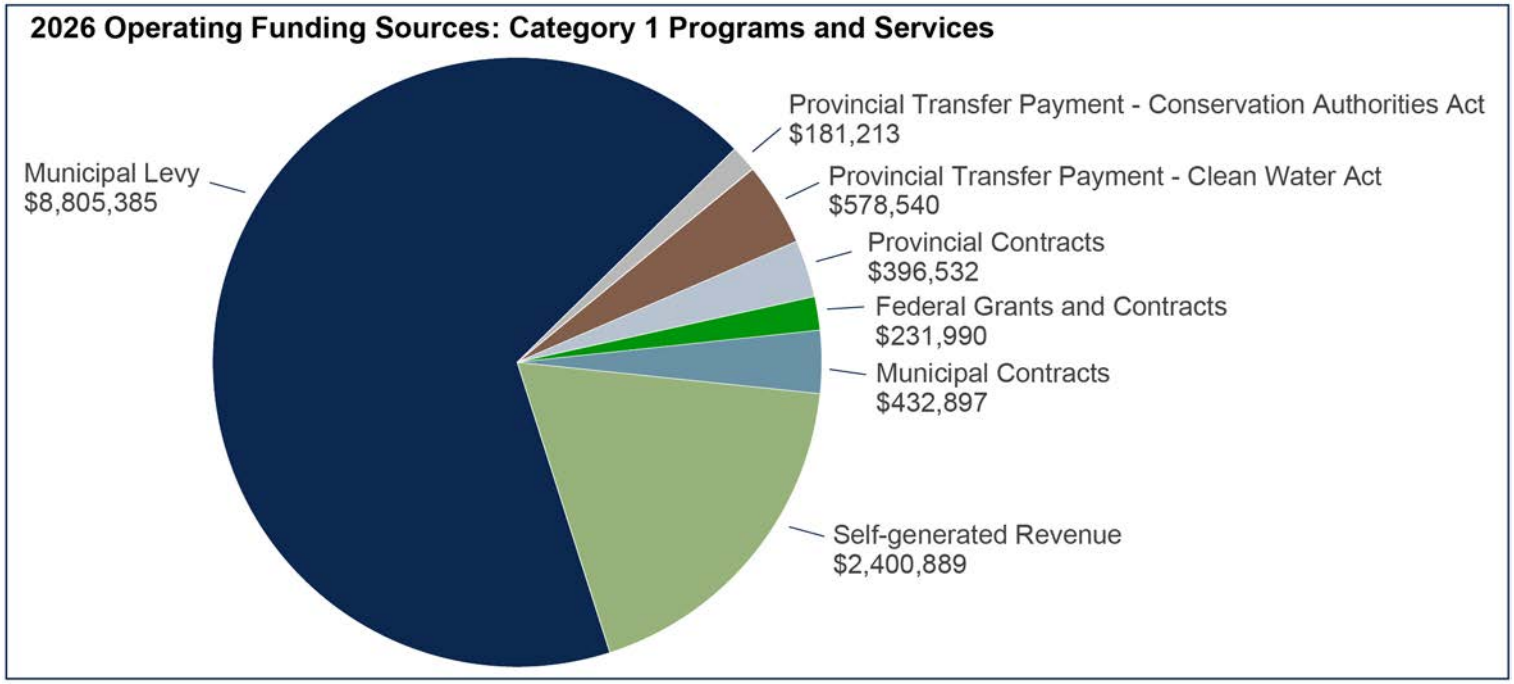


Table 9. Category 1 Operating Budget

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 Category 1
Technical and Consulting Services	$55,500	$41,340	$41,288	$3,000	$150,960	$6,500	$261,482	$560,070
Computers and Communications	23,000	101,535	24,344	2,000	35,599	1,250	331,613	519,341
Fleet-related Expenses	-	-	-	-	-	-	172,250	172,250
Insurance and Risk Management	4,334	48,222	33,677	2,220	-	1,110	267,238	356,801
Property-related Expenses	1,000	147,453	231,410	8,000	-	5,500	343,055	736,418
Staff Travel, PD, PPE, Uniforms	17,800	20,374	31,720	500	6,485	1,750	110,890	189,519
Materials and Supplies	200	65,513	63,637	2,500	200	14,450	186,550	333,050
Other Expenses	-	6,970	-	-	-	750	23,400	31,120
Depreciation Expenses	-	640,362	147,105	-	-	-	606,528	1,393,995
Corporate Allocations	515,067	750,603	460,415	63,902	58,219	66,103	(4,162,898)	(2,248,590)
Wages and Benefits	1,941,590	2,856,951	1,846,979	142,884	292,136	282,830	3,669,722	11,033,092
Total Operating Expenses	**$2,558,492**	**$4,679,322**	**$2,880,575**	**$225,006**	**$543,598**	**$380,243**	**$1,809,830**	**$13,077,066**

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.

2026 Highlights: Customer Service and Transparency Improvements

The UTRCA Planning and Regulations staff are actively working on several initiatives to enhance customer service and increase transparency. These efforts include:

- Consulting on and updating natural hazard mapping;
- Developing a new policy and procedures document that aligns with current legislation and offers greater clarity for the public;
- Implementing the recommendations provided by a third-party consultant for streamlining and improving the efficiency of planning and regulations programs and services

Water Management

The UTRCA's water management program protects people and property and supports safe development by reducing risk due to flooding and erosion. 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. Focus will be on incorporating other UTRCA assets including recreational water control structures and improving the level of detail in the completed Asset Management Plans. Operational plans will continue to be developed and maintained for all water and erosion control structures.

2026 Highlights: Hazard Map Updates Continue

The UTRCA is undertaking a comprehensive review and update of its regulated area maps. Improved base data (e.g., digital elevation data, aerial photography, and field survey data) is making the UTRCA's floodplain and erosion hazard modeling and mapping much more accurate.

Engagement with municipalities, interest-holders, and the public will focus on areas along the Thames River outside the City of London, building on recent engagement on the Thames River within the City of London. Data collection and model development will continue in tributaries of the Thames with engagement to follow.

Updating these maps enables the UTRCA and its municipal partners to use the most current information to identify hazards, assess risk, and guide land use decisions. These updates will allow for the required annual review and maintenance of hazard maps.

2026 Highlights: Hydrometric Monitoring Equipment Upgrades

Upgrades continue to water and climate monitoring equipment at stations maintained by the UTRCA. These stations are critical to flood forecasting and warning and dam operations and provide valuable historical information for hazard mapping and modelling.

Upgrades are part of a multi-year plan to replace equipment reaching the end of serviceable life. Upgrades also include changes to the telemetry used to communicate with the stations, moving away from telephone lines (which have proven to be less reliable and more expensive) and adding redundant communication methods to the dams. Environment and Climate Change Canada has been making similar upgrades to stations they maintain.



Land Management

The UTRCA manages approximately 3,200 hectares of conservation lands at Fanshawe, Wildwood, and Pittock Conservation Areas, as well as 11 additional day-use areas and an arboretum, in partnership with local service clubs and municipalities. These lands support passive recreational use while requiring ongoing risk management, encroachment monitoring, and enforcement activities.

In addition, over 2,000 hectares of rural lands—including 1,500 hectares of wetlands—are maintained to ensure long-term natural heritage protection. Land management activities include forest management, restoration, stewardship, ecological monitoring, signage, and access control.

To meet the requirements of the Conservation Authorities Act and Ontario Regulation 686/21, the UTRCA has developed a Conservation Areas and Lands Strategy, alongside a Land Inventory and a Land Acquisition and Disposition Policy. These foundational documents establish clear guiding principles and objectives for the management of all UTRCA-owned and managed lands.

An accompanying Lands Strategy Implementation Plan outlines a 10-year framework for action, with tailored management recommendations for different land categories (e.g., rural conservation areas, wetlands, large conservation areas). The Strategy reflects a comprehensive approach that balances conservation, sustainable land use, and community engagement, offering a clear vision for future land stewardship and collaboration with watershed municipalities, residents, and partners.



2026 Highlights: Procedures Updates

UTRCA land management staff continue to advance a range of strategic and operational initiatives to guide the effective management and stewardship of our conservation lands. Information gathering and asset inventory are already underway, supporting ongoing planning efforts focused on the development and implementation of comprehensive management plans for rural conservation areas, as well as key strategies related to trails, enforcement, encroachment, encampments on UTRCA lands, risk management, invasive species, and accessibility.

Staff are also updating procedures such as the Tree Risk Assessment and Pesticide Use Guidelines to ensure alignment with best practices and regulatory requirements.

Provincial Water Monitoring

The UTRCA monitors surface water at 24 Provincial Water Quality Monitoring Network (PWQMN) sites monthly (March to October). 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 Conservation Authorities. The UTRCA uses the data in the watershed report cards and to prioritize stewardship projects.



The UTRCA monitors groundwater quantity and quality in 27 wells at 22 Provincial Groundwater Monitor Network sites in cooperation with MECP. There are 22 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.

2026 Highlights: MECP Pilot Project

Seven PWQMN sites were selected for a pilot program with the MECP to test for Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) in March of 2026. PFAS are synthetic chemicals used in industrial and consumer products that have potential adverse impacts on human health and the environment. This pilot project will be useful in assessing their presence in our watershed.

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.

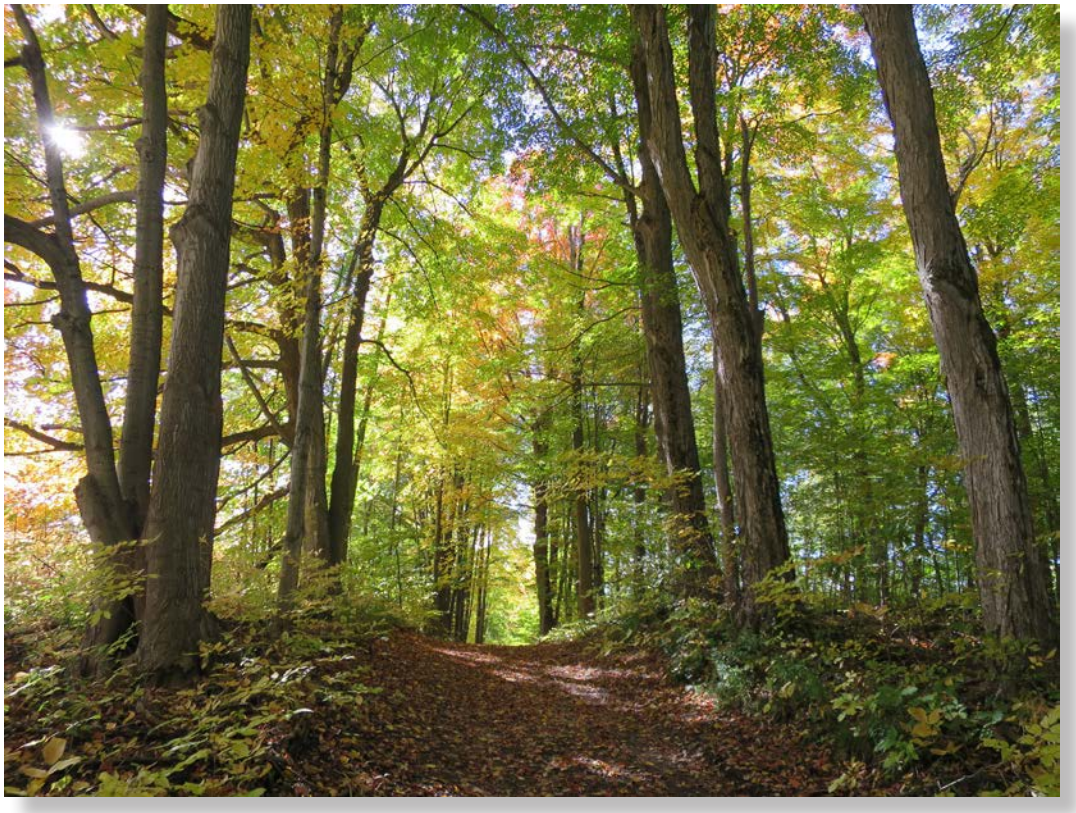


2026 Highlights: Source Protection Awareness

Drinking Water Source Protection staff are working to increase awareness on the importance of protecting our sources of drinking water by:

- Participating in public events with a Drinking Water Source Protection booth,
- Modernizing websites and updating fact sheets and Source Protection Plan policies to reflect changes to Provincial guidance for assessing risks to sources of drinking water in Ontario,
- Providing source water protection advice and technical expertise to partner municipalities.

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 was developed with input from UTRCA staff, watershed municipalities, Indigenous communities, interest holders, and the public. Staff have identified priority projects to be undertaken to address issues and mitigate risks in mandatory programs and services. Key priority projects to be initiated in 2026 include the development of a Climate Change Adaptation Strategy and an Indigenous Engagement Strategy.

2026 Highlights: Indigenous Engagement

Development of a long-term and on-going Indigenous Engagement Strategy ensures Indigenous Peoples are active partners in watershed initiatives. This strategy will be initiated in 2026 and be tailored to the distinct needs and perspectives of different Indigenous communities and integrated into UTRCA's operations to ensure Indigenous perspectives are consistently incorporated into decision-making processes.

These actions will:

- Help staff identify shared goals and partnership opportunities (including accessing funding) for watershed health, conservation, and enjoyment of natural spaces.
- Create improved capacity for the UTRCA to help community and municipal partners identify and reach goals around Indigenous engagement and Truth and Reconciliation.



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 legislation, all corporate costs are mandatory (Category 1) costs and therefore, eligible for full levy funding. The UTRCA allocates program-specific corporate costs to programs and services in all three Categories. These allocated costs include property insurance, IT services, costs to operate administration buildings, finance and human resources costs, communications and marketing costs, and shared fleet and equipment costs.

The budget format illustrates that $2,248,591 in corporate costs is allocated to the following categories of programs, which are not funded by municipal levy:

- $308,334 to Category 2 programs,
- $1,262,054 to Category 3 programs, and
- $678,203 to the campground operations (other Category 3).

