

Stratford City Council Regular Council Open Session AGENDA

Meeting #: 4770th Date: Monday, May 12, 2025 Time: 7:00 P.M. Location: Council Chamber, City Hall Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, **Council Present:** Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Sebben, Councillor Wordofa Staff Present: Adam Betteridge - Interim Chief Administrative Officer, Tatiana Dafoe -City Clerk, Kim McElroy -Director of Social Services and Acting Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw -Director of Infrastructure Services, Karmen Krueger -Director of Corporate Services, Neil Anderson -Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk

To watch the Council meeting live, please click the following link: <u>https://video.isilive.ca/stratford/live.html</u> A video recording of the meeting will also be available through a link on the City's website <u>https://calendar.stratford.ca/meetings</u> following the meeting.

Pages

1. Call to Order:

Mayor Ritsma, Chair presiding, to call the Council meeting to order.

Councillor Nijjar has provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

3. Adoption of the Minutes:

8 - 28

29 - 188

Motion by THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated April 28, 2025 be adopted as printed.

4. Adoption of the Addendum/Addenda to the Agenda:

Motion by

THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated May 12, 2025 be added to the Agenda as printed.

5. Report of the Committee of the Whole In-Camera Session:

5.1 At the May 12, 2025 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Report of the CEO of investStratford with respect to a Proposed Disposition of Land in the Wright Business Park (CM-25-11) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Asset Management Plan 2025 Update (COU25-054)

	Motion by Staff Recommendation: THAT the report titled, "Asset Management Plan 2025 Update" (COU25-054), be received;	
	AND THAT Council adopt the City's Asset Management Plan Update 2025 as presented.	
7.2	Resolution - Zero Emission Vehicle Infrastructure Program Revised Contribution Agreement (COU25-057)	189 - 192
	Motion by Staff Recommendation: THAT Council authorize the entering into of the Contribution Agreement between The Corporation of the City of Stratford and Natural Resources Canada (NRCan) for the Zero Emission Vehicle Infrastructure Program (ZEVIP);	
	THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the Contribution Agreement;	
	AND THAT the City's portion of the project costs be funded from the Parking Reserve Fund.	
7.3	Resolution - Closed Meeting Investigation Final Report – April 2025 (COU25-058)	193 - 233
	Motion by Staff Recommendation: THAT the Closed Meeting Investigation Final Report 36684-9 dated April 29, 2025, be received for information;	
	AND THAT Council's commitment to continuous education and training and use of the Closed Meeting Protocol be re-affirmed.	
7.4	Resolution - New Transit Office Building Project Award (COU25-056)	234 - 237
	Motion by Staff Recommendation: THAT the Request for Proposal (RFP-2025-18) for the design and build of a new transit office facility be awarded to Complete Building Systems Inc. in the amount of \$400,020, including HST.	
7.5	Resolution - Inverness Park Playground RFP Award (COU25-059)	238 - 240
	Motion by Staff Recommendation: THAT the Request for Proposal (RFP-2025-14) for the design, supply, delivery, and installation of an accessible playground, including accessible engineered woodchip base and the	

installation of an accessible pathway at Inverness Park be awarded to

3

S.F. Scott Mfg. Co. Ltd. O/A Blue Imp. in the amount of \$116,557.24, including HST.

7.6 Resolution - Special Occasion Permit - Stratford Ladies and Men's Slo 241 - 242 Pitch League

A special occasion permit is being requested for the year end tournament of the Stratford Ladies and Men's Slo Pitch League to be held September 5-7, 2025 at the Packham Road Sports Complex.

The Building Division, Community Services Department, Police Services, Fire Prevention, and Huron Perth Public Health indicated no concerns with the event.

Motion by

THAT City Council does not express concern with the issuance of a special occasion permit for the Stratford Ladies and Men's Slo Pitch league tournament to be held September 5-7, 2025 at the Stratford Packham Road Sports Complex subject to necessary permits being obtained, compliance with the City's Municipal Alcohol risk Policy, and the required certificates of insurance being provided prior to the event.

243

7.7 Proclamation - Pride Month and Raising of the Pride Flag

Motion by

THAT Stratford City Council hereby proclaims the month of June as "Pride Month" in the City of Stratford in support of the 2SLGBTQIA+ community and to recognize their contributions in our municipality;

AND THAT Stratford City Council authorizes the flying of the Pride Flag on May 30, 2025 and for the month of June, to send a message of inclusivity, diversity and acceptance to all members of the 2SLGBTQIA+ community.

8. Business for Which Previous Notice Has Been Given:

None noted.

- 9. Reports of the Standing Committees:
 - 9.1 Report of the Social Services Committee

Motion by THAT the Report of the Social Services Committee dated May 12, 2025 be adopted as printed.

9.1.1 Stratford-Bruce Peninsula Employment Service System Manager 244 - 251

(SSM) Consortium Member Update (SOC25-004)

THAT the report titled, "SSM Consortium Member Update" (SOC25-004), and dated April 15, 2025, be received for information.

9.1.2 Family Services Perth-Huron Counselling and Support 252 - 255 Agreement Update (SOC25-005)

THAT the report titled, "Family Services Perth-Huron Annual Utilization Rate Summary Report" (SOC25-005), be received for information.

9.2 Report of the Community Services Committee

Motion by

THAT the Report of the Community Services Committee dated May 12, 2025 be adopted as printed.

9.2.1 Mervyn "Butch" Blake Recognition Follow-up (COM25-002) 256 - 257

THAT the report titled, "Mervyn "Butch" Blake Recognition Follow-up" (COM25-002), be received for information and the request filed.

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

The following By-laws require First and Second Readings and Third and Final Readings and could be taken collectively upon unanimous vote of Council present:

Motion by **THAT By-laws 11.1 to 11.3 be taken collectively.**

Motion by THAT By-laws 11.1 to 11.3 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.3 be read a Third Time and Finally Passed.

11.1 Award Proposal for the Design and Build of a New Transit Office Facility

258

To authorize the acceptance of a proposal, execution of the contract

and the undertaking of work by Complete Building Systems Inc. for the design and build of a new transit office facility (RFP-2025-18).

11.2Award Proposal for the Design, Supply, and Installation of an Accessible259Playground at Inverness Park259

To authorize the acceptance of a proposal from S.F. Scott Mfg. Co. Ltd. O/A Blue Imp. for the design, supply, delivery, and installation of an accessible playground, including accessible engineered woodchip base and the installation of an accessible pathway at Inverness Park (RFP-2025-14).

11.3NRCan Zero Emissions Vehicle Infrastructure Program Non-Repayable260 - 261Contribution Agreement

To authorize the execution of a Non-Repayable Contribution Agreement with His Majesty the King in Right of Canada, represented by the Minister of Natural Resources to receive funds through the Zero Emission Vehicle Infrastructure Program.

12. Consent Agenda: CA-2024-057 to CA-2024-060

262 - 265

Council to advise if they wish to consider any items listed on the Consent Agenda.

13. New Business:

14. Adjournment to Standing Committees:

The next Regular Council meeting is Tuesday May 27, 2025 in the Council Chamber, City Hall.

Motion by

THAT the Council meeting adjourn to convene into Standing Committees as follows:

- Finance and Labour Relations Committee [7:05 or thereafter following the Regular Council meeting]; and
- Infrastructure, Transportation and Safety Committee [7:10 or thereafter following the Regular Council meeting];

and to Committee of the Whole if necessary, and to reconvene into Council.

- 15. Council Reconvene:
 - 15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on May 12, 2025 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

15.2 Reading of the Confirmatory By-law:

The following By-laws require First and Second Readings and Third and Final Readings and could be taken collectively upon unanimous vote of Council present:

By-law 11.4 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 12, 2025.

Motion by THAT By-law 11.4 be read a First and Second Time.

Motion by THAT By-law 11.4 be read a Third Time and Finally Passed.

15.3 Adjournment of Council Meeting

Meeting Start Time: Meeting End Time:

Motion by THAT the May 12, 2025 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session

MINUTES

Meeting #: Date: Time: Location:	4769th Monday, April 28, 2025 7:08 P.M. Council Chamber, City Hall
Council Present:	Mayor Ritsma - Chair Presiding, Councillor Biehn, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Regrets:	Councillor Beatty and Councillor Briscoe
Staff Present:	Adam Betteridge - Interim Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services/Acting Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk
Also Present:	Joani Gerber – CEO, investStratford, Kendra Fry - Housing Specialist, investStratford, Krista Robinson – CEO, Stratford Public Library, Members of the Public and Media

1. Call to Order:

Mayor Ritsma, Chair presiding, called the Council meeting to order.

Councillor Beatty and Councillor Briscoe provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

Councillor Burbach declared a pecuniary interest regarding Item 7.1 - Affordable Housing Creation Through Collaboration (COU25-051). Councillor Burbach does design work for United Housing.

3. Adoption of the Minutes:

R2025-167

Motion by Councillor Nijjar Seconded by Councillor McCabe THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated April 14, 2025 be adopted as printed.

Carried

4. Adoption of the Addenda to the Agenda:

R2025-168 Motion by Councillor Burbach Seconded by Councillor Henderson THAT the Addenda to the Regular Agenda of Council and Standing Committees dated April 28, 2025 be added to the Agenda as printed.

Carried

5. Report of the Committee of the Whole In-Camera Session:

5.1 April 28, 2025, Session, under the Municipal Act, 2001, as amended:

4.1 Confidential Report of investStratford with respect to Applications for Directors to the Stratford Economic Enterprise Development Corporation (SEEDCo./ investStratford) (CM-25-08) - Personal matters about an

identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.1 Confidential Report of the Director of Community Services - Collective Bargaining Update - ATU Local 741 (Transit Division) (CM-25-09) - Labour relations or employee negotiations (section 239.(2)(d)).

6.1 Confidential Report of the Former Chief Administrative Officer / Consultant with respect to a Shared Services Agreement (CM-25-10) -Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)); Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

At the In-Camera Session, for Item 4.1. Council considered the personal information of the applicants, and no direction was given. For Item 5.1, direction was given to the City Clerk to list the item and the corresponding By-law on an addendum. For Item 6.1, the update and legal advice were received, and direction was given to the City Solicitor regarding the matter.

5.2 Added - From the April 28, 2025, Session, under the Municipal Act, 2001, as amended:

5.1 Confidential Report of the Director of Community Services - Collective Bargaining Update - ATU Local 741 (Transit Division) (CM-25-09) - Labour relations or employee negotiations (section 239.(2)(d))

R2025-169

Motion by Councillor McCabe Seconded by Councillor Burbach

THAT the Memorandum of Settlement with The Amalgamated Transit Union Local 741 (Transit Division) effective May 1, 2025 to April 30, 2029, be ratified;

AND THAT the Mayor, Chief Administrative Officer, and Clerk, or their respective delegates, be authorized to sign the Memorandum of Settlement, the Collective Agreement, and all

10

other documents necessary to implement the Memorandum of Settlement and Collective Agreement.

Carried

6. Hearings of Deputations and Presentations:

6.1 Request for Delegation regarding Item 7.4 Strong Mayor Powers Overview (COU25-049)

R2025-170 **Motion by** Councillor Hunter **Seconded by** Councillor Sebben **THAT Elaine Strawbridge and Jane Marie Mitchell be heard.**

Carried

Elaine Strawbridge, representing citizens concerned about Strong Mayor Powers, spoke to Council to request the adoption of a resolution stating that Strong Mayor Powers will not be used in the City of Stratford going forward. Highlights of the presentation included:

- an overview of arguments against the use of Strong Mayor Powers in Stratford being provided;
- Stratford Councils having made good decisions for the community;
- Bill 39 and the expansion of the powers of the mayor short circuiting dialogue;
- how the expanded powers could affect the composition and competencies of council as well as administrative officials;
- there being no evidence that the use of strong mayor powers in other municipalities have had a discernable effect on housing starts;
- the expansion of mayoral powers being anti-democratic; and
- Council being urged to elect not to use strong mayor powers in Stratford.

Jane Marie Mitchell spoke to Council to request the adoption of a motion to repeal the use of Stratford's Strong Mayor Powers. Highlights of the presentation included:

- the priorities of municipalities not always aligning with provincial priorities;
- it being questioned when the extended mayoral powers will cease as the province may change their priorities at any time resulting in the use of the powers having no end in sight;
- there being a requirement for increasing communications for the public to understand how powers can be used;
- it being questioned when mayoral decisions made under the extended powers will be communicated;
- there being municipalities including Goderich and Port Elgin who have declared that they are rejecting the strong mayor powers;
- an overview of examples from other municipalities where mayors have acted quickly without proper research and how such decisions may be affected by strong mayor powers;
- there being organizations in Stratford including the City's Social Services Department working in collaboration to find solutions to the housing problem; and
- Stratford responding to the needs of the residents without the strong mayor powers already.

7. Orders of the Day:

7.1 Resolution - Affordable Housing Creation Through Collaboration (COU25-051)

Kendra Fry, investStratford Housing Specialist and Kathy Vassilakos, Director of United Housing, referring to a PowerPoint presentation, provided an overview of the report. Highlights of the presentation included:

- an update on the activities of United Way related to housing being provided;
- an overview of United Housing and its mandate and vision being provided;

- partnership and collaboration being noted as important to get out of the housing crisis;
- an overview of the key milestones for the United Way related to housing;
- an overview of the United Way's projects in Stratford;

13

- an overview of the services provided by the Connection Centre;
- the letters of support from municipalities being important in getting housing funding from the provincial and federal governments; and
- a summary of the request for a letter of support for United Housing and direction for the City to collaborate with United Housing.

Members of Council and staff held a discussion regarding the following:

- the extension of loans to not-for-profit organizations not affecting the City's annual debt limits and repayment restrictions with the province;
- it being questioned whether there is a possibility of increasing affordable housing without having to extend the loan as a municipality; and
- it being noted that if the City has the money to lend out to other organizations then there will not be a need to extend a loan.

R2025-171

Motion by Councillor Henderson **Seconded by** Councillor Sebben

THAT the report titled, "Affordable Housing Creation through Collaboration" (COU25-051) and the presentation from United Housing be received;

THAT Council direct the Mayor's Office to provide a letter of support to United Housing supporting their efforts to build affordable housing in the City of Stratford;

AND THAT Council direct investStratford to work with United Housing and the Director of Corporate Services to analyze

various funding mechanisms and investment models for Council to consider.

Carried

Councillor Burbach having declared a pecuniary interest did not participate in the discussion or vote on this matter.

7.2 Resolution - Zone Change Application Z05-24 for 156 Albert Street (COU25-052)

Robin McIntyre, Consulting Planner for the City of Stratford, referring to a PowerPoint presentation, provided an overview of the report. Highlights of the presentation included:

- an overview of the location and size of the subject lands being provided;
- the current state of the subject lands being noted;
- an overview of the applicant's proposals for the development of the subject lands being provided;
- an overview of the current zoning of the subject lands and the sitespecific provisions being requested by the applicant; and
- a summary of the consultation process including the comments received from agencies and the public.

Members of Council and the Consulting Planner held a discussion regarding the following;

- it being questioned whether there are plans for pedestrian safety given the exemption being sought regarding the visibility triangle; and
- the Consulting Planner noting that the visibility triangle does not encroach on the pedestrian access and the fence being installed will be reduced in height to ensure visibility.

R2025-172 Motion by Councillor McCabe Seconded by Councillor Biehn

THAT Zone Change Application Z05-24 as submitted by Zelinka Priamo Ltd. on behalf of Upper Avon Holdings Inc. for the lands located at 156 Albert Street to rezone the subject lands from Central Commercial to Central Commercial with Site Specific Exemptions BE APPROVED to establish the following site specific exemptions:

- 1. Parking areas shall be permitted within a driveway visibility triangle, provided such parking areas do not encroach more than 1.6 metres into the driveway visibility triangle; and
- 2. A stand alone Apartment Building with dwelling units on the main floor shall be permitted within the Central Business District.

AND THAT such approval be granted for the following reasons:

- 1. Zone change application Z05-24 is consistent with the Provincial Planning Statement, 2024;
- 2. Zone change application Z05-24 is in conformity with the goals, objectives, and policies of the Official Plan;
- 3. Zone change application Z05-24 will facilitate the redevelopment of an underused commercial site within the Downtown Core for residential purposes to provide additional rental housing stock within the City; and
- 4. Public comments have been received, reviewed, comprehensively considered, and appropriately addressed through planning process.

AND THAT no further notice be required under section 34(17) of the Planning Act.

Carried

7.3 Resolution - Human Resources Update (COU25-050)

R2025-173 Motion by Councillor Hunter Seconded by Councillor Burbach THAT the report titled "Human Resources Update" (COU25-050) be received for information;

THAT the Interim Chief Administrative Officer be authorized to enter into an agreement for services with Ward & Uptigrove Human Resources Solutions for a term of three (3) months at a cost of \$60,000, including HST and travel fees;

THAT a follow up report be brought forward within the next three-month term to evaluate ongoing need and seek further direction from Council, if required;

AND THAT the expenditure for these services be recorded in the HR department budget.

Members of Council and staff held a discussion regarding the following:

- it being questioned whether the travel fees will result in the total expenses going over the 60-thousand limit;
- staff clarifying that the travel fees will be included in the costs noted; and
- a member expressing their concern regarding the authority delegated to the Chief Administrative Officer with respect to the removal of an entire department which has resulted in the need to maintain consultants.

The Mayor called the question on the motion.

Carried

7.4 Resolution - Strong Mayor Powers Overview (COU25-049)

The City Clerk, referring to a PowerPoint presentation, provided an overview of Strong Mayor Powers.

Members of Council and staff held a discussion regarding the following:

- the strong mayor powers representing a fundamental shift in how municipal councils do business;
- municipalities not being granted powers under the constitution and the province having complete control over municipalities;
- an overview of actions that Council can take in response to the powers being granted to Stratford;
- the public expecting a democratic process when councils make decisions and it being important to take steps to safeguard democratic principles;
- the powers not being necessary in smaller municipalities and the powers being more suited in larger centres where municipalities are having difficulties in getting housing;
- it being noted that the Association of Municipal Managers, Clerks, and Treasurers of Ontario identified that there is no evidence to suggest that the powers have had any impact on the number of housing starts to the municipalities that have been given powers;
- the powers resulting in a blurred authority and threatening the neutrality of public service;
- it being noted that it is important to formally request the mayor to delegate the powers to Council;
- the Province being requested to conduct a study as to the effects of the strong mayor powers with a focus on building better safeguards;
- the opposition to the powers having potential impacts to the City receiving Provincial grants;
- the Mayor already having enough power to serve the community;
- the Mayor noting that the current structure and decision-making process is working well for the city and it being important to focus on what happens after the powers are granted by the Province; and

 the Director of Social Services noting that staff will continue to pursue funding when it becomes available and will work on maximizing the funding the City receives.

R2025-174

Motion by Councillor Hunter Seconded by Councillor Burbach WHEREAS the Province of Ontario has proposed to designate the City of Stratford as a "Strong Mayor" community, granting enhanced powers to the Mayor effective May 1, 2025; and,

WHEREAS the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

WHEREAS the City of Stratford has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council-debate and shared decision making; and,

WHEREAS many municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

WHEREAS the City of Stratford did not formally request or express a desire to be designated under the Strong Mayor framework; and,

WHEREAS a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal;

THEREFORE BE IT RESOLVED that City of Stratford Council formally request that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately remove the City of Stratford from the list of municipalities designated under the Strong Mayor legislation; AND BE IT FURTHER RESOLVED that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Member of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

Carried

R2025-175 Motion by Councillor Sebben Seconded by Councillor Hunter THAT the Mayor be requested to formally state that the Strong Mayor Powers will not be used;

AND THAT the Mayor be requested to issue a Mayoral Decision to delegate the powers provided to him under the Strong Mayor Power system.

Carried

R2025-176 Motion by Councillor Hunter Seconded by Councillor Henderson THAT the report titled, "Strong Mayor Powers Overview" (COU25-049), be received for information.

Carried

7.5 Resolution - Fire Protection Grant Transfer Payment Agreement Additional Funds (COU25-047)

R2025-177

Motion by Councillor Biehn Seconded by Councillor Burbach

THAT The Corporation of the City of Stratford enter into an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General, Office of the Fire Marshal to support the municipal fire service in acquiring clothing to improve and enhance the level of safety to the fire protection service being provided;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized the sign the Ontario Transfer Payment

agreement provided through the Fire Protection Grant on behalf of the Corporation.

Carried

7.6 Resolution - To Supply and Deliver One Electric Ice Resurfacer (COU25-048)

R2025-178 Motion by Councillor Hunter Seconded by Councillor Burbach THAT the supply and delivery of a new Electric Ice Resurfacer be awarded to Zamboni Company Ltd. at a total cost of \$215,510.21, including HST.

Carried

7.7 Resolution - T-2025-04 Avon Street and Avondale Avenue Reconstruction Tender Award (COU25-053)

R2025-179 Motion by Councillor Burbach Seconded by Councillor Nijjar THAT the tender for the Avon Street and Avondale Avenue Reconstruction Project [T-2025-04] be awarded to Elgin Construction Company Limited, at a total tender price of \$3,843,881.88, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2025-04.

Members of Council and staff held a discussion regarding the following:

- a member noting that they will not be supporting the project as residents have expressed concerns about losing a sidewalk;
- the Director of Infrastructure Services noting that in accordance with the City's policy, all local streets receive one sidewalk;
- the possibility of redirecting the savings from the project to the affordable housing reserve;
- Council being able to direct reserves and their use at any time;

- there being an infrastructure funding deficit including for roads and the redirection of the savings potentially shorting the deficit issue that was previously identified; and
- the Director of Infrastructure Services noting that the pricing for the annual asphalt resurfacing has been good and staff may request additional funding to pave more roads due to the current pricing.

The Mayor called the question on the motion.

Carried

7.8 Correspondence - Resignation from the Committee of Adjustment

R2025-180 Motion by Councillor McCabe Seconded by Councillor Burbach THAT the resignation of Justine Nigro from the Committee of Adjustment effective July 17, 2025, be accepted.

Carried

7.9 Proclamation - Melanoma and Skin Cancer Awareness Month

R2025-181 Motion by Councillor Burbach Seconded by Councillor Henderson THAT Stratford City Council hereby proclaims May 2025 as "Melanoma and Skin Cancer Awareness Month" to keep our community aware, informed and vigilant about the potential risks of over-exposure to the UV radiation of the sun.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Finance and Labour Relations Committee:

R2025-182 **Motion by** Councillor Hunter **Seconded by** Councillor McCabe

THAT the Report of the Finance and Labour Relations Committee dated April 28, 2025 be adopted as printed.

Carried

9.1.1 Municipal Debt Updates and Limits (FIN25-007)

THAT the report titled, "Municipal Debt Updates and Limits" (FIN25-007), be received;

THAT Council authorize long-term borrowing for Britannia II in an amount not to exceed \$4,550,000;

AND THAT staff be authorized to proceed with finalizing the applicable documentation and rate negotiation with RBC and preparing any required by-laws to be brought to a subsequent meeting for Council approval.

9.1.2 Cash Holdings and Municipal Investment Performance 2024 (FIN25-008)

THAT the report titled, "2024 Cash Holdings and Investment Performance" (FIN25-008), be received for information.

9.1.3 2024 Annual Reports from Committees of Council (FIN25-009)

THAT the following 2024 Annual Reports from Committees of Council be received for information:

- Active Transportation Advisory Committee,
- Heritage Stratford Committee,
- Accessibility Advisory Committee,
- Stratfords of the World Committee, and
- Communities in Bloom Committee.

9.1.4 Securities Policy (FIN25-010)

THAT the report titled, "Securities Policy" (FIN25-010), be received for information.

9.2 Report of the Infrastructure, Transportation and Safety Committee

R2025-183 Motion by Councillor Burbach Seconded by Councillor McCabe THAT the Report of the Infrastructure, Transportation and Safety Committee dated April 28, 2025 be adopted as printed.

Carried

9.2.1 2024 Annual Water Summary Report to Council (ITS25-005)

THAT the 2024 Water Summary Report (ITS25-005) be received by City Council in accordance with the compliance standards set out in Ontario Regulation 170/03.

9.2.2 2024 Stratford Water Pollution Control Plant (WPCP) Annual Report (ITS25-007)

THAT the 2024 Stratford Water Pollution Control Plant Annual Report be received by City Council for information.

9.2.3 Request for an Exemption to the Noise Control By-law 113-79 for the Caribbean and African Day Event (ITS25-006)

THAT approval be granted to the Multicultural Association, for an exemption to Noise Control By-law 113-79 for the Caribbean and African Day event on Sunday, May 25, 2025, from 10:00 a.m. to 12:00 a.m. from the following provisions:

- Prohibited all day Sundays and Statutory Holidays, and from 7:00 p.m. of one day to 7:00 a.m. the next day;
- Unreasonable noise provision [Schedule 1, Clause 8];
- Loading and unloading [Schedule 2 clause 4].

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

The following By-laws required First and Second Readings and Third and Final Readings and could have been taken collectively upon unanimous vote of Council present:

A member requested item 11.4 be taken separately.

R2025-184 Motion by Councillor Henderson Seconded by Councillor Nijjar THAT By-laws 48-2025 to 51-2025 be taken collectively.

Carried unanimously

R2025-185 Motion by Councillor McCabe Seconded by Councillor Hunter THAT By-laws 48-2025 to 51-2025 be read a First and Second Time.

Carried two-thirds support

R2025-186 Motion by Councillor Burbach Seconded by Councillor Nijjar THAT By-laws 48-2025 to 51-2025 be read a Third Time and Finally Passed.

Carried

R2025-187 Motion by Councillor Biehn Seconded by Councillor Burbach THAT By-law 52-2025 be read a First and Second Time.

Carried two-thirds support

R2025-188 **Motion by** Councillor Nijjar **Seconded by** Councillor Henderson **THAT By-law 52-2025 be read Third Time and Finally Passed.**

Carried

11.1 Fire Protection Grant Ontario Transfer Payment Agreement - Bylaw 48-2025

To authorize the execution of an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General to receive funds through the Fire Protection Grant program.

11.2 Award Ice Resurfacer to Zamboni Company Ltd. - By-law 49-2025

To authorize the acceptance of a tender by Zamboni Company Ltd. the supply and delivery of a new Electric Ice Resurfacer.

11.3 Z05-24 - 156 Albert Street - Zoning By-law Amendment - By-law 50-2025

To amend By-law 10-2022, as amended, with respect to zone change application Z05-24 to amend the Central Commercial (C3) Zone at 156 Albert Street to a Central Commercial (C3) Zone with site specific regulations.

11.4 Tender Award for Avon Street and Avondale Avenue Reconstruction - 52-2025

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Elgin Construction Company Limited for the Avon Street and Avondale Avenue Reconstruction (T-2025-04).

11.5 ADDED - Memorandum of Settlement with ATU Local 741 - Bylaw 51-2025

To authorize the acceptance of a Memorandum of Settlement and the execution of a four-year collective agreement with The Amalgamated Transit Union Local 741 effective May 1, 2025.

12. Consent Agenda: CA-2025-051 to CA-2025-056

12.1 CA-2025-056

R2025-189

Motion by Councillor Hunter Seconded by Councillor Burbach THAT CA-2025-056, the resolutions regarding the Strong Mayor Powers designation, be endorsed.

Carried

13. New Business:

13.1 Review of the Delegation of Authority to the Chief Administrative Officer

Motion by Councillor Sebben

THAT the delegation of authority to the Chief Administrative Officer be referred to staff to review how it compares to other municipalities.

There was no seconder for the motion.

14. Adjournment to Standing Committees:

The next Regular Council meeting is May 12, 2025 in the Council Chamber, City Hall.

R2025-190 Motion by Councillor Henderson Seconded by Councillor Burbach THAT the Council meeting adjourn to convene into Standing Committees as follows:

- Social Services Committee [7:05 or thereafter following the Regular Council meeting]; and
- Community Services Committee [7:10 or thereafter following the Regular Council meeting]

and to Committee of the Whole if necessary, and to reconvene into Council.

Carried

Council recessed at 9:13 p.m.

Councillor Wordofa left the meeting at 9:19 p.m.

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on April 28, 2025 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

There were no disclosures of pecuniary interest made by a member at the April 28, 2025, Council Reconvene meeting.

15.2 Reading of the Confirmatory By-law:

The following By-law required First and Second Readings and Third and Final Readings.

By-law 11.6 Confirmatory By-law 53-2025

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 28, 2025.

R2025-191 Motion by Councillor Henderson Seconded by Councillor Hunter THAT By-law 53-2025 be read a First and Second Time.

Carried two-thirds support

R2025-192 Motion by Councillor Sebben Seconded by Councillor Burbach THAT By-law 53-2025 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2025-193 Motion by Councillor Burbach Seconded by Councillor Nijjar THAT the April 28, 2025 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:06 p.m. Meeting End Time: 9:13 p.m.

Reconvene Meeting Start Time: 9:25 p.m. Reconvene Meeting End Time: 9:26 p.m. Regular Council Minutes April 28, 2025

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date:	May 12, 2025
То:	Mayor and Council
From:	Johnny Bowes, Manager of Asset Management
Report Number:	COU25-054
Attachments:	Asset Management Plan 2025 Update (Document)

Title: Asset Management Plan 2025 Update

Objective: To obtain Council's endorsement of the City's updated Asset Management Plan.

Background: In 2015, the Province passed the Infrastructure for Jobs and Prosperity Act with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, filed under this act. The regulation sets out detailed requirements for municipalities to ensure long-term sustainability of municipal infrastructure through the preparation of a Strategic Asset Management Policy and a comprehensive Asset Management Plan (AMP), through four phases or milestones by July 1, 2025.

The regulatory phases and ongoing requirements are:

Phase 1 (July 1, 2019): Strategic Asset Management Policy (AMP)

Phase 2 (July 1, 2022): AMP for core assets, assessed at current service levels and financial summary of capital expenditures.

Phase 3 (July 1, 2024): AMP for all assets, assessed at current service levels and financial summary of capital expenditures. (This is the AMP being presented today).

Phase 4 (July 1, 2025): AMP for all assets assessed at proposed or appropriate service levels and financial funding strategy.

Ongoing (2026 and beyond): Council shall conduct an annual review of its Asset Management Program progress and update the AM policy and AMP every 5 years (at minimum).

To date, the City has fulfilled phases one and two of the regulation with this version of the Asset Management Plan fulfilling phase 3 requirements if adopted. Staff note that

1

phase three is overdue as it was due on July 1, 2024. In consultation with the Ministry of Infrastructure, this date has been recalibrated to May 2025. The next iteration of the City's Asset Management Plan and Financial Strategy due on July 1, 2025, will complete phase four of the regulation.

Analysis: Asset management plans are key to municipal planning, guiding the timing and amount of funding needed to maintain, repair, or replace assets to ensure they perform well and support service levels. The City uses data from these plans, including condition assessments, to help shape work plans, budgets, and financial strategies, including updates to the infrastructure master plans and water and wastewater rate study. These plans are essential tools that inform decision-making, and the financial strategy needed to meet service goals while managing risks.