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

2026 Highlights: Ongoing and Planned

- Efforts will continue to modernize and streamline online collaboration tools. The project will ensure staff are trained in the Microsoft 365 environment; implement a document retention schedule for compliance; and migrate key documents.
- Implementation of the Assets module of the Enterprise Asset Management Platform will continue with an emphasis on data collection, validation of values and asset condition assessments.
- Implementation of electronic timesheets will improve payroll processing efficiency and provide information to facilitate program planning, budgeting and reporting.
- The UTRCA has once again enrolled in the Health and Safety Excellence Program with four new topics chosen: Health and Safety Communication, Incident Investigation and Analysis, Hazard Reporting and Contractor Management with the goal to submit policy and programs to the Workplace and Safety and Insurance Board by June 2026.
- A comprehensive review of personnel regulations will be undertaken to identify gaps and to implement updates to reflect changes in legislation.
- An evaluation of compensation and benefits will be implemented.
- Indigenous Competency Training, initiated late in 2025, will continue into 2026 and involve members of the Board of Directors and all permanent, long-term and seasonal staff.

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).

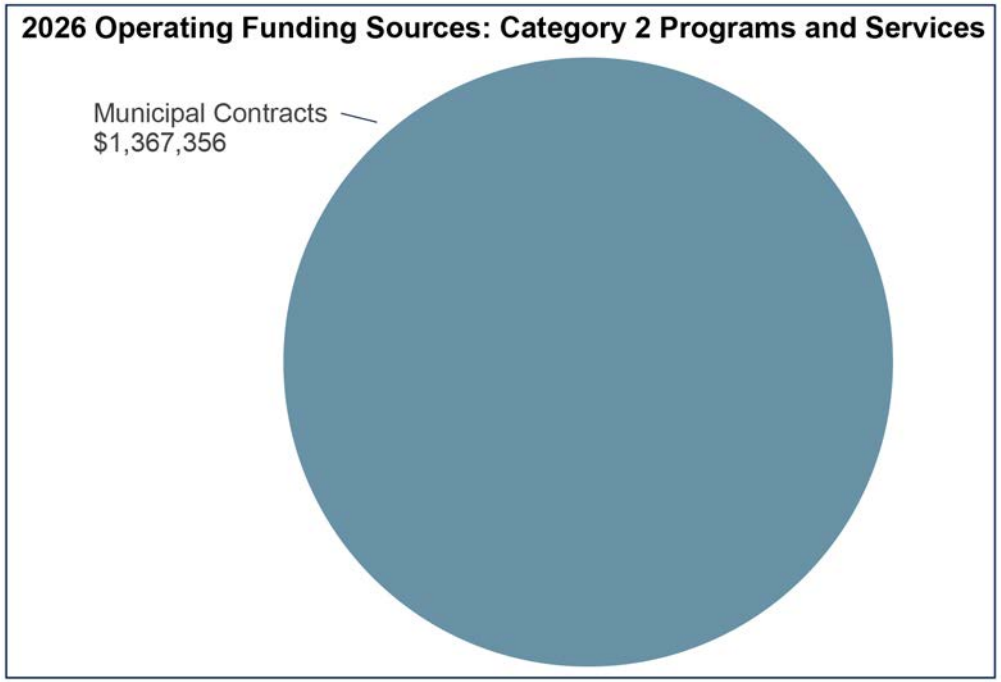


Table 10. Category 2 Operating Budget

Expenses by Type	City of London Water Quality Monitoring	City of London Environmentally Significant Areas/ Lands Management	Drinking Water Source Protection Risk Management	Total Category 2
Technical and Consulting Services	-	$2,500	$30,651	$33,151
Computers and Communications	-	3,400	15,800	19,200
Fleet-related Expenses	-	-	-	-
Insurance and Risk Management	-	-	1,535	1,535
Property-related Expenses	-	51,175	800	51,975
Staff Travel, PD, PPE, Uniforms	-	15,050	1,400	16,450
Materials and Supplies	$2,000	129,200	-	131,200
Other Expenses	-	-	-	-
Depreciation Expenses	-	-	-	-
Corporate Allocations	28,259	241,940	38,136	308,334
Wages and Benefits	69,758	604,021	128,402	802,180
Total Operating Expenses	**$100,017**	**$1,047,285**	**$216,723**	**$1,364,025**

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 11 partner municipalities.



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.

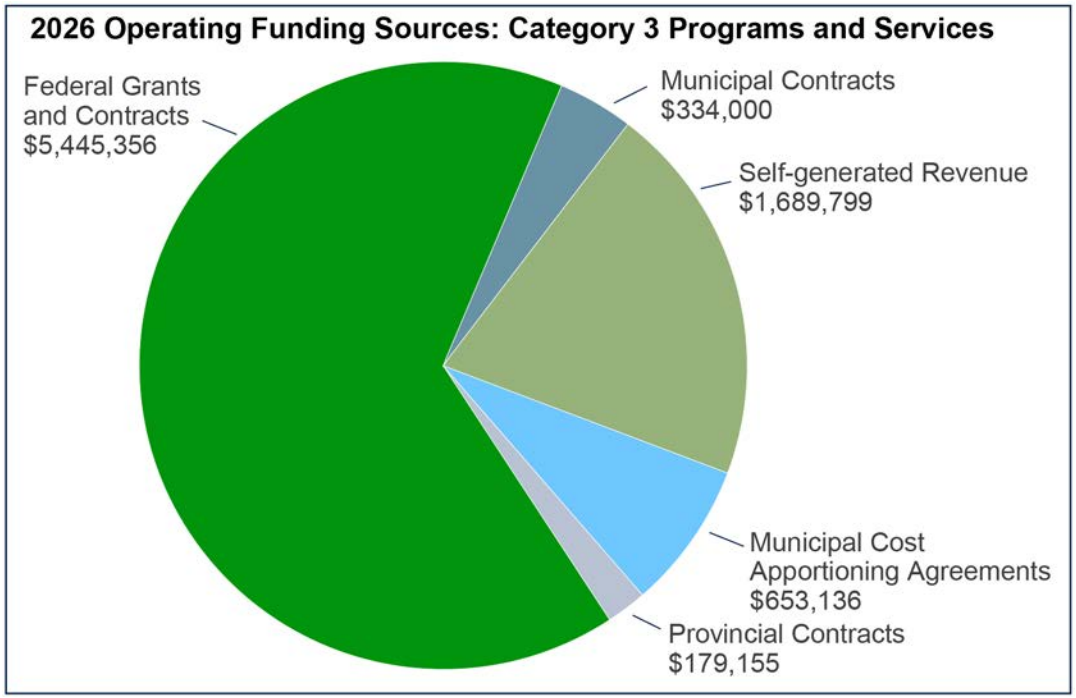


Table 11. Category 3 Operating Budget

Expenses by Type	Community Partnerships and Education	Water Quality Database Management	Ecological Monitoring	Land Stewardship Programs	Land Lease Management	Total Category 3
Technical and Consulting Services	$13,660	$93,080	$11,563	$97,800	$43,500	$259,603
Computers and Communications	4,720	(1,081)	8,731	5,450	2,110	19,930
Fleet-related Expenses	-	-	-	900	525	1,425
Insurance and Risk Management	2,225	-	145	2,402	11,258	16,030
Property-related Expenses	27,760	-	5,000	230,350	315,331	578,441
Staff Travel, PD, PPE, Uniforms	8,080	800	10,950	18,700	6,185	44,715
Materials and Supplies	99,355	-	12,200	276,175	35,927	423,657
Other Expenses	18,580	-	30,000	3,547,500	8,000	3,604,080
Depreciation Expenses	-	4,914	1,584	-	14,528	21,026
Corporate Allocations	198,867	10,619	133,196	882,375	36,997	1,262,054
Wages and Benefits	619,019	26,535	369,829	1,111,664	212,608	2,339,655
Total Operating Expenses	**$992,266**	**$134,867**	**$583,197**	**$6,173,316**	**$686,969**	**$8,570,615**

Table 12. Category 3 Municipal Cost Apportioning Agreements

Municipality	2025 MCVA %	2026 MCVA %	Category 3 Cost Apportionment
Oxford County	17.0065	17.0724	$111,506
London	64.0489	64.0342	418,230
Lucan Biddulph	0.3565	0.3600	2,351
Thames Centre	3.2460	3.1983	20,889
Strathroy Caradoc	-	-	0
Middlesex Centre	2.4722	2.4836	16,221
Stratford	7.1709	7.1653	46,799
Perth East	1.4128	1.4178	9,260
West Perth	1.4617	1.4575	9,520
St Marys	1.4630	1.4696	9,598
Perth South	1.1591	1.1397	7,444
South Huron*	*0.2024*	*0.2016*	*1,317*
Zorra	-	-	0
South-West Oxford	-	-	0
Total	**100**	**100**	**$653,136**

*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.

2026 Highlights: Community-based Watershed Stewardship

Plans for 2026 include working with the City of Woodstock on the naturalization of the former Cedar Creek Golf Course lands. Local community group members, businesses and school students will be involved in the implementation of wetland creation, tree and pollinator planting, and invasive species control. Similarly, trail and instream habitat improvement projects will continue at Hodges Pond with a new funding commitment from Gunns Hill Ltd Partnership. In Middlesex Centre, the Friends of Medway are improving the riparian corridor along the creek with shrub and tree planting and community events.

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 UTRCA Conservation Areas and properties, local natural areas, school yards/in class, and virtually.



2026 Highlights: Water Festival and Wetland Education

The UTRCA will be coordinating the presentation of the London-Middlesex Children’s Water Festival at Fanshawe Conservation Area in 2026. The festival will involve more than 15 community groups, agricultural organizations, the City of London, provincial ministries, school boards, the health unit, businesses, and neighbouring Conservation Authorities. The event will host 3600 students and present a public family night that attracts over 2500 participants.

A wetlands education program will be initiated at the Brick Ponds Wetland in Woodstock accompanied by continued wetland improvement work on site.

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. Windbreaks and land retirement plantings reduce erosion, increase natural cover and habitat, and build climate change resilience across the watershed. 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. UTRCA forestry program collaborates with organizations like Forests Canada and Tree Canada to support the implementation of federally funded initiatives. Additional support from municipalities, agencies, private donations and other partners enables the delivery of tree planting services across the watershed and facilitates additional programming (Tree Power, Memorial Forestry, community plantings).

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. The program supports forestry and restoration projects and offers in-field technical advice and planning centred around erosion control, which includes land management changes or structural options.



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. UTRCA has implemented a second demonstration farm highlighting on-farm drainage water recycling, in the Township of Perth South near Wildwood Conservation Area.

2026 Highlights: Thames River Phosphorus Reduction Program

In late 2024, the UTRCA entered into an agreement with the Canada Water Agency to deliver a four-year program. This initiative is identifying areas of the watershed that contribute higher amounts of phosphorus to the Thames River and delivering a BMP implementation program to address the priority areas. The initiative is establishing comprehensive water quality sampling across UTRCA subwatersheds to track seasonal variations and trends in phosphorus concentrations across the watershed. There are also 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.

2026 Highlights: Southern Ontario Species At-Risk Reptiles Program

For over 30 years, the Southern Ontario At-Risk Reptiles (SOARR) program has made an impact on reptile conservation in our region, slowing population declines, restoring habitat and building strong partnerships. It is an internationally recognized effort that helps safeguard Canada's largest known populations of several endangered and threatened reptiles. The visibility of the Species at Risk programs (aquatic and terrestrial) play a key role in building public support for other services. Landowners are actively involved in habitat protection, schools and students benefit from hands-on field experiences, and volunteers are enthusiastic about contributing to data collection.

Property Lease Management

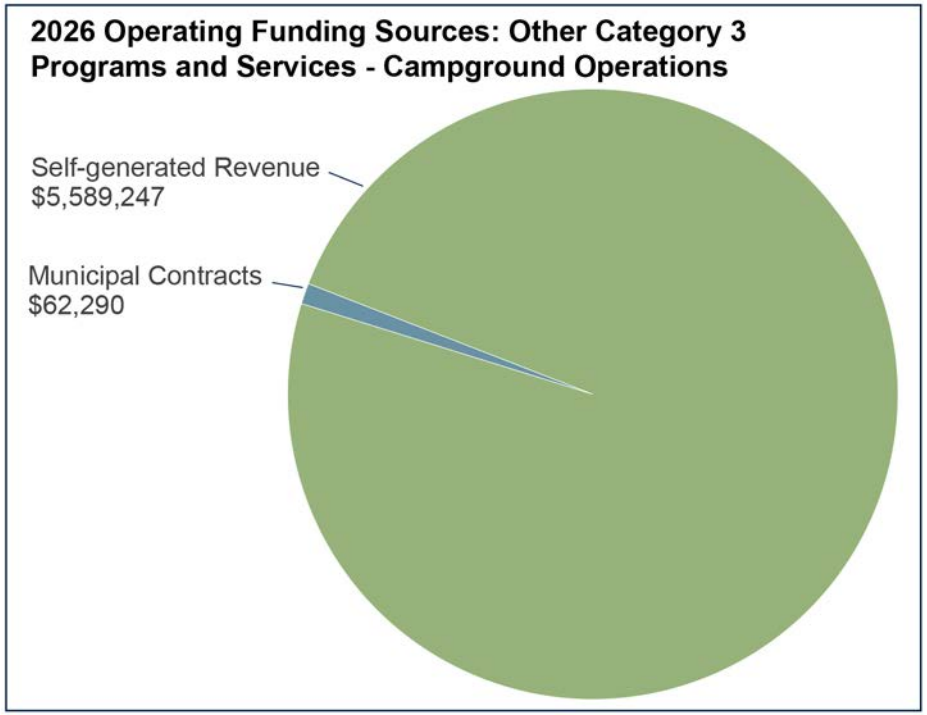
The UTRCA manages a range of revenue-generating land use agreements, including land leases, rental properties, partnerships with service clubs, and three golf course land leases. These activities provide a valuable source of funding that supports general land management functions and contributes to capital improvements and facility maintenance.

Other Category 3 - Campground Operations: Budget

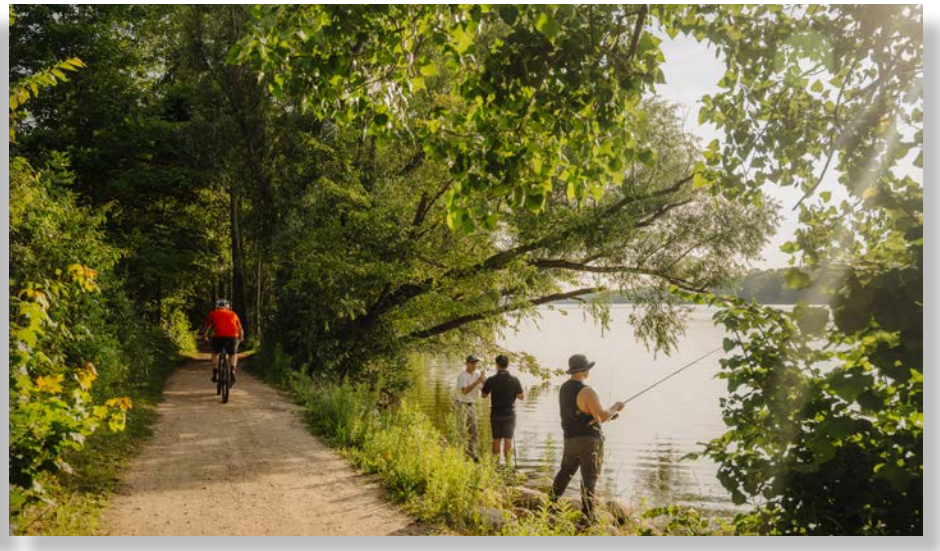
Campground operations are also Category 3 programs and services but are not included in municipal cost apportioning agreements as their funding is self-generated.

Table 13. Other Category 3 (Campground Operations) Operating Budget

Expenses by Type	Cost
Technical and Consulting Services	$203,165
Computers and Communications	24,070
Fleet-related Expenses	2,250
Insurance and Risk Management	87,897
Property-related Expenses	864,774
Staff Travel, PD, PPE, Uniforms	50,461
Materials and Supplies	316,294
Other Expenses	-
Depreciation Expenses	123,429
Corporate Allocations	678,203
Wages and Benefits	2,446,053
Total Operating Expenses	**$4,796,596**







Other Category 3 Programs and Services - Campground Operations: Overview

The UTRCA operates three large, multi-use Conservation Areas: Fanshawe, Pittock, and Wildwood. These sites provide a range of recreational opportunities, including camping and day-use activities, and serve as key locations for public education and the promotion of watershed conservation.

Campground operations across the three Conservation Areas include approximately 1,000 seasonal and 500 overnight campsites, more than 55 kilometres of managed trails, and three major day-use areas. These areas also host numerous community events annually, supporting both recreation and public engagement objectives.

2026 Highlights: Campground Infrastructure Improvements

To support and enhance these services, significant infrastructure investments are being planned, designed or are currently underway, including major upgrades to campground roads and electrical systems, as well as enhancements within our day-use areas. The revitalization of the Watson Porter Pavilion has transformed it into a premier venue for weddings and corporate events within a natural setting.



At Fanshawe Conservation Area, the completion of the Day-Use concept plan will introduce open, accessible green spaces designed to accommodate thousands of visitors each season. In addition, construction is set to begin this winter on the revitalization of the former Lakeview Pavilion. This new development will establish this area as the heart of Fanshawe's day-use experience, featuring new docks for watercraft rentals, a scenic patio and seating area, and additional visitor amenities.

Recognizing the age of much of our existing infrastructure, staff have prioritized comprehensive renewal efforts to ensure our facilities meet the needs and expectations of both current and future visitors—providing excellent value and creating a stronger, more welcoming experience for all to learn and enjoy.

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.

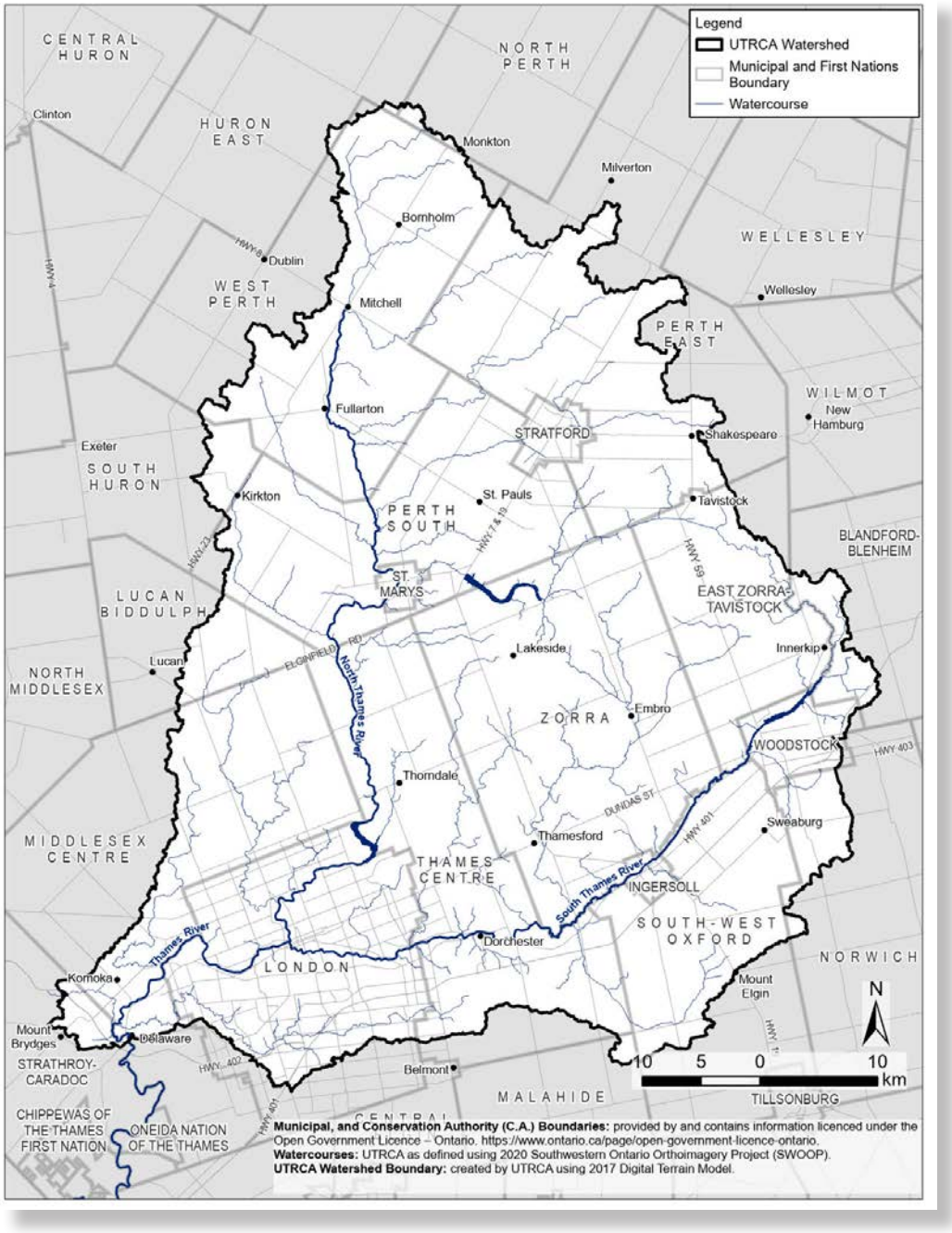
Our Vision, Mission, and Values

Vision: Communities engaged in a healthy, resilient environment.

Mission: To conserve and protect the watershed through science, education, policy, action, and experiences in nature.

Values:

- We model and encourage sustainable, innovative stewardship of the watershed.
- We partner to protect and promote a healthy environment and resilient communities.
- We act with transparency and accountability and root our work in science.





HPPH 2025-2027 Budget Package

for Obligated Municipalities

The Health Unit is required to submit a balanced budget to the Ministry of Health. In order to balance the budget with employee compensation and operating expenses rising above revenue increases of 1% the Health Unit, is required to find annual cost savings.

In 2024 the Board of Health approved a budget based on the 1% increase in funding for mandatory cost shared programs and included the difficult decision to remove 13.5 FTE from our organizational structure, it included removal of unionized and management positions.

In 2025 the board of health continued to receive 1% from the province for mandatory cost shared programs and again was faced with the difficult decision to remove positions from the budget. 7.6 FTE in both union and management positions were removed which impacted multiple programs.

The 2026 approved budget for the health unit included a third year of the removal of positions from the organization. It included non-union, management and unionized positions. The budget includes a 1% increase in revenue from the Ministry for mandatory cost shared programs.

The Health Unit has received draft Ontario Public Health Standards (OPHS), which identify the expectations for public health programs and services to be delivered by Ontario Boards of Health. Huron Perth Health Unit was anticipating the updated standards would be finalized by now but are still waiting. This information helps support budget decisions.

Also, The Ministry of Health is undertaking a public health funding review; it is anticipated to be communicated in 2026 and implemented in early 2027-2028.

Capital Projects are 100% paid for by the province and are therefore not included in this budget.

For 2026 the Board has approved a 1% increase to Mandatory cost shared programming which includes a 1% increase in Municipal funding from the obligated Municipalities.

Below is the Board approved Budget for 2026 to 2028 with revenue and expenses.

2026-2028 budget

Revenue		2026		2027		2028
Ministry of Health		1%		1%		1%
Mandatory	$	11,437,989	$	11,552,369	$	11,667,893
MOH Compensation	$	105,000	$	105,000	$	105,000
OSDCP	$	948,300	$	948,300	$	948,300
Mitigation	$	-	$	-		
Municipal Funding	$	3,224,460	$	3,256,705	$	3,289,272
City of Stratford	$	748,413	$	781,609	$	789,425
Huron County	$	1,385,258	$	1,400,383	$	1,414,387
Perth County	$	941,815	$	911,877	$	920,996
Town of St Marys	$	148,972	$	162,835	$	164,464
MCCSS	$	1,609,120	$	1,609,120	$	1,609,120
CPNP	$	67,390	$	67,390	$	67,390
IPAC	$	270,000	$	270,000	$	270,000
Other Revenue						
Visa Cash Back	$	15,000	$	15,000	$	15,000
Other Revenue	$	322,515	$	105,000	$	105,000
Total Revenue	$	17,999,774	$	17,928,884	$	18,076,975

Expenses		2026		2027		2028
Salaries	$	11,588,446	$	11,547,414	$	11,671,542
Benefits	$	3,550,497	$	3,434,154	$	3,371,370
Accrual	$	241,152	$	301,440	$	361,728
Travel	$	264,585	$	267,231	$	269,903
Professional Services	$	651,798	$	658,316	$	664,899
Program Supplies	$	294,590	$	297,536	$	300,512
Staff Education	$	138,134	$	139,515	$	140,910
Memberships	$	16,165	$	16,327	$	16,490
Property Expenses	$	584,038	$	589,878	$	595,777
Administration Expenses	$	362,719	$	366,346	$	370,010
IT	$	307,651	$	310,728	$	313,835
Total Expenses	$	17,999,775	$	17,928,884	$	18,076,975

To:	Municipal Shared Services Committee
Meeting Date:	November 20, 2025
Prepared By:	Mike Adair, Chief of Paramedic Services
Subject:	Municipal Shared Services (MSSC) Paramedic Budget Update 2026

Recommended Action:
THAT The Municipal Shared Services receives the "Municipal Shared Services (MSSC) Paramedic Budget Update 2026" report for information.

Executive Summary:
This report provides an overview of the priorities and budget drivers for Perth County Paramedic Services in 2026.

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 11,700 emergency calls 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' 2026 budget.

Comments:
This report highlights the priorities and pressures of the 2026 budget year. All aspects of the budget are subject to Council approval as we continue to work through the budget process.

2025 Accomplishments:
- Implemented a new reporting structure using FirstWatch to enhance demand analysis and operational oversight.

- Commenced work on a departmental Master Plan to guide future service delivery.
- Supported Emergency Management through program secondment to advance objectives and public education.
- Onboarded new paramedics to address staffing needs 20 paramedics during fall of 2025.
- Training paramedics on new defibrillator cardiac monitors.
- Updated paramedic equipment bags to improve efficiency and patient care.
- Advanced peer support and mental health strategies for staff wellness.
- Launched an attendance awareness program balancing wellness and accountability.
- Initiated collective agreement negotiations with the union.
- Began discussions with North Perth on the Listowel response station.
- Implemented an offload delay mitigation program in partnership with HPHA.
- Continued to expand Community Paramedicine and Mobile Integrated Health, focusing on health equity and partnerships with HPHA, Public Health, and Stratford Social Services.

2026 Priorities:

- Finish and present Master Plan to Council to align on strategic direction.
- Work with the province to introduce Medical Priority Dispatch System (MPDS). This new triage system will also mean we will be refreshing our tiered response agreements with various municipalities.
- Bringing forward a report on options to replace the Listowel response station.
- Monitoring community needs through ongoing deployment analysis.
- Continuing to invest in responder wellness and retention strategies.
- Enhancing vehicle safety through improved driver feedback systems.
- Refreshing the Public Access Defibrillator program to maintain community readiness.
- Reviewing the CEMC program and providing recommendations for 2027.

2026 Budget Drivers:

- WSIB costs remain high. We continue to invest in a robust wellness strategy including training, peer support, and cultural initiatives. We are also working with HR and external advisors to strengthen our approach and advocacy with WSIB.
- Anticipated increases in backfill hours due to parental/maternity leaves, with a forecast of 3,000 additional hours based on 2025 trends. Vacation allotments will also be reviewed.
- Union negotiations for a new contract starting January 1, 2026, will impact wage-related costs.

- 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.

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 attachment.