The scope of this AMP 2025 update includes:

- All known assets that the City owns and manages
- An assessment of the current state of the infrastructure, including asset replacement values and current asset performance
- An assessment of the current levels of service provided to the community
- Documentation of the lifecycle activities required to maintain current service levels
- A risk assessment of the City's assets
- A financial summary outlining the cost requirements to maintain current service levels for the next 10 years

In the sections that follow, several key concepts are expanded upon to provide context when reviewing the Asset Management Plan.

The State of the Infrastructure

The City's 35,000 assets and components have a combined current estimated replacement value of \$1.071 billion. Various data sources are used to determine replacement costs, including condition assessments, staff knowledge, historical costs and market trends. The graph below provides a breakdown of asset current replacement values organized by the services they support. In 2021, the previous Council endorsed an AMP with an estimation that all City assets had a combined replacement value of \$944 million. This increase in overall value is attributed to:

- New assets acquired since the 2021 AMP
- Improvements to the accuracy of replacement costs

It should be noted that as replacement cost data estimates continue to be updated to reflect current market costs, the overall replacement cost of the City's assets will increase over time.



Collectively, 56% of the City's assets are in "fair" or better condition. Condition is determined using various methods. Inspections are used where possible (both internal and external) but in many cases where inspection information is not available, the condition is determined based on current age compared to the estimated age at the time of implementing the asset.

The graph below shows a breakdown of the overall condition ratings based on the service provided. For context, in the 2021 AMP, 60% of the assets were in "fair" or better condition. For service life remaining, 66% of the City assets have 10 years or more of their service life remaining.

Condition assessments are a critical component of an asset management plan because they provide objective, up-to-date information about the physical state and performance of assets. This data enables informed decision-making regarding maintenance, rehabilitation, and replacement strategies, helping to prioritize investments based on actual need rather than age or assumptions. By identifying issues early, condition assessments support risk management, reduce the likelihood of unexpected failures, and ultimately extend the useful life of assets while optimizing lifecycle costs and ensuring reliable service delivery to the community.



As noted above, many assets in the City's asset portfolio have condition ratings based on their age. When an asset is initially acquired, it has an Estimated Useful Life (EUL) assigned to it based on existing policy. For example, a sewermain pipe has an EUL of 50-75 years which is based on an industry standard metric. The City has many sewermains that are 75 years and older which therefore have an automatic condition rating of "very poor" because they are older than their EUL. However, if we were to complete a CCTV inspection of these sewermains, staff would be able to conclude with confidence that many of those pipes although old, are in "fair" condition.

One of the next steps is to refine the City's asset condition assessment strategy to incorporate as many condition assessments as possible and reduce the reliance on age as an indicator. The likelihood based on departmental field knowledge is that better condition data will lead to less assets categorized in "poor" or "very poor" conditions. Better data will lead to fewer assets in need of immediate replacement and may reduce the current infrastructure replacement backlog of approximately \$170 million.

Levels of Service

Level of Service (LOS) refers to the specific standards and expectations for the performance, quality, and efficiency of assets and the services they provide. It's about defining how well an asset is functioning and the service it delivers to customers and stakeholders. LOS helps organizations understand what's being achieved and what needs to be improved. Service levels are defined in three ways: customer values, community levels of service, and technical levels of services.

Customer Values: summarizes the different customer expectations of each service

- **Community LOS:** details LOS measures that focus on customer experiences that use language that is familiar to the community
- **Technical LOS:** details measures that the City uses to understand if it is managing assets to the level appropriate to meet community expectations

The current 2025 AMP outlines the costs to deliver current levels of service for each asset category. Some LOS metrics are set forth by the Province in O. Reg. 588/17 and are captured in the AMP. The next phase of the AMP update requires that the City establish LOS for the next 10 years for each asset category. This AMP has included some possible LOS metrics to consider for the next AMP update for each asset category.

Financial Summary

The 2025 AMP update suggests an average capital budget requirement of \$30.2 million towards infrastructure. The City is averaging \$18.7 million in budget contributions (2016-2023) which leaves an annual total funding gap of approximately \$11.5 million. This can be shown in the graph below.



The data suggests that water and wastewater fund to a minor surplus. This makes sense given that water and wastewater are legislated to be fully user-pay. When this surplus is applied and compared to the tax funded assets, there is a tax funded asset deficit of \$12 million annually (see the chart below).

Asset Category	Avg. Annual Requirement	Historical Capital (Reserve Contribtions & OCIF/CCBF) Funding Average	Annual Deficit (If applicable)
Bridges and Culverts	\$1,138,082	\$696,000	(\$442,082)
Buildings and Facilities	\$7,132,982	\$3,655,011	(\$3,477,971)
Land Improvements	\$1,295,651	\$1,430,228	\$134,577
Machinery and Equipment	\$2,380,967	\$1,095,107	(\$1,285,860)
Roads	\$9,552,643	\$3,737,656	(\$5,815,178)
Storm	\$2,790,378	\$2,274,591	(\$515,787)
Fleet	\$2,651,847	\$1,577,875	(\$1,073,972)
Totals	\$26,942,550	\$14,466,468	(\$12,476,273)

This \$12.4 million deficit when factored into the \$73,000,000 budget requirements (2023) equates to a 17% budget change required for a full capital investment funding at that time. Since then, some progress has been made in terms of invested tax dollars through annual budget increases, however the annual deficit is still in the same approximate range.

Asset Category	Budget Change Required for Full Funding
Bridges and Culverts	0.53%
Buildings and Facilities	4.62%
Land Improvements	0.00%
Machinery and Equipment	1.57%
Roads	7.98%
Storm	0.80%
Fleet	1.50%
Total	17%

The intent of this AMP update is to identify funding shortfalls, and the next phase (Phase 4 to be completed later this year) must include a comprehensive *sustainable* financial strategy to be endorsed by Council. The goal is not to eliminate the funding shortfall, rather it is to ensure sustainability of services with the resources that are available.

As staff continue to update replacement costs and lifecycle activities and as Council continues to refine levels of service, it is expected that this shortfall will change with each AMP update. Changes may result in a greater deficit or a lesser deficit, but ultimately the goal is to get to a point where the City's asset management plans and activities are more predictable and sustainable.

Next Steps

The Phase 4 Asset Management Plan update due later in the year will build off this AMP. While required for compliance with the provincial regulations, it will also serve to guide Council and staff in decision-making around service levels.

However, before the next update can be endorsed at Council, the proposed levels of service that utilize the City's assets for the next ten years and a comprehensive sustainable financial strategy will need to be developed and approved by Council and incorporated into the AMP.

Staff intend to create public engagement opportunities through pop up sessions and surveys to gain an understanding of the residents' levels of service expectations for City services. Information provided will include current costs for specific services (and the impact of maintaining the assets to deliver those services), to gauge resident sensitivity around specific service levels.

The public feedback will be presented to Council for consideration as they discuss and approve proposed levels of service going forward.

Failure of a municipality to have an updated and Council-adopted Asset Management Plan will have provincial and federal funding implications. Staff are already seeing requirements to submit provincially compliant AMPs with funding applications, though note that the funding agencies have been somewhat flexible given the challenges many municipalities have faced meeting the deadlines.

The AMP is currently directly tied to eligibility of the Ontario Community Infrastructure Fund (OCIF) and Canada Community Building Fund (CCBF) which are key funding sources to the City's capital program.

This AMP update illustrates the funding shortfall; however, the next iteration of the plan will require a comprehensive long-term financial strategy that is likely to impact future budgets significantly unless a fulsome discussion can occur around service levels.

Financial Implications:

Financial impact on current year operating budget:

There are no direct financial implications to the current year operating budget as this Asset Management Plan is to comply with Ontario Regulation 588/17.

Financial impact on future year operating budget:

This AMP update provides the funding shortfall and deficit data however, the next iteration of the plan will have a comprehensive long term financial strategy that may impact future budgets. Next steps will assist residents, Council and staff in prioritizing services to ensure that the community needs are being met sustainably.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the Asset Management Plan is one of the driving documents along with other studies and master plans, for the future of the City's infrastructure.

Build Housing Stability

This report aligns with this priority as the infrastructure services that provide our homes with basic services such as water and wastewater, need to be keep in a state of good repair to ensure uninterrupted service.

Intentionally Change to Support the Future

This report aligns with this priority as the intent of the Asset Management Program is to ensure infrastructure sustainability for future generations.

Alignment with One Planet Principles:

Culture and Community

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

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought.

Staff Recommendation: THAT the report titled, "Asset Management Plan 2025 Update" (COU25-054), be received;

AND THAT Council adopt the City's Asset Management Plan Update 2025 as presented.

Prepared by:	Johnny Bowes, Manager of Asset Management
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
	Adam Betteridge, Interim Chief Administrative Officer
CITY OF STRATFORD

Asset Management Plan Update 2025



ABOUT THIS DOCUMENT

Acknowledgements

The City of Stratford 2025 Asset Management Plan (AMP) is an update of the previous plan updated in 2021, outlining the state, risk profile, service levels, and funding needs of the City's 35,000 assets, valued at \$1.071 billion (2023). It details asset inventory, replacement costs, lifecycle strategies, and financial planning to maintain service levels. As a dynamic document, the AMP evolves with data, market conditions, technology, and service expectations.

Asset Management Team

- Karmen Krueger, Director of Corporate Services/Treasurer
- Johnny Bowes, Manager of Asset Management
- Abdullah Bashir, Asset Management Coordinator

This plan update is made possible through the efforts of many City of Stratford staff, with gratitude extended to the following contributors for their work on this AMP:

Corporate Management Team Members

- Joan Thompson, CAO
- Adam Betteridge, Acting CAO/Director of Building and Planning
- Taylor Crinklaw, Director of Infrastructure Services
- Tim Wolfe, Director of Community Services
- Kim McElroy, Director of Social Services
- Sean Beech, Manager of Environmental Services
- Jeremy Witzel, Manager of Public Works
- Nancy Roulston, Manager of Engineering
- Nick Sheldon, Project Manager
- Nathan Bottema, Project Engineer
- Mark Hackett, Manager of Community Facilities
- Quin Malott, Manager of Parks, Forestry and Cemetery
- Darcy Drummond, Manager of Recreation and Marketing
- Shannon Archer, Business Integration Manager
- Brent Raycraft, Supervisor of Fleet
- Naeem Khan, Chief Technology and Security Officer
- Sadaf Ghalib, Climate Change Program Manager



City of Stratford Land Acknowledgement

We acknowledge that Stratford is positioned on the traditional territory of the Haudenosaunee, Anishinaabe, and the Neutral (Attawandaron) Peoples. As we gather, we are reminded that the City of Stratford is situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Métis, and Inuit Peoples today.

We acknowledge that Stratford is situated on land that was shared between the Haudenosaunee, Anishinaabe, and the Neutral (Attawandaron) Peoples. We are grateful to have the opportunity to live, work, and play on this land.

1. Executive Summary1
1.0 Introduction & Context
1.1 An Overview of Asset Management
1.2 Key Concepts in Asset Management9
1.3 Ontario Regulation (O. Reg.) 588/1712
1.4 O. Reg. 588/17 Compliance Review13
1.5 Climate Change14
2.0 Scope and Methodology16
2.1 Asset categories included in this AMP17
2.2 Deriving Replacement Costs17
2.3 Estimated Useful Life and Service Life Remaining18
2.4 Reinvestment Rate
2.5 Deriving Asset Condition
3.0 Portfolio Overview
3.1 Total Replacement Cost of Asset Portfolio21
3.2 Target vs. Actual Reinvestment Rate22
3.3 Condition of Asset Portfolio23
3.4 Service Life Remaining24
3.5 Forecasted Capital Requirements25
4.0 Analysis of Tax-funded Assets
4.1 Road Network27
4.2 Bridges & Culverts
4.3 Stormwater Network
4.4 Facilities
4.5 Machinery & Equipment
4.6 Fleet
4.7 Land Improvements
5.0 Analysis of Rate-funded Assets
5.1 Water Network
5.2 Wastewater Network
6.0 Impacts of Growth
6.1. Description of Growth Assumptions

110
111
112
116
117
120
123
126
127
132
140

1. Executive Summary

Key Statistics

\$1.071 billion Replacement cost of asset portfolio îr Increase from 2019 (\$944 million)	\$80,605 Replacement cost of infrastructure per household ↑ Increase from 2019 (\$68,149)
2.82%	1.74%
Target average annual infrastructure	Actual average annual infrastructure
reinvestment rate	reinvestment rate
îr Increase from 2019 (2.28%)	☆ Increase from 2019 (1.30%)
56%	53%
Percentage of assets in fair or better	Percentage of annual infrastructure
condition	funding needs currently being met
♣ Decrease from 2019 (63%)	Decrease from 2019 (63%)
13,287	\$863
Number of properties in the City	Annual deficit per household
☆ Increase from 2019 (12,376)	îr Increase from 2019 (\$664)

Municipal infrastructure provides the foundation for the economic, social and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

43

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

Asset Category	Source of Funding	
Road Network	Tax Levy	
Bridges & Culverts	Tax Levy	
Stormwater Network	Tax Levy	
Buildings & Facilities	Tax Levy	
Machinery & Equipment	Tax Levy	
Fleet	Tax Levy	
Land Improvements	Tax Levy	
Water Network	User Rates	
Wastewater Network	User Rates	

This AMP includes the following asset categories:

The overall replacement cost of the asset categories included in this AMP totals 1.071 billion (\$944 million in 2019) and 56% of all assets analysed in this AMP are in fair or better condition (63% in 2019). Assessed condition data was available for 39% of assets. For the remaining assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP has used a combination of proactive lifecycle strategies (roads and underground piping) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service. To meet capital replacement and rehabilitation needs for existing infrastructure, eliminate infrastructure backlogs, and achieve long-term sustainability, the City's average annual capital requirement totals \$30.2 million (\$21.5M in 2019). Based on an historical analysis of sustainable capital funding sources, the City is committing approximately

\$18.7 million towards capital projects per year (\$12.3M in 2019). As a result, there is currently an annual funding gap of \$11.5 million (\$9.3M in 2019).

Staff have begun developing a financial strategy to address the annual capital funding gap. One of the requirements of this plan are to identify the funding shortfalls that exist. A comprehensive financial strategy is a requirement of the next AMP update later in 2025. A general recommendation has been included in this plan but will require further refinement in the next AMP update when updated financial and asset inventory data become available. The following table compares total and average annual budget contributions required to eliminate the City's infrastructure deficit:

Funding Source	Years Until Full Funding	Total Budget Increase Required	Average Annual Contribution Increase
Tax-Funded Assets	5-10 Years	17%	2%-3%
Rate-Funded (Water)	ate-Funded (Water) 10 Years		5%
Rate-Funded (Sanitary)	10 Years	15%	1.5%

Between this update and the previous update completed in 2021 AMP, the City has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024, with strong consideration for the 2025 requirements. There are additional requirements concerning proposed levels of service and future strategies for a 10-year period and growth forecasts that must be met by July 1, 2025. The work required for this future update is already underway.

This AMP represents a snapshot in time and is based on the best available processes, data, and information at the City. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources. Several recommendations have been developed to guide the continuous refinement of the City's asset management program. These include:

- a) continuation of asset inventory data review and validation
- b) continuation of the formalization of condition assessment strategies
- c) the implementation of risk-based decision-making as part of asset management planning and budgeting
- d) the continuous review, development and implementation of optimal lifecycle management strategies
- e) the identification of proposed levels of service

The evaluation of the above items and further development of a data-driven, best-practice approach to asset management is recommended to ensure the City is providing optimal value through its management of infrastructure and delivery of services.

The first iteration of the City's asset management plan was completed PSD CityWide on behalf of the City of Stratford. This is a living document and this version, and future updates of the plan will build off the structure and concepts of the original AMP.

1.0 Introduction & Context

Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.
- The City's strategic asset management and asset capitalization policy provides clear direction to staff on their roles and responsibilities regarding asset management. The development of a data governance policy to achieve this role clarity is underway.
- Asset management planning is an ongoing process that evolves alongside the growth of the corporation, driving informed and strategic long-term planning.
- Ontario Regulation 588/17 contains several additional key requirements for asset management plans in Ontario with milestones between July 1, 2021, and 2025.

1.1 An Overview of Asset Management

Municipalities are tasked with overseeing and maintaining a wide range of infrastructure assets to provide essential services to the community. The objective of asset management is to reduce the long-term costs of infrastructure service delivery, mitigate related risks, and ensure that ratepayers receive the greatest value from the asset portfolio.

The acquisition of capital assets represents just 10-20% of their overall ownership cost, with the remaining 80-90% attributed to operations and maintenance. This AMP concentrates its analysis on the capital costs associated with maintaining, rehabilitating, and replacing existing municipal infrastructure assets.



To ensure financial sustainability, the City must plan accordingly as these costs can span decades. The development of an AMP is a critical step in planning for a sustainable financial future and a key part of a broader asset management program. This begins with the development of a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy that aligns strategic objectives with asset management objectives, and concludes with an AMP.

1.1.1 Benefits of Asset Management

Implementing the key principles and best practices of asset management can lead to notable changes in the organizational processes. The following table highlights numerous benefits of asset management and the value of organizational change.





Data-driven decision making



Enhanced sustainability of infrastructure



Improved level of service and quality of life



Accurate forecasting of infrastructure replacement



Compliance with federal and provincial regulations

1.1.2 Asset Management Policy

An asset management policy represents a statement of the principles guiding the municipality's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The City adopted their Strategic Asset Management Policy on June 24, 2019, in accordance with Ontario Regulation 588/17. An updated Asset Management Policy will be presented to Council in 2025.

The objectives of the policy include:

- Fiscal Responsibilities
- Delivery of Services/Programs
- Public Input/Council Direction
- Risk/Impact Mitigation

1.1.3 Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the municipality plans to achieve asset management objectives through planned activities and decision-making criteria.

The City's Tangible Capital Asset Policy contains many of the key components of an asset management strategy and will be expanded on in future revisions or as part of a separate strategic document. The future Data Governance Policy will also play a key role in the asset management strategy.

1.1.4 Asset Management Plan

The asset management plan (AMP) presents the outcomes of the municipality's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The City is committed to embracing Asset Management strategies in its service delivery and will use this data to inform future decision-making as the plan becomes more fulsome.

1.2 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

1.2.1 Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of residents, it is important to establish a lifecycle management strategy to proactively manage asset deterioration as well as establishing the timing of required interventions though levels of service. When staff begin updating the AMP again in Q2 of 2025, staff will be working with Council and the public to establish service levels which impact these interventions and lifecycle strategies.

Lifecycle Activity Description		Example (Paved Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring.	Crack Seal	\$
Rehabilitation/Renewal Activities that rectify defects or deficiencies that are already present and may be affecting asset performance.		Mill & Re-surface	\$\$
Replacement/Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets.	Full Reconstruction	\$\$\$

There are various field interventions that can help prolong an asset's life. These activities typically fall into three main categories: maintenance, rehabilitation, and replacement. The table below outlines each activity type and highlights the general cost differences between them.

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The City's current approach to lifecycle management is described within each asset category outlined in this AMP. Developing, implementing and defining this approach will help staff determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership while maintaining proposed or expected levels of service.

51

1.2.3 Risk Management Strategies

Municipalities have historically taken a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-risk assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood of failure, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

This AMP includes a high-level evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be reviewed and adjusted based on data as well as strategic and community priorities.

1.2.4 Levels of Service

A level of service (LOS) is a measure of what the City is providing to the community and the nature and quality of that service. Within each asset category in this AMP, quantitative metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the City as worth measuring and evaluating. The City measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service. This AMP describes current Community LOS for all asset categories and some current and future Technical LOS. The rest of the technical LOS will be determined in the 2025 AMP update.

1.2.5 Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the City has determined the qualitative descriptions that will be used to determine the current community level of service provided. These descriptions can be found in the Levels of Service (LOS) subsection within each asset category.

1.2.6 Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the municipality's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the City has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

1.2.7 Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. Once current levels of service have been measured, the City plans to establish proposed levels of service over a 10-year period by July 1st, 2025, in accordance with O. Reg. 588/17. It should be noted that the 10-year period is prescribed however, we recognize that implementation may take longer depending on the LOS proposed.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the City. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals and long-term sustainability. Once proposed levels of service have been established, by July 2025, the City must identify a lifecycle management and financial strategy which allows these targets to be achieved.

1.3 Ontario Regulation (O. Reg.) 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure. Along with creating better performing organizations, more liveable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

The diagram below outlines key reporting requirements under O. Reg 588/17 and the corresponding timelines.

2019

Strategic Asset Management Policy

2022

Asset Management Plan for Core Assets with the following components:

- 1. Current levels of service
- 2. Inventory analysis
- 3. Lifecycle activities to sustain LOS
- 4. Cost of lifecycle activities
- 5. Population and employment forecasts
- 6. Discussion of growth impacts

2024

This AMP

Asset Management Plan for Core and Non-Core Assets

2025

Asset Management Policy Update and an AMP for All Assets with the following additional components:

- 1. Proposed levels of service for next 10 years
- 2. Updated inventory analysis
- 3. Lifecycle management strategy
- 4. Financial strategy and addressing shortfalls
- 5. Discussion of growth impacts on financial strategy and lifecycle activities

1.4 O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2024. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1.1 - 5.2.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1.1 – 5.2.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.1.4 - 5.2.4	Complete
Condition of assets in each category	S.5(2), 3(iv)	4.1.2 – 5.2.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.1.3 – 5.2.3	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.1.8 - 5.2.8	Complete
Current performance measures in each category	S.5(2), 2	4.1.6 - 5.2.6	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.1.5 - 5.2.5	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix A	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	6.1-6.2	Complete

1.5 Climate Change

Canada's Climate Change Report (2022)

Climate change has significant impacts on human and natural systems worldwide, including Canada. These effects include rising temperatures, increased precipitation, droughts, and extreme weather events, primarily driven by human influence. In 2022, Environment and Climate Change Canada (ECCC) released *Canada's Changing Climate Report (CCCR 2022)*, highlighting the country's vulnerability to these changes.

The report revealed that between 1948 and 2022, Canada's average temperature rose by 1.9 °C, double the global average. The effects of widespread warming are evident in many parts of Canada and are projected to intensify in the future. Without significant emissions reductions, temperatures in Canada could rise by as much as 5.5 °C by 2100, compared to 2022 levels. Observed precipitation has also increased by 8% to over 70% in various regions between 1948 and 2012, with the most substantial changes occurring in northern areas. Meanwhile, smaller increases were observed in the Prairies and southwestern British Columbia. Southern Canada is expected to face more frequent summer droughts, while extreme weather events like floods, wildfires, cold and warm extremes, and record-low Arctic sea ice extent are becoming more common nationwide.

Canada's changing climate poses serious risks to its economy, society, environment, and infrastructure. Climate-related extremes such as droughts, floods, frequent freeze-thaw cycles, prolonged heatwaves, high winds, and wildfires threaten physical infrastructure, increasing the risk of damage and wear. Municipalities across Canada influence roughly half of Canada's GHG emissions and therefore are in a unique position to safeguard their local economies, communities, environments, and physical assets from these escalating threats.

1.5.1 Stratford Climate Profile

The City of Stratford is located along the Avon River in Southwestern Ontario. The Municipality is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme weather events. According to Climatedata.ca, a collaboration supported by Environment and Climate Change Canada (ECCC), the City of Stratford may experience the following trends:

Higher Average Annual Temperature:

- Between the years 1971 and 2020, the annual average temperature was 7.0 °C.
- Under a high emissions scenario, the average annual temperatures are projected to increase by 2.6°C by the year 2050 and 6.5 °C by the end of the century.

Increase in Total Annual Precipitation:

• Between the years 1971 and 2020, the annual average annual precipitation was 986mm.

• Under a high emissions scenario, the City of Stratford is projected to experience an 11% increase in precipitation by the year 2050 and a 15% increase by the end of the century.

1.5.2 Integrating Climate Change and Asset Management

Sustainable service delivery is the core objective of asset management. Strategic planning is essential to ensuring that current residents receive necessary services without compromising the needs and well-being of future generations. However, climate change threatens the sustainability of municipal service levels by shortening asset lifespans and increasing the risk of premature failure, making it more challenging and expensive to maintain desired service levels.

To promote sustainability, climate change considerations must be integrated into asset management practices and policies. One example of this approach is the municipality's adoption of electric vehicles, demonstrating commitment to both climate change mitigation and adaptation in asset management planning. In September 2023, Council received and adopted the Corporate Energy and Emissions Plan (CEEP) and directed staff to advance strategies outlined in the CEEP. This direction from Council has shifted the way staff look at long term municipal planning and has evolved how asset management planning is advancing with a strategic climate lens.

2.0 Scope and Methodology

Key Insights

- This asset management plan includes 9 asset categories and is divided between tax-funded and rate-funded categories.
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation.
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

2.1 Asset categories included in this AMP

This asset management plan is produced in compliance with Ontario Regulation 588/17. The July 2024 deadline requires analysis of all assets (Core and Non-Core).

The AMP summarizes the state of the infrastructure for the City's asset portfolio, establishes current levels of service and the associated technical and customer-oriented key performance indicators (KPIs), outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	Tax Levy
Stormwater Network	Tax Levy
Buildings & Facilities	Tax Levy
Machinery & Equipment	Tax Levy
Fleet	Tax Levy
Land Improvements	Tax Levy
Water Network	User Rates
Wastewater Network	User Rates

2.2 Deriving Replacement Costs

There are a range of methods used to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

- User-Defined Cost and Cost/Unit: Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.
- **Cost Inflation/CPI Tables**: Historical cost of the asset is inflated based on Consumer Price Index (CPI) or Non-Residential Building Construction Price Index (BCPI).

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs and are the preferred source. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the City incurred. While less preferred, much of the plan is still reliant on this method as it allows for a reasonable consistent method but can sometimes not reflect factors such as specific sector pricing factors or other supply and demand related variables.

2.3 Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the City expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary. As the data quality improves for specific assets within a class, the City can move towards a more custom approach to assigning EUL based on things like frequency of use, weather or other factors that may cause one asset to last longer than another similar asset.

By using an asset's in-service data and its EUL, the City can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the City can more accurately forecast when it will require replacement. The SLR is calculated as follows:

Service Life Remaining (SLR) = In Service Date + Estimated Useful Life(EUL) - Current Year

2.4 Reinvestment Rate

As assets age and deteriorate, they require increasingly additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the City can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

 $Target \ Reinvestment \ Rate = \frac{Annual \ Capital \ Requirement}{Total \ Replacement \ Cost}$

 $Actual Reinvestment Rate = \frac{Annual Capital Funding}{Total Replacement Cost}$

2.5 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the City's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated.	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life.	60-80
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies.	40-60
Poor	ncreasing potential of affecting service Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration.		20-40
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable.	0-20

Using asset age alone for a condition assessment score can over or understate the remaining service life of an asset. In some cases, it may show that fully functional assets that are older, are automatically categorized as "very poor" in the absence of using non-age-based methods. For example, a sewermain pipe that has been in service for 100 years will be categorized as "very poor" condition based on its age alone. However, a video inspection or other method of physical condition assessment may determine that the pipe is in "fair or good" condition which would override the age-based assessment.

One of the long-term strategies and priorities for the City is to complete as many condition assessments on as many assets as possible to accurately determine the overall condition and EUL of City assets.

3.0 Portfolio Overview

Key Insights

- The total replacement cost of the City's asset portfolio is \$1.071 billion.
- The City's target re-investment rate is 2.82%, and the actual re-investment rate is 1.74%, contributing to an expanding infrastructure deficit.
- 56% of all assets are in fair or better condition. This has decreased compared to the previous AMP for several reasons including: better data on older assets and the reinvestment rate experienced a period that was below the effects of inflation.
- 44% of assets are projected to require replacement in the next 10 years. This percentage is mostly based on the age-based condition assessment approach which may not accurately reflect the amount of assets that need to be replaced.
- Average annual capital requirements total \$30.2 million per year across all assets; with the City currently contributing an average of \$18.7 million.

3.1 Total Replacement Cost of Asset Portfolio

The asset categories analysed in this AMP have a total replacement cost of \$1.071 billion based on inventory data from 2023 (\$944 million in 2019). This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



3.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the City should be allocating approximately \$30.2 million annually, for a target reinvestment rate of 2.82%. Actual annual spending on infrastructure totals approximately \$18.7 million, for an actual reinvestment rate of 1.74%. For comparison, in 2019 the target reinvestment rate was 2.28% and the actual reinvestment rate was 1.30%.



3.3 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 56% of assets in Stratford are in fair or better condition. This estimate relies on both age-based and field condition data. For context, 60% of the assets in the previous AMP were in fair or better condition. There was significant a rise in very poor conditions for the water network (33% to 51%) over the last 4 years which is due to the majority of the assets being rated by age-based condition. As we improve our condition assessment strategies, we may see an increase in the number of assets in fair or better conditions.



This AMP relies on assessed condition data for 39% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment	Percentage of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved Roads	100%	2022 Road Needs Study
Bridges & Culverts	Bridges	100%	2023 OSIM Report
Bridges & Culverts	Retaining Walls	100%	2023 OSIM Report
Bridges & Culverts	Structural Culverts	100%	2023 OSIM Report

Stormwater Network	All	0%	In Progress
Facilities	All	64%	2020 Building Condition Assessment
Machinery & Equipment	All	0%	In Progress
Fleet	All	0%	In Progress
Land Improvements	All	5%	Staff Assessments
Water Network	All	5%	Third-party Assessments for Wells, Towers & Reservoirs Break history & water quality complaints for Mains
Wastewater Network	All	10%	Third-party Assessments for Pumping Stations Regular CCTV Inspections for Mains

3.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 44% of the City's assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix A. This is a section that will need to be refined as we update future AMPs with the intent on reviewing our maintenance and replacement processes.



24

3.5 Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the City can produce a more accurate long-term capital forecast. The following graph identifies capital requirements over the next 50 years.

The total annual capital requirement uses the Ontario Building Construction Price Index (BCPI) annual increases as well as the statistical data from the City's asset management software (Citywide). The City uses BCPI to ensure accurate and up-to-date replacement cost estimates for city assets by accounting for inflation and market fluctuations in construction costs. The current annual requirement is \$30.2 million (\$21.5 million in 2019).

For additional context, the BCPI index is used because it represents accurate market averages for capital construction in Ontario. Most of the City's asset replacement costs are based on construction costs, not the Consumer Price Index (CPI) for goods and services.



4.0 Analysis of Tax-funded Assets

Key Insights

- Tax-funded assets are valued at \$897 million.
- 58% of tax-funded assets are in fair or better condition.
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options.

4.1 Road Network

Asset Segment	Quantity	Replacement Cost Method	Replacement Cost
Paved Roads	193,118 m	100% Cost/Unit	\$228,462,312
Sidewalks	229,325 m	100% Cost/Unit	\$45,528,036
Streetlights	4,193	100% CPI Tables	\$18,535,225
Traffic Systems ¹	2,940	100% CPI Tables	\$7,045,734
Total	-	-	\$299,571,309

The Road Network is a critical component of the provision of safe and efficient transportation services and represents the highest value asset category in the City's asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks, traffic systems and streetlights. The City does not own any gravel/unpaved roads.