Others Consulted:
Finance

Connection to Strategic Plan:
Growth & Economic Development
Regionalization & Service Effectiveness
Customer Service Excellence
Community Development & Planning
Corporate Sustainability

Attachments:
MSSC PS Operating Budget - 2026-2028 v2

Reviewed By:
Lori Wolfe, CAO
Corey Bridges, Director of Finance / Treasurer

County of Perth

PARAMEDIC SERVICES

2026 - 2028 OPERATING BUDGETS

	2025 Budget	2026 Budget	2026 % Change	2027 Budget	2027 % Change	2028 Budget	2028 % Change
Total Revenues	$11,528,816	$12,096,944		$12,587,229		$13,087,583	
Salaries and Benefits	15,319,352	16,223,241		17,317,735		18,359,965	
Program Expenses	1,344,008	1,600,473		1,561,089		1,606,089	
Interdepartmental Charges - Overhead	1,896,527	2,029,733		2,082,083		2,219,218	
Interdepartmental Charges - Facilities Rent	957,000	1,003,000		1,050,000		1,091,000	
Interdepartmental Charges - Fleet Rent	1,040,000	1,140,000		1,240,000		1,340,000	
2025 Capital Transfers	245,000						
2026 Capital Transfers		280,000					
2027 Capital Transfers				315,000			
2028 Capital Transfers						350,000	
Total Expenses	20,801,887	22,276,447	7.1%	23,565,907	5.8%	24,966,272	5.9%
Net Municipal Share	9,273,071	10,179,503	9.8%	10,978,678	7.9%	11,878,689	8.2%
2025							
City of Stratford (40.69%)	3,773,213						
Town of St. Marys (8.14%)	754,828						
County of Perth (51.17%)	4,745,030						
2026							
City of Stratford (40.62%)		4,134,914					
Town of St. Marys (8.16%)		830,647					
County of Perth (51.22%)		5,213,941					
2027							
City of Stratford (40.62%)				4,459,539			
Town of St. Marys (8.16%)				895,860			
County of Perth (51.22%)				5,623,279			
2028							
City of Stratford (40.62%)						4,825,123	
Town of St. Marys (8.16%)						969,301	
County of Perth (51.22%)						6,084,265	

Perth County
Cultivating Opportunity

Report
Municipal Shared Services Committee

To:	Municipal Shared Services Committee
Meeting Date:	November 20, 2025
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 2025. This report also provides budget information as required by the Municipal Shared Services Committee.

Comments:
Court Scheduling
All remaining trial dockets are fully booked for the remainder of the year. There were nine additional court dates provided for the year to assist with scheduling pressures which is in addition to the regular court schedule. The Regional Senior Justice of the Peace office has approved the release of the first six months of the 2026 POA court calendar. Early resolution meetings are booked through January by court services staff.

Monthly Pending Caseload
The following table shows the average monthly pending caseload to the end of August for each year.

Year	Pending Caseload
2025	1,515
2024	1,900
2023	2,185
2022	1,596
2021	1,440
2020	1,015

Court Appearances

The table below shows the court appearances to the end of August.

Year	Court Appearances
2025	6,550
2024	7,336
2023	6,696
2022	6,094
2021	5,724
2020	3,828

Charges Filed

The following table shows a comparison of the last six years for charges filed.

Year	Charges Filed
2025	6,571
2024	6,801
2023	7,476
2022	6,804
2021	6,646
2020	5,547

Revenue

The table below shows the fines collected to the end of August for each year.

Year	Revenue
2025	$1,214,630
2024	$1,915,629
2023	$1,213,409
2022	$1,209,869
2021	$968,540
2020	$744,498

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	3.62%
City of Stratford	28.67%
County of Perth	67.71%

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. As always, revenue is difficult to predict. The Net Municipal Share for 2025 is projected to be 46% higher than the original budgeted amount of $56,036.

This increase reflects ongoing fluctuations in fine distributions and aligns with recent trends—for instance, the 2024 payout exceeded projections by more than 1,691%. It also reflects cost savings and improved expense efficiency resulting from staffing changes and operational adjustments. Notably, fine revenue in 2025 is currently tracking below budget, further illustrating how unpredictable this revenue stream can be from year to year.

Prosecution expenses within the POA budget are projected to be lower than budgeted for 2025, primarily due to staffing turnover earlier in the year. As approved in the 2025 budget, the Prosecutor role was transitioned in-house, replacing the previous contracted service model with the County. This restructuring was designed to:

- Improve operational efficiency
- Reduce long-term costs
- Prepare for the anticipated download of Part III charges.

In addition to staffing, external factors have contributed to budget variances. For example, fines paid to other court areas have decreased, an uncontrollable variable that affects net revenue. Despite these adjustments, the overall program expenses remain stable, with changes primarily reflecting internal realignments and external cost shifts.

Deficits are not anticipated from 2026 through 2028. The Net Municipal Share continues to decrease each year, and the budget remains sensitive to fluctuations—particularly because fine revenue can be difficult to predict.

As part of the 2025 year-end forecast, a contingency allocation of approximately $9,000 has been included under County Administration Costs in Schedule “B” of the Inter-Municipal Service Agreement. This brings the reserve balance to approximately $119,000 by the end of 2025.

This contingency approach provides flexibility and financial stability, ensuring the program can absorb fluctuations without impacting service delivery.

Please note that this is a draft budget only as Perth County Council has not yet had the opportunity to review or approve the 2026 budget.

County of Perth
PROVINCIAL OFFENCES
2026 - 2028 OPERATING BUDGET

	2025 Budget	2025 Projected Actuals	2026 Budget	2026 % Change	2027 Budget	2027 % Change	2028 Budget	2028 % Change
Revenues	$1,839,000	1,777,959	$1,907,000		1,931,000		1,957,000	
Salaries and Benefits	633,517	666,984	661,958		687,809		711,394	
Prosecution Expense	252,074	202,380	285,651		296,366		307,008	
Program Expenses	287,618	198,112	293,787		294,814		297,833	
Interdepartmental Charges - Overhead	176,740	176,740	182,346		185,814		190,380	
Interdepartmental Charges - Rent	103,906	103,906	114,351		114,351		114,351	
Transfer to Reserve for Technology Upgrade								
Paid to the Province	329,109	347,929	329,109		329,109		329,109	
Net Municipal Share	56,036	81,908	39,798	(29.0%)	22,737	(42.9%)	6,925	(69.5%)
2025 - Est. based on Current Year %								
City of Stratford (28.02%)	15,701	22,951						
Town of St. Marys (3.69%)	2,068	3,022						
County of Perth (68.29%)	38,267	55,935						
2026-2028								
City of Stratford (5 yr average = 30.12%)			11,987					
Town of St. Marys (5 yr average = 4.13%)			1,644					
County of Perth (5 yr average = 65.75%)			26,167					

Others Consulted:

Daniel Hubbard, Senior Financial Analyst/Deputy Treasurer

Connection to Strategic Plan:

Regionalization & Service Effectiveness
Customer Service Excellence

November 12, 2025

Municipal Shared Services Committee
C/O André Morin, CAO, City of Stratford
(delivered via email to JAkins@stratford.ca)

People First
Spruce Lodge
Long Term Care

Dear André,

Re: Spruce Lodge 2026 Budget

Please find attached the Board Finance Committee approved 2026 Operating and Capital Budgets for Spruce Lodge Long-Term Care, along with accompanying notes and schedules.

We are pleased to report that for 2025 we anticipate a contribution to operating reserves greater than budgeted, which will assist in restoring reserves to targeted levels on schedule by the end of 2026.

As previously reported, in recent years, legislative changes introduced escalating minimum resident-care staffing levels and new administrative penalties for non-compliance. We are pleased to note that, through partnerships with the Province and the Avon Maitland District School Board, we have successfully strengthened our staffing complement to the point that we are meeting the standards and the use of third-party agency services has been virtually eliminated.

For 2026, total operating revenues increase by approximately 6.1 percent over 2025, largely to support these higher staffing levels now required for Long Term Care. As you may be aware, we are also completing a 3 year plan to replenish reserves needed to protect against fluctuations in Level-of-Care funding and potential labour-cost adjustments, as well as to bring our sick bank reserves back to the targeted level of 85% funded. We returned to the bargaining table with CUPE in 2025 in an effort to reach a settlement for 2024 and 2025; however, we were unable to agree on terms. An arbitration hearing has been scheduled for August 19, 2026, and we may not know the outcome or associated financial implications until late 2026 or early 2027.

The attached 2026 capital budget reflects our plan to increase the municipal contribution to $500K by 2027 with a stepped increase to $470K for 2026. We await further guidance from the Ministry of Long-Term Care regarding the continuation of Minor Capital Funding. Should that funding not be renewed, our multi-year plan and Capital Reserve Fund Projection will require review. As indicated in the attached 10-year projection, capital reserves are projected to run close to the line for 2026 and 2027, but will start to build in the coming years. We also anticipate updating our Building Condition Assessment Report in 2026, which may also impact our plan in the coming

years. The Spruce Lodge Board remains committed to maintaining a fully funded reserve plan and will work to address any shortfall as necessary.

Please advise if any clarification or additional information is required prior to the Municipal Shared Services Committee meeting. Otherwise, our Director of Finance, David Schlitt, and I will attend virtually on Thursday, November 20th at 1:30 p.m. to present and respond to questions from Committee members.

Yours truly,

Peter L. Bolland
Administrator
Spruce Lodge Campus of Care

cc: Spruce Lodge Board of Directors

Spruce Lodge Home for the Aged
2026 Operating and Capital Budget
Comments and Assumptions

To be presented to the Board of Directors on November 19, 2025

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 2026 budget year is summarized as follows:

Budget Year	2026	2025	$ Change
Operating Funding	$2,293,747	$1,911,456	$382,291
Capital Funding	$470,000	$440,000	$30,000
Active Living Centre Funding	$20,876	$20,268	$608
Total Funding Request	**$2,784,623**	**$2,371,724**	**$412,899**

The following table summarizes the total funding request allocated to our three Municipal funding partners, with comparison to 2025:

Allocation to Municipalities	2026	2025	$ Change
County of Perth	$1,426,284	$1,213,611	$212,673
City of Stratford	$1,131,114	$965,054	$166,060
Town of St. Marys	$227,225	$193,059	$34,166
Total Funding Request	**$2,784,623**	**$2,371,724**	**$412,899**

Executive Summary – Operating Budget

For the year ending December 31, 2026, we are presenting a break-even budget, after a budgeted transfer of $105,000 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 $617,600.

Total Expenses are budgeted to increase by $1,100,235, primarily due to budgeted increases in Salaries and Benefits expenses.

Our budgeted Statement of Revenue and Expenses for the year ending December 31, 2026 is summarized on Page 8.

Our detailed comments follow.

Revenues

Total budgeted revenues for 2026 are $999,891 higher than 2025 budget, which represents a 6.1% increase.

Resident Revenues and Ministry of Long-Term Care Revenues are set by the Ministry of Long-Term Care.

Resident Revenues

- Total Resident Revenues are $133,700 higher than 2025 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 2025, the Ministry announced that effective July 1, 2025, the resident co-payment for basic and preferred accommodations would increase by 2.4%.
- We have set our Resident Revenue budget for 2026 based on the published rates that became effective on July 1, 2025 and assumed that the rates will similarly increase by 2.4% on July 1, 2026.
- We have assumed that the Lodge will continue to be fully occupied in 2026. 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, 2025, Spruce Lodge received the following increases to its envelope and level of care funding:

Funding Category	April 1, 2025	April 1, 2024	% Increase
Nursing and Personal Care	$110.33	$108.16	2.0%
Program and Support Services	$13.16	$12.90	2.0%
Nutritional Support (Raw Food)	$13.44	$13.07	2.8%
Other Accommodation	$65.36	$64.07	2.0%
Global Level of Care	$7.94	$7.79	1.9%
Total Level of Care Per Diem	**$210.23**	**$205.99**	**2.1%**

In consideration of the past year's percentage, we have assumed for our 2026 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.

Our budget also considers increases in the funding for Staffing Supplements and for the Personal Support Worker Permanent Wage Enhancement.

Staffing Supplements

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, 2025, both the Registered Nurse, Registered Practical Nurse and Personal Support Worker Staffing Supplement and the Allied Health Professional Staffing Supplement increased by 3%. We have assumed a similar percentage increase as at April 1, 2026.

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.

Personal Support Worker Permanent Wage Enhancement

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.

In April, 2025, the funding for the Personal Support Worker Permanent Wage Enhancement increased by 1.5%. We have assumed a similar percentage increase as at April 1, 2026.

Municipal Contribution to the Operating Budget

- Our Operating Budget proposes a $382,291 increase over the 2025 contribution.
- The allocation of the Municipal Contribution between the three funding partners is based on information provided to us regarding the 2026 percentage allocation.
- This contribution represents the third and final step in our three-year plan to restore our Level of Care and Sick Bank Reserves to pre-pandemic levels and is consistent with the plan shared three years ago.

Expenses

Total budgeted expenses for 2026 are $1,100,235 over the 2025 budget, which represents a 6.8% increase (as compared to a 9.2% increase in 2025 over 2024).

This increase in expenses is summarized in the following table:

All Departments	2026	2025	$ Variance	% Variance
Salaries and Wages	$11,521,150	$10,817,880	$703,270	6.5%
Benefits	$3,271,225	$3,033,350	$237,875	7.8%
Other Expenses	$2,468,955	$2,309,865	$159,090	6.9%
Total Expenses	**$17,261,330**	**$16,161,095**	**$1,100,235**	**6.8%**

A summary comparison of the 2026 budget versus the 2025 budget by department is provided on page 9.

Overall Comments for Wages and Benefits

Total budgeted Salaries and Wages across all departments increased by $703,270 compared to 2025.

Increases to staffing levels are intended to respond to rising acuity levels and to achieve compliance with minimum staffing levels.

Compared to our 2025 budget, our staffing model incorporates the following staffing changes for the 2026 budget:

- Activities Department – addition of a part-time Activity staff (24 hours per week) to ensure consistent staffing levels during the week and additional staffing on week-ends.
- Nursing Department – during 2025, Spruce Lodge hired a full-time Associate Director of Care who has assumed the role of Infection Prevention and Control Lead. Our previous Clinical Resource Nurse who had

been our IPAC Lead (28 hours per week) and RAI Coordinator (12 hours per week) will continue to work as our RAI Coordinator at three days per week (24 hours).

During 2025 and continuing in 2026, we have also added two Registered Nursing shifts per week (16 hours) to oversee the Lodge's Wound Care Program.

- Housekeeping and Laundry – the 2026 budget includes one full-time position that will be shared between the two departments. This position is expected to work 8 hours per week doing heavy cleaning and cleaning of our Pool facility and 32 hours per week in the Laundry department as we transition the personal resident laundry currently being done in the three Cottages to the Main Laundry Room.

- Administration – our 2025 budget included a second full-time Human Resources Coordinator to provide additional Human Resource support to all departments. This hiring did not take place and after further consideration, we believe that this position would most likely be a Managerial position and we have assumed a potential hiring to occur mid-way thru 2026.

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 was not successful in reaching a negotiated agreement and an arbitration hearing to settle 2024 and 2025 is scheduled for August, 2026.

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, as well as continuing to move on their wage grid.

Benefits

Total budgeted benefits across all departments increased by $237,875 as compared to 2025.

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 which is consistent with the actual increase effective November 1, 2025. We have not yet received confirmation from Sun Life regarding our increase at November 1, 2026.

Contribution rates for OMERS, WSIB, CPP, EI and EHT are based on the actual contribution rates for 2025 or the published rates for 2026, if available.

Overall Comments for Other (Non-Wage) Expenses

Total budgeted Other (Non-Wage) Expenses across all departments increased by $159,090 (6.9%) as compared to 2025.

Significant changes in Other Expenses are discussed below

Life Enrichment Department

Purchased Services increased by $9,300, primarily as a result of budgeted adjustments to the hourly rate paid to our Spiritual Care Coordinator and an increase in the weekly hours provided by the Music Therapists from 32 to 40 hours per week at their current wage rate.

Dietary Services Department

Raw Food expense for 2025 is currently trending higher than budget given the trend of rising food costs. Given the spending patterns in 2025 and an assumed increase of 2.7% for 2026 (based on our review of available industry information), we have calculated the Raw Food budget to increase to $1,015,000 in 2026 (an increase of $65,000 over 2025).

We have budgeted for increases in Miscellaneous Supplies, Equipment Replacement and Chemicals based on historical spending patterns and inflationary price increases.

Resident Care Department

Purchased Services includes Agency Expenses which were required to meet our staffing needs during the labor shortage in the health-care sector during the Pandemic period. 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 and 2025.

Equipment Replacement and Medical Nursing Supplies expenses are budgeted to increase by $10,000 each based on spending patterns in 2024 and for the nine months ended September 30, 2025 and reflect the increasing acuity and care needs of our residents, as well as increased product costs.

Housekeeping Department

There are no significant budgeted increases in Non-Wage expenses for the Housekeeping Department.

Laundry Department

Budgeted Supplies expense increased by $1,300 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 $40,000 based on spending patterns in 2024 and for the nine months ended September 30, 2025. 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, 2025 and forecasted rate increases expected in 2026 (based on industry information).

Administration Department

For the Purchased Services expense, the budgeted increase is attributable to the inclusion of costs associated with the forecasted expenses related to the scheduled arbitration hearing in August, 2026, including the shared cost of the arbitrator and the forecasted cost of our representative at the hearing.

Budgeted Computer Repairs and Maintenance Agreements increased by $10,000, 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, 2026

Pending Board approval - To be presented to the Board of Directors on November 19, 2025

	Annual Budget 2026	Annual Budget 2025	$ Variance 2026 versus 2025
REVENUE			
Total Resident Revenue	3,832,000	3,698,300	133,700
Interest Revenue (net of Bank Charges)	1,000	1,000	-
Province of Ontario Revenue	11,159,400	10,675,500	483,900
Municipal Contribution			
County of Perth (51.22% of total)	1,174,857	978,092	
City of Stratford (40.62% of total)	931,720	777,771	
Town of St. Marys (8.16% of total)	187,170	155,593	
Total Municipal Contribution	2,293,747	1,911,456	382,291
Total Revenue	**17,286,147**	**16,286,256**	**999,891**
EXPENSES			
Program & Support Services	949,330	779,025	170,305
Dietary Services	2,491,670	2,402,845	88,825
Nursing & Resident Care	10,187,375	9,642,610	544,765
Housekeeping	605,470	568,140	37,330
Laundry & Linen Services	360,685	289,035	71,650
Building & Property Maintenance	1,219,475	1,135,640	83,835
Administration	1,447,325	1,343,800	103,525
Total Expenses	**17,261,330**	**16,161,095**	**1,100,235**
Net Surplus from Operations	**24,817**	**125,161**	**(100,344)**
Budgeted WSIB Surplus Distribution	**88,000**	-	
Net Surplus before transfers to reserves	**112,817**	**125,161**	
Transfer (To) /From Reserves	**(105,000)**	**(120,000)**	
Net Surplus	**7,817**	**5,161**	

SPRUCE LODGE HOME FOR THE AGED
Budget Summary - By Department
Year Ending December 31, 2026

Pending Board approval - To be presented to the Board of Directors on November 19, 2025

	2026 Annual Budget	2025 Annual Budget	Variance $
PROGRAM & SUPPORT SERVICES (LIFE ENRICHMENT)			
SALARIES/WAGES	$512,825	$403,990	$108,835
BENEFITS	$158,975	$115,625	$43,350
OTHER EXPENSES	$277,530	$259,410	$18,120
TOTAL EXPENSES	$949,330	$779,025	$170,305
DIETARY SERVICES			
SALARIES/WAGES	$1,436,250	$1,396,445	$39,805
BENEFITS	$421,650	$402,750	$18,900
OTHER EXPENSES	$633,770	$603,650	$30,120
TOTAL EXPENSES	$2,491,670	$2,402,845	$88,825
NURSING & RESIDENT CARE			
SALARIES/WAGES	$7,614,775	$7,197,550	$417,225
BENEFITS	$2,109,800	$1,990,600	$119,200
OTHER EXPENSES	$462,800	$454,460	$8,340
TOTAL EXPENSES	$10,187,375	$9,642,610	$544,765
HOUSEKEEPING			
SALARIES/WAGES	$389,750	$363,360	$26,390
BENEFITS	$118,650	$109,945	$8,705
OTHER EXPENSES	$97,070	$94,835	$2,235
TOTAL EXPENSES	$605,470	$568,140	$37,330
LAUNDRY & LINEN SERVICES			
SALARIES/WAGES	$239,650	$189,795	$49,855
BENEFITS	$65,375	$49,880	$15,495
OTHER EXPENSES	$55,660	$49,360	$6,300
TOTAL EXPENSES	$360,685	$289,035	$71,650
BUILDING & PROPERTY MAINTENANCE			
SALARIES/WAGES	$371,825	$351,865	$19,960
BENEFITS	$113,250	$105,750	$7,500
OTHER EXPENSES	$734,400	$678,025	$56,375
TOTAL EXPENSES	$1,219,475	$1,135,640	$83,835
ADMINISTRATION			
SALARIES/WAGES	$956,075	$914,875	$41,200
BENEFITS	$283,525	$258,800	$24,725
OTHER EXPENSES	$207,725	$170,125	$37,600
TOTAL EXPENSES	$1,447,325	$1,343,800	$103,525
ALL DEPARTMENTS			
SALARIES/WAGES	$11,521,150	$10,817,880	$703,270
BENEFITS	$3,271,225	$3,033,350	$237,875
OTHER EXPENSES	$2,468,955	$2,309,865	$159,090
TOTAL EXPENSES	$17,261,330	$16,161,095	$1,100,235

Spruce Lodge Home for the Aged
Details of 2026 Budgeted Capital Expenditures

Board Approval Pending: To be presented on November 19, 2025

Project Description		Amount
PLANNED PROJECTS/ EXPENDITURES FOR 2026		
MEDICAL LIFTS/SHOWER CHAIRS		
Ceiling Lift and Track Installations - 2 Rooms	$19,900	$19,900
MEDICAL EQUIPMENT		
TUB ROOM RENOVATION/REDSIGN		
North Unit	$85,000	$85,000
BEDS-MATTRESSES		
Air Mattresses -36" - 4	$11,000	$11,000
KITCHEN EQUIPMENT		
LAUNDRY EQUIPMENT		
Laundry carts - Cottages Personal Laundry	$4,600	$4,600
HOUSEKEEPING EQUIPMENT		
Housekeeping Carts	$1,500	
Floor Scrubber	$6,000	$7,500
COMPUTER HARDWARE & SOFTWARE		
Replacement Cycle - 10 systems/notebooks (including software)	$16,500	
Workstation Monitors - 10	$1,800	
Unit Kiosk Replacement Project with Tablets - 14	$14,000	
Wireless Access Points at kiosk Locations	$6,900	
Server and Server Room UPS/Battery Back-up Replacement	$5,200	
Network Switch Replacements	$2,500	
Miscellaneous Network	$2,400	$49,300
FACILITY		
Exterior		
Staff Parking Lot - catch basins and paving	$140,000	
Parking Lot - Bus Stop area	$16,000	
Eavestrough replacement - Cottage area and Courtyards	$14,000	
Retaining Wall	$115,000	$285,000
Interior - Painting		
Painting - Cottage A - living/dining/hallway	$8,000	
Painting - West Dining Room	$4,000	$12,000
Interior - Replace Carpeting		
North Unit	$20,000	
West Unit	$20,000	
Living Room	$18,500	
Cottage A	$35,400	$93,900
Interior - Window Replacement		
Cottage A Dining Room and Living Room Area	$40,000	
Cottage B Dining Room and Living Room Area	$40,000	
Cottage C Dining Room and Living Room Area	$40,000	$120,000
Interior - Other Projects		
ES / Maintenance Storage Area (old walk-in cooler)	$10,000	
Chair Rails - Cottage A Dining Room	$8,000	
Railings - Alcove and Cottage A	$83,000	
Create Dirty Utility Room in East Unit (excluding equipment)	$35,000	
Tornado Washer Units - 2	$40,000	$176,000

Spruce Lodge Home for the Aged
Details of 2026 Budgeted Capital Expenditures

Board Approval Pending: To be presented on November 19, 2025

Project Description		Amount
Furnishings		
	$0	$0
CONTINGENCY	$15,000	$15,000
PLANNED PROJECTS/ EXPENDITURES FOR 2026		$879,200
CONTINGENT PROJECTS/ EXPENDITURES FOR 2026		
MEDICAL LIFTS/SHOWER CHAIRS		
Maxi Move Lift (possible Local Priorities Funding)		$23,000
SYMBLISS TUB & CHAIR		$57,000
FLOORING		
Allowance: Resident Room washrooms (5 rooms per year)		$7,500
BEDS-MATTRESSES		
Extension Beds - 8 (possible Local Priorities Funding)	$25,000	
Air Mattresses 42" - 3 (possible Local Priorities Funding)	$9,500	$34,500
KITCHEN EQUIPMENT		
Flooring for Dry Storage Room	$5,000	
3 Door Freezer	$12,000	
Blixer /Robot Coupe - Large	$7,000	
Large Hobart Mixer	$14,000	
Allowance: Unit Kitchens - fridges/coffee makers/steam wells	$3,000	$41,000
LAUNDRY EQUIPMENT		
Dryer - Main laundry room	$10,000	
Allowance: Washers and dryers for units	$2,500	$12,500
COMPUTER HARDWARE & SOFTWARE		
Synergy - Replacement Tablets - 2	$1,000	
Synergy - Replacement Screens -2	$4,000	$5,000
FACILITY - INTERIOR		
Café Pub - Replace cabinetry/countertops, fridge, oven	$20,000	
Signage	$50,000	
Boiler #1 Replacement	$120,000	$190,000
FACILITY - EXTERIOR		
Soffit Replacement - South Unit	$11,800	
Soffit Replacement - East Unit	$11,800	
Soffit Replacement - North Unit	$14,500	
Soffit Replacement - West Unit	$7,000	$45,100
TOTAL CONTINGENT PROJECTS/ EXPENDITURES FOR 2026		$335,600
Total - Budgeted 2026 Capital Expenditures		**$1,214,800**

SPRUCE LODGE HOME FOR THE AGED

Overview of Capital Reserve Fund Projection

Years ending December 31, 2015 - 2035

Pending Board approval - To be presented to the Board of Directors on November 19, 2025.

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 (actual)	$765,738	161,660	$440,000		$46,836	$648,496	$781,757	$632,477
2025 (forecast)	$632,477	161,665	$440,000		$18,974	$620,639	$1,100,000	$153,117
2026	$153,117	161,665	$470,000		$4,594	$636,259	$879,200	($89,825)
2027	($89,825)	161,665	$500,000		($2,695)	$658,970	$529,778	$39,367
2028	$39,367	161,665	$500,000		$1,181	$662,846	$553,613	$148,600
2029	$148,600	161,665	$500,000		$4,458	$666,123	$592,031	$222,691
2030	$222,691	161,665	$500,000		$6,681	$668,346	$503,405	$387,632
2031	$387,632	161,665	$500,000		$11,629	$673,294	$348,932	$711,994
2032	$711,994	161,665	$500,000		$21,360	$683,025	$181,476	$1,213,543
2033	$1,213,543	161,665	$500,000		$36,406	$698,071	$187,821	$1,723,794
2034	$1,723,794	161,665	$500,000		$51,714	$713,379	$128,797	$2,308,375
2035	$2,308,375	161,665	$500,000		$69,251	$730,916	$540,937	$2,498,355
Totals (2026-2035)		**$1,616,650**	**$4,970,000**	**$0**	**$204,579**	**$6,791,229**	**$4,445,991**	

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. A similar amount was received for the year ending March 31, 2026 and we have assumed that this funding amount will continue into future years. 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

a.) We have adjusted over time for current quotes and/or revised replacement dates.
b.) 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.
c.) Timing of replacement of assets is based on expected life and/or yearly allowances.
d.) 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, 2026. since the accuracy of estimates and costs decreases the farther out the plan goes.

Spruce Lodge Home for the Aged
Projected Municipal Contributions - 2026 - 2028

Budget Request for 2026

	County of Perth	City of Stratford	Town of St. Marys	Total
Operating Funding	$1,174,857	$931,720	$187,170	$2,293,747
Capital Reserve Funding	$240,734	$190,914	$38,352	$470,000
Active Living Centre Funding	$10,693	$8,480	$1,703	$20,876
	$1,426,284	$1,131,114	$227,225	$2,784,623

Budget Request for 2026 and Forecast for 2027 and 2028

	2025 - Actual	2026 - Budget	2027	2028
Operating Funding	$1,911,456	$2,293,747	$2,431,400	$2,577,300
Capital Reserve Funding	$440,000	$470,000	$500,000	$500,000
Active Living Centre Funding	$20,268	$20,876	$21,502	$22,147
	$2,371,724	$2,784,623	$2,952,902	$3,099,447

Contribution by Municipality - Budgeted 2026 and Forecast for 2027 and 2028

	2025 - Actual	2026 - Budget	2027	2028
County of Perth (51.22%)	$1,213,611	$1,426,284	$1,512,476	$1,587,537
City of Stratford (40.62%)	$965,054	$1,131,114	$1,199,469	$1,258,995
Town of St. Marys (8.16%)	$193,059	$227,225	$240,957	$252,915
	$2,371,724	$2,784,623	$2,952,902	$3,099,447

Notes Regarding Budget Request:

1./ Spruce Lodge Operating Budget request reflects an increase of 6% for 2027 and 2028.