The City's roads and sidewalks are maintained by the Infrastructure Services department who is also responsible for winter snow clearing, ice control and snow removal operations.

4.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Road Network inventory. For reference, estimated replacement cost is currently \$299 million and was \$229 million in 2019.



¹ Traffic systems include Traffic Signals, Box and Signs

4.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost. It should be noted that a pavement condition assessment is planned for 2025, and paved road condition may change due to an increase of road replacements completed in 2023 and 2024.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Paved Roads	51%	Fair	100% Assessed
Sidewalks	13%	Very Poor	Age Based
Streetlights	17%	Poor	Age Based
Traffic Systems	5%	Very Poor	Age Based



4.1.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- A Pavement Assessment Study was completed in 2022 that included a detailed assessment of the condition of each road segment. An updated assessment is scheduled for 2025.
- Sidewalks are assessed annually by City summer students per Minimum Maintenance Standards (MMS) however, condition data has not been updated accurately. This will be addressed in 2025.

- Most streetlights were replaced with LED lighting in 2016 and are subject to regular visual staff inspections. As we try to improve our condition data, we recognize that the streetlight conditions are not reflected accurately in the asset database. This will be addressed in future AMP updates as we improve our condition assessment practices.
- Pothole patching is applied per MMS requirements to repair and prevent pothole formations. Annual winter control activities such as road and sidewalk plowing, and snow removal are performed and exceed Minimum Maintenance Standards (MMS).
- Staff have a dedicated bi-annual crack sealing program incorporated in the Infrastructure Services workplan and operating budget.
- Rehabilitation is prioritized using Pavement Condition Index (PCI), cost, and Average Daily Traffic (ADT). Staff will take this data and try to focus on the worst rated and consider that in review with other linear asset conditions (water, sewer, etc.) when detraining replacement or reconstruction projects. Pavement re-surfacing is applied to deteriorating road surfaces to extend the life of road assets and prevent the need for full road reconstruction.

4.1.4 Estimated Useful Life & Average Age

The Estimated Useful Life for Road Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

A negative average service life remaining (years) means the average is that many years past the estimated useful life. Example, -21 years average service life remaining is 21 years past the EUL of 20-30 years.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Paved Roads	30 Years	35	21
Sidewalks	25-60 Years	50	-10
Streetlights	15-50 Years	45	13
Traffic Systems	20-30 Years	46	-21

Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.



4.1.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of various design class roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Event Name	Event Class	Event Trigger
Crack Sealing	Preventative Maintenance	Every 3-5 years
Single Lift Surface Overlay	Rehabilitation	80% Condition
Double Lift Surface Overlay	Rehabilitation	60% Condition
Full Reconstruction	Replacement	40 Years

Paved Roads (Arterial/Collector Roads)

71



72

Event Name	Event Class	Event Trigger	
Single Surface Treatment	Rehabilitation	8 Years (Repeated)	
Full Reconstruction	Replacement	50 Years	

4.1.6 Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for paved roads, and assuming the end-of-life replacement of all other assets in this category, the following graph forecasts capital requirements for the Road Network.

The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs to meet future capital needs.


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.1.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Road asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.1.8 Levels of Service

The following tables identify the City's current level of service for the Road Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the City has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Road Network.

Service Attribute	Community Levels of Service	Related Assets	
Scope	The City's roads enable the movement of people and goods throughout the City and to provincial highways using a variety of transportation options. In addition to passenger vehicles, these assets support the movement of commercial vehicles, pedestrians, cyclists, and trailered vehicles, and provide reliable emergency vehicle response access. The extent of the City's transportation network is illustrated in Appendix B.	Roads, Sidewalks, Streetlights, Traffic Systems	
Quality	The City inspects and maintains the transportation network at a condition level to operate as designed. Descriptions and images that illustrate the different condition ratings of roads and sidewalks are provided in Appendix B respectively.	Roads, Sidewalks, Streetlights, Traffic Systems	

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Road Network. The performance data was taken from several sources such as GIS data, engineered consultant inspections and staff inspections.

Service Attribute	Description of What Performance Measuire Captures	Performance Metric	2023 Performance	Target Performance (Future AMP)	Related Assets
Scope	Density of the arterial class road network.	The number of lane- kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	0.17	-	Roads

Scope	Density of the collector class road network.	Number of lane- kilometres of collector roads as a proportion of square kilometres of land area of the municipality.	3.25	-	Roads
Scope	Density of the local class road network.	Number of lane- kilometres of local roads as a proportion of square kilometres of land area of the municipality.	3.52	_	Roads
Quality	Adequacy of paved road surfaces provides a smooth and comfortable ride at the posted speed.	Average pavement condition index value for paved roads.	58.6%	-	Roads
Quality	Adequacy of road surfaces for users to maintain the posted speed.	Target minimum pavement condition index value for paved roads.	50	_	Roads
Quality	Adequacy of sidewalk surfaces to provide a smooth and level pedestrian pathway.	Average sidewalk condition index value.	In Progress	ŀ	Sidewalks
Quality	Condition of transportation network.	Percentage of assets in Poor or Very Poor condition.	57%	ŀ	All
Accessibility	Availability of accessible sidewalks.	Percentage of sidewalks that comply with the AODA minimum clearance width of 1.5 m.	In Progress	-	Sidewalks

4.1.9 Recommendations

Asset Inventory

• Review sidewalk and streetlight inventory to ensure all municipal assets within these asset segments have been accounted for.

Condition Assessment Strategies

- Annual review and link GIS data to CityWide AM inventory, and update condition, replacement cost, and other attribute information in a timely manner.
- The last comprehensive assessment of the road network was completed in 2022. Integrate an updated assessment of all roads within this calendar year. (scheduled for Spring 2025 per Infrastructure Servies Department).
- Update sidewalk, streetlight and traffic system condition assessment before 2025 update as condition assessments will likely lead to better overall conditions of these categories than age-based assumptions.

Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for paved roads to realize potential cost avoidance and maintain a high quality of road pavement condition. This involves building a well thought out, achievable schedule for lifecycle activities.
- Evaluate the efficacy of the City's lifecycle management strategies at regular intervals to determine the impact cost, condition, and risk.

Risk Management Strategies

• Review existing risk models and expand them to more robustly reflect community and council priorities.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the City believes to provide meaningful and reliable inputs into asset management planning.
- Work towards operationalizing proposed levels of service to make informed decisions by utilizing the developed levels of service framework.

4.2 Bridges & Culverts

Bridges & Culverts represent a critical portion of the transportation services provided to the community. Infrastructure Services is responsible for the maintenance of all bridges and culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

4.2.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Bridges & Culverts inventory. In 2019 the total replacement cost of the stormwater network was \$74 million, and it is currently \$73 million as shown below.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Bridges	32	100% User-Defined Cost	\$57,928,939
Retaining Wall	10	100% User-Defined Cost	\$9,159,630
Structural Culverts	17	100% User-Defined Cost	\$6,650,800
Total	59	100% User-Defined Cost	\$73,739,369



4.2.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on estimated replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Bridges	75%	Good	100% Assessed
Retaining Wall	77%	Good	100% Assessed
Structural Culverts	70%	Good	100% Assessed



To ensure that the City's Bridges & Culverts continues to provide an acceptable level of service, the City should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the Bridges & Culverts.

4.2.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

• Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years (or 4 years depending on professional recommendations) in accordance with the Ontario Structure Inspection Manual (OSIM)

4.2.4 Estimated Useful Life & Average Age

The Estimated Useful Life for Bridges & Culverts assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Bridges	50-125 Years	57	59
Retaining Wall	75-100 Years	26	48
Structural Culverts	75-100 Years	53	60



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.2.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the City's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of mandated structural inspections competed according to the Ontario Structure Inspection Manual (OSIM)
Inspection	The most recent inspection report was completed in 2023

4.2.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs. This chart does not include bridge and culvert maintenance which is captured in the 10-year capital forecast. This will be reflected in future updates of the AMP. This chart shows full replacement costs, not maintenance.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.2.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Bridges and Culverts asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Lowest Risk

Consequence

Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.2.8 Levels of Service

The following tables identify the City's current level of service for Bridges & Culverts. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the City has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Bridges & Culverts.

Service Attribute	Community Levels of Service	Related Assets
Scope	The City's bridges and structural culvert enable the movement of people and goods throughout the City and to provincial highways using a variety of transportation options. In addition to passenger vehicles, these assets support the movement of commercial vehicles, pedestrians, cyclists, trailered vehicles, and provide reliable emergency vehicle response access.	Bridges, Retaining Walls, Structural Culverts
Quality	If the condition of a bridge or structural culvert were to progress to a state of disrepair, width or load restrictions may be implemented. If the condition degradation is severe, the structure may become unusable or fail. Regular inspections inform the City of when potential restrictions or closure may need to be put in place. One bridge (Avondale Avenue Cemetery Entrance Bridge) has a loading or dimension restriction. This impacts the community level of service as it has a loading restriction. The City inspects and maintains the transportation network at a condition level to operate as designed. Descriptions and images that illustrate the different condition ratings of bridges and structural culverts are provided in Appendix B.	Bridges, Retaining Walls, Structural Culverts

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by Bridges & Culverts.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance (Future AMP)	Related Assets
Scope	Adequacy of bridges to support typical traffic without restrictions.	Percentage of bridges in the City with loading or dimensional restrictions.	3%		Bridges
Quality	Density of the collector class road network.	Average bridge condition index value for bridges in the city.	74%		Bridges
Quality	Density of the local class road network.	Average bridge condition index value for culverts in the city.	85%		Culverts

4.2.9 Recommendations

Data Review/Validation

• Continue to review and validate inventory data, assessed condition data and replacement costs for all bridges and structural culverts upon the completion of OSIM inspections every 2 years.

Risk Management Strategies

- Implement risk-based decision making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

• This AMP includes capital costs associated with the major rehabilitation/reconstruction of bridges and culverts as estimated by the OSIMs contractors. Staff should update lifecycle events in Citywide to reflect short term maintenance recommended by OSIM reports in addition to full replacement forecasting.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the City believe to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

Other

• This asset category should be viewed at this time as the benchmark for any AMP category data. It has scheduled condition assessments for 100% of the category assets every 3 years which give accurate maintenance/replacement costs and contribute to accurate risk assessments. This allows for accurate financial forecasting as the data is 100% reliable which is the key driver for a successful AMP.

4.3 Stormwater Network

The City is responsible for owning and maintaining a stormwater network of storm sewer mains, catch basins, culverts (less than 3m diameter) and other supporting infrastructure.

Staff are working towards improving the accuracy and reliability of their Stormwater Network inventory data to assist with long-term asset management planning.

4.3.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Stormwater Network inventory. The total estimated replacement cost of the stormwater network is \$197 million (\$185 million in 2019).

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Catch Basins	4176	100% CPI Tables	\$14,254,887
Culverts	4,366 m	100% CPI Tables	\$2,826,896
Mains	181,925 m	100% Cost/Unit	\$135,245,142
Manholes	2194	100% CPI Tables	\$13,666,904
Municipal Drains	34,925 m	100% CPI Tables	\$2,091,809
Other (OGS, Ditches)	4,164 m	100% CPI Tables	\$20,739,081
Pump Stations	1	100% CPI Tables	\$611,698
Stormwater Pond Systems	319,121 m ²	100% CPI Tables	\$8,460,320
Total	_	-	\$197,896,737



4.3.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on estimated replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Catch Basins	50%	Fair	Age Based
Culverts	18%	Very Poor	Age Based
Mains	73%	Good	Age Based
Manholes	57%	Fair	Age Based
Municipal Drains	N/A	Fair - Poor	Age Based
Other	56%	Fair	Age Based
Pump Stations	40%	Fair	Assessed Condition
Stormwater Pond Systems	86%	Very Good	Age Based



86

4.3.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- CCTV inspections occur on select storm mains on a project basis, however, is
 recommended to do every 10-15 years. Trenchless re-lining activities are completed on
 select sewer mains in tandem with CCTV inspections. This method is much less expensive
 than traditional open cut replacement as the excavation and restoration often makes up the
 majority of replacement costs. This option is usually only available once on a cast-iron main
 before a full replacement is required.
- System flushing is usually performed every 5-10 years. Ditch inlets SWMP's and oil-grit separators are inspected and cleaned quarterly and after major storms to avoid blockages.
- Catch basins are inspected and cleaned out every 2 years.

4.3.4 Estimated Useful Life & Average Age

The Estimated Useful Life for Stormwater Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Catch Basins	100 Years	50	49
Culverts	35 Years	38	-2
Mains	35-100 Years	47	48
Manholes	100 Years	42	57
Municipal Drains	80 Years	105	-25
Other	100 Years	45	52
Pump Stations	50 Years	35	15
Stormwater Pond Systems	75-100 Years	14	86



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed condition for each asset type.

4.3.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the City's current lifecycle management strategy.

Activity Type	Description of Current Strategy	
Maintenance	Maintenance activities are completed to a lesser degree compared to other underground linear infrastructure. This is because gravity mains are less critical than pressurized mains and valves (water).	
Maintenance	Primary activities include catch basin cleaning and storm main flushing, but only a small percentage of the entire network is completed per year due to the size of the system.	
Maintenance	CCTV inspections and cleaning are completed as needed and this information is used to drive forward rehabilitation and replacement plans.	

88

Maintenance	Staff will be undertaking major maintenance and clean-outs in the next few years to improve the service life of their stormwater pond systems based on sediment surveys.
Rehabilitation	Trenchless re-lining reduces total lifecycle costs but requires a formal condition assessment program to determine viability in each specific case.
Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature.

4.3.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should be allocating towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.3.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Stormwater Network asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.3.8 Levels of Service

The following tables identify the City's current level of service for Stormwater Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the City has selected for this AMP.

Community Levels of Service

The following table outlines the current qualitative descriptions that determine the community levels of service provided by Stormwater Network.

Service Attribute	Community Levels of Service	Related Assets
Scope	The City maintains a stormwater network to support reliable, safe, and efficient collection, treatment, and discharge of surface water within the community to the receiving water bodies. The extent of the City's stormwater network, including the locations of stormwater assets, is illustrated in Appendix B.	All Stormwater
Reliability	The stormwater system operates as intended to convey surface water runoff to the subsurface storm infrastructure.	All Stormwater
Quality	The City inspects and maintains the stormwater system at a condition level to operate as designed.	All Stormwater

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Stormwater Network.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Scope	Quantifying the City's overland flow routes that can manage less frequent major storm events.	Percentage of properties in municipality resilient to a 100- year storm.	70%		All Stormwater

Scope	Quantifying the City's stormwater sewer network that can manage more frequent wet weather events.	Percentage of the municipal stormwater management system resilient to a 5-year storm.	80%	All Stormwater
Reliability	Frequency of overwhelmed stormwater infrastructure that significantly impacts the transportation network.	Annual number of emergency road closures during major storm and wet weather events.	In Progress	All Stormwater
Quality	Condition of the stormwater system.	Percentage of assets in Poor or Very Poor condition.	20%	All Stormwater
Quality	Frequency of inspections of the collection network.	Percentage of total stormwater sewer length inspected per year using in-pipe technologies.	In Progress	All Stormwater

4.3.9 Recommendations

Condition Assessment Strategies

• The development of a comprehensive CCTV strategy should be developed. A 10–15-year system-wide assessment of the condition of all assets in the Stormwater Network should be developed and put into practice.

Risk Management Strategies

• Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- Document and review lifecycle management strategies for the Stormwater Network on a regular basis to achieve the lowest total cost of ownership while maintaining adequate service levels.
- Review requirements of the stormwater network Consolidated Linear Infrastructure ECA to ensure maintenance practices align with the ECA requirements.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the City has identified in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.4 Facilities

The City of Stratford owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- administrative offices
- public libraries
- fire and police stations and associated offices
- public works garages and storage sheds
- arenas and community centres
- public housing

4.4.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Facilities inventory. For context, the total replacement cost in 2019 was \$178 million and it is \$254 million in 2024.

Asset Segment	Replacement Cost Method	Total Replacement Cost
Community Services	100% User-Defined Cost	\$154,070,725
Emergency Services	100% User-Defined Cost	\$23,049,250
Infrastructure Services	100% User-Defined Cost	\$7,781,127
Municipal Golf Course	100% User-Defined Cost	\$1,641,183
Public Library	100% User-Defined Cost	\$4,193,161
Social Services	100% User-Defined Cost	\$54,596,633
Total	-	\$254,332,079



4.4.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Community Services	35%	Poor	85% Assessed
Emergency Services	49%	Fair	100% Assessed
Infrastructure Services	38%	Poor	80% Assessed
Municipal Golf Course	37%	Poor	100% Assessed
Public Library	35%	Poor	100% Assessed
Social Services	54%	Fair	50% Assessed



To ensure that the City's Facilities continues to provide an acceptable level of service, the City should monitor the average condition of all assets. If the average condition declines, staff should reevaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Facilities.

4.4.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Detailed condition assessments were completed in 2020 for 23 of the City's facilities. This included an assessment of each facility's general condition, required repairs and recommended upgrades. There are assessments planned for remaining facilities in 2025.
- Maintenance activities are undertaken because of internal inspections, prioritizing activities related to health and safety and regulatory compliance.
- Social Housing buildings are managed only on a componentized basis but not on an aggregate basis.

4.4.4 Estimated Useful Life & Average Age

The Useful Life for Facilities assets has been estimated according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Community Services	5-50 Years	29	23
Emergency Services	5-50 Years	17	12.5
Infrastructure Services	5-50 Years	41	13
Municipal Golf Course	5-50 Years	36	23
Public Library	10-50 Years	27	5
Social Services	5-50 Years	9	19



4.4.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the City's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Municipal buildings are subject to regular inspections to identify health & safety requirements as well as structural deficiencies that require additional attention.
Maintenance / Rehabilitation	Primary buildings have more detailed maintenance and rehabilitation schedule, while the maintenance of other facilities are dealt with on a case-by-case basis.
Replacement	As a supplement to the knowledge and expertise of municipal staff the City regularly works with contractors to complete Building Condition Assessments to inform decision making and replacement and budgeting strategies.
Replacement	Assessments are completed strategically as buildings approach their end-of-life to determine whether replacement or rehabilitation is appropriate.

4.4.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

98

4.4.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Buildings and Facilities asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.4.8 Levels of Service

The City's assets exist to deliver services to its users. Levels of service are a measurement of the actual service provided so that decisions are made based on the nature and quality of that service, rather than only based on the condition of an asset. Theses are used to summarize the type of service being provided that reflects the values and desires of stakeholders in the community.

The following tables identify the City's current level of service for the Buildings and Facilities assets. These metrics include any technical and community levels of service metrics that are required to comply with Ontario Regulation 588/17, as well as any additional metrics provided by the City. A future revision to this plan will include proposed levels of service targets for each measure.

Community Levels of Service

The following table outlines the current qualitative descriptions that determine the community levels of service provided by Buildings & Facilities.

Service Attribute	Community Levels of Service	Related Assets
Accessibility	The City strives to make its facilities accessible to everyone.	All
Comfort	The City provides facilities that are pleasant to be in.	All
Security	The City takes steps to reduce risk of criminal activities at facilities.	All
Reliability	The City strives to have its facilities available for use during normal operating hours.	All
Energy Efficiency	The City strives to reduce emissions of greenhouse gases.	All
Capacity	The City strives to align capacity of facilities to service demand.	All
Capacity	The City stores vehicles indoors and when doing so, improves operational efficiency or reduces lifecycle costs.	All
Quality	The City inspects and maintains facilities at a condition level to ensure that it functions as designed.	All

Technical Levels of Service

The table on the following page outlines the quantitative metrics that determine the technical level of service provided by City Facilities. Some measures are identified but the required data is not available for 2023/2024 and as a result, they may be calculated in a future revision.

There are also metrics added in for future discussion of 2025 LOS as this will be a requirement for the next AMP update.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Accessibility	Facilities that are accessible to people with disabilities.	Number of facilities that meet <i>Accessibility for</i> <i>Ontarians with Disabilities Act</i> requirements as a percentage of the total number of facilities.	In Progress		All
Comfort	Appropriateness of air temperature.	Number of complaints about air temperature per 1,000 sq ft of gross floor area.	In Progress		All
Comfort	Adequacy of lighting levels.	Number of complaints about lighting levels per 1,000 sq ft of gross floor area.	In Progress		All
Comfort	Cleanliness of facilities.	Number of complaints about cleanliness per 1,000 sq ft of gross floor area.	In Progress		All
Security	Extent of vandalism at facilities.	Dollar value of repairs required because of vandalism per 1,000 sq ft of gross floor area.	In Progress		All
Reliability	Frequency of unplanned closures.	Number of unplanned closures of facilities due to component failures per 1,000 sq ft of gross floor area.	In Progress		All
Energy Efficiency	Electricity consumption.	Kilowatt-hours of electricity consumed per 1,000 sq ft of gross floor area.	In Progress		All
Energy Efficiency	Natural gas consumption.	Cubic metres of natural gas consumed per 1,000 sq ft of gross floor area.	In Progress		All
Energy Efficiency	Propane consumption.	Litres of propane consumed per 1,000 sq ft of gross floor area.	In Progress		All
Energy Efficiency	Net-zero facilities.	Number of facilities that are net-zero as a percentage of the total number of facilities.	In Progress		All
Capacity	Adequacy of indoor parking facilities for City vehicles.	Number of vehicles stored indoors as a percentage of the total number of vehicles during the winter control season.	In Progress		Corporate
Quality	Condition of the facilities' inventory.	Percentage of facilities' assets in Poor or Very Poor condition.	45%		All

4.4.9 Recommendations

Replacement Costs

 Most replacement costs used in this AMP for Buildings were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the assets in today's value.

Asset Inventory

• Staff have started breaking down facilities into major components and should continue to do so for all building assets to allow for component-based lifecycle planning.

Condition Assessment Strategies

- The City should implement regular condition assessments for all facilities to better inform short- and long-term capital requirements.
- Complete condition assessments on remaining city facilities not completed in the 2020 study.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the City has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.5 Machinery & Equipment

To maintain the high quality of public infrastructure and support the delivery of core services, City staff own and employ various types of machinery and equipment. This includes:

- Landscaping equipment to maintain public parks
- Fire and police equipment to support the delivery of emergency services
- Plows and sand hoppers to provide winter control activities

Keeping machinery & equipment in an adequate state of repair is important to maintain a high level of service.

4.5.1 Asset Inventory & Replacement Cost

The following table includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Machinery & Equipment inventory. For context, in 2019 the replacement costs for machinery and equipment were \$32 million and is \$19 million in 2024.



Asset Segment	Replacement Cost Method	Total Replacement Cost
Airport	100% User-Defined Cost	\$367,092
Cemetery	100% User-Defined Cost	\$1,230
Communications and AV Equipment	100% User-Defined Cost	\$1,604,340
Computer Equipment	100% User-Defined Cost	\$4,521,024
Engineering	100% User-Defined Cost	\$202,966
Fire	100% User-Defined Cost	\$2,223,654
Library	100% User-Defined Cost	\$144,178
Light/Medium Duty Machinery	100% User-Defined Cost	\$45,848
Municipal Golf Course	100% User-Defined Cost	\$779,781
Office Equipment	100% User-Defined Cost	\$257,931
Parking	100% User-Defined Cost	\$1,115,873
Parks	100% User-Defined Cost	\$223,521
Personal Protective Equipment	100% User-Defined Cost	\$247,172
Police	100% User-Defined Cost	\$431,051
Recreation	100% User-Defined Cost	\$1,266,946
Roads	100% User-Defined Cost	\$285,711
Sanitary	100% User-Defined Cost	\$2,272,792
Transit	100% User-Defined Cost	\$950,716
Waste	100% User-Defined Cost	\$1,378,920
Water	100% User-Defined Cost	\$1,002,944
Total	-	\$19,323,690

4.5.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Airport	0%	Very Poor	Age Based
Cemetery	10%	Very Poor	Age Based
Comm. and AV Equipment	33%	Poor	Age Based
Computer Equipment	7%	Very Poor	Age Based
Engineering	5%	Very Poor	Age Based
Fire	25%	Poor	Age Based
Library	54%	Fair	Age Based
Light/Medium Duty	93%	Very Good	Age Based
Municipal Golf Course	1%	Very Poor	Age Based
Office Equipment	29%	Poor	Age Based

Parking	38%	Poor	Age Based
Parks	57%	Fair	Age Based
Police	40%	Fair	Age Based
Recreation	45%	Fair	Age Based
Roads	46%	Fair	Age Based
Sanitary	33%	Poor	Age Based
Transit	30%	Poor	Age Based
Waste	55%	Fair	Age Based
Water	23%	Poor	Age Based

To ensure that the City's Machinery & Equipment continues to provide an acceptable level of service, the City should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Machinery & Equipment.



Equipment and Machinery Condition Assessment

4.5.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Staff complete regular visual inspections of machinery & equipment to ensure they are in state of adequate repair. The replacement of machinery & equipment depends on deficiencies identified by operators that may impact their ability to complete required tasks.
- There are no formal condition assessment programs in place, although some machinery & equipment were assigned cursory condition ratings for this AMP

4.5.4 Estimated Useful Life & Average Age

The Useful Life for Machinery & Equipment assets has been estimated according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Average Age (Years)	Average Service Life Remaining (Years)
Airport	32	17
Cemetery	5	-6
Comm. and AV Equipment	9	2
Computer Equipment	9	-3
Engineering	16	-6
Fire	13	1
Library	6	5
Light/Med Duty Machinery	1	6
Municipal Golf Course	30	-11
Office Equipment	9	-3
Parking	10	2
Parks	6	7
Police	9	-1
Recreation	7	4
Roads	6	3
Sanitary	19	4
Transit	9	2
Waste	5	4
Water	15	-1

Machinery and Equipment Service Life Remaining 20% 13% 5% Water Waste 100% Transit 95% Sanitary 31% Roads 16% 84% Recreation 39% 14% 33% Police 36% **Personal Protective Equipment** 33% 49% 51% Parks Parking 17% 7% **Office Equipment** 8% 21% **Municipal Golf Course** Library 20% 76% Fire 59% 11% Engineering 35% **Computer Equipment** 24% 7% Comm. & AV Equipment 25% Cemetery 100% Airport 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% Service Life Expired 0 - 5 Years Remaining 6 - 10 Years Remaining Over 10 Years Remaining

107

4.5.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the City's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Maintenance program varies by department.
Maintenance/ Rehabilitation	Fire Protection Services equipment is subject to a much more rigorous inspection and maintenance program compared to most other departments.
Maintenance/ Rehabilitation	Machinery & equipment is maintained according to manufacturer recommended actions and supplemented by the expertise of municipal staff.
Replacement	The replacement of machinery & equipment depends on deficiencies identified by operators that may impact their ability to complete required tasks.

4.5.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs.


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.5.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Machinery and Equipment asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



68

109

Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.5.8 Levels of Service

Machinery & Equipment is considered a non-core asset category. The City must determine the qualitative descriptions and technical metrics that measure the current level of service provided. Below are metrics that City staff will start tracking as information is gathered.

Community Levels of Service

The following table outlines the current qualitative descriptions that determine the community levels of service provided by Machinery & Equipment.

Service Attribute	Community Levels of Service	Related Assets
Reliability	The City strives to have machinery and equipment perform as intended.	All
Availability	The City strives to ensure that equipment and machinery are available for use when required by staff to perform their duties.	All
Environment	The City strives to lower its carbon emissions.	All
Quality	The City inspects and maintains the machinery and equipment inventory at a condition level to ensure that it functions as designed.	All

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Machinery & Equipment.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Reliability	Planning of maintenance work.	Number of proactive work orders as a percentage of the total number of work orders.	In Progress		All
Availability	Time machines and equipment are out of service.	Number of out-of-service days per asset.	In Progress		All
Availability	Availability of equipment and machinery to fill in for ones that are out of service.	Number of spare machinery and equipment as a percentage of the total number of vehicles.	In Progress		All
Quality	Condition of the machinery and equipment.	Percentage of fleet assets in Poor or Very Poor condition.	76%		All

4.5.9 Recommendations

Replacement Costs

All replacement costs used in this AMP were estimated based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

• Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the City has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.6 Fleet

Vehicles allow for the efficient delivery of municipal services and transportation of personnel. They are used to support several service areas, including:

- fire and police vehicles to provide emergency services
- pick-up trucks to support the maintenance of the transportation network and to address service requests for Environmental Services and Parks & Recreation divisions
- transit buses to support affordable transportation

4.6.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Fleet. For context, in 2019 the replacement cost of the City Fleet was \$12 million and is now \$23 million in 2024.

Asset Segment	Replacement Cost Method	Total Replacement Cost
Fire	100% CPI Tables	\$1,882,090
Heavy Duty Licensed	100% CPI Tables	\$150,000
Heavy Machinery	100% CPI Tables	\$11,607,840
Light/Medium Duty Licensed	100% CPI Tables	\$4,742,904
Light/Medium Duty Machinery	100% CPI Tables	\$1,997,485
Parks	100% CPI Tables	\$214,534
Trailers	100% CPI Tables	\$87,054
Transit	100% CPI Tables	\$2,592,863
Total	-	\$23,274,770



4.6.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Fire	93%	Very Good	Age Based
Heavy Duty Licensed	0%	Very Poor	Age Based
Heavy Machinery	22%	Poor	Age Based
Light/Med Duty Licensed	22%	Poor	Age Based
Light/Med Duty Machinery	46%	Far	Age Based
Parks	73%	Good	Age Based
Trailers	45%	Fair	Age Based
Transit	87%	Very Good	Age Based



To ensure that the City's Fleet continue to provide an acceptable level of service, the City should monitor the average condition of all assets.

4.6.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Staff complete daily visual inspections and documentation of vehicles to ensure they are in state of adequate repair prior to operation
- The mileage of vehicles is used as a proxy to determine remaining useful life and relative vehicle condition except for the Fire Department
- End of Life replacement generally occurs as mandated by MTO and NFPA requirements

4.6.4 Estimated Useful Life & Average Age

The Estimated Useful Life for Fleet assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Fire	10-20 Years	1	19
Heavy Duty Licensed	15 Years	25	11
Heavy Machinery	10-25 Years	11	-10
Light/Medium Duty Licensed	10 Years	7	-2
Light/Medium Duty Machinery	10 Years	10	1
Parks	10 Years	4	1
Trailers	15 Years	10	10
Transit	10-20 Years	1	-1



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.6.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the City's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Visual inspections completed and documentedper use; fluids inspected at every fuel stop; tires inspected monthly.
Maintenance / Rehabilitation	Annual preventative maintenance activities include system components check and additional detailed inspections.
Replacement	Vehicle age, kilometres and annual repair costs are taken into consideration when determining appropriate options.

4.6.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.6.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Fleet asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



75



117

Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.6.8 Levels of Service

Vehicles are considered a non-core asset category. As such, the City must determine the qualitative descriptions and technical metrics that measure the current level of service provided. Below are metrics that City staff will start tracking as information is gathered.

Community Levels of Service

The following table outlines the current qualitative descriptions that determine the community levels of service provided by Fleet.

Service Attribute	Community Levels of Service	Related Assets
Reliability	The City strives to have vehicles perform as intended.	All
Availability	The City strives to ensure that vehicles are available for use when required by staff to perform their duties.	All
Environment	The City strives to lower its carbon emissions.	All
Quality	The City inspects and maintains the fleet inventory at a condition level to ensure that it functions as designed.	All

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Fleet.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Reliability	Mechanical failures that prevent vehicles from completing trips.	Number of towing and roadside service incidents that are due to mechanical failures per 100,000 km travelled.	Future		All
Reliability	Vehicles are not in need of immediate repair or replacement.	Number of vehicles in the lowest condition rating as a percentage of the total number of vehicles.	Future		All
Reliability	Planning of maintenance work.	Number of proactive work orders as a percentage of the total number of work orders.	Future		All
Availability	Time vehicles are out of service.	Number of out-of-service days per vehicle.	Future		All
Availability	Availability of vehicles to fill in for ones that are out of service.	Number of spare vehicles as a percentage of the total number of vehicles.	Future		All
Environment	Alternative energy options of light-duty vehicles.	Number of alternative energy light- duty vehicles as a percentage of the total number of light-duty vehicles.	Future		All
Environment	Alternative energy options of medium- duty vehicles.	Number of alternative energy medium-duty vehicles as a percentage of the total number of medium-duty vehicles.	Future		All
Environment	Alternative energy options of heavy-duty vehicles.	Number of alternative energy heavy- duty vehicles as a percentage of the total number of heavy-duty vehicles.	Future		All

Environment	Alternative energy options of motorized special equipment.	Number of alternative energy specialized equipment units as a percentage of the total number of specialized equipment units.	Future	All
Environment	Total number of alternative energy fleet assets.	Number of alternative energy assets within the City of Stratford fleet.	Future	All
Quality	Condition of the fleet inventory.	Percentage of fleet assets in Poor or Very Poor condition.	48%	All

4.6.9 Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment and centralize within CityWide.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

• Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the City has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.7 Land Improvements

The City of Stratford owns a large number of assets that are considered Land Improvements. This category includes:

- Parking lots for municipal facilities
- Parks, parkettes, trails
- Sport structures, tennis courts, skate parks, playgrounds
- Fencing and signage

4.7.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Land Improvements inventory. For context, the total replacement cost for Land Improvements in 2019 was \$26 million and is now \$28 million in 2024,

Asset Segment	Replacement Cost Method	Total Replacement Cost
Exterior Lighting	100% CPI Tables	\$2,516,752
Fencing	100% CPI Tables	\$415,921
Fields Diamonds and Courts	100% CPI Tables	\$5,823,623
Irrigation Systems	100% CPI Tables	\$299,710
Landfill Cells	100% CPI Tables	\$1,619,365
Parking Areas	100% CPI Tables	\$5,541,456
Paved areas - other	100% CPI Tables	\$9,787,712
Playgrounds	100% CPI Tables	\$1,652,731
Perth/Stratford Housing	100% CPI Tables	\$387,373
Total	-	\$28,044,643



4.7.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Exterior Lighting	46%	Fair	Age Based
Fencing	35%	Poor	Age Based
Fields Diamonds & Courts	22%	Poor	Age Based
Irrigation Systems	43%	Fair	Age Based
Landfill Cells	79%	Good	Age Based
Parking Areas	49%	Good	Age Based
Paved areas - other	27%	Poor	Age Based
Playgrounds	42%	Fair	Age Based
Perth/Stratford Housing	62%	Good	Age Based



To ensure that the City's Land Improvements continue to provide an acceptable level of service, the City should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Land Improvements.

4.7.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- Staff complete regular visual inspections of land improvements assets to ensure they are in state of adequate repair. Parks are subjected to scheduled mowing and landscaping, prescribed by asset usage and season.
- Parks are subject to weekly inspections using internal resources. Play structures are inspected for CSA compliance.
- Playground structures are replaced on a 10-year cycle. Re-claying is done on an as-needed basis. Parking lots are crack sealed on an as-needed basis.

4.7.4 Estimated Useful Life & Average Age

The Estimated Useful Life for Land Improvements assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.



Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Exterior Lighting	30	16	14
Fencing	30	23	7
Fields Diamonds & Courts	30	32	-2
Irrigation Systems	30	17	13
Landfill Cells	25	10	15
Parking Areas	30	25	5
Paved areas	20	24	-4
Playgrounds	20	15	5
Perth/Stratford Housing	20	7	13

Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.7.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the City's current lifecycle management strategy.

Activity Type	Description of Current Strategy	
Maintenance, Rehabilitation & Replacement	The Land Improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis.	

4.7.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.7.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Land Improvements asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Lowest Risk

Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.7.8 Levels of Service

Land Improvements are considered a non-core asset category. As such, the City must determine the qualitative descriptions and technical metrics that measure the current level of service provided. Below are metrics that City staff will start tracking as information is gathered.

Community Levels of Service

The following table outlines current qualitative descriptions that determine the community levels of service provided by Land Improvements.

Service Attribute	Community Levels of Service	Related Assets
Proximity	The City strives to incorporate parks and green space into residential neighbourhoods.	All
Availability	The City's parks and park amenities are typically available for use with low to moderate congestion and waiting times.	All
Accessibility	The City strives to ensure that parks and park amenities can be used by everyone.	All
Quality	The City inspects and maintains the playground inventory at a condition level to ensure that it functions as designed.	All

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Land Improvements.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Proximity	Availability of parks within walking distance from residential properties.	Percentage of residentially zoned properties within the service radius of a park using the smallest service radius (400 m).	In Progress		All

Proximity	Availability of off- leash dog areas within walking distance from residential properties.	Percentage of residentially zoned properties within the service radius of a park with an off-leash dog area using the smallest service radius (400 m).	In Progress	All
Availability	Availability of parks for active use.	Hectares of parkland developed for active use per 1,000 residents.	In Progress	All
Availability	Availability of greenspace area.	Hectares of naturalized parkland (no regular maintenance or fertilizer) per 1,000 residents.	In Progress	All
Availability	Availability of parking at community parks.	Number of parking spots at community parks per 1,000 residents.	In Progress	All
Accessibility	Availability of accessible park amenities.	Number of AODA- compliant park amenities as a percentage of the total number of park amenities.	In Progress	All
Quality	City is following planned lifecycle for park amenities.	Replacement cost of park amenities that are within their design life as a percentage of total replacement cost of all park amenities.	In Progress	All
Quality	Paved versus unpaved parking lots.	Area of park parking lots that are paved as a percentage of the area of all parking lots.	In Progress	All
Quality	Paved versus unpaved trails.	For trails (excluding natural trails and snowmobile trails), the length of paved sections as a percentage of the length of all sections.	In Progress	All

4.7.9 Recommendations

Replacement Costs

• All replacement costs used in this AMP were based on the inflation of historical costs. These costs will continue to be evaluated to ensure their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk assets and update within CityWide.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

• Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the City has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5.0 Analysis of Rate-funded Assets

Key Insights

- 57% of rate-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for ratefunded assets is approximately \$2.2 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

5.1 Water Network

The water services provided by the City are overseen by the Environmental Services division. The division is responsible for watermains, hydrants, wells, water towers and reservoirs. Enhancement and growth-related activities are recommended in the 2018 Water Infrastructure Evaluation and Needs Assessment Report over a 20-year horizon.

5.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Water Network inventory. For context, in 2019 the total replacement cost for the water network was \$94 million and is now \$92 million in 2024.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Well Chamber	8	100% CPI Tables	\$113,769
Enclosed Storage Facility	3	100% Cost/Unit	\$4,000,000
Hydrants	919	100% Cost/Unit	\$11,028,000
Mains	180 km	100% CPI Tables	\$46,777,907
No Segment	2	100% CPI Tables	\$741,138
Pump House	7	100% CPI Tables	\$4,511,590
System Valve	59	100% CPI Tables	\$162,017
Valve	1771	100% CPI Tables	\$15,939,000
Valve Chamber	3	100% CPI Tables	\$42,426
Well	16	100% CPI Tables	\$9,062,128
Total	-	-	\$92,377,975



5.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Detention Pond	0%	Very Poor	Age Based
Enclosed Storage Facility	62%	Good	Age Based
Hydrants	32%	Poor	Age Based
Mains	30%	Poor	Age Based
No Segment	93%	Very Good	Age Based
Pump House	36%	Poor	Age Based
System Valve	10%	Poor	Age Based
Valve	32%	Poor	Age Based
Valve Chamber	0%	Very Poor	Age Based
Well	12%	Very Poor	Age Based
Water Network Total	31%	Poor	Age Based



To ensure that the City's Water Network continues to provide an acceptable level of service, the City should monitor the average condition of all assets.

5.1.3 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- Staff primarily rely on the age, pipe material, break history, and dirty water complaints to determine the projected condition of water mains.
- A trenchless water relining program is being developed for 2020.
- Main flushing and valve turning is completed on the network (300 valves/year). Hydrant valves are exercised regularly.
- Fire flow and pressure testing is performed annually (50/year). Uni-directional flushing is performed over a 4-year cycle.

5.1.4 Estimated Useful Life & Average Age

The Estimated Useful Life for Water Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Well Chamber	50 Years	74	-39
Enclosed Storage Facility	50 Years	38	12
Hydrants	60 Years	48	11
Mains	50-100 Years	51	9
No Segment	N/A	2	33
Pump House	35-50 Years	51	28
System Valve	60 Years	69	-9
Valve	60 Years	47	12
Valve Chamber	50 Years	59	-24
Well	50 Years	65	-15

Water Network Service Life Remaining Well 10% 18% Valve Chamber Valve **4**% 53% 16% System Valve 5% 5% **Pump House** 100% 92% **No Segment** 8% Mains 13% 4% 51% Hydrants 15% 4% 53% **Enclosed Storage Facility** 62% Well Chamber 0% **10**% 20% 30% 40% **50**% 60% **70**% 80% 90% 100% Service Life Expired 0 - 5 Years Remaining ■ 6 - 10 Years Remaining Over 10 Years Remaining

Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

5.1.5 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. The following lifecycle strategy has been developed as a proactive approach to managing the lifecycle of water mains.

Event Name	Watermain Event Class	Event Trigger
Flushing/Valve Exercising	Maintenance	Annually
Uni-directional flushing	Maintenance	Every 4 Years
Cathodic Protection	Preventative Maintenance	Annually for first 25 Years
Trenchless Re-lining	Rehabilitation	40%-60% Condition
Full Reconstruction	Replacement	N/A

134

5.1.6 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

5.1.7 Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Water Network asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

95

The following tables identify the City's current level of service for Water Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the City has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Water Network.

Service Attribute	Community Levels of Service	Related Assets		
Scope	The City maintains a drinking water network to ensure reliable, safe, and efficient distribution of potable water for the community. The water network services provided by the City include water treatment and distribution, water meter installation, cross-connection and backflow prevention, service connections, fire hydrants, and repair of watermain breaks. The extent of the City's water network including the locations of water vertical assets is illustrated in Appendix B.	n of All		
Scope	The extent of the area within 150 m of a fire hydrant is illustrated by Appendix B.	Hydrants		
Reliability	Boil water advisories are triggered because of adverse water quality reports from routine water quality testing or localized spot testing after events that have the potential to allow contaminants to enter the system. Watermain breaks are one such type of event where this testing takes place. The City has a standard operating procedure for managing these events and the issuance of boil water advisories.	All		
Reliability	Watermain breaks result from various reasons including soil conditions, weather, installation practices, and strikes during excavations. Extreme weather changes can cause the ground to swell and contract, placing excessive pressure on the watermain, causing a pipe to break. Also, as the water temperature starts to get colder in the fall, contraction of the pipes may cause pipe connections and joints to fail. If this happens, the water usually finds its way to the surface. Due to the watermain being under pressure, water will continue to flow until the break is repaired. Service interruptions can be caused by routine municipal projects including watermain replacement, distribution system repairs of pipe breaks, service connection repairs or replacements, and maintenance of vertical infrastructure. When feasible, users are informed in advance of any interruption, including details regarding location, duration, and any actions required by the user with instructions. If the duration of interruption is prolonged, a temporary water service may be installed to minimize the impact on users.	Watermains		
Quality	The City inspects and maintains the drinking water system at a condition level to operate as designed.	All		
Capacity	The City strives to align capacity of infrastructure to service demand.	All		

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Water Network.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Scope	How much of the City is connected to the water system.	Percentage of properties connected to the municipal water system.	81%		Watermains
Scope	How much of the City is in the preferred proximity to a fire hydrant.	Percentage of properties where fire flow is available.	100%		Watermains Hydrants
Reliability	Duration of boil water advisories.	The number of connection- days per year where a boil water advisory is in place compared to the total number of properties connected to the municipal water system.	0		All
Reliability	Duration of watermain breaks.	The number of connection days per year due to watermain breaks compared to the total number of properties connected to the municipal water system.	0.0017		Watermains
Reliability	Frequency of watermain breaks.	Number of detected and repaired watermain breaks per kilometre of watermain.	0.17		Watermains
Quality	Condition of water system.	Percentage of assets in Very Poor condition.	62%		All
Quality	Ability of the system to provide preferred flow rates for fire services.	Percentage of fire hydrants providing below-standard fire flows.	In Progress		Watermains Hydrants
Quality	Frequency of inspections of the water distribution network.	Percentage of total watermain length inspected per year using in-pipe technologies.	In Progress		Watermains
Capacity	Sufficiency of capacity of infrastructure to meet user demand.	Percentage of treated potable water as a portion of the rated treatment capacity of the network.	In Progress		All

5.1.9 Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk water network assets.
- Complete staff asset inventories to ensure all water well and outlying station components are captured in the AMP software.

Risk Management Strategies

- Continue to develop water infrastructure evaluation and needs assessments on a regular basis to highlight areas of growth, deficiencies, capacity issues, and provide accurate costing. Specifically for the 6 well houses as the water towers and reservoirs are inspected per the provincial regulations.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the City has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5.2 Wastewater Network

The sewer services provided by the City are overseen by the Environmental Services division. The division is responsible for sanitary sewers, pumping stations, and manholes. The sanitary treatment plant is managed by OCWA.

5.2.1. Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the City's Wastewater Network inventory. For context, the replacement cost for the wastewater network in 2019 was \$95 million and is now \$83 million in 2024. This asset segment will be reviewed internally before the next update to ensure accurate data.

Asset Segment	Replacement Cost Method	Total Replacement Cost
Force Main	100% CPI Tables	\$214,749
Gravity Main	100% Cost/Unit	\$45,377,694
Mains	100% Cost/Unit	\$9,477,694
Manhole	100% CPI Tables	\$13,159,742
No Segment	100% CPI Tables	\$272,712
Pump Station	100% CPI Tables	\$8,855,498
Treatment Plant	100% CPI Tables	\$1,030,466
2011/2012 Capital	100% CPI Tables	\$4,899,352
Total	-	\$83,287,907



5.2.2. Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Force Main	56%	Fair	Age Based
Gravity Main	57%	Fair	Age Based
Mains	85%	Very Good	Age Based
Manhole	52%	Fair	Age Based
No Segment	78%	Very Good	Age Based
Pump Station	29%	Poor	Age Based
Treatment Plant	64%	Good	Age Based
2011/2012 Capital	89%	Very Good	Age Based



141

To ensure that the City's Wastewater Network continues to provide an acceptable level of service, the City should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Wastewater Network.

5.2.3. Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- CCTV inspections are completed for sanitary mains on a regular cycle. Rehabilitation projects are also prioritized by growth and capacity considerations, in addition to condition.
- Trenchless re-lining program is in place and has a dedicated budget.
- Rodding and boring are performed on an as-needed basis. Smoke testing is performed every 15 years or when necessary. Brick manholes are being replaced on an as needed basis.
- System flushing is performed every 4 years; broken out by City zones. Forcemains are not flushed or CCTV inspected due to their pressurised nature.
- Pumping stations were assessed in 2014 by an external consultant and are inspected on a weekly basis by internal City staff. The diesel generators are also inspected per Technical Standards and Safety Authority (TSSA) requirements.

5.2.4. Estimated Useful Life & Average Age

The Estimated Useful Life for Wastewater Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Force Main	50 Years	32	51
Gravity Main	50 Years	57	29
Mains	60 Years	17	75
Manhole	60 Years	49	50
No Segment	N/A	2	10
Pump Station	50 Years	37	10
Treatment Plant	60 Years	28	65



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

5.2.5. Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. The following lifecycle strategy has been developed as a proactive approach to managing the lifecycle of sanitary mains.

Event Name	Event Class	Event Trigger
Cleaning/Flushing	Maintenance	Every 4 Years
CCTV Inspections	Maintenance	Every 10 Years
Smoke Testing	Maintenance	Every 15 Years
Trenchless Re-lining	Rehabilitation	40%-60% Condition
Full Reconstruction	Replacement	N/A



103

Sanitary Mains
5.2.6. Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the City should allocate towards funding rehabilitation.



5.2.7. Risk & Criticality

The following risk matrix illustrates the relationship between the probability of failure and the consequence of failure for the assets within the Wastewater Network asset category based on 2022 inventory data. The risk rating ranges include asset count, quantity, and replacement cost of assets within each range. See Appendix C for the criteria behind this risk rating matrix.



Critical Assets

The identification of critical assets allows the City to determine appropriate risk mitigation strategies and treatment options. These may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

5.2.8. Levels of Service

The following tables identify the City's current level of service for Wastewater Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the City has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Wastewater Network.

Service Attribute	Community Levels of Service	Related Assets
Scope	The City maintains a wastewater network to support reliable, safe, cost effective, and efficient collection, treatment, and discharge of wastewater within the community to the receiving water body (Avon River). The extent of the City's wastewater network, including the locations of wastewater vertical assets, is illustrated in Appendix B.	
Reliability	The City does not have combined sewers in the wastewater system.	Sewermains
Reliability	Stormwater can enter the municipal wastewater system through improperly connected roof drains, damaged or deteriorated maintenance hole lids, frame, and chimneys, and through the pick holes in depressed maintenance holes. Groundwater can enter the system through deficiencies in the underground pipes such as breaks, cracks, root intrusion, and misaligned pipes taking up some of the available capacity of the collection and treatment infrastructure.	Sewermains
Reliability	The wastewater system is designed to be resilient against water inflow and infiltration. Maintenance holes are typically installed to be at grade and not in depressed areas. Repairs to maintenance holes are completed when issues are identified, and the necessary resources are available. Relining sewermains to repair breaks, cracks, and misaligned pipes can reduce the quantity of groundwater entering the wastewater system through these pipe defects. The wastewater system is designed with capacity to manage peak flows significantly higher than typical daily flows. If a pumping station or the wastewater treatment centre is overwhelmed with higher-than-normal flows, bypasses or overflow procedures could be used to manage the flow overwhelming the infrastructure.	All
Quality	The City inspects and maintains the wastewater system at a condition level to operate as designed.	All

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Wastewater Network.

Service Attribute	Description of What Performance Measure Captures	Performance Measure	2023 Performance	Target Performance	Related Assets
Scope	How much of the City is connected to the wastewater system.	Percentage of properties connected to the municipal wastewater system.	95%		Sewermains
Reliability	How often the wastewater system is unable to manage the peak flows.	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	0		All
Reliability	Duration of wastewater backups.	The number of connection days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.	0.0007		All
Reliability	Frequency of wastewater effluent violations.	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.	0		Vertical
Reliability	Frequency of unplanned repairs that significantly impact the transportation network.	Annual number of emergency road closures due to emergency wastewater network repairs.	9		Sewermains
Quality	Condition of wastewater system.	Percentage of assets in Very Poor condition.	29%		All
Quality	Frequency of inspections of the collection network.	Percentage of total sewermain length inspected per year using in-pipe technologies.	1.80%		Sewermains

5.2.9. Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk water network assets.
- Have staff complete a full inventory of all pumping station components to ensure all assets are captures in the AM software.
- Consider making the WPCP a stand-alone asset category as it is rate funded but also considered a "facility". It should be separate from the tax funded facility category.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

• Evaluate the efficacy of the City's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the City has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

6.0 Impacts of Growth

Key Insights

- Understanding the key drivers of growth and demand will allow the City to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure.
- Moderate population and employment growth is expected which is outlined in the forecast section.
- The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service.

6.1. Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the City to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

6.1.1. Development Charges Study and Stratford Official Plan

The City adopted its Official Plan in January 1993, and Official Plan Amendment 21 was approved by the Ministry of Municipal Affairs in July 2016. The Official Plan is a planning document for the purpose of guiding the future development of the City of Stratford, and establishes the goals and objectives established to manage the effects on the social, economic, and natural environment of the City. The growth data in the 2016 document is out of date however the next Official Plan Amendment is expected to be completed in Q4 of 2025 and the information in that document will be included in the next Asset Management Plan update.

Growth projections were also provided by the City as part of the 2022 DC Growth Plan (Watson and Associates Economists Ltd., 2022). The table below summarizes the residential and employment growth projections utilizing 2022 as the base year.

Year	Residential Population	Employment Population	Growth
2016	32,360	18,495	-
2022	34,700	19,369	3,214
2032	38,420	21,630	5,981
2041	41,530	22,860	4,340

6.1.2. Water Infrastructure Evaluation and Needs Assessment (September 2018)

The water infrastructure assessment identifies that residential and employment growth is anticipated within the City, especially within the southern industrial area, downtown core and along existing employment areas. The assessment also relies on the Official Plan's land use and intensification growth locations.

6.2. Impact of Growth on Lifecycle Activities

Planning for forecasted population growth may require the expansion of existing infrastructure and services. As growth-related assets are constructed or acquired, they should be integrated into the City's AMP. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the City will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

7.0 Financial Strategy

Key Insights

- Given the annual capital requirement of \$30.2 million and an average actual contribution of \$18.7 million, there is currently an estimated funding gap of \$11.5 million annually.
- Although this AMP is based on 2023 data up to this point, in 2024 and 2025 respectively, Council has increased investment to capital programs without the updated data of this AMP. This is a tremendous stop towards the adjustments required for full funding.
- For tax funded assets, it is recommended to continue emphasizing investment in infrastructure through annual budget increases to close the funding gap. Note that for the City to be compliant in 2025, the next AMP update requires a detailed financial strategy to address shortfalls and achieve sustainability. This update to the AMP identifies the current gaps with a general financial recommendation.
- For the Water Network, it is recommended to continue following the increases set out in the water and wastewater rate study by increasing 7% annually for the next 5 years and 3% for the following 5 years to achieve a sustainable level of funding.
- For the wastewater Network, it is recommended to continue following the increases set out in the water and wastewater rate study by increasing 2% annually for the next 5 years and 1% for the following 5 years to achieve a sustainable level of funding.

7.1. Financial Strategy Overview

The financial strategy is informed by the preceding sections of the Asset Management Plan and will continue to evolve based on enhanced data around the value and condition of the assets, the current levels of service, the risks to service delivery, and the lifecycle activities needed to reduce the risks to acceptable levels. The financial strategy considers how the City will fund the planned asset management actions to meet the current levels of service.

A municipality is in a financially sustainable position if it:

- Provides a level of service proportionate with willingness and ability to pay
- Can adjust service levels in response to changes in economic conditions
- Can adjust its implementation plans in response to changes in the rate of growth
- Has sufficient reserves and/or debt capacity to replace infrastructure when it needs to be replaced to keep its infrastructure in a state of good repair

The key challenge to financial stability is the discrepancy between level of service decisions and fiscal capacity. Additional challenges include rising costs of infrastructure investments and unforeseen threats to provincial and federal funding sources. In advance of the 2025 O. Reg. 588/17 requirements, this section of the AMP compares the annual funding requirements to the historical capital contributions to provide a preliminary funding shortfall estimate. Continuous improvements in data will refine forecasts in the next AMP update.

7.1.1. Funding Sources

Through the City's annual budget process, capital project and operating activity expenditure information is gathered from each service area, including investment needs, trends, and priorities to enable preparation of the operating budgets and capital program. As the budget is finalized, a financing plan is developed which includes several key sources of funding as outlined in the table below.

Funding Source	Description	
Federal (CCBF)	A long-term grant agreement with the Association of Municipalities of Ontario (AMO), that provides a portion of the federal gas tax revenues to municipalities for revitalization of infrastructure that achieves positive environmental results.	
Provincial (OCIF)	Ontario Community Infrastructure Fund for small, rural and northern communities to develop their infrastructure.	
Other Grants	Project specific grants or subsidies.	
Development Charges	Fees collected from developers to help pay for the cost of infrastructure required to provide municipal services to new developments.	
Long Term Debt	Long term borrowing, to be paid for by future taxpayers.	
User Fees	Funds collected for the use of City services or infrastructure (ex. Water and wastewater rates).	

Annual Property Taxes	City property owners pay an annual tax to the City.
-----------------------	---

7.1.2. Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the City should invest annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the City must allocate approximately \$30.2 million annually to meet the capital requirements for the assets included in this AMP. This total is estimated using a combination data sourced from the City's data from the previous AMP along with inflationary increases to better reflect recent replacement costing.



For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

As the asset management program develops, the road, water, wastewater and stormwater networks will have lifecycle management strategies developed to identify capital costs that are realized through strategic rehabilitation and renewal of the City's roads and mains, respectively. In other asset categories, replacement cost includes consideration of technological enhancements, obsolescence, so replacing like for like is not always possible. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented.

- 1. **Replacement Only Scenario**: Based on the assumption that assets deteriorate and without regularly scheduled maintenance and rehabilitation are replaced at the end of their service life.
- 2. Lifecycle Strategy Scenario: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.
- 3. **Technology Driven Scenario:** Replacement with Technological advanced solutions to realize operational, environmental and social efficiencies.

The implementation of a proactive lifecycle strategy can lead to direct cost savings as well as indirect savings. For example, the relining of mains reduces costs related to road removal, traffic controls, and public dissatisfaction. These cost savings are incumbent on the current unit replacement costs used and the number of rehabilitations/replacements combined to minimize engineering and contingency costs.

7.1.3. Annual Funding Available

Annually, the City has committeed approximately \$18.7 million towards capital projects per year (2016-2023) from revenue sources that have historically been reliable. Given the annual capital requirement of \$30.2 million, there is currently a funding gap of \$11.5 million annually. The annual capital funding available takes reserve funds and debt repayment into account. For comparison, at the time of the 2021 Asset Management Plan, the City was committing \$12.3 million towards capital projects and there was an annual funding gap of \$9.1 million based on the information available at that time.



7.2. Strategies to Address the Funding Gap

The Asset Management Plan directly supports the City's Strategic Plan and key strategic priorities, most specifically, enhancing our infrastructure. The City's goals and objectives of transparent and responsible decision making align with O. Reg 588/17 which requires municipalities to demonstrate financial sustainability through the AMP by identifying the forecast expenditures to maintain current service levels (Appendix A).

157

This AMP is proactive in setting the stage for meeting O. Reg. 588/17 requirements for year 2025 by identifying potential funding shortfalls and options with which the City may mitigate the various types of risks associated with the shortfall. This proactive approach enables the City to start the needed discussions on the affordability and sustainability of current service levels to determine appropriate future service levels for the City that effectively balance the associated costs and risks.

Based on currently available data, there are estimated funding gaps for renewing the City's assets and as described in this AMP, financial and climate change considerations that impact this gap. Municipalities generally do not have enough funding sources to address the infrastructure funding gap. To manage the risks of funding shortfall, this AMP suggests three main categories of options to be considered.

Options for Managing the Funding Gap					
Increased Funding from Existing Sources	Reduced Service Levels	Reduced Capital Need			
Increase property taxes to meet funding needs.	Deferring capital renewal projects on lower risk assets ensures that critical infrastructure meets	Additional data collection on the condition of the assets through inspection programs will increase the			
Assessment growth from property taxes may be sufficient to authorize a special asset management levy that does not impact individual property owners (this solely depends on growth).	required service levels and allows less critical assets to deteriorate to lower service levels. Note that this may increase overall lifecycle costs in the long-term.	accuracy of the state of infrastructure and may reduce the forecasted capital need if assets are found to be in better condition than expected compared to the age based assessment.			
Debt allows intergenerational equity through borrowing and having future taxpayers contribute to the cost of necessary infrastructure investments. The City will continue to maximize opportunities for grant funding from other levels of government.	For example, a deferral of a leaking roof project may potentially result in more expensive reconstruction costs if the leak results in other facility damages. This deferral strategy may still be appropriate for low critical assets that do not have much impact on the community even at reduced service levels.	Consideration of new and less expensive renewal technologies (relining for example) can also extend asset life and lower overall lifecycle costs, thereby reducing the investment forecast to maintain the same service levels.			

7.3. Financial Profile: Tax Funded Assets

7.3.1. Current Funding Position

The following tables show, by asset category, Stratford's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Historical Grant Funding and Reserve Contribtions Average	Annual Deficit (If applicable)
Bridges and Culverts	\$1,138,082	\$696,000	(\$442,082)
Buildings and Facilities	\$7,132,982	\$3,655,011	(\$3,477,971)
Land Improvements	\$1,295,651	\$1,430,228	\$134,577
Machinery and Equipment	\$2,380,967	\$1,095,107	(\$1,285,860)
Roads	\$9,552,643	\$3,737,656	(\$5,815,178)
Storm	\$2,790,378	\$2,274,591	(\$515,787)
Fleet	\$2,651,847	\$1,577,875	(\$1,073,972)
Totals	\$26,942,550	\$14,466,468	(\$12,476,273)

The average annual investment requirement for the above categories is \$26.9 million. Annual funding currently allocated (2016-2023 average) for capital purposes is \$14.7 million leaving an annual deficit of \$12.4 million. In other words, these infrastructure categories are currently funded at 53% of their long-term requirements (63% in 2019). The City would need to increase annual investment to its capital infrastructure by \$12.4 million to close this gap.

7.3.2. Full Funding Requirements

In 2023, City of Stratford had a net tax levy of \$73 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following increases to capital infrastructure spending over time:

Asset Category	Budget Increase Required for Full Funding
Bridges and Culverts	0.53%
Buildings and Facilities	4.62%
Land Improvements	0.00%
Machinery and Equipment	1.57%
Roads	7.98%
Storm	0.80%
Fleet	1.50%
Total	17%

7.3.2. Financial Strategy Recommendations

Considering all the above information, it is recommended that the following approach be considered to address the funding shortfall. Please note that the 2025 AMP requires a comprehensive financial strategy. This AMP is identifying shortfalls and recommending a general financial recommendation.

1. Optimize Asset Useful Life

- a. Prioritize preventative maintenance to ensure the useful life of assets is achievable.
- b. Implement efficient lifecycle strategies to reduce total costs while maintaining functionality.

2. Continue with Incremental Capital Program Investments

- a. Annual increases to the capital program with the sole purpose of closing the annual funding gap of \$12 million per year.
- b. Increases should also be aligned with inflation of industry cost trends.