2./ Spruce Lodge Capital Budget request based on 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 and subsequent years.

3./ Spruce Lodge Active Living Centre request reflects an annual increase of 3% for 2026-2028.

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Perth County
Cultivating Opportunity

Report
Regular Council

To:	Warden Kellum and Members of Council
Meeting Date:	November 6, 2025
Prepared By:	Betty Jo Belton, Manager of Archives Services / Archivist
Subject:	Stratford-Perth Archives 2026 Proposed Budget Summary for Municipal Shared Services Committee

Recommended Action:
THAT Council receive the "Stratford-Perth Archives 2026 Proposed Budget Summary for Municipal Shared Services Committee" report and

THAT Council approve the report for submission to the Municipal Shared Services meeting of November 20, 2025.

Executive Summary:
This report provides a summary of the proposed budget for 2026 for Stratford-Perth Archives. It is for the information of the Municipal Shared Services Committee at their upcoming budget meeting. Information presented in this report is a summary of Archives' 2026 operational budget which is still subject to review by Perth County Council. At this time, Archives' overall expenses in 2026 are expected to increase by 1.4%. The change reflects increases due to inflation to maintain current service levels. The report also includes information about Archives' accomplishments in 2025 and priorities for 2026.

Background Information:
Stratford-Perth Archives is a purpose-built, 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:

2025 Accomplishments

Reference & Research Services:

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.

2025 was the first full year of operation for the Stratford-Perth Archives newspaper database which is available 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 libraries across the province. Researchers are able to browse and keyword search over 5,000 issues of historic Perth County newspapers. As of the end of September 2025, there had been 224,282 views of the database by users from around the world since it was launched a year earlier. The scanning project continues and more issues and titles will be added to the database each year.

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.

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. 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 community exhibits, staff presentations, newspaper articles and collaboration with organizations like the Stratford and District Historical Society.

In 2025, there were weekly social media posts linked to the Stratford-Perth Archives blog on the Perth County website to share information about collections and community history.

2026 Priorities

•Implement updated reference policies developed in 2025 to improve service to internal and external clients accessing information and services at Stratford-Perth Archives.

•Launch virtual research appointment service for winter 2026 to increase accessibility for those unable to visit in person.

•Review and update all records in Stratford-Perth Archives Collections Management database.

•Digitize more newspapers to add to collection available online.

•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 weekly articles in three local newspapers, the Perth County website, local media, information displays and talks to community groups.

Financial Implications:
Information presented in this report is a summary of Stratford-Perth Archives' 2026 budget request which is still subject to review by Perth County Council. At this time, Archives' overall expenses in 2026 are expected to increase by 1.4%. The change reflects increases due to inflation to maintain current service levels.

Connection to Strategic Plan:
Regionalization & Service Effectiveness
Customer Service Excellence
Corporate Sustainability

Attachments:
MSSC Archives Operating Budget - 2026 -2028

Reviewed By:
Stefan Zhelev, Executive Director of Legal / Corporate Services

County of Perth

ARCHIVES

2026 - 2028 OPERATING BUDGETS

	2025 Budget	2026 Budget		2027 Budget		2028 Budget	
Revenues	$7,050	$8,050		$7,300		$7,550	
Salaries and Benefits	450,373	453,462		465,423		477,327	
Program Expenses	66,224	64,854		66,217		66,217	
Interdepartmental Charges - Overhead	61,712	62,964		61,616		62,978	
Interdepartmental Charges - Rent	285,000	295,000		305,000		315,000	
Net Municipal Share	856,259	868,230	1.4%	890,956	2.6%	913,972	2.6%
City of Stratford (44%)	376,754	382,021	1.4%	392,021	2.6%	402,148	2.6%
County of Perth (56%)	479,505	486,209	1.4%	498,935	2.6%	511,824	2.6%

STRATFORD PERTH MUSEUM **2025 - 2035**
BUDGET INCOME AND EXPENSE STATEMENT

	Budget 2025	PROPOSED Budget 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
REVENUE											
GOVERNMENT GRANTS											
City of Stratford	166.3	169.6	173.0	176.5	180.0	183.6	187.3	191.0	194.8	198.7	202.7
County of Perth	119.9	124.7	127.2	129.7	132.3	134.9	137.6	140.4	143.2	146.1	149.0
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	20.8	24.2	23.3	23.8	24.2	24.7	25.2	25.7	26.2	26.8	27.3
CMOG - Provincial	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4
Sub-Total	332.4	343.9	348.9	355.4	361.9	368.6	375.5	382.5	389.6	397.0	404.4
SELF GENERATED											
Admissions	42.0	42.8	43.7	44.6	45.5	46.4	47.3	48.2	49.2	50.2	51.2
Education/Workshops/Lectures	6.0	12.0	12.2	12.4	12.6	12.9	13.2	13.5	13.8	14.1	14.4
Gift Shop	11.6	14.6	14.9	15.2	15.5	15.8	16.1	16.4	16.7	17.0	17.3
Rental	16.0	14.0	14.3	14.6	14.9	15.2	15.5	15.8	16.1	16.4	16.7
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	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Sub-Total	86.6	94.4	96.1	97.8	99.5	101.3	103.1	104.9	106.8	108.7	110.6
MEMBERSHIPS, DONATIONS & SPONSORS											
Membership Fees & Donations	21.2	21.6	22.0	22.4	22.8	23.3	23.8	24.3	24.8	25.3	25.8
Public/Memorial Donations	11.0	15.0	15.3	15.6	15.9	16.2	16.5	16.8	17.1	17.4	17.7
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
Sub-Total	49.2	53.6	54.3	55.0	55.7	56.5	57.3	58.1	58.9	59.7	60.5
SPECIAL EVENTS (NET OF EXPENSES)											
Special Events	15.0	22.1	20.0	20.6	21.4	22.0	22.5	22.9	23.8	24.4	25.2
Innkeepers	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Car Rally	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Sub-Total	60.0	67.1	65.0	65.6	66.4	67.0	67.5	67.9	68.8	69.4	70.2
TOTAL REVENUE	**528.2**	**559.0**	**564.3**	**573.8**	**583.5**	**593.4**	**603.4**	**613.4**	**624.1**	**634.8**	**645.7**

STRATFORD PERTH MUSEUM **2025 - 2035**
BUDGET INCOME AND EXPENSE STATEMENT

	Budget 2025	PROPOSED Budget 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
SALARIES											
Regular Staff	136.8	149.8	152.8	155.9	159.0	162.2	165.4	168.7	172.1	175.5	179.0
Part time Staff	112.0	114.2	116.5	118.8	121.2	123.6	126.1	128.6	131.2	133.8	136.5
Students (CSE & YCW)	34.7	38.0	38.8	39.6	40.4	41.2	42.0	42.8	43.7	44.6	45.5
Benefits/Insurance/Pension	48.0	42.4	43.2	44.1	45.0	45.9	46.8	47.7	48.7	49.7	50.7
Contract Services (bookkeeper/Volunteer	8.8	8.9	9.1	9.3	9.5	9.7	9.9	10.1	10.3	10.5	10.7
Sub-Total	340.2	353.3	360.4	367.7	375.1	382.6	390.2	397.9	406.0	414.1	422.4
BUILDING OPERATION											
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	7.5	11.0	11.0	11.0	11.0	7.5	11.0
Building Repair & Maintenance	3.3	6.0	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9
Elevator Maintenance Contract	3.5	3.6	3.7	3.8	7.4	4.0	4.1	4.2	4.3	7.9	4.5
Utilities	14.6	15.7	16.0	16.3	16.6	16.9	17.2	17.5	17.9	18.3	18.7
Insurance	15.0	15.6	15.9	16.2	16.5	16.8	17.1	17.4	17.7	18.1	18.5
Janitorial	9.8	10.0	10.2	10.4	10.6	10.8	11.0	11.2	11.4	11.6	11.8
Property Taxes	8.8	9.6	9.8	10.0	10.2	10.4	10.6	10.8	11.0	11.2	11.4
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	5.0	6.0	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9
Sub-Total	125.3	131.8	133.1	134.4	135.7	137.0	138.3	139.6	141.0	142.5	144.0
MUSEUM OPERATIONS											
Advertising	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.0
Audit	15.0	17.0	17.3	17.6	18.0	18.4	18.8	19.2	19.6	20.0	20.4
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	7.1	7.2	7.3	7.4	7.5	7.7	7.9	8.1	8.3	8.5
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	5.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Gift shop	7.0	8.8	8.9	9.1	9.3	9.5	9.7	9.8	10.0	10.2	10.4
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	4.6	4.7	4.8	4.9	5.0	5.1	5.2	5.3	5.4	5.5	5.6
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	4.4	4.5	4.6	4.7	4.8	4.9	5.0	5.1	5.2	5.3	5.4
Sub-Total	54.7	61.9	62.8	63.7	64.7	65.8	66.9	67.9	69.1	70.2	71.3
EXHIBITS/COLLECTIONS											
Exhibits	6.0	10.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Conservation	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Sub-Total	8.0	12.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
TOTAL EXPENDITURES	528.2	559.0	564.3	573.8	583.5	593.4	603.4	613.4	624.1	634.8	645.7
Surplus/deficit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

STRATFORD PERTH museum

Your Community. Your Museum.



2024 Annual Report

2025 Annual General Meeting

Wednesday, February 19, 2025 via ZOOM, 7 p.m.

AGENDA

1. Call to Order and Welcome
2. Approval of Minutes of the 2024 Annual General Meeting
3. President and Board Chair Report
4. Finance Chair Report, followed by the Auditor's Report
5. Appointment of Auditors for 2025
6. Amendments to Constitution. None submitted.
7. General Managers' Report
8. Committee Reports
9. Nominating Committee – Election of 2025 Directors
10. Other Business
11. Termination of 2025 Annual General Meeting of Stratford Perth Museum Association
12. The 2025 Directors adjourn to select the officers - chair, vice chair, secretary, treasurer



Stratford Perth Museum Association Board of Directors at the start of 2025 AGM

President Katie DeBlock Boersma
Past Chair David Stones
Secretary Mike Valiquette
Treasurer Janice Richardson
Board members

Ron Hikel	Leanne Perrault
Deanna Horton	Brent Shakleton
John McIntosh	Shelley Stevenson

County of Perth Robert Wilhelm
City of Stratford Larry McCabe

Stratford Perth Museum Life Members

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

Membership

At the start of the 2024 AGM, the Stratford Perth Museum Association has 155 members (113 households) in good standing who are eligible to vote.

Life Members—20
President's Circle—15
Museum Circle—34
Supporters—87

Message from Association President and Board Chair



President & Board Chair
Katie DeBlock Boersma

The Stratford Perth Museum has ended another fantastic year. 2024 was a year of cultivating the Museum's current strengths, alongside embracing change to take us into the future.

We started 2024 with a new General Manager and a new Board Chair. Kelly McIntosh was beginning her first full fiscal year as General Manager at the same time as I was starting my first year as Chair. The timing of this felt synchronous, as the Museum was also due to put in place our next Strategic Plan for 2025-2030. Knowing that this was at the outset of our work for 2024, it was a very exciting time to be stepping into leadership at the Museum.

We also knew we were starting 2024 following a track record of great years for the Stratford Perth Museum. With this in mind, our goal was to preserve and strengthen that solid base, while at the same time embark on a year of exploring creative potential for what could come next.

I am happy to report that 2024 hit the mark on all fronts.

The Museum ended 2024 with a surplus of over $22,000. This was a significant achievement in our current economic environment, and an attestation to work done under the leadership of Kelly, bookkeeper Cindy Clay and our Treasurer Janice Richardson.

David Stones led the Board through our Strategic Planning Process, culminating in the adoption of the new plan in October of 2024. Titled "Fusion", the Strategic Plan includes large scope action items leading the Stratford Perth Museum to where we hope to see it 5 years from now. This includes continued ambitious work on the Legacy Campaign, as well as striking a committee to put in place a permanent agricultural exhibit honouring Perth County's deep agricultural roots.

On behalf of the Board of Directors, I wish to express my gratitude to two Board members who are ending their tenure with us, David Stones and Brent Shackleton.

David Stones has been a champion of the Stratford Perth Museum for many years. His knowledge and leadership has been instrumental in establishing the strong position the Museum is currently in. Thank you for your invaluable work David.

Brent Shackleton is also finishing up his time on the Board. Brent's work on Inn Keepers and the agricultural exhibit committee have been of significant value to the Museum. We are very grateful for his contributions over his time on the Board.

Lastly, I want to thank our staff and volunteers for their work over the past year. I am always amazed at the amount of programming, events, exhibits and projects our Museum puts on. The diverse and creative ways our Museum connects to our community is one of the reasons we love it so dearly.

We have an exciting year ahead of us at the Stratford Perth Museum, and I look forward to sharing it with our members, staff, volunteers and the community!

Auditor's Report from

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, 2024.

Our opinion remains consistent with prior years, and we direct you to our Independent Auditors' 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 which we would like to bring to your attention:

Total revenues on a cash basis were down approximately $57,000 due to less government grants received, decrease in the Innkeepers' Dinner fundraising event, and the funds raised for the Kroehler project last year did not recur.

Public donations were up $10,000 from prior year and contributions to the Museum considered Artifacts on the statements were significantly higher than prior year.

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

Overall, plus and minus non-cash transactions, the association earned approximately $77,000 in profit of which $36,000 was utilized to pay off debt and $9,200 to purchase capital assets, leaving approximately $31,000 of the organization's operating profit retained as cash, similar to prior year.