3. Reducer Service Levels

- a. Adjust service levels where feasible to reflect financial realities while ensuring core services remain unaffected.
- b. This is going to be a critical discussion for Council for the 2025 AMP update in the coming months.

4. Use Risk-Based Prioritization

- a. Prioritize high-impact projects based on service levels and risk assessments.
- b. Shift resources to critical assets in need of urgent attention.

5. Consider Further Debt Utilization and Enhanced Revenue Streams

- a. Employ strategic debt financing for long term assets with multi-generation benefits.
- b. Explore additional grants, partnerships and other funding mechanisms.

Notes:

- 1. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included CCBF and OCIF funding, since this funding is a multi-year commitment. Future changes to these federal and provincial sources will impact the financial sustainability of any future AMP.
- 2. Continuously increasing budget contributions through taxation for infrastructure purposes will be very difficult to do and is not a sustainable solution. However, using a longer phase-in window may have even greater consequences due to the increased risks of infrastructure failure.
- 3. The long-term debt amounts that will be considered for the 2025 AMP forecasting do not currently include any considerations for the Grand Trunk Renewal project or any other projects that are not directly tied to established service delivery. At the time of this report, there have been no firm financial commitments made by Council to the Grand Trunk Renewal project, any future commitments will impact the City's ability to address the infrastructure shortfall on the timelines outlined.

Current data shows a backlog of approximately \$174 million for the City's tax funded assets. Prioritizing future projects will require the current data to be replaced by condition-based data. Although the current recommendations include no further use of debt, the results of the conditionbased analysis may require otherwise.

7.4. Financial Profile: Rate Funded Assets

7.4.1. Current Funding Position

The following tables show, by asset category, Stratford's average annual asset investment requirements and current funding position for the water and wastewater networks.

Asset Category	Average Annual Requirement	Historical Capital Funding Average	Annual Deficit (If Applicable)
Sanitary Network	\$1,223,677	\$2,231,531	\$1,007,854
Water Network	\$2,055,233	\$2,006,281	(\$48,952)
Total	\$3,278,910	\$4,237,812	\$958,902

In November 2024, the City retained a consultant to complete a comprehensive water and wastewater rate study which is both a regulatory requirement and best practice for rate funded water and wastewater municipal systems. An important practice for an asset management program is to utilize information and resources from different sources. In the case of the water and wastewater rates, this section of the plan will source the recommendations from the rate study which was received by Council in 2024. This study is updated every 4-6 years in accordance with Ontario regulations and will continue to be cross-referenced with the AMP.

The rate study has a detailed focus which provides a more detailed rate review than capacity would otherwise allow water and wastewater as part of this plan. Cost components such as growth, capital financing and expenditures, asset preservation and renewal, inflation and market competition and pricing all form part of the rate study. As such, the recommendations from the study will be an integral part of the financial strategy of this asset management plan, and the asset management plan will be an integral part of the funding required to inform the rate study.

7.4.2. Rate Study Recommendations

Below are the main conclusions and recommendations regarding the water system:

- Approximately \$31.3 million in water capital expenditures is identified between 2025 and 2034, of which all will be financed from the capital reserve funds, development charges, third party contributions and long-term debt.
- The net annual water expenditures are expected to increase from \$6.3 million in 2025 to \$10.4 million by 2034.
- The financial statements for the water system are prepared based on the results of the rate study analyses and projections, indicate the following:
- The accumulated surplus is projected to increase from approximately \$24.2 million in 2025 to approximately \$32.5 million by 2030.
- The operating surplus ratio is projected to increase from approximately 8% in 2025 to 23% in 2030.
- The cash position is projected to decrease from \$2.3 million in 2025 to \$1.6 million in 2030.

These conclusions indicate that the financial outlook for the water system over the 6-year period 2025 to 2030 is good.

Below are the main conclusions and recommendations regarding the wastewater system:

- Approximately \$52.0 million in wastewater capital expenditures is identified between 2025 and 2034 of which all will be financed from the capital reserve funds, development charges, third party contributions and long-term debt.
- The net annual wastewater expenditures are expected to increase, from \$8.4 million in 2025 to \$10.3 million by 2034.
- The financial statements for the wastewater system are prepared based on the results of the rate study analyses and projections, indicate the following:
 - The accumulated surplus is projected to increase from approximately \$36.7 million in 2025 to approximately \$63.2 million by 2030.
 - The operating surplus ratio is projected to increase from approximately 53% in 2025 to 57% in 2030.
 - The cash position is projected to decrease from \$4.0 million in 2025 to \$1.2 million in 2030.

These conclusions indicate that the financial outlook for the water system over the 6-year period 2025 to 2030 is good.

The water and wastewater rates presented in the following chart are required in order to achieve full cost recovery and long-term sustainable financing of the City's water and wastewater systems.

Water Network	5 Years (2025-2029)	5 Years (2030-2034)	Wastewater Network	5 Years (2025-2029)	5 Years (2030-2034)
Infrastructure Deficit	1,262,000	1,262,000	Infrastructure Deficit	1,035,000	1,035,000
Rate Increase Required	35.00%	15.00%	Rate Increase Required	10.00%	5.00%
Annually:	7.00%	3.00%	Annually:	2.00%	1.00%

7.4.4. Financial Strategy Recommendations

Considering all the above information, it is recommended that the City:

- a) Continue to follow the rate study rate revenue increases by 15% for sanitary services and 50% for water services gradually for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- b) Increase existing and future infrastructure budgeted contributions by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

- 1. As in the past, periodic senior government infrastructure funding may be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.
- 2. We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
- 3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available.

Prioritizing future projects will require the current age-based drivers to be replaced by more specific condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise as it may result in assets being in worse condition than their age would indicate and thereby altering the timelines for the forecast period.

7.5. Asset Management Plan Monitoring and Improvement

7.5.1. Overview

Development of AMPs is an iterative and ongoing process that includes improving data, processes, systems, developing staff skills, and shifting organizational culture over time. This section provides an overview of the compliance of this AMP with Ontario Regulation 588/17 for current levels of service and recommends improvements to the City's asset management practices.

AMP Section	O. Reg. 588/17 Compliance (Current LOS)	Priority	Proposed Timeframe	
	Compliance: For each asset category, the AMP provides a summary of the assets, the replacement cost of the assets, the average age of the assets, the condition of the assets and the approach to assessing condition of assets.			
	General and Specific Improvements:			
	Continue to improve knowledge of asset costs and current condition of all assets. Target efforts on high-risk assets and assets with unknown condition.	High	On-going	
	Develop a data governance strategy and policy.	High	Medium-term	
	Update AM software to support a single data set for inventory management.	High	Short-term	
State of Local Infrastructure	Update asset categories and segments for 2025 AMP to allow for more department specific reporting.	High	Short-term	
	Complete building condition assessments for sites not completed in 2020 and develop standardized inventory based on Uniformat standards.	High	Short-term	
	Develop regular condition assessment protocols for assets such as facilities, playgrounds, water/wastewater sites.	Moderate	Medium-term	
	Continue to improve GIS datasets and update WPCP and water/wastewater site equipment and facility inventories.	Moderate	Medium-term	
	Update bridge and culvert profiles to include major maintenance recommendations from the OSIM reports as lifecycle events.	High	Short-term	
	Develop a long-term CCTV program with the Engineering and Environmental Services divisions to ensure accurate condition assessment for wastewater and stormwater mains.	Moderate	Long-term	
	Complete a full review and inventory update of the City's SWM Ponds and incorporate the findings from the 2023 sediment survey into the lifecycle events profile of the assets.	High	Medium-term	

	Compliance: For each asset category, the AMP reports the current LOS performance. For all assets, the AMP provides qualitative community descriptions, technical metrics and current performance. There are metrics listed in some categories that will be considered for the 2025 AMP update.			
	General and Specific Improvements:	I		
Levels of Service	For the 2025 AMP update per O. Reg. 588/17, develop proposed LOS (target performance for each measure over each of the next ten years) for all asset categories.	High	Short-term	
	Review facility accessibility audits and develop a LOS measure associated with accessibility initiatives.	Moderate	Medium-term	
	Gain further understanding of the resilience of properties and the system to 100- and 5-year storms for O. Reg. 588/17 technical measures for stormwater. This analysis will support future actions as it relates to the City's climate change efforts.	Moderate	Long-term	
Risk and Lifecycle Management Strategy	Compliance: The AMP provides the population and en City. For each asset category, the AMP provides the li need to be undertaken to maintain the current LOS for based on risk and lowest lifecycle cost.	nployment for fecycle activi r each of the	ecasts for the ties that would next 10 years	
	General and Specific Improvements:			
	Continue to update and optimize the lifecycle activities of various operations, maintenance, and renewal activity and determine the lowest cost option to maintain service delivery.	Moderate	On-going	
	Establish general Data Governance to reduce gaps such as tracking of completed projects and updating associated construction year data for replaced and upgraded assets.	High	Medium-term	
	Implement a cohesive city-wide work order management system to improve tracking of activities and costs on asset repair and maintenance. Leverage City-Wide for planning and maintenance management.	High	Long-term	
	Improve understanding of growth and upgrade needs by incorporating recommendations from future studies, such as the Transportation Study and Water/Storm and Wastewater Master Plans.	Moderate	On-going	
	Review and incorporate additional strategies as applicable from the Corporate Energy and Emissions Plan initiatives as they are completed.	Moderate	On-going	
Financial Strategy	Compliance: This AMP provides the estimated funding 1, 2025, O. Reg. 588/17 update requirement.	gaps in adva	ance of the July	

General and Specific Improvements:		
Prepare 10-year operating budgets and capital forecasts as required by O. Reg. 588/17 for AMP's for Proposed LOS (due by July 1, 2025) and evaluate the funding shortfall to the Proposed LOS.	High	Short-term
Update budget forecasts as impacts of on-going pressures, such as increasing costs, are better understood. Also monitor the current and expected stresses on the budget and review need for additional funding as required.	Moderate	On-going
Continue to maximize funding sources such as grants to mitigate funding shortfalls.	Moderate	On-going

Following the next compliance update, the AMP will require updating at least every five years to ensure it reports an updated snapshot of the City's asset portfolio and its associated value, age, and condition, and comply with provincial regulation. These updates will ensure that the City has an updated 10-year outlook that includes the proposed service levels by year 2025 and every 5 years thereafter, the costs of the associated lifecycle strategies and an assessment of funding shortfalls.

Per O. Reg. 588/17, the City will conduct an annual review of its asset management progress in implementing this AMP and will discuss strategies to address any factors impeding its implementation.

Appendices

Key Insights

• Appendix A: Identifies projected 10-year capital requirements for each asset category

167

- Appendix B: Includes water, sewer, storm and road master plan maps
- Appendix C: Identifies the criteria used to calculate risk for each asset category

Appendix A: 10-Year Capital Requirements

The following tables identify the capital cost requirements for each of the next 10 years to meet projected capital requirements and maintain the current level of service. The data was compiled from reporting modules in the CityWide software. This is live data and will change with each asset management plan update as more data becomes available and modified.

Bridges & Culverts

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031
Culverts & Bridges	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000	\$0
Total	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000	\$0

Road Network

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Roads	\$27,802,685	\$24,848,121	\$8,508,365	\$4,143,484	\$3,193,154	\$2,100,243	\$2,015,481	\$2,694,704	\$2,218,246	\$2,656,627	\$1,909,584
Sidewalks	\$27,501,913	\$2,469,849	\$3,920,736	\$2,748,089	\$2,212,850	\$5,504,721	\$5,434,087	\$2,233,711	\$3,860,822	\$2,436,737	\$5,259,474
Streetlights	\$10,026,510	\$2,809,181	\$7,295,427	\$3,132,312	\$1,648,948	\$5,767,462	\$5,584,167	\$2,384,970	\$2,775,000	\$1,275,000	\$6,525,000
Traffic	\$4,713,805	\$1,650,000	\$4,350,000	\$2,475,000	\$2,475,000	\$7,800,000	\$3,150,000	\$825,000	\$2,700,000	\$1,500,000	\$1,500,000
Total	\$70,044,913	\$31,777,151	\$24,074,528	\$12,498,885	\$9,529,952	\$21,172,426	\$16,183,735	\$8,138,385	\$11,554,068	\$7,868,364	\$15,194,058

Stormwater Network

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Catch Basins	\$629,326	\$2,158,332	\$4,409,126	\$1,028,208	\$2,187,750	\$5,120,250	\$3,513,536	\$1,785,192	\$2,573,345	\$5,553,344	\$3,920,451
Culverts	\$1,626,099	\$0	\$85,150	\$3,752	\$358,613	\$150,000	\$75,000	\$75,000	\$0	\$150,000	\$450,000
Mains	\$987,830	\$2,236,289	\$1,241,903	\$956,978	\$1,950,272	\$4,500,602	\$1,506,015	\$524,248	\$2,072,194	\$1,921,543	\$0
Ditch Inlets	\$75,769	\$75,000	\$0	\$0	\$75,000	\$0	\$150,000	\$225,000	\$0	\$600,000	\$75,000
Outfall	\$63,135	\$267,076	\$1,200,000	\$0	\$150,000	\$96,038	\$267,076	\$0	\$150,000	\$246,040	\$321,037
SQU	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$75,000
Manholes	\$329,470	\$88,809	\$36,160	\$101,290	\$130,212	\$226,338	\$146,707	\$177,692	\$687,230	\$282,322	\$195,372
Arch	\$10,122,690	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
Drains	\$2,005,192	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$27,437,456	\$5,261,983	\$10,920,795	\$3,152,233	\$6,165,581	\$10,859,350	\$12,274,004	\$4,670,857	\$5,803,523	\$10,942,738	\$9,255,821

Buildings and Facilities

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Community Services	\$15,850,322	\$475,155	\$750,156	\$887,828	\$201,817	\$4,324,330	\$1,321,755	\$5,712,156	\$75,000	\$10,675,354	\$415,835
Emergency Services	\$3,306,146	\$187,000	\$27,200	\$201,500	\$30,000	\$870,884	\$1,520,176	\$1,193,307	\$225,000	\$1,106,955	\$13,000
Infra. Services	\$915,500	\$259,000	\$1,500	\$20,500	\$30,000	\$1,054,500	\$4,500	\$134,500	\$0	\$864,459	\$0
Golf Course	\$630,000	\$17,500	\$3,000	\$18,500	\$0	\$52,500	\$21,000	\$3,000	\$0	\$74,500	\$0
Public Library	\$510,673	\$120,780	\$1,500	\$97,005	\$75,000	\$312,120	\$43,000	\$71,000	\$75,000	\$575,000	\$0
Public Housing	\$31,656,460	\$0	\$0	\$6,102,294	\$2,893,732	\$0	\$0	\$1,917,498	\$0	\$0	\$0
Total	\$52,869,101	\$1,059,435	\$783,356	\$7,327,627	\$3,200,549	\$6,614,334	\$2,910,431	\$9,227,461	\$375,000	\$13,296,268	\$428,835

Machinery & Equipment

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Community Services	\$1,265,748	\$19,327	\$4,375	\$73,394	\$227,896	\$135,719	\$113,023	\$72,234	\$0		\$29,056
Emergency Services	\$1,060,545	\$54,554	\$61,705	\$118,894	\$447,608	\$43,831	\$605,144	\$0	\$33,594	\$2,861	\$0
Corporate Services	\$5,092,998	\$139,665	\$0	\$520,059	\$351,609	\$401,004	\$1,936,258	\$7,660	\$232,964	\$174,806	\$48,521
Infra. Services	\$2,998,408	\$21,146	\$136,424	\$71,231	\$335,596	\$600,000	\$1,392,649	\$88,380	\$0	\$0	\$0
Golf Course	\$779,781	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$11,197,480	\$274,692	\$202,504	\$786,493	\$1,362,709	\$1,154,651	\$4,052,624	\$168,274	\$266,558	\$177,667	\$77,577

Fleet

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Attachments	\$20,441	\$0	\$16,324	\$0	\$0	\$0	\$18,385	\$0	\$0	\$0	\$0
Heavy Duty	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Heavy Machinery	\$3,600,277	\$2,038,977	\$315,433	\$1,143,632	\$406,249	\$196,971	\$1,365,858	\$755,163	\$0	\$0	\$1,400,000
Light/Med Licensed	\$1,193,632	\$223,555	\$84,718	\$448,096	\$349,151	\$191,421	\$299,819	\$114,172	\$65,622	\$0	\$0
Light/Med Machinery	\$588,653	\$114,193	\$90,448	\$0	\$4,470	\$75,231	\$167,016	\$22,392	\$93,975	\$0	\$0
Trailers	\$25,640	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$5,578,643	\$2,376,725	\$506,923	\$1,591,728	\$759,870	\$463,623	\$1,851,078	\$891,727	\$159,597	\$0	\$1,400,000

Land Improvements

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Exterior Lighting	\$726,974	\$0	\$75,000	\$75,000	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0
Fencing	\$145,180	\$0	\$0	\$0	\$375,000	\$0	\$0	\$0	\$0	\$0	\$0
Diamonds/Courts/Fields	\$680,003	\$375,000	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
Irrigation Systems	\$0	\$0	\$0	\$150,000	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0
Parking Areas	\$0	\$0	\$75,000	\$256,457	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Paved Areas - Other	\$6,154,031	\$0	\$75,000	\$75,000	\$0	\$0	\$467,053	\$0	\$0	\$335,369	\$0
Playgrounds	\$0	\$75,000	\$0	\$75,000	\$0	\$108,165	\$0	\$150,000	\$150,000	\$0	\$75,000
Total	\$7,706,188	\$450,000	\$225,000	\$631,457	\$525,000	\$108,165	\$617,053	\$150,000	\$150,000	\$335,369	\$75,000

Wastewater Network

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Force Main	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0	\$0	\$0	\$150,000
Gravity Main	\$9,981,147	\$1,660,063	\$1,505,509	\$296,366	\$2,625,000	\$712,554	\$4,460,312	\$1,541,199	\$2,145,177	\$3,375,000	\$2,475,000
Mains	\$147,092	\$225,000	\$10,050	\$0	\$11,356	\$0	\$226,071	\$75,000	\$0	\$600,000	\$75,000
Maint. Hole	\$1,581,000	\$1,731,961	\$1,605,400	\$337,200	\$2,550,000	\$1,287,400	\$4,281,200	\$1,249,600	\$2,199,800	\$2,250,000	\$2,550,000
Pump Station	\$2,400,000	\$0	\$0	\$800,000	\$800,000	\$800,000	\$150,000	\$0	\$0	\$0	\$75,000
WPCP	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$14,109,239	\$3,617,024	\$3,120,959	\$1,433,566	\$6,586,356	\$2,799,954	\$9,567,582	\$2,865,799	\$4,344,977	\$6,225,000	\$5,325,000

1	72	
	12	

Water Network

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Water Storage	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0
Hydrants	\$4,932,000	\$1,146,000	\$834,000	\$345,000	\$1,509,000	\$1,170,000	\$1,584,000	\$756,000	\$1,374,000	\$1,050,000	\$375,000
Mains	\$22,399,550	\$2,007,186	\$1,505,170	\$883,176	\$3,185,160	\$2,563,428	\$1,692,948	\$1,076,479	\$1,539,996	\$455,706	\$975,170
Pump House	\$2,261,590	\$0	\$0	\$0	\$0	\$0	\$750,000	\$0	\$0	\$0	\$0
System Valve	\$132,600	\$0	\$75,000	\$0	\$0	\$2,550	\$0	\$0	\$0	\$0	\$0
Valve	\$9,351,000	\$1,674,000	\$1,659,000	\$531,000	\$2,550,000	\$2,613,000	\$1,800,000	\$900,000	\$2,175,000	\$1,200,000	\$1,125,000
Valve Chamber	\$42,426	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Well	\$6,550,000	\$0	\$0	\$0	\$0	\$0	\$800,000	\$75,000	\$0	\$0	\$0
Total	\$45,782,935	\$4,827,186	\$4,073,170	\$1,759,176	\$7,244,160	\$6,423,978	\$6,626,948	\$2,807,479	\$5,088,996	\$2,705,706	\$2,475,170

173

Appendix B: City of Stratford Master Plan Maps

- Map 1: City of Stratford Road Network
- Road Condition Examples
- Bridges and Culverts Condition Examples
- Map 2: City of Stratford Water Network
- Map 3: City of Stratford Wastewater Network
- Map 4: City of Stratford Stormwater Network



Road Condition Examples





Brett Street Very Good Road Condition



Bridge and Culvert Condition Examples

Romeo St. BridgeBridge in Good ConditionOSIM Report: 2023 Inspection



Delemere Ave. Culvert Culvert in Good Condition OSIM Report: 2023 Inspection








Appendix C: Risk Rating Criteria

Probability of Failure

Very Low Probability of Failure = 1 Very High Probability of Failure = 5			ailure = 5
Asset Category	Risk Criteria	Value/Range	Probability of Failure Score
Road Network (Roads)	Condition	80-100	1
Road Network (Roads)	Condition	60-79	2
Road Network (Roads)	Condition	40-59	3
Road Network (Roads)	Condition	20-39	4
Road Network (Roads)	Condition	0-19	5
Road Network (Roads)	ADT	0-400	1
Road Network (Roads)	ADT	400-1000	2
Road Network (Roads)	ADT	1000-2000	3
Road Network (Roads)	ADT	2000-8000	4
Road Network (Roads)	ADT	8000+	5
Bridges & Culverts	Condition	80-100	1
Bridges & Culverts	Condition	60-79	2
Bridges & Culverts	Condition	40-59	3
Bridges & Culverts	Condition	20-39	4
Bridges & Culverts	Condition	0-19	5
Bridges & Culverts	Material	Steel	1
Bridges & Culverts	Material	Precast Concrete	3
Bridges & Culverts	Material	Corrugated Steel Pipe	4
Bridges & Culverts	Material	Wood	5
Wastewater Network (Mains)	Condition	5	1
Wastewater Network (Mains)	Condition	4	2
Wastewater Network (Mains)	Condition	3	3
Wastewater Network (Mains)	Condition	2	4
Wastewater Network (Mains)	Condition	1	5
Wastewater Network (Mains)	Pipe Material	PVC, Precast Concrete after 1970	1
Wastewater Network (Mains)	Pipe Material	CIPP	2

Wastewater Network (Mains)	Pipe Material	Asbestos Cement, Transite	3
Wastewater Network (Mains)	Pipe Material	CT, VT, GT, Brick, Precast Concrete prior to 1970	4
Wastewater Network (Mains)	Slope Percentage	2.0+	1
Wastewater Network (Mains)	Slope Percentage	1.0-2.0	2
Wastewater Network (Mains)	Slope Percentage	0.4-1.0	3
Wastewater Network (Mains)	Slope Percentage	0.2-0.4	4
Wastewater Network (Mains)	Slope Percentage	<0.2	5
Water Network (Mains)	Breaks/Segment	0-2	1
Water Network (Mains)	Breaks/Segment	4-Feb	2
Water Network (Mains)	Breaks/Segment	6-Apr	3
Water Network (Mains)	Breaks/Segment	8-Jun	4
Water Network (Mains)	Breaks/Segment	8+	5
Water Network (Mains)	Pipe Material	HDPE, PVC	4
Water Network (Mains)	Pipe Material	Steel	4
Water Network (Mains)	Pipe Material	Ductile Iron	3
Water Network (Mains)	Pipe Material	Cast Iron	3
Water Network (Mains)	Pipe Material	Riveted Steel	3
Stormwater Network (Mains)	Condition	5	1
Stormwater Network (Mains)	Condition	4	2
Stormwater Network (Mains)	Condition	3	3
Stormwater Network (Mains)	Condition	2	4
Stormwater Network (Mains)	Condition	1	5
Stormwater Network (Mains)	Pipe Material	PVC, Ribbed PVC, HDPE, Concrete after 1970, PIP	1
Stormwater Network (Mains)	Pipe Material	CIPP	2

Stormwater Network (Mains)	Pipe Material	Asbestos Cement, Transite, CSP	3
Stormwater Network (Mains)	Pipe Material	Precast Concrete prior to 1970, CT, GT, Vitrified Clay	4
Buildings & Facilities			
Machinery & Equipment	Condition	90, 100	1
Fleet	Condition	00-100	1
Land Improvements			
Buildings & Facilities		60-79	2
Machinery & Equipment	Condition		
Fleet	Condition		
Land Improvements			
Buildings & Facilities			
Machinery & Equipment	Condition	40-59	3
Fleet	Condition		
Land Improvements			
Buildings & Facilities			
Machinery & Equipment	Condition	20-39	4
Fleet	Condition		
Land Improvements			
Buildings & Facilities			
Machinery & Equipment	Condition	0.10	F
Fleet	Condition	0-19	5
Land Improvements			

Consequence of Failure

Asset Category	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network (Roads)	Replacement Cost	\$0-\$10,000	1
Road Network (Roads)	Replacement Cost	\$10,000-\$20,000	2
Road Network (Roads)	Replacement Cost	\$20,000-\$50,000	3
Road Network (Roads)	Replacement Cost	\$50,000-\$100,000	4
Road Network (Roads)	Replacement Cost	\$500,000+	5
Road Network (Roads)	Design Class	Rural Road	1
Road Network (Roads)	Design Class	Local Residential	2
Road Network (Roads)	Design Class	Collector Residential	3
Road Network (Roads)	Design Class	Local Commercial Industrial	3
Road Network (Roads)	Design Class	Collector Commercial Industrial	4
Road Network (Roads)	Design Class	Arterial	5
Road Network (Roads)	Critical Path	Low	2
Road Network (Roads)	Critical Path	Medium (Bus Route)	3
Road Network (Roads)	Critical Path	High (Truck Route, Connecting Link)	5
Road Network (Roads)	No# Lanes	5-Apr	3
Road Network (Roads)	No# Lanes	3-Feb	4
Road Network (Roads)	No# Lanes	1	5
Bridges & Culverts	Replacement Cost	\$0-\$50,000	1
Bridges & Culverts	Replacement Cost	\$50,000-\$350,000	2
Bridges & Culverts	Replacement Cost	\$350,000-\$1,000,000	3
Bridges & Culverts	Replacement Cost	\$1,000,000-\$2,000,000	4
Bridges & Culverts	Replacement Cost	\$2,000,000+	5
Bridges & Culverts	Detour Distance (km)	2-Jan	1
Bridges & Culverts	Detour Distance (km)	5-Feb	2
Bridges & Culverts	Detour Distance (km)	8-May	3
Bridges & Culverts	Detour Distance (km)	10-Aug	4
Bridges & Culverts	Detour Distance (km)	10+	5
Stormwater Network (Mains)	Replacement Cost	\$0-\$50,000	1
Stormwater Network (Mains)	Replacement Cost	\$50,000-\$150,000	2
Stormwater Network (Mains)	Replacement Cost	\$150,000-\$250,000	3
Stormwater Network (Mains)	Replacement Cost	\$250,000-\$500,000	4
Stormwater Network (Mains)	Replacement Cost	\$500,000+	5
Stormwater Network (Mains)	Pipe Diameter (mm)	50-100	1

Stormwater Network (Mains)	Pipe Diameter (mm)	100-250	2
Stormwater Network (Mains)	Pipe Diameter (mm)	250-450	3
Stormwater Network (Mains)	Pipe Diameter (mm)	500-700	4
Stormwater Network (Mains)	Pipe Diameter (mm)	700+	5
Stormwater Network (Mains)	Population Affected	0-5 persons	1
Stormwater Network (Mains)	Population Affected	5-20 persons	2
Stormwater Network (Mains)	Population Affected	20-50 persons	3
Stormwater Network (Mains)	Population Affected	50-100 persons	4
Stormwater Network (Mains)	Population Affected	100+ persons	5
Stormwater Network (Mains)	Proximity to Critical Services	Rural	1
Stormwater Network (Mains)	Proximity to Critical Services	Commercial/Residential	2
Stormwater Network (Mains)	Proximity to Critical Services	Schools	3
Stormwater Network (Mains)	Proximity to Critical Services	Pump Stations	4
Stormwater Network (Mains)	Proximity to Critical Services	Hospitals/Care Facilities	5
Buildings & Facilities	Replacement Cost	\$0 - \$100,000	1
Buildings & Facilities	Replacement Cost	\$100,000 - \$500,000	2
Buildings & Facilities	Replacement Cost	\$500,000 - \$2,000,000	3
Buildings & Facilities	Replacement Cost	\$2,000,000 - \$10,000,000	4
Buildings & Facilities	Replacement Cost	\$10,000,000+	5
Buildings & Facilities	Facility Type	Cemetery	1
Buildings & Facilities	Facility Type	Storage	1
Buildings & Facilities	Facility Type	Art Gallery	1
Buildings & Facilities	Facility Type	Market Square	1
Buildings & Facilities	Facility Type	Library	3
Buildings & Facilities	Facility Type	Day Care	3
Buildings & Facilities	Facility Type	Municipal Office/Admin of Justice	3
Buildings & Facilities	Facility Type	Community Halls/Complex	3
Buildings & Facilities	Facility Type	Recreation Arenas	4
Buildings & Facilities	Facility Type	Housing	4
Buildings & Facilities	Facility Type	Roads/Operations	4
Buildings & Facilities	Facility Type	Fire/Police Station	5
Buildings & Facilities	Population Affected	0-5 persons	1

Buildings & Facilities	Population Affected	5-20 persons	2
Buildings & Facilities	Population Affected	20-50 persons	3
Buildings & Facilities	Population Affected	50-100 persons	4
Buildings & Facilities	Population Affected	100+ persons	5
Machinery & Equipment	Equipment Type	Cemetery	1
Machinery & Equipment	Equipment Type	Administration & Finance	1
Machinery & Equipment	Equipment Type	Airport	2
Machinery & Equipment	Equipment Type	Social Services	2
Machinery & Equipment	Equipment Type	Maintenance	3
Machinery & Equipment	Equipment Type	Transit	3
Machinery & Equipment	Equipment Type	Recreation	3
Machinery & Equipment	Equipment Type	IT	4
Machinery & Equipment	Equipment Type	Library	4
Machinery & Equipment	Equipment Type	Operations	4
Machinery & Equipment	Equipment Type	Fire & Rescue, Police	5
Fleet	Replacement Cost	\$0-\$25,000	1
Fleet	Replacement Cost	\$25,000-\$50,000	2
Fleet	Replacement Cost	\$50,000-\$150,000	3
Fleet	Replacement Cost	\$150,000-\$300,000	4
Fleet	Replacement Cost	\$300,000+	5
Fleet	Vehicles Type	Off Road (ATV)	1
Fleet	Vehicles Type	Small Equipment	1
Fleet	Vehicles Type	Light Duty Vehicle	1
Fleet	Vehicles Type	Medium Duty Vehicle	2
Fleet	Vehicles Type	Light Duty Machinery	2
Fleet	Vehicles Type	Heavy Duty Vehicle	3
Fleet	Vehicles Type	Attachment	3
Fleet	Vehicles Type	Medium Duty Machinery	4
Fleet	Vehicles Type	Heavy Machinery	5
Land Improvements	Replacement Cost	\$0-\$25,000	1
Land Improvements	Replacement Cost	\$25,000-\$50,000	2
Land Improvements	Replacement Cost	\$50,000-\$100,000	3
Land Improvements	Replacement Cost	\$100,000-\$150,000	4
Land Improvements	Replacement Cost	\$150,000+	5
Land Improvements	Land Improvement Type	Naturalized	1
Land Improvements	Land Improvement Type	Trails	2
Land Improvements	Land Improvement Type	Parkette	2
Land Improvements	Land Improvement Type	Parking Lots	2
Land Improvements	Land Improvement Type	Airport	3
Land Improvements	Land Improvement Type	Municipal Golf Course	3
Land Improvements	Land Improvement Type	Neighborhood Park	3