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, 2024

DRAFT

	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2024	Total 2023
Balance carried forward	$ 606,618	359	$ 38,591	$ -	$ 645,568	$ 731,167
Expenditures						
Conservation	1,800	-	-	-	1,800	2,216
Fundraising and special events	59,123	-	-	-	59,123	58,406
Exhibits	13,089				13,089	38,313
Admissions and workshops	10,200	-	-	-	10,200	13,463
Insurance	14,337	-	-	-	14,337	12,151
Interest on long-term liabilities	12,739	-	-	-	12,739	13,898
Office supplies and postage	9,477	-	-	-	9,477	10,257
Gift shop and other	13,613	-	-	-	13,613	15,483
Professional fees	26,013	-	-	-	26,013	20,690
Property taxes	8,747	-	-	-	8,747	8,314
Publicity and advertising	3,793	-	-	-	3,793	7,930
Security and maintenance	29,918	-	-	-	29,918	35,271
Telephone and internet	3,590	-	-	-	3,590	3,741
Utilities	14,401	-	-	-	14,401	15,246
Wages and benefits	303,561	-	-	-	303,561	319,094
Amortization of property, plant and equipment	-	-	73,883	-	73,883	70,834
Unrealized (gain) loss on investments	-	-	(641)	-	(641)	1,652
Loss on disposal of capital	-	-	2,750	-	2,750	-
	524,401	-	75,992	-	600,393	646,959
Excess of revenue over expenditures (expenditures over revenue) for the year	$ 82,217	$ 359	$ (37,401)	$ -	$ 45,175	$ 84,208

Stratford Perth Museum Association
Statement of Operations
For the year ended December 31, 2024

DRAFT

	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2024	Total 2023
Revenue						
Government of Canada	$ 35,677	$ -	$ -	$ -	$ 35,677	$ 50,001
Province of Ontario	24,350	-	-	-	24,350	25,350
County of Perth	115,281	-	-	-	115,281	109,137
City of Stratford	163,000	-	-	-	163,000	159,812
Fundraising and special events	115,387	-	-	-	115,387	141,516
Donations and bequests	61,145	-	223	-	61,368	79,612
Gift shop and other revenue	37,309	359	1,396	-	39,064	39,807
Admissions and workshops	54,469	-	-	-	54,469	60,794
Amortization of deferred capital contributions (Note 9)	-	-	36,972	-	36,972	65,138
	606,618	359	38,591	-	645,568	731,167

General Manager's Report

Kelly McIntosh
General Manager



As I reflect on my first year as General Manager of the Stratford Perth Museum, I am filled with gratitude for the volunteers, staff, and incredible community that have supported both myself and this institution. It has been an exciting, challenging, and rewarding year—one that has reinforced the Museum's vital role in our region's cultural, historical, and social landscape, and you have enabled us to tell more stories that matter to you, every day, in so many new and creative ways.

From a financial perspective, 2024 was a strong year. The Museum's self-generated revenue, particularly from special events and tours, led to a projected year-end surplus of $22,000. While general admissions saw a decline, as is the trend, we successfully offset this through specialized tours of the Steps to Stardom exhibit, which exceeded expectations with an equivalent of one tour for every day of the year.

Our fundraising events continued to be key contributors. The Innkeepers' Dinner raised $32,000, just shy of our $35,000 target, despite a significant rise in food costs. The Rural Routes Car Tour, in partnership with the Rotary Club of Stratford, welcomed more attendees and new volunteers, with revenues matching 2023. Rod Beattie returned in December with another sold-out run of his tour-de-force performance of A Christmas Carol, raising funds for both the museum and local charity A Child's Smile.

Programming, Events & Community Engagement

The Museum once again played host to a variety of concerts, theatre performances, and special events. The Players Backstage featured two sold-out tribute concerts—Lightfoot Live and The Almost Hip—as well as the return of Rock the Muse, an all-day outdoor music festival that attracted 400 attendees and featured internationally recognized indie artist Cat Clyde. Stratford Summer Music remained a valued partner, bringing multiple diverse performances to our venue throughout the summer.

We continued to be a home for community-driven initiatives, hosting third-party events such as Hike for Hospice, the Huron Perth Mental Health Labour Day Fundraiser, and the Kinsmen Family Day. Additionally, we successfully renewed our liquor license, which has become a significant contributor to our event revenue.



Judy Gardiner and Micaela Fitzsimmons

Investments in our property included improved drainage for the Here For Now Theatre tent site, which we relocated to be closer to the Players Backstage and accessible washrooms. This adjustment has enhanced our ability to accommodate future long-term tenants and create a more versatile outdoor performance space.

A standout initiative was our six-part wellness seminar series, which made national news. Nearly 500 attendees participated in discussions on midlife hormonal health, and we developed two portable pop-up exhibits on the history of menopause. These will tour regional museums in 2025, starting at the Huron County Museum in March.

We also proudly hosted two free Indigenous Art and Cultural Markets, drawing hundreds of attendees and earning recognition from the Canadian Museum Association for advancing Truth and Reconciliation efforts.

Educational Programming & Exhibits

Our youth education programs reached record numbers, with hundreds of students visiting in May and June. Our offerings expanded to include composting workshops, agri-education sessions, and our continued Truth, Love & Community series. Free programming for children during March Break, PA days, and holidays remained a cornerstone of our outreach.

The Remembrance Day Banners program grew to include 62 banners, supported by a dedicated website honoring local veterans. We remain committed to recognizing all service members through these initiatives, working closely with the City of Stratford and local legions.

A major achievement was the completion of our new Strategic Plan, “Fusion”, which was approved by the Board of Directors. Additionally, we updated our Health and Safety Emergency Plan, ensuring compliance for our annual CMOG funding application.

Looking Ahead to 2025

With Here For Now Theatre departing, we plan to partner with local musicians and storytellers for outdoor performances and events, modeled after the success of Rock the Muse. We will also host seven Stratford Summer Music concerts, featuring both youth programming and an evening concert series.

Our Tales & Trails partnership with the Stratford Public Library and Rotary Club will continue, bringing literature-themed nature walks to our seven-acre property. We also plan to introduce a trail tour for guests with mobility challenges, made possible by the acquisition of a new accessibility vehicle.



New artist residencies will bring exciting collaborations. Rod Beattie will present an exciting new spin-off from his popular Wingfield series,, while Haui Hinton-Davis will present his installation *Aunt Harriet*, filmed at the Museum last summer, exploring Black history in partnership with Guelph Museum. We are also planning a year of research to develop an exhibit highlighting Stratford Hockey Legend Charley Lightfoot and regional Black History. Dayna Manning has begun work on a musical adaptation of *Kroehler Girls* with co-playwrights Kelly McIntosh, Andy Pogson and Stacy Smith. We are hosting two community engagement events exploring themes of women in sports and manufacturing history supported by a grant from Destination Stratford, the “Kray-ler Trailers”. Dayna has also brought her Folk Army school to the museum and will be conducting her popular camps throughout the summer.

We are also developing a cultural festival in partnership with Invest Stratford and local manufacturers to celebrate the diverse communities contributing to our region’s workforce.

In the realm of history and advocacy, we are working with the Stratford District Labour Council on a Labour Day event featuring a pop-up exhibit, parade, and an audio documentary about union activist Roxy Baker. We are also in discussions with the Fort Erie Museum and local stakeholders about the potential acquisition of The 6218, the last steam locomotive serviced at the CNR repair shops.



Additionally, the Museum launched a Stratford Festival Archives partnership exhibit, “To Thine Own Self,” on November 26. This two-room costume and audio experience explores themes of gender inclusivity and will run through summer 2025.

To support our growing operations, we recently hired an Events & Facilities Coordinator to manage our expanding schedule of programs, rentals, and partnerships.

Closing Thoughts

As I look back on 2024, I am immensely proud of what we have accomplished. The Museum continues to evolve—not only as a place of history and preservation but as a dynamic cultural hub for the community. I want to extend my heartfelt thanks to our dedicated staff, volunteers, board members, and community supporters. Your passion and commitment make everything we do possible. I look forward to another year of growth, innovation, and meaningful connections at the Stratford Perth Museum.

2024 Grants Report

Student grants play a crucial role in the Museum's operations—not only by helping to offset the costs of student employment but also by providing valuable work experience and summer job opportunities. In 2024, we were fortunate to have two summer students for 16 weeks through Young Canada Works and one student for eight weeks through Canada Summer Jobs. Additionally, in 2024, we hosted a six-month intern thanks to a grant from Young Canada Works – Building Careers in Heritage. Kate Squizzato gave much focus to our Remembrance Day Banners Website, and Greg Youmans is assisting the museum index our collection in preparation for on-line digitization.



A day at Canada's Wonderland—a special treat for the summer students and staff.

Beyond student employment, the Museum receives $24,000 annually from the province through the Community Museum Operating Grant (CMOG). As part of this year's grant application, we undertook the significant task of updating our disaster plan. Thanks to the hard work of Micaela and volunteer Christian Hendriks, we not only completed the update but also received a perfect score—10 out of 10—from the Canadian Museum Association. Their feedback highlighted that we're on a great path, particularly in our efforts to create inclusive spaces for wellness and to support our bi-annual Indigenous Markets and Cultural Fairs.

Volunteer Report & Staffing Updates

Volunteers continue to be the heart of the Stratford Perth Museum, playing a vital role in our daily operations and special events. While a recent Statistics Canada study revealed that volunteerism has declined by 50% across the sector, we are fortunate to have retained most of our dedicated volunteers. Currently, our core team consists of approximately 44 individuals who generously give their time and talents.



Dana Doupe

In 2024, volunteers contributed to a wide range of Museum activities, both indoors and outdoors. Their support has been invaluable in areas such as exhibit assistance, Smart Serve, parking, docent roles, role-playing and performances, ticket taking, the Innkeeper's Dinner, event and program support, as well as grounds and building maintenance. Their dedication and hard work make everything we do possible, and we are deeply grateful for their contributions.



Christy Bertrand, Linda Winteringham & Lauren Neilson.

This year also saw some staffing transitions. We extend our heartfelt thanks to our incredible Volunteer Coordinator and Membership Steward, Margaret Jack, who departed the Museum in 2024, and to DeAnna DesLaurier, who is currently on sabbatical. Stepping into these key roles, Dana Doupe has done an outstanding job as our new Administrative Coordinator and Membership Steward, and we are pleased to welcome Katie Worthen as our new Volunteer Coordinator and Events Coordinator.

Additionally, in 2024, we engaged Hannah Bennett as our part-time Media Coordinator. Thanks to Hannah's efforts, the Justin Bieber VIP Tours have taken off, becoming an important revenue stream for the Museum.



Hannah Bennett

To all our volunteers and staff—past and present—thank you for your dedication and passion. We couldn't do it without you!

Exhibit Report

Micaela Fitzsimmons
Manager: Exhibits & Collections







To Thine Own Self is a costume and audio exhibit in partnership with the Stratford Festival Archives that showcases 10 performances celebrating and exploring gender inclusivity presented on the Stratford Festival Stages over the past 50 years. It also examines international non-traditional casting that raises related subject matter such as sumptuary laws, drag, LGBTQIA2s+ communities, and theatre diversity over the past 2000 years. Majority of the costumes on display were brought to life with new and unique mannequins that were generously funded by some outstanding museum donors via our Rack To Back fundraising campaign. Specialized tours and programs will be available throughout the spring and summer of 2025.

Drawing on the outstanding historical artefacts in our Collection, the exhibit **"Hand On!"** created in the summer of 2023, remained on exhibit during 2024. Previously filling three galleries on the main floor of the heritage house, it made way for the new exhibit **To Thine Own Self**. The focus on agricultural tools, housewares, and indigenous and settler artefacts continues to be displayed in the Heritage Kitchen.



The **Veteran Remembrance Banners Project** is an onsite and online digital exhibit associated with our main military exhibit **Perth Up: A Retrospective of Duty and Valour.** It continues to be updated and include more veterans as requests come to our attention. During the remembrance Day period in 2024 a selection of large model battleships was loaned for exhibit by Peter Land.

Hidden Qualities: The Kroehler Story, installed in 2023, continues to receive updates. Insightful podcasts continue to be developed for the exhibit and on the Museum's website.

Justin Bieber: Steps to Stardom, now in its seventh 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 addition of the **Bieber VIP Tours,** which included some behind-the-scenes reveals, brought increased numbers of excited fans.

In March of 2024 Kate Squissato completed her YCW-BCH internship with us. A graduate of the U of T Master of Museum Studies, and long time volunteer and intern with us, Kate was hired for a prestigious position at the Regional Waterloo Museum. Her contributions to the Collection and to our exhibits, particularly the **Liberation Gallery** were significant. She was essential in finalizing the **Veterans Banner Project**, which continues as an ongoing outreach project.

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's **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. Seventy-four separate new donations were made to the collection in 2024. 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:

John Till Music Career Collection 2024.57
Beloved musician and member of the Stratford community John Till passed away in September of 2022. His family has now donated his significant collection of memorabilia related to his life-long music career. A member of Stratford's Revols, he went on to play with Ronnie Hawkins, Janis Joplin, Peter Yarrow, and many more, continuing his career here in Stratford with Plum Loco and with other local musicians.



Till Marionette Collection 2024.32
The Till family's performance career go back several generations. In the late 1800s and early 1900s the Tills were famous vaudevillians who toured North America, Britain and Europe with their marionettes. Fifteen of their marionettes, photographs, advertisements and other historic documents are now in our Collection.

Printing Blocks and Prints by Gerard Brender a Brandis – 2024.14
Stratford artist Gerard Brender a Brandis, on his retirement, donated a selection of his remarkable wood engravings, the original block and handmade book to the museum.



Gargoyle at Wellington Street – 2024.8
A gargoyle or "mascaron", a cast iron window ornament, came from a building on Wellington Street, that previously housed the Sinclair Pharmacy. Multiple layers of paint were removed from the object. The building no longer exists – only the mascaron remains.

Home Child Box – 2024.50
A small wooden travelling trunk provided to Louis Vickerman for his travels from Britain to Stratford as a Home Child. This is the third Home Child represented in our Collection.

Player Piano – 2024.58
A 1919, fully restored working player piano made by Sherlock-Manning of London, Ontario is a delightful and entertaining hands-on "artefact" that can be used for programs and events.



In October 2024, Greg Youmans began a six-month internship through the YCW Building Careers in Heritage grant. His work in the Collection focuses on creating a Subject Index that delves deep into some of the most important, yet under-researched, areas of our Collection. The results of his research and input will provide valuable insight into long-term planning for upcoming exhibits.

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

Education and Public Program Report

Megan Patterson
Manager: Education & Programs



The museum was absolutely buzzing this past year, and the hive hasn't quite humming! The Education & Programs Department worked at a mad dash thanks to the outstanding teamwork of volunteers, students, partners and staff. We hosted a smashing record number of school tours and executed a diverse lineup of programs, workshops and events that broke bourgeois barriers, while still committing to our raison d'être of serving our community. A genesis of leadership at the museum brought new avenues of collaboration and outreach that will translate to further innovation and new possibilities in programming. The following programs are some highlights from last year that triggered enlightenment, enthrallment, and joviality.