Land Improvements	Land Improvement Type	Special Use Park	4
Land Improvements	Land Improvement Type	Community Park	5
Water Network (Mains)	Pipe Diameter (mm)	25-50	1
Water Network (Mains)	Pipe Diameter (mm)	100-150	2
Water Network (Mains)	Pipe Diameter (mm)	200-300	3
Water Network (Mains)	Pipe Diameter (mm)	300+	5
Water Network (Mains)	Replacement Cost	\$0-\$25,000	1
Water Network (Mains)	Replacement Cost	\$25,000-\$50,000	2
Water Network (Mains)	Replacement Cost	\$50,000-\$100,000	3
Water Network (Mains)	Replacement Cost	\$100,000-\$150,000	4
Water Network (Mains)	Replacement Cost	\$150,000+	5
Water Network (Mains)	Proximity to Critical Services	Rural	1
Water Network (Mains)	Proximity to Critical Services	Commercial/Residential	2
Water Network (Mains)	Proximity to Critical Services	Schools	3
Water Network (Mains)	Proximity to Critical Services	Major Commercial/Industrial	4
Water Network (Mains)	Proximity to Critical Services	Hospitals/Care Facilities	5
Water Network (Mains)	Proximity to Critical Services	Railway	5
Water Network (Mains)	Proximity to Critical Services	Towers/Wells	5
Wastewater Network	Poplacoment Cost	¢0, ¢25, 000	1
(Sanitary Mains)		40-423,000	I
Wastewater Network	Roplacoment Cost	\$25,000,\$50,000	2
(Sanitary Mains)	Replacement Cost	\$23,000-\$30,000	۷.
Wastewater Network	Replacement Cost	\$50,000-\$100,000	з
(Sanitary Mains)		430,000-4100,000	3
Wastewater Network	Replacement Cost	\$100 000-\$150 000	4
(Sanitary Mains)		\$100,000 \$100,000	
Wastewater Network	Replacement Cost	\$150.000+	5
(Sanitary Mains)			Ŭ
Wastewater Network	Pine Diameter (mm)	50-100	1
(Sanitary Mains)			'
Wastewater Network	Pipe Diameter (mm)	100-250	2
(Sanitary Mains)		100 200	<u>_</u>
Wastewater Network	Pipe Diameter (mm)	250-450	3
(Sanitary Mains)			5
Wastewater Network	Pine Diameter (mm)	500-700	Δ
(Sanitary Mains)			-т
Wastewater Network	Pipe Diameter (mm)	700+	5

(Sanitary Mains)			
Wastewater Network	Population Affected		1
(Sanitary Mains)		0-5 persons	Ι
Wastewater Network	Population Affected	5 20 parsons	2
(Sanitary Mains)	Population Affected	5-20 persons	
Wastewater Network	Dopulation Affacted	20 50 paragan	2
(Sanitary Mains)	Population Affected	20-50 persons	5
Wastewater Network	Dopulation Affacted	50,100 persons	1
(Sanitary Mains)	Population Allected	SU-100 persons	4
Wastewater Network	Dopulation Affacted	100 persons	Б
(Sanitary Mains)	Population Affected	Tuo+ persons	5
Wastewater Network	Proximity to Critical	Rural	1
(Sanitary Mains)	Services		
Wastewater Network	Proximity to Critical	Commercial/Residential	2
(Sanitary Mains)	Services		
Wastewater Network	Proximity to Critical	Schools	3
(Sanitary Mains)	Services		
Wastewater Network	Proximity to Critical	Pump Stations	4
(Sanitary Mains)	Services	- 1	
Wastewater Network	Proximity to Critical	Hospitals/Care Facilities	5
(Sanitary Mains)	Services		
Wastewater Network	Easamont	No Fearmant Deguined	1
(Sanitary Mains)	Easement	No Easement Required	Ι
Wastewater Network	Easement	Private Property with Easement	3
(Sanitary Mains)			
Wastewater Network	Easement	Private Property with no	4
(Sanitary Mains)		Easement	



MANAGEMENT REPORT

Date:May 12, 2025To:Mayor and CouncilFrom:Audrey Pascual, Deputy ClerkReport Number:COU25-057Attachments:None

Title: Zero Emission Vehicle Infrastructure Program Revised Contribution Agreement

Objective: To seek Council approval for entering into a revised Contribution Agreement between The Corporation of the City of Stratford and Natural Resources Canada for the Zero Emission Vehicle Infrastructure Program and, to authorize the use of the Parking Reserve Fund to fund the City's portion of the project costs.

Background: In 2022, Natural Resources Canada (NRCan) launched the Zero Emission Vehicle Infrastructure Program (ZEVIP). The City of Stratford was a successful recipient of the ZEVIP grant for its Electric Vehicle (EV) Charging Station Expansion Project. This project, completed in January 2025, included the installation of eleven (11) dual port Level 2 Charging Stations and one (1) Level 3 Direct Current Fast Charger (DCFC) at municipal lots in the downtown core.

In July 2024, NRCan announced the launch of the second round of ZEVIP applications to support the deployment of EV Chargers, including Level 3 fast chargers. Staff applied for additional funding in the second round for the installation of four (4) Level 3 EV Charging Stations at the Rotary Complex to further the initiative begun with the downtown EV Charging Stations from the first round.

The Rotary Complex was selected as the site for the chargers given the significant and wide variety of uses of the facility. At peak times under current services, staff estimate that 2,000 people attend the Rotary Complex on a weekly basis. The Rotary Complex is also the site of regional events including the Canadian Dairy Expo and the Ontario Pork Congress. The expansion of EV Charging Stations in this location supports Council's strategic priority of enhancing alternative transportation infrastructure.

By deploying additional Level 3 chargers at key locations such as the Rotary Complex, the City facilitates broader adoption of electric vehicles. This development also

addresses range anxiety for potential EV users and ensures connectivity with regional networks, paving the way for a seamless electric vehicle corridor.

At the March 24, 2025, Regular Council meeting, Council defeated the motion to approve the originally proposed project for the installation of four (4) Level 3 EV Charging Stations at the Rotary Complex.

To scale back the project and present a potentially more palatable project while retaining access to funding, staff consulted with NRCan and received approval to scope down the City's original proposal. To meet the minimum funding requirements, a minimum of two (2) Level 3 EV Charging Stations must be installed.

Analysis: Following the consultation with NRCan, staff revised the project scope to reduce the number of proposed Level 3 EV Charging Stations from four (4) to two (2) stations. NRCan has approved the revised scope and has confirmed that the City of Stratford is eligible to receive \$100,000 towards the project costs.

The total revised project costs for the installation of two (2) Level 3 EV Charging Stations is \$269,690 which includes capital equipment, construction, and overhead costs.

Construction costs for Level 3 Charging Stations are significantly higher in comparison with the costs of the Level 2 Charging Station installation due to the connection requirements of Level 3 Charging Stations as well as the site preparation work that is required. The City's revised portion of the project costs will be \$169,690. Staff are recommending that this be funded through the Parking Reserve Fund, which contains sufficient uncommitted funds for this project.

A five-year subscription for a Cloud Plan and an Assure Plan is part of the initial purchase cost of the EV chargers. The mandatory 'Cloud Plan' manages the stations and offers access to a real time data dashboard that displays metrics including periodic usage of stations, both live and historical, and identifies when there are issues present with the machine. The 'Assure Plan' covers all maintenance and parts replacement for the EV chargers for the period. At the end of the five-year plan, the divisional operating budgets would include the subscription costs and expected fee revenues to offset the costs.

One new requirement for the program is that the electric chargers must be manufactured in countries that have a Free Trade Agreement in force with Canada. The supplier for the EV Charging Stations has confirmed that their equipment will meet this requirement.

Another requirement for the funding is for the EV Charging Stations to be publicly accessible 24 hours per day, 7 days a week or at least as frequently as the site's operating hours. Prior to the opening of the stations, staff intend to bring an amendment to the Traffic and Parking By-law to permit overnight parking for electric

vehicles intending to access the Level 3 chargers at the Rotary Complex to fulfill this requirement.

As per the contribution agreement, the project must be completed with the stations fully available for public use within thirty months (30) following the execution of the agreement. The expected project completion date would be November 2026 with construction to begin by fall of 2025.

The original proposal for four (4) EV Charging Stations amounted to \$515,700. By decreasing the number of Level 3 EV Charging Stations from four to two, the City can still significantly enhance its electric vehicle infrastructure at a key location while reducing the financial burden on municipal resources. This adjustment results in a cost savings of \$146,010 for the City, thereby reducing its financial commitment from \$315,700 to \$169,690.

If Council does not wish to proceed with the project with the revised scope, the project will not proceed, and no funds will be provided to the City.

Financial Implications:

Financial impact to current year operating budget:

There is no expected impact to the current year operating budget as the Parking Reserve Fund would be the recommended source of funding for the City's \$169,690 share. The five-year subscription and maintenance warranties will be a 'prepaid' expense for the City and recognized in each of the operating years.

Financial impact on future year operating budget:

The five-year subscription and maintenance warranties would be a 'prepaid' expense for the City and recognized in each of the operating years. At the end of the five-year plan, the operating costs for the two chargers will be approximately \$8,350 for a five-year Cloud Plan and \$20,500 for a five-year Assure Plan. The City can also opt out of the Assure Plan (maintenance) and pay for individual service calls.

Currently, users must pay the parking rate of \$1.25 while charging their electric vehicles. Staff are currently reviewing a user fee structure for the use of EV Chargers in all municipal lots and will be bringing a report to Council for consideration. The expected revenue generated from the use of EV Chargers will offset the operating costs.

Link to asset management plan and strategy:

As with all City infrastructure, these assets become part of the City's asset inventory, requiring periodic maintenance, and replacement at the end of useful life (estimated at 10-15 years). This future capital cost becomes part of the replacement and funding strategy and form part of the 10-year forecast.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This initiative aligns with this strategic priority as its recommendations promote the enhancement of alternative transportation infrastructure and accelerate the energy transition to low-carbon sources, through the development of EV Charging networks. This is in alignment with the Corporate Energy and Emissions Plan (CEEP) and aims to significantly contribute to emissions reductions and support sustainable growth.

Alignment with One Planet Principles:

Culture and Community

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

Travel and Transport

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

This project aligns with these One Planet Principles as the infrastructure upgrades support sustainable growth by attracting eco-conscious businesses and tourism, contributing to emissions reductions, and further demonstrating a commitment to sustainable development.

Staff Recommendation: THAT Council authorize the entering into of the Contribution Agreement between The Corporation of the City of Stratford and Natural Resources Canada (NRCan) for the Zero Emission Vehicle Infrastructure Program (ZEVIP);

THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the Contribution Agreement;

AND THAT the City's portion of the project costs be funded from the Parking Reserve Fund.

Prepared by:	Audrey Pascual, Deputy Clerk
Recommended by:	Karmen Krueger, Director of Corporate Services
	Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date:	May 12, 2025
То:	Stratford City Council
From:	Tatiana Dafoe, City Clerk
Report Number:	COU25-058
Attachments:	Closed Meeting Investigation Final Report dated April 29, 2025
	Closed Meeting Protocol

Title: Closed Meeting Investigation Final Report – April 2025

Objective: To receive the Closed Meeting Investigation Report No. 36684-9 dated April 29, 2025.

Background: As of January 1, 2008 any person may request that an investigation be undertaken questioning whether a municipality or local board, or a committee of either, has complied with the closed meeting rules outlined in the Municipal Act, 2001 (the Act).

Pursuant to Section 239(2) of the Act, the City has appointed Local Authority Services Limited (LAS) to provide Closed Session meeting investigation services to the City. LAS is a subsidiary of the Association of Municipalities of Ontario (AMO). It is the role of the investigator to determine compliance with the Municipal Act or the City of Stratford's Procedure By-law with respect to closed meetings and provide a report on the results of such investigations.

LAS has retained and delegated authority to Cunningham, Swan, Carty, Little & Bonham LLP to act as the alternate closed meeting investigator to its participating municipalities. As the closed meeting investigator, they are authorized to conduct investigations on meetings or parts of meetings which are closed to the public.

Section 239 of the Act provides that all meetings of a municipality, including its Council, local boards, and committees, shall be open to the public. Section 239(2) includes a list of exceptions that may be considered in a session closed to the public.

Analysis: On October 1, 2024, the Clerk's Office received a request for the Closed Meeting Investigator to confirm that all closed meetings between May 31, 2023, and September 9, 2024, complied with closed meeting rules.

The request was provided to the Closed Meeting Investigator and the final report with the findings of their investigation is attached. The report from the Investigator concluded that:

- "We reviewed 25 closed session meetings, many including multiple agenda items, and some including multiple motions. Of our review, we located only three individual agenda items, discussed at two different meetings, which were not properly in closed session. These items dated back only as far as October, 2023, and no subsequent breaches were found. Further, we did not find any of the closed session resolutions to be defective. It is clear that Council and staff have made considerable efforts to improve practices, and that this has paid off.
- "...Council should use caution to separate out negotiating instructions from substantive next steps."
- "Council should familiarize itself with the distinctions as to when such matters can be addressed in closed session."

Subsection 239.2(12) requires that Council pass a resolution stating how it intends to address the findings of the report.

Closed meeting investigation services are funded by the City. Under the City's contractual arrangements with the Local Authority Services (LAS), a business services arm of AMO, a \$200 per year retainer is paid to serve as the City's closed meeting investigator. A further fee paid at an hourly rate, plus taxes and reasonable out of pocket expenses, is also payable upon receipt of an itemized invoice. The City has not received the invoices for work performed.

Approximately \$20,000 is placed in a reserve annually to cover any additional costs for closed meeting investigation services. The City will continue to place funds in the annual budget for these services.

Financial Implications:

Financial impact to current year operating budget:

There are no anticipated impacts to the 2025 operating budget outside of the budgeted amounts noted.

Financial impact on future year operating budget:

There are no anticipated impacts to future year operating budgets outside the budgeted amounts noted.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the Municipal Act provides that any person or corporation may request an investigation into a closed meeting.

Alignment with One Planet Principles:

Not applicable: This report does not align with One Planet Principles as the Municipal Act provides that any person or corporation may request an investigation into a closed meeting.

Staff Recommendation: THAT the Closed Meeting Investigation Final Report 36684-9 dated April 29, 2025, be received for information;

AND THAT Council's commitment to continuous education and training and use of the Closed Meeting Protocol be re-affirmed.

Prepared by:	Tatiana Dafoe, City Clerk
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services
	Adam Betteridge, Interim Chief Administrative Officer



Tony E. Fleming Direct Line: 613.546.8096 E-mail: <u>tfleming@cswan.com</u>

CONFIDENTIAL

April 29, 2025

SENT BY EMAIL TO: TDafoe@stratford.ca

Mayor and Members of Council c/o Tatiana Dafoe, City Clerk City of Stratford 1 Wellington Street P.O. Box 818 Stratford, ON N5A 6W1

Dear Mayor and Members of Council:

RE: Closed Meeting Investigation Our File No.: 36684-9

This public report of our investigation is being provided to Council in accordance with Section 239.2(1) of the *Municipal Act*. We note that Section 239.2(11) of the *Municipal Act* requires that Council make the report public. The Clerk should identify on the agenda for the next open session Council meeting that this report will be discussed. Staff should consider whether it is appropriate to place the full report on the agenda in advance of Council deciding how the report should otherwise be made public.

Should Council desire, the Closed Meeting Investigator is prepared to attend at the open session meeting to present the report and answer any questions from Council.

At the meeting, Council must first receive the report for information. Council does not have the authority to alter the findings of the report, only consider the recommendations. Per section 239.2 (12), if the report contains a finding that all or part of a meeting was held in closed session contrary to the Act, then Council is required to pass a resolution stating how it intends to address the recommendations in the report.

{01367748.DOCX:}



The Closed Meeting Investigator has included only the information in this report that is necessary to understand the findings. In making decisions about what information to include, the Investigator is guided by the duties set out in the *Municipal Act*. Members of Council are also reminded that Council has assigned to the Investigator the duty to conduct investigations in response to complaints under the *Municipal Act*, and that the Investigator is bound by the statutory framework to undertake a thorough process in an independent manner. The findings of this report represent the Investigator's final decision in this matter.

Overview

A closed meeting complaint was received by Stratford. The complaint seeks to confirm that all closed meetings between May 31, 2023, and September 9, 2024, were in compliance with closed meeting rules.

Methodology

{01367748.DOCX:}

In Ontario, meetings of municipalities are generally required to be open to the public. However, the *Municipal Act*, recognizes that, in certain circumstances, it may not be appropriate to hold a meeting in the open. Therefore, the *Act* provides for certain exceptions which permit meetings to be held in closed session.

Our office has previously released two reports into investigations regarding closed meetings in Stratford. Each of those reports addressed broad complaints against numerous meetings over the course of several years. The reports provided an in-depth review of the closed meeting requirements, and the criteria we use in reviewing compliance with said requirements. Broadly speaking, those criteria are as follows

- The meeting must begin in open session, and a motion must be passed, in open session, moving Council into closed session;
- The motion to move into closed session must provide a brief description of the subject matter to be discussed, and cite the exceptions relied upon to hold the meeting in closed;
- The subject matter of the meeting must actually remain within the cited exception;
- Votes may only be held in closed session where they are procedural in nature or provide instructions to staff, and where they concern matters which fall within a closed meeting exception. Council cannot make final, substantive decisions in closed.

We have reviewed the minutes from each closed session in question. Many of the meetings had several distinct agenda items discussed in closed; these were evaluated separately.

Cunningham Swan Carty Little & Bonham LLP

197

Summary

Our review found very few violations of any closed meeting rules. By and large, it is clear that staff and Council have effectively implemented many of our recommendations, adjusted their processes, and are alive to the issues noted in our previous reports. There were many instances in the minutes of staff reminding Council of the parameters of the closed session. It is clear that these efforts were largely successful.

May 31, 2023

The motion to move into closed session read as follows:

1.0 Adjournment into In-camera Session

Motion by Councillor Hunter and Councillor Nijjar

THAT the meeting adjourn to an In-camera Session to discuss:

4.1 Corporate Leadership Team Appointment – Personal matters about an identifiable individual, including municipal or local board employees (section 239.(2)(b).

4.2 Short Term Rental Accommodation Legal Advice - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 Council considered a hiring matter. Only personal information of the candidate was discussed in closed session, and no vote was taken. This matter was properly held in closed session.

4.2 Council discussed matters concerning short term rental accommodations, and in particular received legal advice on this matter. Staff was then provided instructions based on the legal advice received. This matter was properly within closed session.

July 10, 2023

The motion to move into closed session read as follows:

1.0 Adjournment into In-camera Session

Motion by Councillor Beatty and Councillor Nijjar

THAT the meeting adjourn to an In-camera Session to discuss:

3.1 New City Business Park Update and Information Regarding Potential Future Employment Land Acquisitions - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

3.1 was a lengthy discussion concerning the potential for expanding the City-owned business park. This began with a discussion of several specific properties identified by City staff for potential acquisition; it then continued into a discussion of the potential uses for these lands, in the context of a future business park.

In our opinion, this discussion was properly in closed session. While the discussion did not focus solely on acquiring land and some individual comments may have drifted too far from the core closed session topic, it was clear that the purpose of discussing a potential future business park was to provide context in which to consider the purchase of properties – how they would be used, how they fit into a larger plan, etc.

However, while the discussion was appropriate in closed session, the votes passed were not. Council voted on a motion which contained four instructions. Two of these – accepting the report for information and instructions to continue negotiating – were properly in closed session. However, council also provided instructions to begin issuing tenders for the new park, and to coordinate activities to develop the new park. These do not reasonably relate to any of the closed session exemptions and should not have been voted on.

The distinction here has to do with the difference between the discussion Council had about purchasing the land, and the votes Council took on using the land.

"Are we interested in buying this land?" is a question which naturally raises others, including "why do we want it?" In that context, discussing the potential use for land is permissible as part of the discussion on whether to acquire it. Council will, after all, need to consider factors such as suitability of the land for its planned uses.

The *Municipal Act* permits a vote to be held in closed session only where the subject matter of the vote can be discussed in closed. Negotiation instructions pertain to acquiring land. Instructions to start putting into place Council's plans for the land are no longer about the question "do we buy the land?", but are now about the question "what do we do with the land?".

Council can only vote on something in closed session if that same item could itself be the subject of a closed session. Had Council held a closed session solely to discuss issuing

tenders and beginning to develop the new business park, absent anything else, it would not have fallen within a closed section exception. Accordingly, it could not have been voted on in closed.

July 24, 2023

The motion to move into closed session read as follows:

THAT the meeting adjourns to an In-camera Session to discuss:

4.1 Litigation Update – 7 and 9 Cobourg Street Encroachment - Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)) and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Ad-Hoc Grand Trunk Renewal Committee – Applications for Chair - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)). Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of the settlement of ongoing litigation. Council received updates and voted on instructions for the negotiation of a settlement. This matter was properly in closed session.

4.2 Council discussed potential appointments to a committee. Only personal information was discussed, and the only vote held was to receive the applications for information. This matter was properly discussed in closed session.

August 14, 2023

The motion to move into closed session read as follows:

4.1 Proposed Disposition of Municipally Owned Land for Industrial Purposes -Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

5.1 Downtown Stratford Business Improvement Area Board of Management Application - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)). Carried

4.1 was a discussion of the potential sale of City owned land. The only votes held were to instruct staff, accept the report for information, and confirm that any deal is contingent on a by-law being passed. This matter was properly discussed in closed session.

5.1 was a discussion of a potential appointment to a board of directors. Only personal information was discussed, and no votes were held. This matter was properly discussed in closed session.

September 11, 2023

The motion to move into closed session read as follows:

4.1 Application for Festival Hydro Inc. Board of Directors - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of a potential appointment to a board of directors. Only personal information was discussed, and no votes were held. This matter was properly discussed in closed session.

September 25, 2023

The motion to move into closed session read as follows:

4.1 Proposed Disposition of Land in the Wright Business Park - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years); and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

5.1 Corporate Leadership Team Appointment - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Carried

4.1 was a discussion of the sale of municipal property. Council voted to provide negotiating instructions to staff. This matter was properly held in closed session.

5.1 was a discussion of a potential appointment to City staff. The conversation was kept to personal information, and no votes were taken. As such, this matter was properly discussed in closed session.

October 10, 2023

The motion to move into closed session read as follows:

THAT the meeting adjourn to an In-camera Session to discuss:

4.1 Development Opportunity - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

4.3 Memorandum of Understanding with YMCA - Advice that is subject to solicitorclient privilege including communications necessary for that purpose (section 239.(2)(f)).

4.4 Ad-Hoc Grand Trunk Renewal Committee Applications - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

4.5 2023 Economic Adjustment for City Administration Employees - Labour relations or employee negotiations (section 239.(2)(d)).

5.1 Collective Bargaining Update - CUPE Local 197 (Outside Workers) and CUPE Local 1385 (Inside Workers) - Labour relations or employee negotiations (section 239.(2)(d)).

Carried

4.1 was a discussion of a potential opportunity to obtain property. Direction was given to obtain more information. This matter was properly discussed in closed session.

4.2 was a discussion of the potential purchase and sale of certain lands. Instructions were provided with respect to setting negotiating positions. These were all properly in closed session. However, Council also voted that direction be given to staff concerning what is to be done with the proceeds from the sale of a specific City property. Allocations of funding in that manner are substantive decisions which cannot be made in closed session.

4.3 concerned legal advice that was provided on a proposed non-binding memorandum of understanding, and negotiating instructions were provided to staff. This matter was properly in closed session.

4.4 was a discussion of potential appointments to a board. The discussion remained on the subject matter of personal information of candidates, and no vote was held. This discussion properly took place in closed session.

4.5 was a discussion of a proposed salary increase for certain non-union staff. A vote was held and instructions were given to the CAO to implement a retroactive increase for those employees. Further instructions were given that, should certain union negotiations yield an increase above a certain threshold, the additional portion would also be given to the non-union staff in question.

Upon reviewing a draft of this report, the City directed us to the Ombudsman's decision in *The Nation, 2019.* That report explicitly provided that an across-the-board wage increase can be discussed in closed session. It explained that the labour relations exemption pertains to the employer-employee relationship. We agree, the subjection matter of this discussion was properly in closed session. However, voting to implement the increase was not, as this was a substantive decision which could not be made in closed. We would note that the City would not have been able to ratify the union increases in closed session, and similarly could not approve the non-union increase.

5.1 was a discussion of collective bargaining with two unions. Instructions were provided for negotiations. This was properly in closed session.

October 23,2023

The motion to move into closed session read as follows:

THAT the meeting adjourns to an In-camera Session to discuss:

4.1 Development Opportunity - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Expropriation and Related Litigation Update - Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of a property which was for sale, and whether to make an offer to purchase. Staff was provided with instructions on the matter. This discussion was properly in closed session.

4.2 was a discussion of ongoing litigation matters. Council received legal advice and provided instruction to the City solicitor. This matter was properly discussed in closed session.

October 24, 2023

The motion to move into closed session read as follows

3.1 Diversity, Equity, and Inclusion Education Session - A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the

members.

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1). (section 239.(3.1)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemption and provided a short description of the item to be discussed.

3.1 was a training session for Council. The business of Council was not materially advanced by any of the discussions, and no votes were held. Accordingly, this matter was properly in closed session.

November 27, 2023

The motion to move into closed session read as follows:

THAT the meeting adjourns to an In-camera Session to discuss:

4.1 Collective Bargaining Update – SPFFA Local 534 - Labour relations or employee negotiations (section 239.(2)(d)).

5.1 Proposed Disposition of Land – Normal School - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

5.2 Shared Services Agreement Extension - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was an update on ongoing collective bargaining. This matter was appropriately in closed session.

5.1 Council discussed the possibility of disposing of certain property, including the relevant processes, and obtained legal advice on the matter. Instructions were given to staff. This matter was properly in closed session.

5.2 was a discussion of several shared services agreements, and in particular the question of negotiating extensions of said agreements. Instructions were provided, effectively amounting to instructions to commence the process to negotiate renewals.

The only cited exception for this matter was solicitor-client privilege. It was not altogether clear whether the conversation and instructions remained in the realm of solicitor-client privilege. On a balance of probabilities, we find that they did, and that this topic was properly discussed in closed session. However, we would recommend that the City consider also citing the exception for negotiations when having discussions such as these.

December 11, 2023

The motion to move into closed session read as follows:

3.1 City Industrial Land Pricing Policy – 2023 Annual Review - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years)

4.1 Collective Bargaining Update – SPFFA Local 534 - Labour relations or employee negotiations (section 239.(2)(d))

4.2 Collective Bargaining Update - CUPE Local 197 (Outside Workers) and CUPE Local 1385 (Inside Workers) - Labour relations or employee negotiations (section 239.(2)(d))

5.1 Board of Park Management Applications - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b))

5.2 Stratford Public Library Board Application - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b))

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

3.1 Council was provided information on a proposed increase to the standard prices for sale of land in the City's Wright Business Park. Land prices for the business park are established in a City policy. The only vote held was to provide instruction for updates to that policy to be placed on the open session agenda.

This was properly in closed session.

4.1 was a discussion related to updates on ongoing labour negotiations and provided instructions to list by-laws to ratify proposed terms. This discussion was properly held in closed session.

4.2 was a discussion updating Council on ongoing labour negotiations. Council voted to provide negotiating instructions to staff. This discussion was properly held in closed session.

5.1 concerned appointments to a specific board. The Minutes clearly indicate that only personal information was discussed, and no votes were held. This matter was therefore within the closed session requirements.

5.2 concerned appointments to a specific board. The Minutes clearly indicate that only personal information was discussed, and no votes were held. This matter was therefore within the closed session requirements.

January 8, 2024

The motion to move into closed session read as follows:

4.1 Appeal to the Ontario Land Tribunal of Application A13-23, 173 William Street -Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), and Advice that is subject to solicitorclient privilege including communications necessary for that purpose (section 239.(2)(f)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 On June 21, 2024, our office released a report on an investigation into several meetings, including this one. Our conclusions from that report stand: this topic was properly discussed in closed session.

January 22, 2024

The motion to move into closed session read as follows:

4.1 Short Term Rental Accommodation Zoning By-law Provision Update - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 concerned receiving legal advice from the City solicitor on a specific topic. Discussions predominantly stayed on topic, and the only vote was to receive the legal advice.

4.2 concerned receiving negotiation updates and legal advice concerning ongoing negotiations for the disposition of City land. The only vote taken was to receive the advice for information. As such, this matter was properly discussed in closed session.

February 1, 2024

The motion to move into closed session read as follows:

3.1 Ontario Land Tribunal Decision OLT-22-002455: Expropriation Compensation -Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), and Advice that is subject to solicitorclient privilege including communications necessary for that purpose (section 239.(2)(f)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

3.1 involved an update on a legal matter, including advice from the City solicitor. Instructions were given with respect to the conduct of the legal matter. This subject was properly discussed in closed session.

February 12, 2024

The motion to move into closed session read as follows:

THAT the meeting adjourns to an In-camera Session to discuss:

4.1 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose(section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of proposed disposition of City property, including negotiating terms and legal advice. The only vote was to provide instructions with respect to negotiation, as well as to accept the report on the subject. This matter was properly discussed in closed session.

March 25, 2024

The motion to move into closed session read as follows:

4.1 Respect in the Workplace – Legal Opinion - Advice that is subject to solicitorclient privilege including communications necessary for that purpose (section 239.(2)(f));

4.2 Negotiation of Employee Matters - Labour relations or employee negotiations (section 239.(2)(d)); and Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));

4.3 Shared Services Agreement Extension - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));

5.1 Collective Bargaining Update - CUPE Local 197 (Outside Workers) and CUPE Local 1385 (Inside Workers) - Labour relations or employee negotiations (section 239.(2)(d)).

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of matters pertaining to the Respect in the Workplace policy and included legal advice related to the policy. The discussion remained within the cited exception. The only vote held was to receive the report for information. This matter was properly in closed session.

4.2 was an update on negotiations to hire a specific candidate for a specific position. Negotiating instructions were provided. This matter was properly discussed in closed session.

4.3 was a discussion of the pending renegotiation of various agreements. Council provided negotiating instructions. This was properly in closed session.