2024 began with **Truth, Love, and Community Speaker Series (TLC)** – an ongoing seminar series that is aimed to exchange stories, address social challenges, care for our environment, and celebrate our multicultural heritage. We were regaled by the irresistible smile of our first guest, Leonora Hopkins, who was born in Amsterdam in 1935 and lived there for 18 years during WWII. All those within earshot of her story were utterly mesmerized by her anecdotes for what has accumulated into a remarkable life. Her presentation shed light on wartime issues that continue to plague our society across the globe. Leonora's earnest speech reminded us that this all-consuming and yet concentrated trauma is very real for the daily lives of so many. Thank you Leonora for all your wisdom and sharing your powerful perception of a child's experiences of war and conflict - you have helped to humanize those suffering under the auspices of war.

Agricultural Day in Canada was revisited in our **Farming Foodies** program. To support our highest GDP industry in Perth County we hope to broaden understanding and advocate for those who work tirelessly to bring our essential needs to the table. Our guest professionals in the field came from vastly different backgrounds, but ultimately had the same objective, to nurture our crops and minds for healthy food consumption. This year, we welcomed Amanda Peer from The Andersons Canada company in Mitchell, and Amanda Hunter, the Worm Wrangler. They graciously led conversations and demonstrations on local seed to sprout methods, soil science, the equine industry, and offered gardening and agricultural product samples. Amanda Peer from The Andersons Canada shared her professional agriscience practices, her resiliency as an equestrian, and national experience in the competitive crop science industry. Our second speaker, Amanda Hunter AKA the Worm Wrangler, provided information on soil care and Vermicomposting with her wriggling sidekicks! Thank you to our presenters and The Andersons Canada for feeding both body and mind at our Ag Day Event!

Nights at the Museum: Menopause Edition was a highly successful 4-part series for women to learn and ask about menopausal health, while celebrating the history of midlife health care.



Our regular school **tours** attracted an irregular amount of attention in 2024 with our dynamic new stations added to the teaching roster. These curriculum-connected in-classroom programs fuse academic learning with a compelling 'edutainment' formula. Making everything from faceless dolls to using hand-held microscopes, our young visitors came to realize that museums are not primarily devoted to what's 'old', but also work to bring the present and the future into focus. Another tour that was launched by our new General Manager in 2024 was our Justin Bieber VIP experience. We must make honourable mention of how extraordinarily popular these exclusive backstage packages have become and have completely allured international and local visitors to Justin's charismatic smile. The only concern is getting these 'Never Say Never' fans to leave before spending '10,000 Hours' with our photo booth Justin!



A walk in snowshoes or runners has never been finer on our tranquil Heritage Trails where visitors can read and contemplate some of our mesmerizing storybooks on display for the **Tales & Trails** program. Thanks to the Rotary Club of Stratford and Stratford Public Library we have these wonder-filled books, like "Tokyo Digs A Garden" and "Sometimes I Feel Like An Oak", infuse a bit more magic to this rural nature escape. The whimsical art and thoughtful words of these authors encourage enchantment and lots of smiles at our launch events that incorporate art and science challenges for all attendees. This project will be an ongoing program for 2025 with our current book, "Do you Wonder?"

It was a teen summer sensation this past year with our students infusing some much needed zing, zip and vitality to our **youth programs**. We may think we're pretty hip at the Stratford Perth Museum but our students brought a renewed lexicon and refreshing pop culture that targeted other local youth leaders. Spring sprung into action with our partnered event with Destination Stratford at our Silent Disco Dance Party. Enlivening our indoor theatre with modern 'beast' beats and cypher dance circles that had the museum glowing into the night aura. Many of our young guests channelled their inner 'paper boy' and dove into the printmaking world using our proof press at the workshop event. Guests brought their own blank t-shirt to print a collaborative design, and brought new life to an old or used shirt. Young @ Art & Science was also helmed by our students who incorporated some utterly jazzy STEAM activities. These educational and self-directed tasks were designed to connect our young generation to heritage and spark investigative skills in future artists and scientists. Live poetic and poised musicians and vendor artisans came out for our Teen Scene event. "Lowkey, we really cooked with this one," as described by our student organizers, but truly we were just so proud to support new and trendy talent and generate a 'hyped' teen hub.

Summer Nights at the Museum was a chance to showcase our sumptuous culinary options in our region and to celebrate the families that feed our community. This was, in part, aimed to support and help market local entrepreneurs, and promote farm to table operations. In that spirit, people's stomachs are generally hungrier than their minds. So what better way to broaden our knowledge base of food culture than to feed people! Thanks to Lynn River Farm and The Perth Farmhouse Winery we ignited some 'Mad Lips' and food passions at this sip & sample event series. Live entertainment was kindly provided by musician, Lauren Nielson, whose atmospheric vocals had guests rollicking in their nodes. Guests were also urged to express their 'ineffable' cravings by prompted Mad Lib games courtesy of our summer students. These culinary quips and witticisms also led to more thoughtful analysis and discussion of our region's resourceful capabilities in agriculture and sustainable food practices.







Rendering our assets as both valuable community building tools and joyful cultural centre spaces for local residents, the museum was bursting with both edgy and harmonized partnered events. We highly anticipate an eclectic lineup of events to return in 2025 such as **New Plays for Spring Days** with SpringWorks; our indoor and outdoor, free **Indigenous Art Market & Cultural Celebrations;** and **Rock the Muse** event with Johann Music & Ethan McCarroll that hosted over 400 people in 2024. Stay tuned to our website and social media platforms for more information.

Although our world around us seems to be overwhelmed by conjecture, speculation, and falsehood, our team strives to achieve a reckoning of facts and logical integrity to manifest understanding and welcoming spaces. We work to listen and learn with and for our community and we have only been able to succeed this past year as a result of our partners and volunteers. My fellow leaders and colleagues, Kelly McIntosh and Micaela Fitzsimmons, inspire and consolidate stimulating programs that both entertain and educate. Thanks to everyone for supporting our programming and we can't wait to see you at the Stratford Perth Museum in 2025!

Media Presence in 2024

THE BEACON HERALD

HOME > LOCAL NEWS

Seminars at museum tackle 'navigating menopause and beyond'

Seminars address 'oft-misunderstood history of women's hormonal health'

StratfordToday Staff
Oct 8, 2024 10:45 AM



Nurse practitioner Judy Gardiner and Micaela Fitzsimmons, exhibit creator | Photo supplied by Stratford Perth Museum



HOME > LOCAL NEWS

Learn more about The Cooper Site during museum event

City of Stratford is in the midst of determining what's next for the former Grand Trunk Locomotive Repair Shops

StratfordToday Staff
Jan 3, 2025 3:30 PM



Stratford Perth Museum replaces stolen vehicle

Cart went missing from museum shed in May

BILL ATWOOD



Stratford Perth Museum general manager Kelly Mcintosh and Jamie Fitzgerald celebrate the museum's new golf cart, which replaces the previous one stolen in May. Fitzgerald, owner of Canada Cart Sales, helped sponsor the vehicle, along with the Optimist Club of Stratford and the community. The Rotary Club of Festival City Stratford has given the museum a sponsorship to maintain trails for the cart, which will be used in programming for accessibility tours.

Media Presence in 2024

MYSTRATFORDNOW

Stratford News

Rediscover a classic holiday tale with Rod Beattie's 'A Christmas Carol'

By **Melissa Dunphy** Wednesday, Dec. 11th, 2024



Rod Beattie's A Christmas Carol begins Dec. 14. (Photo courtesy of Stratford Perth Museum)

Stratford News

Tales and Trails launching new book trail on Sunday

By **Melissa Dunphy** Friday, Sep. 27th, 2024

Facebook | Twitter | ReddIt | WhatsApp | Email

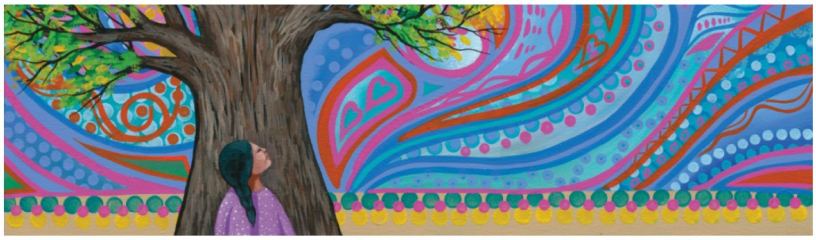


Illustration from "Sometimes I Feel Like an Oak" written by Indigenous author Danielle Daniel and illustrated by Jackie Traverse (Photo courtesy of SPL).



Celebrate Indigenous art and culture this weekend

By **Melissa Dunphy** Friday, Sep. 20th, 2024

Facebook | Twitter | ReddIt | WhatsApp | Email



14 October 18, 2024 Stratford Times

20th annual Innkeepers Dinner a true celebration of local history

JULIA PAUL
Times Correspondent

Bubblies, beef tenderloin and a musical preview. The Annual Innkeepers Dinner has it all this year.

The Stratford Perth Museum is hosting its 20th annual Innkeepers Dinner on Oct. 26 at the Arden Park Hotel. Starting at 6 p.m., the evening begins with a glass of champagne at the reception.

"We're going for it this year for the dinner," said Kelly McIntosh, general manager of the Stratford Perth Museum. "It's a sit-down, plated meal and we are serving beef tenderloin, which I know, in this day and age, is a pricey thing to do, but we wanted to give people an exceptional meal this year and really get them in the mood."

Amongst a silent and live auction – with Brent Shackleton as the auctioneer – guests may see Mayor Martin Ritsma and Gary West acting like ring men, yipping to get the crowd going. The big event of the night is a special preview of Kroehlers: The Musical. With the musical genius of Dayna Manning, McIntosh's original play, Kroehler Girls, has been brought to life in a musical adaptation. Guests will enjoy a preview of the story of the 1950 women's baseball team from Kroehler Manufacturing, where 5,000 people would come to attend the women's games.

The inspiration for the Innkeepers Dinner started in the '80s with the intention of clarifying a collection and having a museum. In the '90s, the original Innkeepers committee had their first Innkeepers Dinner at the Normal School in Stratford where people gathered and brought up all of the food on old dumbwaiters from the basement. They also had a copy of War of 1812 veteran and first Huron riding MP William "Tiger" Dunlop's will arranged at every place setting.

"This really started from a love of history," said McIntosh. "Our museum is such a community hub now, the board of directors and John Kastner built the place out to be a wonderful museum that reflects the heritage of the City of Stratford and the County of Perth.

"Also, this weekend we've got an Indy Rock Fest happening on Sunday and a Car Rally on the backroad of Perth County on Sunday. So, it has become this dynamic place. I think it's appropriate for our gala fundraiser to just celebrate a little bit of where we all started and kind of remind us about what it's about."

Tickets are $125 and available until Oct. 24 or until tickets are sold out. Tickets can be purchased at stratfordperthmuseum.ca.



WHAT'S FOR DINNER? (STRATFORD PERTH MUSEUM PHOTO)
Guests viewing the menu at last year's 19th annual Innkeepers Dinner


LITTLE BIG CREATIVE
STAGE

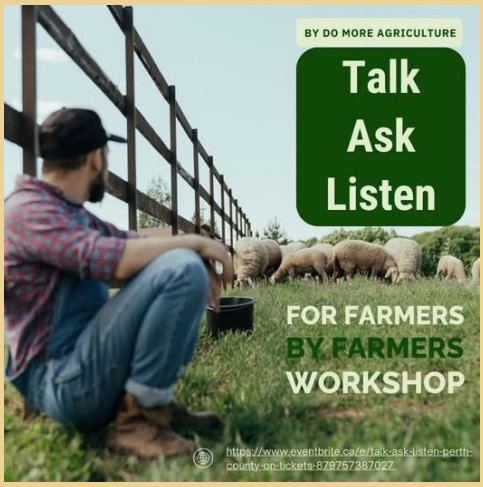











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Our Steeple Came Down

MANAGEMENT REPORT

Date: November 20, 2025
To: Municipal Shared Services Committee
From: Kim McElroy, Director of Social Services
Consolidated Municipal Service Manager, Stratford
Report: Social Services 2026 Budget Submission

Title: Social Services 2026 Budget Submission

Objective: To provide an overview of the proposed Social Services 2026 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 $60.05 Million, funded as follows:

- Upper tier Government – 74.53% ($44.76 Million)
- County of Perth – 10.48% ($6.29 Million)
- City of Stratford – 8.31% ($4.99 Million)
- User Fees – 4.68% ($2.81 Million)
- Town of St. Marys – 1.67% ($1.00 Million)
- Other (Recoverables) – 0.33% ($0.20 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.

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 2026 Budget: $11,330,250
Provincial Funding: $9,790,700 (86.41%)
Municipal Contribution: $1,484,550 (13.10%)
Other (Recoverable): $55,000 (0.49%)

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 2026 Budget: $4,226,350
Provincial Funding: $3,146,920 (74.46%)
Municipal Contribution: $939,650 (22.23%)
Other (Recoverable): $139,780 (3.31%)

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.

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 2026 Budget: $13,357,024
Provincial Funding: $1,431,040 (10.71%)
Municipal Contribution: $9,118,484 (68.27%)
User Fees: $2,807,500 (21.02%)

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 2026 Budget: $31,136,482
Provincial Funding: $30,387,900 (97.59%)
Municipal Funding: $743,582 (2.39%)
Other (Recoverable): $5,000 (0.02%)

Financial Impact: The proposed 2026 gross program costs for the MSCC has increased by $16,616,775 (38.26%) over 2025. After factoring in provincial funding and user fees the overall shared municipal contribution increased by only $760,255 (6.60%). The table below reflects the impact for the City of Stratford, Town of St. Marys, and Perth County.

Municipal Partners	2025	2026	Difference	Percentage (%)
Perth County	5,920,605	6,293,050	372,445	6.29%
Stratford	4,663,581	4,990,636	327,055	7.01%
St. Marys	941,825	1,002,580	60,755	6.45%
	11,526,011	12,286,266	760,255	6.60%

Staff Recommendation: THAT the proposed Social Services 2026 Operating Budget is received

Respectfully submitted,

K.L. McElroy

Kim McElroy, Director of Social Services
Consolidated Municipal Service Manager, Stratford