5.1 involved the Human Resources Coordinator providing an update on several ongoing labour negotiations. Council voted to have resolutions prepared and added to open session

agendas to consider ratifying negotiated agreements. This matter was properly discussed in closed session.

April 8, 2024

The motion to move into closed session read as follows:

4.1 Applications for Directors to the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) – Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));

4.2 Proposed Disposition of Land in the Wright Business Park - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 concerned appointments to a specific board. The Minutes clearly indicate that only personal information was discussed, and no votes were held. This matter was therefore within the closed session requirements.

4.2 was a discussion of an offer received on a parcel of City-owned land. The discussion remained within the cited exception, and the only instructions given were to list the proposal for a public meeting. This matter was properly in closed session.

May 6, 2024

The motion to move into closed session read as follows:

4.1 Respectful Workplace Policy Education and Training Session - A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1). (section 239.(3.1)).

5.1 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is

subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 involved a training session for Council. The minutes reflect that discussions remained on topic, and the business of Council was not materially advanced. As such, this meeting was properly held in closed session.

5.1 was a lengthy discussion concerning a potential land sale. A number of possibilities were discussed, and extensive negotiating instructions provided. This matter was properly discussed in closed session.

May 16, 2024

The Motion to move into closed session read as follows:

4.1 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k))

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 discussions were held on pending sale of land, including negotiating positions, and the City solicitor provided advice subject to privilege. A number of negotiating instructions were provided. This matter was properly discussed in closed session.

June 3, 2024

The motion to move into closed session read as follows:

4.1 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and Advice that is subject to solicitor-client privilege including communications necessary for that

purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));

4.2 Appeal to the Ontario Land Tribunal of Application A13-23, 173 William Street -Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), and Advice that is subject to solicitorclient privilege including communications necessary for that purpose (section 239.(2)(f));

4.3 Respect in the Workplace – Legal Opinion - Advice that is subject to solicitorclient privilege including communications necessary for that purpose (section 239.(2)(f)).

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of the proposed sale of property by the City, including both negotiations as well as the intended use of the property. Council debated a motion, which was amended several times. At all times, the motion simply provided direction. This matter was properly in closed session.

4.2 was the subject of another report by our office, issued July 25, 2024. In that report, we found that this agenda item consisted only of an update on a matter before the Ontario Land Tribunal and a vote to receive the update for information. We repeat our finding that this matter was properly discussed in closed session.

4.3 concerned legal advice provided by the City solicitor. The only vote was to receive said advice. This topic was properly in closed session.

June 24, 2024

The motion to move into closed session read as follows:

4.1 Proposed Acquisition of Land - Affordable Housing Project - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

Carried

4.1 concerned potential purchase of property. All discussions related to use of the property, negotiations, etc., and were properly within the cited exceptions. The only votes held provided instructions to staff. This matter met all closed session requirements.

July 8, 2024

The motion to move into closed session read as follows:

4.1 Downtown Stratford Business Improvement Area Board of Management Applications - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

We note that the Minutes reflect a different closed session resolution being passed. However, on review of the public closed session agenda and the public meeting agenda, this appears to be an error, and the correct subject matter appears to have been in the motion.

4.1 concerned appointments to the Downtown Stratford BIA. The Minutes clearly indicate that only personal information was discussed, and no votes were held. This matter was therefore within the closed session requirements.

July 15, 2024

The motion to move into closed session read as follows:

4.1 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years); Advice that is subject to solicitor-client privilege including communications necessary for that purpose

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion of a proposed disposition of municipal land, part of which included certain terms and conditions to be imposed on the sale. This was entirely within the cited exceptions. The only votes held on this matter were to provide instruction and direction to staff. As such, this matter was entirely within the closed session requirements.

July 22, 2024

The motion to move into closed session read as follows:

4.1 Proposed Disposition of Land in the Crane West Business Park - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years);

5.1 Judicial Review: Stratford (City) v. Stratford Professional Fire Fighters Association Local 534 - Labour relations or employee negotiations (section 239.(2)(d)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion about the proposed sale of property in the City's industrial park, including price and intended use of the land. Council then voted to authorize staff to list by laws selling two plots of City owned land for a public meeting. The subject matter of the update Council received was properly in closed session, as was the vote.

5.1 was a discussion concerning an update on an ongoing labour relations matter. No vote was held. This meeting was properly in closed session.

September 9, 2024

The motion to move into closed session read as follows:

4.1 Proposed Repurchase of Land in the Crane West Business Park - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years); and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));

4.2 Affordable Housing Purchase Proposal Update - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));

5.1 Applications for Advisory Committees and Boards - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Carried

In our opinion, this motion complied with the closed meeting requirements in the *Municipal Act*, as it cited the relevant exemptions, and provided a short description of each item to be discussed.

4.1 was a discussion that matched the description provided in the motion to move into closed session, and was appropriate to the cited exceptions. The only motions were to provide instruction to municipal staff on a land repurchase matter. Accordingly, this agenda item was compliant with the closed session requirements.

4.2 concerned the purchase of property by the City. A vote was held to provide instructions to staff concerning negotiations. This matter was properly held in closed session.

5.1 concerned appointments to advisory committees and boards. The Minutes clearly indicate that only personal information was discussed, and no votes were held. This matter was therefore within the closed session requirements.

Conclusion

We reviewed 25 closed session meetings, many including multiple agenda items, and some including multiple motions. Of our review, we located only three individual agenda items, discussed at two different meetings, which were not properly in closed session. These items dated back only as far as October, 2023, and no subsequent breaches were found. Further, we did not find any of the closed session resolutions to be defective. It is clear that Council and staff have made considerable efforts to improve practices, and that this has paid off.

As concerns recommendations stemming from this report, we considered the nature of the three instances of non-compliance. All three concerned substantive decisions that cannot be made in closed.

Two of these instances were similar – situations where Council either voted on purchasing property and on the next steps for using that property, or voted on selling property and the use of the funds from the sale. In either situation, Council should use caution to separate out negotiating instructions from substantive next steps.

In the third instance, Council discussed substantive, retroactive pay raises, and approved same. This was not in the context of negotiations. Council should familiarize itself with the distinctions as to when such matters can be addressed in closed session. Further, the distinction between approving negotiating instructions versus approving a non-negotiated pay raise should be considered. When Council is negotiating with a union, the agreement as a whole will come back for consideration in open. This is different than approving changes to compensation for non-union members, which does not involve a negotiation and is, therefore, substantive.

This concludes the investigation and report in this matter.

Sincerely,

Cunningham, Swan, Carty, Little & Bonham LLP

an

Tony E. Fleming, C.S. LSO Certified Specialist in Municipal Law (Local Government / Land Use Planning) Anthony Fleming Professional Corporation TEF:jm


City of Stratford Closed Meeting Protocol

Adopted: September 9, 2024

Table of Contents

Objective	3
Definitions	3
Statutory Requirements for Closed Meetings	4
Roles and Responsibilities	4
Before a Closed Meeting	5
During a Closed Meeting	7
After Closed Meeting	10
Guide to Closed Meeting Exceptions	13

Objective

The Closed Meeting Protocol is intended to assist The Corporation of the City of Stratford ("the City") ensure compliance with the statutory requirements for holding Closed Meetings as well as to enhance the transparency of the City decision-making process.

This Protocol is based upon the following principles:

- Mature, responsible local government is fostered by an informed electorate;
- A decision-making process which is open and transparent to the public enhances the democratic legitimacy of local government;
- To the greatest extent possible, the public should be able to observe municipal government in process;
- In some circumstances, the public interest is best served by maintaining the confidentiality and privacy of certain information and decisions;
- The law recognizes that there are legitimate reasons for municipal business to be discussed and debated in the absence of the public.

This Protocol is intended to support and enhance the provisions of the Municipal Act, 2001, ("the Municipal Act") and Council's Procedure By-law, as amended from time to time, and is not intended to be separately enforceable.

Definitions

For the purpose of this Protocol, unless otherwise stated, the following terms shall have the following meanings:

"**Chair**" means the Member of Council presiding over a meeting.

"**Chief Administrative Officer**" means the Chief Administrative Officer of The Corporation of the City of Stratford.

"**City Solicitor**" means the individuals acting as solicitors for The Corporation of the City of Stratford.

"Clerk" means the City Clerk of The Corporation of the City of Stratford.

"**Closed Meeting**" means a meeting, or part of a meeting, which is closed to the public as permitted by the Municipal Act, also referred to as an "in-camera meeting".

"**Confidential Report**" means a Staff Report intended to be considered in a Closed Meeting.

"**Council**" means the Council of The Corporation of the City of Stratford and includes committees of Council.

"**Department Head**" means the member of City Staff responsible for one of the City's departments. This includes a member that is serving in an Acting role.

Statutory Requirements for Closed Meetings

The "Open Meeting Rule" is enshrined in section 239 of the Municipal Act. It provides that, unless otherwise permitted, all meetings of Council (and committees of Council), must be open to the public. There are fourteen (14) subject matter exceptions which permit a Closed Meeting to be held, as set out in subsections 239(2), (3), and (3.1) of the Municipal Act. Section 239 of the Municipal Act also contains certain procedural requirements for holding and conducting Closed Meetings.

The Open Meeting Rule seeks to increase public confidence in local government and prevent secrecy in decision-making. The Open Meeting Rule also seeks to balance the public interest in open and transparent municipal decision-making, while also recognizing that in certain circumstances, meetings in the absence of the public are required to protect municipal interests.

Roles and Responsibilities

Council as a whole is responsible for making decisions that affect the City, the electorate, and those having business with the City. While Council will consider the recommendations of City Staff in making its decisions, Council bears ultimate responsibility and accountability for those decisions. This includes decisions in relation to Closed Meetings, such as whether it is appropriate to convene a Closed Meeting, which exception should be relied upon, and the appropriate level of public disclosure following a Closed Meeting.

City Staff carry out the decisions and policies of Council and provide professional advice and recommendations to Council on a range of matters affecting the City. In the course of performing these duties, City Staff will also make recommendations regarding the conduct of Closed Meetings. City Staff are responsible to provide reasoned advice on such matters as the application of closed meeting exceptions, the practices and procedures of Council, and whether information should be kept confidential on account of various municipal interests. Individual Members of Council (hereinafter referred to as "Members") are guardians of the public trust, and the individual decision-makers who, when acting together as a quorum of Council, make decisions that bind the City. In performing these duties, Members will receive confidential information during Closed Meetings. Members bear ethical obligations to preserve the confidentiality of such information. Inadvertence or indiscretion in relation to Closed Meeting matters may significantly harm the City's interests – financial, legal, and reputational – and the overall public interest.

Before a Closed Meeting

Selecting a Closed Meeting Exception:

Council's business is often initiated by City Staff or in response to inquiries. Staff then report their professional recommendations on various municipal matters. The City recognizes that staff reports, and the agenda review process will play an integral role in ensuring compliance with the Open Meeting Rule and fostering a transparent decision-making process.

The relevant Department Head shall be responsible for identifying whether a matter should be considered in a Closed Meeting. In making such a determination, the Department Head should, when necessary, consult with the Clerk, the Chief Administrative Officer, and/or the City Solicitor as appropriate.

The Department Head shall consider the following two questions in determining whether a matter should be considered in a Closed Meeting:

- 1. Does the matter qualify for one of the closed meeting exceptions enumerated in subsections 239(2), (3) or (3.1) of the Municipal Act? In other words, can the subject matter be considered and discussed in a Closed Meeting?
- 2. If the matter is permitted to be discussed in a Closed Meeting, is there a compelling reason why the matter should be considered in a Closed Meeting? What is the corporate, municipal or other interest that is to be protected by holding a Closed Meeting?

In considering the above questions, the Department Head shall have regard for, among other matters, whether full transparency and disclosure in the immediate term would in any way serve to compromise the municipal interests engaged by the matter.

Naming of Confidential Reports, Agenda Resolution to Convene a Closed Meeting:

Before holding a Closed Meeting, Council must pass a resolution stating the fact that it is holding a Closed Meeting, and the general nature of the matter(s) to be considered at

the Closed Meeting. Such a resolution should maximize the information available to the public, while at the same time not undermining the reason for excluding the public in the first place. This resolution should not simply restate the applicable closed meeting exception listed in subsections 239(2), (3) or (3.1) of the Municipal Act.

In some limited circumstances, the need for confidentiality may encompass the very fact of considering a matter in a Closed Meeting. This may include, but is in no way limited to, circumstances where the identification of a specific party, property, or matter in a resolution to convene a Closed Meeting would, in and of itself, reveal the interest sought to be protected by the Closed Meeting. The City recognizes that these circumstances would be limited.

To assist in ensuring compliance with the Municipal Act, the following standard naming convention shall be used for all Confidential Reports, unless to do so would undermine the very reason for excluding the public in the first place:

Confidential Report of the **[Department Head]** with respect to **[Subject Matter / Property / Party / Appeal Reference Number] [Corporate Report Number (X-00-00)]** – **[Reference to Closed Meeting Exception]**

For example:

Confidential Report of the Chief Administrative Officer with respect to the Proposed Disposition of Land (Long Term Care Home) (CM-24-01) – proposed or pending acquisition or disposition of land s. 239(2)(c)

The title of a Confidential Report must cite the relevant closed meeting exception from the Municipal Act. Where appropriate, City Staff may cite multiple closed meeting exceptions if more than one exception is applicable.

The titles of all Confidential Reports to be considered at a Closed Meeting will be listed on the Open Meeting agenda for the purpose of providing notice to the public, and shall also form the content of the resolution to convene a Closed Meeting.

The following format will be used in developing the motion to adjourn to a closed session:

Motion to proceed into closed session

Moved by Councillor [name] and Councillor [name] THAT [Council/Committee] move into closed session to consider the following matters: 4.1 Confidential Report of the [Department Head] with respect to [Subject Matter / Property / Party / Appeal Reference Number] [Corporate Report Number (CM-00-00)] – [Reference to Closed Meeting Exception]

4.2 Confidential Report of the [Department Head] with respect to [Subject Matter / Property / Party / Appeal Reference Number] [Corporate Report Number (CM-00-00)] – [Reference to Closed Meeting Exception]

4.3 Confidential Verbal Update of the [Department Head] with respect to [Subject Matter / Property / Party / Appeal Reference Number] [Corporate Report Number (CM-00-00)] – [Reference to Closed Meeting Exception]

The resolution to convene in a Closed Meeting shall be prepared in advance of the Closed Meeting by the Clerk and shall generally form part of the relevant meeting agenda. Where items are added to the agenda for a Closed Meeting as addenda items, the resolution shall be updated to reflect those new items.

During a Closed Meeting

Individuals Entitled to Attend a Closed Meeting:

Attendance at a Closed Meeting shall generally be limited to those individuals required to ensure the Closed Meeting matters are fully and properly considered. This includes the Members who are not otherwise prohibited from attending the Closed Meeting and generally includes the Clerk, the Deputy Clerk, the Director of Corporate Services/Treasurer, the Chief Administrative Officer, and the responsible Department Head for the matter under consideration.

Other individuals may be requested to attend a closed meeting where their attendance may become necessary in the course of Council business. Where appropriate, other individuals shall only be permitted to attend the portion of the Closed Meeting to which their presence is relevant or necessary.

Chair to Preside over Closed Meetings:

In addition to their responsibilities under the Procedure By-law, the Chair shall be responsible for presiding over a Closed Meeting. It is incumbent on the Chair to educate themselves on the statutory requirements that govern a Closed Meeting, including the subject matters which may be permitted to be discussed in a Closed Meeting and the procedural requirements for conducting a Closed meeting, including voting.

The Chair shall preside over deliberations in a Closed Meeting to ensure that Members do not inadvertently discuss matters which are not permitted to be discussed in a

Closed Meeting, or matters which are not necessarily incidental to the main topic of discussion. Where a Member begins to stray from an appropriate Closed Meeting topic, the Chair shall promptly advise the Member of their obligation to remain on topic and to refrain from discussing unrelated or unpermitted topics.

Staff Recommendations and Voting in Closed Meetings:

Confidential Reports provide Council with professional advice and recommendations to take action on municipal business and matters. When preparing recommendations that will be considered in a Closed Meeting, City Staff must take into consideration the limitations on what matters can be voted on during a Closed Meeting, and what matters must be voted on in Open Session.

Except where otherwise permitted, no voting shall take place during a Closed Meeting. Voting during a Closed Meeting may only occur if the rules in subsection 239(6) of the Municipal Act, are satisfied. A vote may only be taken during a duly-constituted Closed Meeting if it is for one of two purposes:

- Procedural matters (e.g., to receive and file (take no action) information, to refer a matter, to defer consideration); or
- Giving direction or instruction to City Staff or agents or representatives of the City (e.g., the Chief Administrative Officer, the Clerk, external legal counsel, consultants retained by the City).

During a Closed Meeting, Council shall not make an "informal decision" where no formal vote of the Members is taken. Council is not permitted to make an informal decision by consensus, "head nodding," or to take a "straw poll" during a Closed Meeting. Such decisions constitute a "vote" on the matter, and where not taken for a permitted purpose, such decisions do not comply with the Municipal Act.

The Chair will ensure that any vote taken during a Closed Meeting complies with subsection 239(6) of the Municipal Act. The Chair may rule a vote out of order where it does not comply with the requirements of subsection 239(6) of the Municipal Act.

Recommendations in a Confidential Report may entail a decision which is not permitted to be voted upon in a Closed Meeting (e.g., a decision to adopt a policy, a decision to appoint an individual to a committee). City Staff should indicate in Confidential Reports which portions of the recommendations can be voted upon and adopted during the Closed Meeting, and which portions must be voted on in Open Session.

Recommendations from City Staff should generally follow the following format:

- For Closed Session: THAT Report CM-00-22 be received.
- For Open Session: THAT Council appoint Jane Doe as City Clerk.

Written Reports Preferred over Verbal Updates:

Written reports from City Staff will generally be preferred over verbal presentations or updates. Written reports circulated ahead of a Closed Meeting provide clarity on the subject matter to be discussed, and help justify the reasoning for holding a Closed Meeting. However, in some circumstance, a verbal presentation or update may be permissible, or practically necessary given other constraints or in recognition of the sensitivity of the specific matter.

For the purpose of this Protocol, the relevant Department Head shall treat a request to make a verbal presentation or update during a Closed Meeting as though it were a written Confidential Report. The Department Head shall submit a verbal presentation form to the Clerk, in the form prescribed by the Clerk, as soon as possible in advance of the Closed Meeting for inclusion on the relevant meeting agenda. Where any presentation materials will be relied upon, the Department Head shall provide same to the Clerk for review and to ensure the subject matter of the presentation forms a subject matter that is permitted to be discussed in a Closed Meeting.

Requests to provide a verbal presentation or update will generally not be considered once a Closed Meeting has already commenced and is underway. In the event of a time sensitive matter or in extenuating circumstances, in consultation with the Chief Administrative Officer and at the discretion of the Clerk, a verbal presentation or update may be added to the Closed Meeting agenda as an item of "New Business" so long as Council adjourns its Closed Meeting, reconvenes in Open Session, and passes a resolution in accordance with subsection 239(4) of the Municipal Act.

Closed Meeting Materials:

Members will require access to highly sensitive, confidential, and privileged materials and information in order to make informed decisions on matters during a Closed Meeting. It is imperative that Members recognize the importance of confidential information, and that they must take every precaution against the unauthorized disclosure of such confidential information. Members shall observe strict compliance with their ethical obligations regarding confidential information outlined in the City's Code of Conduct.

Closed Meeting documents and records, including Confidential Reports, correspondence from external legal counsel, and other confidential information, will be provided to Members as directed in the Council Procedure By-law. City Staff may circulate hard copies of confidential information to Members during a Closed Meeting, with such copies to be returned to the Clerk immediately upon the conclusion of the Closed Meeting. The Clerk shall be responsible to ensure the shredding or destruction of hard copies of confidential information, and to track whether any hard copies remain in circulation. Members are not to take notes, scans, or photographs of any documents or materials.

If a member of Council does not return confidential closed meeting information to the Clerk, it is their responsibility to safeguard the information by placing it in a cabinet that is locked and which they are the only person who has access to the key to open it. The member of Council will be responsible for all costs of these items.

After Closed Meeting

Reporting Out of Closed Session:

"Reporting out" or "reporting back" immediately following a Closed Meeting is not a requirement in the Municipal Act. However, it is recognized as a best practice for enhancing the transparency of municipal decision-making. The extent of Council's obligation to report out is outlined in the City's Procedure By-law. Further the content of or details contained in a resolution to "report out", not being statutorily prescribed, is within Council's purview.

While the City is committed to enhancing the transparency of its decision-making process, it also recognizes that, in certain circumstances, full or substantial disclosure of the deliberations of Council in a Closed Meeting in the immediate term is simply not appropriate.

Council's resolution to report out will be based on the recommendation of City Staff as presented in the corresponding Confidential Report. Where appropriate, City Staff may also recommend the release of any appendices to a Confidential Report following Council's final consideration of the matter.

City Staff will generally base a recommendation as to the content of the resolution to report out on the following options:

Option A: A recommendation that Council report out as much general context and substance of the Closed Meeting matter as possible.

Application: This option aims to provide the public with the most amount of general information from a Closed Meeting, while refraining from disclosing the sensitive confidential details. Examples may include where Council is provided a general update about ongoing labour negotiations, or where Council considers and reviews a draft agreement with a known entity. Confidential details about advice or recommendations

provided to Council need not be disclosed. However, where there would be no harm to the corporate interests in advising the public that the specific matter was considered, those details should be disclosed.

Option B: A recommendation that Council make a substantive decision in relation to the Confidential Report in Open Session, based upon the discussion and consideration in the Closed Meeting.

Application: This option is appropriate where an immediate Council decision is required to give effect to a recommendation in a Confidential Report, but entails a substantive decision that is not permitted to be voted on in a Closed Meeting. Examples may include the appointment of individuals to fill various positions in the City or on committees or local boards, or a decision to declare municipal lands surplus and authorize the sale of those lands.

Option C: A recommendation that Council report out that the Confidential Report was received for information, and/or direction was given to City Staff, and providing general details about the information received and the direction given.

Application: This option is reserved for matters where sensitive and nonsensitive information can be separated. For example, Council may report out the fact of having considered and given direction on the sale of City property, but without disclosing precisely what direction was given.

Option D: A recommendation that Council only report out that the Confidential Report was received for information, and/or direction was given to City Staff, without providing any specific details.

Application: This option is reserved for matters which are highly sensitive in nature and where full disclosure in the immediate term is not appropriate. This could include receiving legal advice on a highly sensitive or confidential matter, or considering highly confidential information from another level of government.

In making a determination on the content of the resolution to report out, the Department Head responsible for the Confidential Report shall consider whether full or substantial disclosure of the of the deliberations of Council or the matters considered in the Closed Meeting in the immediate term would be prejudicial to the interest considered at the Closed Meeting.

Waiving Privilege, Confidentiality:

Council will often seek and be provided with legal advice during a Closed Meeting. Such advice is protected by solicitor-client privilege, which is itself enshrined as a closed

meeting exception in clause 239(2)(f) of the Municipal Act. Solicitor-client privilege is designed to protect the interests of the client in seeking or receiving legal advice, but may be waived where prudent to do so. However, as the City (i.e., the client) can only act through Council, privilege can only be waived through an express resolution of Council, voted on by a majority of Members present at a meeting. Solicitor-client privilege cannot be waived by any single Member of Council, even if purporting to be acting in the public interest.

Similarly, the City, through Council, may also wish to waive the confidentiality of materials and information distributed or discussed at a Closed Meeting.

In general, Council will not waive solicitor-client privilege or confidentiality unless advised by the City Solicitor that doing so would not prejudice the interests of the City.

Should Council wish to waive solicitor-client privilege or confidentiality and release information from a Closed Meeting, Council may do so by adopting a resolution in the following general format in open session:

Moved by Councillor [Name] and Councillor [Name]

THAT Council waive **[solicitor-client privilege / confidentiality]** in and authorize the release of **[Document / Staff Report]**, **[in its entirety / in part]**, but only insofar as **[extent of waiver]**.

Any such waiver of privilege or confidentiality shall not include such confidential information which the City is required by law not to disclose or release. For example, the Municipal Freedom of Information and Protection of Privacy Act generally prohibits the City from disclosing the personal information of an identifiable individual. In this example, the Clerk would review all documents to be disclosed and apply any redactions as may be necessary.

Members should acknowledge that the waiver of privilege or confidentiality in a matter does not automatically authorize the public release or discussion of all information from the Closed Meeting which is not otherwise authorized to be disclosed. For example, if Council authorizes the release of a legal opinion considered at a Closed Meeting, Members are not automatically entitled to publicly release or discuss the substance of Council's deliberations at the Closed Meeting on that item.

Closed Session Minutes:

The Clerk shall be responsible for recording, without note or comment, all resolutions, decisions and proceedings in a Closed Meeting in the form of meeting minutes. Generally, the minutes of a Closed Meeting will be action or decision oriented, recording

both the procedural and substantive resolutions. The minutes of a Closed Meeting shall be maintained by the Clerk in a highly confidential manner.

Topic / Municipal Act Exemption	Discussion Can Include	Discussion Does not Include
Security of municipal property – s. 239(2)(a)	Property Facilities Assets	Financial interests of the municipality Strategy with respect to municipal infrastructure or growth
Personal matters about identifiable individuals – s. 239(2)(b)	Municipal Employees Members of boards and committees Scrutiny of an individual's performance or conduct Candidates for a job or committee	Council remuneration An individual in their professional or official capacity Salary bands, a hiring process, or staff reorganization Information already in the public realm
A proposed or pending acquisition or disposition of land – s. 239(2)(c)	Purchases Sales Leases Easements Expropriations	Speculation regarding prospective acquisition or disposition of land, where no bargaining position yet exits Discussions when the other party to a transaction is present

Guide to Closed Meeting Exceptions

229

Topic / Municipal Act Exemption	Discussion Can Include	Discussion Does not Include
Labour relations or employee negotiations – s. 239(2)(d)	Unionized and non-unionized employees	Council members, including their remuneration
	Employee Negotiations	Organization reviews
	Compensation, benefits, or vacation for specific employees	or restructuring
	Staff performance, conduct, discipline, hiring and firing	
	Changes to workload or roles of specific employees	
	Grievances under a collective agreement	
Litigation or potential litigation, including matters	Current or pending litigation	Speculation that litigation may arise in
before administrative tribunals – s. 239(2)(e)	Matters before the Ontario Land Tribunal	future, or where there is no evidence of any
	Deciding whether or not to litigate in a specific case	proceedings
		Litigation that has concluded
Advice that is subject to solicitor-client privilege – s.	Legal Opinions or Advice	A topic where
239(2)(f)	Status reports/briefings including through staff	waived, such as where a third party is present
		A topic other than the legal advice itself
		Whether or not to seek legal advice

Topic / Municipal Act Exemption	Discussion Can Include	Discussion Does not Include
Matters under other legislation – s. 239(2)(g)	Emergency Management and Civil Protection Act	Where another Act might imply that a matter is sensitive, but does not explicitly state that the matter can be discussed in a closed meeting
Information supplied in confidence by another level of government – s. 239(2)(h)	Provided to the municipality by another level of government (Canada, province or territory, or a Crown Agenda) and explicitly supplied to the City or local board in confidence i.e. marked confidential by the other level of government	Where the municipality determines the matter should be confidential, rather than the other level of government Where the information was provided by another municipality
Information supplied in confidence by a third party – s. 239(2)(i)	Falls into one of the listed types: trade secret, scientific, technical, commercial, financial, or labour relations information Was supplied confidentially, whether explicitly or implicitly, to the municipality by a third party and if disclosed, could reasonably be expected to cause harm, either by prejudicing significantly with the contractual or other negotiations of a person, group of persons or organization	Where the information did not belong to a third party Where there is only a merely possible or speculative risk of harm if the information were to be disclosed

Topic / Municipal Act Exemption	Discussion Can Include	Discussion Does not Include
Information belonging to the municipality – s. 239(2)(j)	Falls into one of the listed types: trade secret, scientific, technical, commercial or financial information Belongs to the municipality and has monetary value or potential monetary value	The municipality or local board has no proprietary or ownership interest in the information There is no evidence that the municipality or local board could sell the information for money
Plans and instructions for negotiations – s. 239(2)(k)	About a position, plan, procedure, criteria or instruction Where the information is intended to be applied to negotiations carried on by the municipality or local board and the negotiations are ongoing or will be carried out in the future	Iin the absence of related negotiations Where negotiations are concluded
Education or Training – s. 239(3.1)	Council Orientation Professional Development	That materially advance council business or decision making About subjects that are not for the purpose of education or training
Request under the Municipal Freedom of Information and Protection of Privacy Act – s. 239(3)(a)	FOI Requests – only if Council is designated as the Head of the Institution which it currently is not.	Anything outside of the permissible discussion

Topic / Municipal Act Exemption	Discussion Can Include	Discussion Does not Include
An Ongoing Investigation respecting the City by an Ombudsman or an appointed municipal ombudsman or closed meeting investigator – s. 239(3)(b)	Ongoing Investigation by the Ombudsman appointed under the Ombudsman Act or Ombudsman appointed by the City, or a closed meeting investigator	Anything outside of the permissible discussion



MANAGEMENT REPORT

Date:May 12, 2025To:Mayor and CouncilFrom:Michael Mousley, Manager of TransitReport Number:COU25-056Attachments:None

Title: New Transit Office Building Project Award

Objective: To authorize the award of RFP-2025-18 for the new transit office facility.

Background: The current location of the transit office is at 60 Corcoran Street and operates out of a portable/trailer-type structure. This has been the case for almost 20 years. This facility is well beyond its life expectancy, in a state of disrepair, and needs to be replaced.

The City is currently reviewing the more comprehensive Space Needs Study, and this project is identified in the analysis.

Observations of the existing building:

- Adjacent to the transit maintenance depot
- The structure is a portable unit that is at the end of its life; it is scheduled to be replaced in 2026
- Inadequate temperature control with no entry vestibule
- The building has a ramp but is not fully accessible
- The space is small and insufficient to meet the operational needs and the number of staff
- No meeting/collaboration area
- No staff lunch or break room

Analysis: On March 18, 2025, RFP-2025-18 was posted on the City's website and closed on April 11th at 2:00 pm. The tender identified a building on slab foundation, with a similar footprint, that will address the observations noted. A total of eight proposals were received from the following organizations in response:

- Accuratus
- Complete Building Systems Inc.
- CPC
- Elgin Construction

- Feltz
- PK Construction
- SEM
- Sierra

Proposals were evaluated on the following criteria:

- Company Profile and Project Team
- Project Team Qualifications and Company Experience
- Further Project Team experience including Project Manager, Site Supervision, Sub-Trades
- Project Schedule
- Statement of Warranty
- Financial Proposal

Following an assessment of the first five categories, the proponents meeting with marks of 55 out of 75 or better were moved into the final assessment phase to assess pricing. The top proponent's references were then checked, and the committee selected Complete Building Systems Inc.

Complete Building Systems Inc. offers comprehensive construction management services to ensure timely and cost-effective completion of projects.

The transit building was identified in the 2023 Corporate Energy Emissions Plan (CEEP) as one of the City facilities that could significantly contribute to the GHG reductions with a retrofit. Staff will work with the proponent to ensure that cost effective options that further this objective are included in the project.

Financial Implications:

Financial impact to the current year operating budget:

This project received approval of funding from ICIP several years ago, which was received in 2023 and remains in reserves. This project was part of the 2023 capital projects approved for completion in 2023. It was not completed and was not reincluded in the 2025 approved capital plan (though it was identified in the departmental workplan). ICIP funding covers approximately 70% of the remaining City portion using Provincial Gas Tax funds to 'stack' the grant funding. As such, this has no local tax levy implications.

Financial impact on future year operating budget:

Annual general maintenance costs are unknown at this time but will be minimal with a new building in the early years and should approximate current general maintenance costs and not impact the tax levy.

Based on the estimated useful life of the building, which could be as long as 100 years with appropriate lifecycle operating activities, a prudent financial strategy would include investing an amount each budget year to the reserves to handle these eventual costs.

Historically, costs of this nature would rely on the existence of federal or provincial funding availability at that future date or be part of the operating budget when or if needed. This approach is fine but not consistent with sustainable asset management and long-term funding practices and will be considered regularly in that context. Because of the historic stability of federal and provincial funding, impacts may be small, but the risk to funding streams should also be considered when determining if or how much future planning is appropriate.

Link to asset management plan and strategy:

This project directly supports the City's Asset Management Plan and Strategy by proactively investing in the renewal and right-sizing of municipal infrastructure to meet current and projected service levels. The existing transit office building has been identified through data driven condition assessments and lifecycle analysis as being at the end of its useful life and currently has functional limitations.

The building currently has an overall condition rating of poor, based on the 2020 Building Condition Assessment (BCA), which had recommended replacement of the windows, heating/cooling unit, stairs, and roof in the short term. Constructing this new, purpose-built facility ensures the City can continue to deliver reliable and efficient transit services, in alignment with existing levels of service objectives and asset replacement recommendations.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as this project supports the City's strategic commitment to sustainable infrastructure, operational efficiency, and informed decision-making based on asset performance data and long-term financial planning.

Alignment with One Planet Principles:

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Material and Products

Using materials from sustainable sources and promoting products which help people reduce consumption.

Zero Carbon Energy

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT the Request for Proposal (RFP-2025-18) for the design and build of a new transit office facility be awarded to Complete Building Systems Inc. in the amount of \$400,020, including HST.

Prepared by:	Michael Mousley, Manager of Transit
Recommended by:	Tim Wolfe, Director of Community Services
	Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date:May 12, 2025To:Mayor and CouncilFrom:Quin Malott, Parks, Forestry & Cemetery ManagerReport Number:COU25-059Attachments:None

Title: Inverness Park Playground RFP Award

Objective: To recommend approval of the proposal for the design, supply, delivery, and installation of playground equipment at Inverness Park (RFP-2025-14).

Background: The replacement of the playground equipment at Inverness Park was approved as part of the 2025 budget on February 10, 2025 at the estimated cost of \$110,000.

The approval is part of the cyclical replacement program of playground equipment through its inspections to avoid equipment failure, resulting in possible injury or equipment removal.

The playground equipment at Inverness Park is 20 years old which exceeds the Canadian Standards Association (CSA) guidelines of replacement after 15 years and is consistent with the City's replacement lifecycle of 20 years.

Analysis: A Request for Proposals (RFP-2025-14) was advertised and closed on April 4, 2025 for the design, supply, delivery, and installation of an accessible playground including accessible engineered woodchip base at Inverness Park. The RFP also included the installation of an accessible pathway to the playground equipment.

Eight submissions were received, and ranked by the evaluation Committee consisting of staff and representatives from the Accessibility Advisory Committee, from the following companies:

- PlayPower LT Canada Inc.
- ABC Recreation Ltd.
- Earthscape
- Henderson Recreation Equipment Limited

- New World Park Solutions Inc.
- Park N Play Design Co Ltd.
- Park N Water LTD.
- S.F. Scott Mfg. Co. Ltd. O/A Blue Imp

Submissions were rated on the following criteria:

- 1. Play value & safety
- 2. Accessibility
- 3. Appearance and novelty
- 4. Quality and durability of materials
- 5. Warranty, service, and maintenance requirements
- 6. Price

The highest-ranking submission was BlueImp which received high scoring in playability, accessible components and included accessible pathway, for a total cost including HST of \$116,557.24, with net cost after HST rebate of \$104,963.40.

Financial Implications:

Financial impact to current year operating budget:

The project, that is within the approved allocation approved during budget will be fully funded from existing and current capital reserve contributions, having no net impact on the City's operating budget in the current year. Ongoing inspections of the playground are incorporated in the current operating budget.

Financial impact on future year operating budget:

There will be no financial impact on subsequent budgets aside from regular repairs, maintenance, inspections and transfers to reserves for future replacement that are included in the annual operating budgets.

Link to asset management plan and strategy:

The new playground equipment is expected to have a lifespan of 15 - 20 years, consistent with the City's asset policies and CSA guidelines. Future transfers to reserve funds will reflect planned replacements over the period and at the end of the useful life for this playground to ensure financial sustainability of the replacement program.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority by optimizing Stratford's physical assets.

Alignment with One Planet Principles:

Health and Happiness

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

Staff Recommendation: THAT the Request for Proposal (RFP-2025-14) for the design, supply, delivery, and installation of an accessible playground, including accessible engineered woodchip base and the installation of an accessible pathway at Inverness Park be awarded to S.F. Scott Mfg. Co. Ltd. O/A Blue Imp. in the amount of \$116,557.24, including HST.

Prepared by:	Quin Malott, Parks, Forestry & Cemetery Manager
Recommended by:	Tim Wolfe, Director of Community Services
	Adam Betteridge, Interim Chief Administrative Officer

Corporate Services City Hall PO Box 818 Stratford, ON N5A 6W1

April 23rd, 2025

Dear City of Stratford:

It is our desire to host the annual year end tournament for the Stratford Ladies and Mens Slo Pitch leagues at the Packham Road Sports Complex (September 5, 6 & 7th, 2025).

There will be 12 Ladies teams and 7 Mens teams playing in this tournament.

SLSP is requesting that the City of Stratford Council approve this event so that we can apply for a Special Events permit.

We have secured "Features" restaurant to provide food and alcohol sales for the event. Chris Haynes-owner/operator of Features will be securing the liquor license and applying for a Special Event Permit. Chris will provide the required documentation to the Huron Public Health unit.

Enclosed please find the layout of the planned licensed area.

Outstanding (will send as soon as they are required): Copy of the liquor License Copy of the Municipal Alcohol Policy Copy of \$5,000,000.00 insurance with the city listed Letters to Police and Fire services Identification of the organization that will be providing Security services for the weekend.

Thank you for your time and consideration of this matter, if you have any questions or concerns, please contact me. I look forward to hearing from you at your earliest convenience.

Sincerely,

Kelly Elligson

Kelly Elligson-President Stratford Ladies Slo Pitch League 519-301-2563 or sneltz69@yahoo.com





Request to Council:

Declaration of Pride Month and Raising of the Pride Flag

April 22, 2025

Dear Council Members,

On behalf of Stratford-Perth Pride, I respectfully request that your municipality proclaim June as Pride Month and raise the progress Pride flag for the duration of the month. This meaningful act is a visible and powerful show of support for the 2SLGBTQIA+ community and a recognition of their vital contributions to our municipality.

Raising the Pride flag demonstrates a commitment to inclusion, diversity, and equality. It sends a clear message to all residents—especially those who identify as 2SLGBTQIA+—that they are seen, valued, and supported in their community. It also affirms your municipality's commitment to creating safe, welcoming spaces for all people, regardless of their sexual orientation, gender identity, or gender expression.

Pride Month is celebrated globally each June to honour the Stonewall Uprising in New York City on June 28, 1969—a pivotal moment in the 2SLGBTQIA+ rights movement. It is a time to recognize the history, achievements, and resilience of the community, while also acknowledging the ongoing challenges, including disproportionate experiences of homelessness, poverty, discrimination, and bullying that still impact many 2SLGBTQIA+ individuals. Though symbolic, raising the Pride flag and issuing a formal proclamation have real and lasting impacts. These actions foster a sense of belonging and solidarity, and they demonstrate leadership in advancing equity and human rights for all.

Stratford-Perth Pride is a volunteer-run, incorporated not-for-profit founded in 2017. Our mission is to provide inclusive programming, education, and resources that make every corner of Perth County a more welcoming place for gender- and sexually diverse individuals. Our vision is a community—across Stratford, St. Marys, and Perth County—where everyone, regardless of who they love or how they identify, can live with safety, dignity, and pride.

We would welcome the opportunity to engage in further discussion about this request and are available to support your Council and staff in developing more inclusive practices. Please don't hesitate to reach out.

Thank you for your time and consideration. We hope you will stand with us by declaring June as Pride Month and raising the Pride flag in celebration and solidarity. Yours in Pride, Brock Hart (he/him) President & Board Chair Stratford-Perth Pride



MANAGEMENT REPORT

April 15, 2025
Social Services Sub-committee
Alex Burgess, Manager of Ontario Works
SOC25-004
SSM Report to Council 2025-01.pdf

Title: Stratford-Bruce Peninsula Employment Service System Manager (SSM) Consortium Member Update

Objective: To provide Council with an update regarding the activities of the Stratford-Bruce Peninsula Employment Service System Manager (SSM).

Background: The Counties of Bruce (lead), Grey, Huron, and the City of Stratford are the Employment Service System Manager (SSM), funded entirely by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), for the Stratford – Bruce Peninsula Economic Region. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area. Integrated Employment Services Delivery (IESD), the SSM newly designed system went live on April 1, 2023. This report provides a semi-annual update to Council on the performance of the SSM, and updates on future work to be completed.

Analysis: The attached document, "SSM Report to Council 2025-01" provides an update on the activities of the Employment Service System Manager and highlights the performance of the program over the last two quarters of 2024. Specifically, the update provides information and outcomes related to Client Intakes, Client Outcomes, Service to Priority Populations and Program Outcomes. Furthermore, the report highlights program successes alongside continuous improvement strategies that work to improve network capacity in an effort to produce high quality employment services.

Lastly, the report provides a 2025-27 funding update regarding core funding received from MLITSD.

The City of Stratford currently has representation on all committees identified in the governance structure and is an active participant in helping to reshape the employment services landscape as a member of the SSM.

Financial Implications:

Not applicable:

This report is for information only and provides an update regarding the activities of the Stratford-Bruce Peninsula Employment Service System Manager (SSM). There are no financial implications because of this report. The SSM is fully funded by MLITSD and is directly operated by Bruce County.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the focus of the SSM, the Employment Service Providers and the Ontario Works Division is to create meaningful partnerships that move our shared clients toward successful employment. Through these partnerships, we aim to improve the lives of the residents across Stratford, St Marys and Perth County.

Intentionally Change to Support the Future

This report aligns with this priority as the SSM is working with local Employment Ontario providers, employers and municipal partners to ensure the employment programs in the area meet the needs of the local community and continue to review the successes of the program with an aim to further enhance the services available.

Alignment with One Planet Principles:

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT the report titled, "SSM Consortium Member Update" (SOC25-004), and dated April 15, 2025, be received for information.

Prepared by:	Alex Burgess, Manager of Ontario Works
Recommended by:	Kim McElroy, Director of Social Services
	Joan Thomson, Chief Administrative Officer



Stratford-Bruce Peninsula Employment Service System Manager Consortium Member Council Information Report January 2025 Update

Background:

The Counties of Bruce (lead), Grey, Huron, and the City of Stratford are the Employment Service System Manager (SSM), funded entirely by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), for the Stratford – Bruce Peninsula Economic Region. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area. Integrated Employment Services Delivery (IESD), the SSM newly designed system went live on April 1, 2023. This report provides a semi-annual update to council on the performance of the SSM, and updates on future work to be completed.

Information Update:

The SSM's service delivery model provides services through eight Employment Service Providers (ESP). These are third party organizations that have service delivery agreements with the County for delivery of employment services for those eligible in the catchment area. The following outlines our performance in the past two quarters.



Table 1 – Client Intakes

Table 1 outlines the SSM's performance against client intake key performance indicators (KPIs) set by MLITSD. Stream A clients are those at low risk for long-term unemployment, Stream B clients are those at medium risk for long-term unemployment, and Stream C clients are those at high risk for long-term unemployment. Table 1 shows



246



That Stream A clients are at 49% of target half-way through the year and Stream B clients are at 52% of target. Stream C clients are at 25% of target and total client intakes are at 35% of target. The SSM continues to work with Social Assistance and community organizations such as newcomer services and probation and parole offices, to establish effective referral pathways for clients most at risk of long-term unemployment.

Table 2 – Client Outcomes

Client's outcomes represent clients who have completed their plan with Employment Ontario and have most often found employment or been referred to another program such as Better Jobs Ontario, Skills Development Funded Programs or formal education settings. Clients in outcomes are monitored for one year to assist in maintaining employment and to gather necessary documentation to meet the criteria for performance-based funding.



Table 2 shows that Stream A clients are at 27% of the target half-way through the year, Stream B clients are at 29% of the target and Stream C clients are at 16% of the target. Overall, the total meets 21% of the target for the year.

The SSM has implemented a Digital Service Delivery platform to match Stream A clients with available job openings.

Through an employer activation strategy we are focusing on developing relationships with employers to offer Stream C clients job placements and trials to get them into the





workforce without participation in a traditional job competition, i.e., identifying employer needs and recommending clients that are a good fit for the role, or a paid placement to trial the role.



Table 3 – Service to Priority Populations

The Ministry outlines priority populations that the SSM and its network of ESPs are to provide service. Table 3 outlines the SSM's results in these KPIs. As the table demonstrates, the SSM is meeting or exceeding targets in all areas aside from clients in receipt of ODSP and Indigenous individuals.

The SSM continues to support the Indigenous service provider to offer service. Overall, the SSM's performance indicates those that need employment services the most are provided with access to needed support.

In addition to the results outlined above, the network has seen a continued trend of clients in receipt of social assistance accessing employment services. One quarter of clients in service are from Ontario Works and 10.9% of clients are from the Ontario Disability Support Program (ODSP). This demonstrates evidence of the effectiveness of the collaboration between our Ontario Works partners and the SSM.







Table 4 – Program Outcomes

Table 4 outlines the SSM's achievement of outcomes against MLITSD KPIs. As the table shows, the SSM is exceeding the targets for completion of training and client satisfaction with services at outcome. However, the SSM is slightly below the target for satisfaction at the 12-month point (12 months after the client has been moved to outcomes). The SSM is also under target for employment outcomes in all three streams. However, outcomes for Stream A and Stream B clients are significantly higher than the Q4 numbers from the previous year.

Program Successes:

- 1. The service providers in the Stratford-Bruce Peninsula SSM have assisted 2000 clients in finding employment with 1764 clients finding employment at 20 hours per week or more.
- 2. Clients who are referred from social assistance have a low returned referral rate of 13%. This demonstrates an effective partnership and referral practice for clients between social assistance and Employment Ontario providers in the Stratford-Bruce Peninsula area. In addition, 25% of clients who have been referred to Employment Ontario by social assistance have found employment, with 22% finding a job working 20+ hours per week.
- 3. Start-up of the Digital Service Delivery platform in partnership with FutureFit AI with close to 200 job ready clients registered on the platform. The program uses AI technology to match job seekers to job postings based on previous





experience, education and transferable skills. The SSM is registering employers through presentations hosted by Huron, Bruce and Perth County Economic Development departments, referrals from service providers, and onboarding at job fairs, information events, and one on one meetings with local employers.

- 4. The Employer Activation strategy involves training service providers on how to establish effective relationships with employers for the purpose of understanding employer hiring needs and creating opportunities for clients to find work outside of the traditional application process. This includes providing placements for clients and matching clients to employer requests. To date, 50% of job placements have resulted in clients being hired and maintaining their employment.
- 5. The In Motion and Momentum Plus program is intended to meet the needs of clients most at risk of long-term unemployment. Clients are typically referred to the program by Social Assistance caseworkers or Employment Ontario caseworkers. Of the 47 clients enrolled in the program, 37 clients have enrolled in Employment Ontario services. Thirteen clients have completed their work with Employment Ontario and seven clients have employment with an average of 25 hours per week.

Continuous Improvement:

The SSM continues to monitor performance and tailor conversations with each service provider. These conversations focus on key themes to support the success of the network.

The SSM has undertaken strategic initiatives to build network capacity to produce high quality employment services.

- 1. Local Labour Market Information: The SSM provides labour market statistics based on Connect2Jobs data. This data set can guide service providers to identify opportunities for employment or placements at a village or town level.
- Employer Activation: All service providers have completed training on developing relationships with local employers. These relationships provide opportunities for identifying employer needs and providing clients with the necessary qualifications for placements or direct to hire. Clients who are typically locked out of the job market can become gainfully employed without participating in traditional job competitions.
- 3. **Digital Services Delivery:** The SSM is working in conjunction with FutureFit AI to create a digital platform where employers can identify clients with the desired skill set and reach out directly to discuss employment opportunities. The platform





helps Stream A job seekers identify a desired career path as well as local opportunities to obtain skills that employers value. Future plans include rolling out the platform to local employers to streamline local hiring and improve employment opportunities for clients.

- 4. **Employment Preparation:** Several cohorts have completed the In Motion and Momentum Plus program, designed to help clients address intrinsic barriers such as motivation, reliability and dependability. To date a subset of clients that have completed the program have successfully found employment and client evaluations demonstrate client's personal growth and improvements in confidence. Managers from Social Assistance partners and Employment Service providers have been trained to utilize assessment tools to identify client readiness for change, motivation, reliability and dependability and develop an individualized service plan to consider each client's specialized needs. Future plans include providing staff level training.
- 5. **Evidence-Based Practice:** Clients continue to be served using evidence-based approaches to employment service including cognitive motivational models, and trauma informed approaches.
- 6. **Performance:** Data collection and reporting continue to frame discussions around results. Service provider objectives and targets continue to be modified based on performance outcomes.

2025-2027 Funding Update

On January 6, 2025, the Ministry of Labour, Immigration, Training and Skills Development provided an amending agreement which extends the existing contract with the Stratford-Bruce Peninsula SSM until March 31, 2027.





MANAGEMENT REPORT

Date:	April 15, 2025
То:	Social Services Sub-committee
From:	Alex Burgess, Manager of Ontario Works
	Robin Brown, Social Services Supervisor – Ontario Works
	Kim McElroy, Director of Social Services
Report Number:	SOC25-005
Attachments:	None

Title: Family Services Perth-Huron Counselling and Support Agreement Update

Objective: To provide Council with information regarding services provided by Family Services Perth-Huron to referred Ontario Works clients as per the Counselling and Support Agreement between Ontario Works and Family Services Perth-Huron.

Background: Participants in social service programs may have emotional and other barriers that need to be addressed to promote participant self-reliance and life stabilization prior to achieving the goal of employment and other forms of community engagement.

In March of 2023, an agreement was signed between the City of Stratford Ontario Works program and Family Services Perth-Huron. The Social Services Department agrees to pay Family Services Perth-Huron a maximum of \$95,000 annually for their services, with an ability to provide an extra \$20,000 for programming considered to enhance services.

Through this agreement, Family Services Perth-Huron agrees to support Ontario Works participants to improve overall life stability in the community. They do this through personal and group interventions, groups/clinics, as well as counselling services. These services are aimed at reducing barriers to employment, increasing sustainable wellness and change, impacting housing and overall life stability. Counsellors provide compassionate trauma informed support for mental health concerns/crises and address self-esteem and goal-setting challenges.

Local in-person and virtual supports help some of our most vulnerable community members through evidence-based prevention and interventions supports to offer support, seek solutions and mitigate overall risk and stability. Family Services focuses on
barriers to employment, housing instability, risk of homelessness, complex familial needs, mental health concerns, addressing self-esteem, and goal setting challenges. Focusing on these areas and providing personal counselling services allows participants to progress towards their eventual goal of successful life stabilization.

Key Performance indicators are tracked by Family Services for clear accountability framework through the Family Services Perth-Huron internal tracking system.

Analysis: The Utilization Rate Summary report was submitted by Family Services Perth-Huron on February 28, 2025. Through the course of 2024, the Ontario Works office referred 168 participants to Family Services Perth-Huron. Of those 168 participants, 151 were served, far exceeding the target set at 100. Many of the participant referrals included children, partners, and/or caregivers. The 151 participants served included a total of 226 individuals.

Family Services Perth-Huron utilized a total of 921 hours working with Ontario Works participants through various sessions including Psychotherapy, Individual, Couple and Family Group sessions, and Drop-in Counselling. Again, this far exceeded the target of 800 hours.

They conducted 64 group sessions or drop-in clinics with various Ontario Works participants with 48 people attending these group sessions or receiving drop-in services.

Family Services Perth-Huron faced a number of issues and complexities when working with Ontario Works participants. These issues were most often related and intersectional. Homelessness was a common factor where participants were facing a risk of homelessness, often due to precarious relationships.

There was regularly a sense of stress, instability and emotional issues with the participants concerning their overall life situations. These issues often impeded job search and retention abilities. There was also an inability to secure primary care or psychiatric supports as needed.

Other complexities often demonstrated by participants were traumatic brain injuries, developmental disabilities, addictions and other medical concerns.

As can be expected, many participants struggled with both current and past trauma, violence and/or abuse, affecting familial, and personal relationships.

Family Services Perth-Huron conducted surveys with the Ontario Works clients who accessed their services. Of those that completed the survey, 85% found their social and community connections improved while 63% of that number felt they had improved employability and a capacity for employment and/or volunteering. This number remains steady when compared to that in 2023.

An impressive 85% of those participants who completed the survey found their overall mental health and wellness had improved. In the survey, participants were quoted to have 'felt safe and understood' and 'glad it was there for me.'

Financial Implications:

Financial impact to current year operating budget:

This program was previously approved by Council in 2023 (SOC23-011). The cost of the agreement in the current year is \$95,000, with an additional \$20,000 available for emergency and enhanced services requiring clinical intervention, if approved by the Director of Social Services. The program is fully funded through the 100% Provincial Program Delivery Funding provided to the Ontario Works Division so there is no net financial impact to the tax levy for the City or the shared services partners.

Financial impact on future year operating budget:

The program, as currently approved by Council, runs until December 31, 2027, and is renewed on a yearly basis, if agreed upon by both parties. The contract is subject to the City's budget approval and Provincial funding, on an annual basis.

As this program is 100% Provincially funded through the Ontario Works division, there is no anticipated impact on future year net tax levy budgets for the City or the shared services partners.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as this partnership provides gateways to housing stability to some of the most vulnerable members of the community.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

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

Staff Recommendation: THAT the report titled, "Family Services Perth-Huron Annual Utilization Rate Summary Report" (SOC25-005), be received for information.

Prepared by:	Alex Burgess, Manager of Ontario Works
Recommended by:	Robin Brown, Social Services Supervisor – Ontario Works Kim McElroy, Director or Social Services Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date:	April 17, 2025
То:	Community Services Sub-committee
From:	Quin Malott – Parks, Forestry & Cemetery Manager
Report Number:	COM25-002
Attachments:	None

Title: Mervyn "Butch" Blake Recognition Follow-up

Objective: To provide Sub-committee with an update regarding the recognition of Mervyn "Butch" Blake for his contributions to the Stratford Festival.

Background: At the October 17, 2024, Community Services Sub-committee meeting, Andrew Blake, son of Mervyn "Butch" Blake made a presentation requesting a memorial bench be dedicated in honour of his father who worked at the Stratford Festival. The following motion was passed:

THAT the request from Andrew Blake be referred to City staff to investigate options to recognize Mervyn "Butch" Blake for his contributions to the Stratford Festival.

Analysis: A memorial bench is now being financed by the Stratford Festival Theatre and will be replacing an older wooden bench located on the south side of Lower Queens Park facing the cricket pitch.

Financial Implications:

Not applicable:

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

Alignment with Strategic Priorities:

Not applicable: The purpose of this report is to provide an update regarding the recognition of Mervyn "Butch" Blake for his contributions to the Stratford Festival.

1

Alignment with One Planet Principles:

Not applicable: The purpose of this report is to provide an update regarding the recognition of Mervyn "Butch" Blake for his contributions to the Stratford Festival.

Staff Recommendation: THAT the report titled, "Mervyn "Butch" Blake Recognition Follow-up" (COM25-002), be received for information and the request filed.

Prepared by:	Quin Malott, Parks, Forestry & Cemetery Manager
Recommended by:	Tim Wolfe, Director of Community Services
	Adam Betteridge, Interim Chief Administrative Officer



BY-LAW NUMBER XXX-2025 OF THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to authorize the acceptance of a proposal, execution of the contract and the undertaking of work by Complete Building Systems Inc. for the design and build of a new transit office facility (RFP-2025-18).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

- 1. That the proposal (RFP-2025-18) of Complete Building Systems Inc. for the design and build of a new transit office facility, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
- 2. That the accepted amount of the proposal for the design and build of a new transit office facility (RFP-2025-18) is \$400,020, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of May, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



BY-LAW NUMBER XXX-2025 OF THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to authorize the acceptance of a proposal from S.F. Scott Mfg. Co. Ltd. O/A Blue Imp. for the design, supply, delivery, and installation of an accessible playground, including accessible engineered woodchip base and the installation of an accessible pathway at Inverness Park (RFP-2025-14).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

- 1. That the proposal (RFP-2025-14) of S.F. Scott Mfg. Co. Ltd. O/A Blue Imp for the design, supply, delivery, and installation of an accessible playground, including accessible engineered woodchip base and the installation of an accessible pathway at Inverness Park, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
- 2. That the accepted amount of the proposal (RFP-2025-14) for the design, supply, delivery, and installation of an accessible playground, including accessible engineered woodchip base and the installation of an accessible pathway at Inverness Park is \$116,557.24, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of May, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

259



BY-LAW NUMBER XXX-2025 OF THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to authorize the execution of a Non-Repayable Contribution Agreement with His Majesty the King in Right of Canada, represented by the Minister of Natural Resources to receive funds through the Zero Emission Vehicle Infrastructure Program.

WHEREAS Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues

AND WHEREAS Section 9 of the Municipal Act, 2001 provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act, 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS the Minister of Natural Resources ("the Minister") is responsible for the program entitled the Zero Emission Vehicle Infrastructure Program ("the Program") which provides funding to eligible organizations undertaking projects which address the lack of charging and refueling stations in Canada;

AND WHEREAS The Corporation of the City of Stratford submitted to the Minister a Proposal for the funding of a Project called "City of Stratford - EV Charging Expansion (Rotary Complex)" which qualifies for support under the Program;

AND WHEREAS financial assistance toward the Eligible Expenditures of the Project is to be provided in the manner and upon the terms and conditions set forth in the Non-Repayable Contribution Agreement;

AND WHEREAS the Parties wish to enter into the Non-Repayable Contribution Agreement to receive funds through the Program;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

1. That the Non-Renewable Contribution Agreement between The Corporation of the City of Stratford and His Majesty the King in Right of Canada, represented by the Minister of Natural Resources be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and FINALLY PASSED this 12th day of May, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL CONSENT AGENDA

May 12, 2025

REFERENCE NO. CONSENT AGENDA ITEM

CA-2025-057 Notification that the Infrastructure Services Department intends to call Tenders in accordance with the City's Purchasing Policy for:

- Erie Street Multi-Use Trail Reconstruction
- Bridge & Culvert Repairs (Structure 01-FB-03 & 02-CU-02)
- Miscellaneous Bridge Repairs Various Locations
- Downtown Intersection Improvements
- Downie & Lorne Avenue East Intersection Improvements
- CA-2025-058 Road Closure Request Ann Hathaway Public School Track & Field

I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by Bylaw 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:

On Wednesday, May 21, 2025, from 9:00 a.m. to 2:45 p.m. with a rain date of Thursday, May 22, 2025:

• Simcoe Street from Downie Street to Morgan Street

That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;

That the event organizer provides the Event Coordinator with the required certificate of insurance at least 48 hours prior to the event;

That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and

That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

1

- CA-2025-059 Notification that the Corporate Services Department, Clerk's Office, intends to issue Requests for Proposals in accordance with the City's Purchasing Policy for:
 - Crossing Guard Services
 - Parking Enforcement Services

Endorsement of the following resolution has been requested:

CA-2025-060 Resolution from The Township of Champlain regarding Surveillance and Monitoring of Heavy Vehicles in Ontario.

Attachment – Resolution from The Township of Champlain dated April 24, 2025.



Township of Champlain

Resolution Regular Council Meeting

Agenda Number:	11.1.
Resolution Number	2025-120
Title:	Councillor Gerry Miner - Surveillance and Monitoring of Heavy Vehicles in Ontario
Date:	April 24, 2025

Moved By:Gérard MinerSeconded By:Paul Burroughs

Whereas the Council of the Township of Champlain is of the opinion that additional surveillance and monitoring of heavy vehicles in Ontario is required to ensure the safety of other motorists, property owners, and pedestrians.

Be it resolved that the Township of Champlain calls upon the Government of Ontario to: increase surveillance and spot checks of all heavy vehicles travelling on Ontario roads; as well as monitoring the testing standards maintained by privately-owned heavy licensing facilities.

Be it further resolved that this resolution be forwarded to the Minister of Transportation of Ontario, the Minister of Municipal Affairs and Housing, the MPP Glengarry-Prescott-Russell, the Ontario Provincial Police, AMO and all municipalities in Ontario.

Carried

Certified True Copy of Resolution

Alison Collard, Clerk Date:



Canton de Champlain Résolution Réunion régulière du Conseil

No. du point à l'ordre du jour:	11.1.
No. du point	2025-120
Titre:	Conseiller Gerry Miner - Surveillance et contrôle des véhicules lourds en Ontario
Date:	le 24 avril 2025

Proposée par:Gérard MinerAppuyée par:Paul Burroughs

Attendu que le Conseil du Canton de Champlain est de l'avis qu'une surveillance et un contrôle accrus des véhicules lourds en Ontario sont nécessaires pour assurer la sécurité des autres automobilistes, des propriétaires fonciers et des piétons.

Qu'il soit résolu que le Canton de Champlain demande au gouvernement de l'Ontario d'accroître la surveillance et les vérifications de tous les véhicules lourds circulant sur les routes de l'Ontario, et de contrôler les normes de vérification maintenues par les installations privées d'immatriculation des véhicules lourds; et

De plus, qu'il soit résolu que cette résolution soit transmise au ministre des Transports de l'Ontario, au ministre des Affaires municipales et du Logement, au député provincial de Glengarry-Prescott-Russell, à la Police provinciale de l'Ontario, à l'AMO et à toutes les municipalités de l'Ontario.

Adoptée

Copie certifiée conforme

Alison Collard, greffière Date :



BY-LAW NUMBER XX-2025 OF THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 12, 2025.

WHEREAS subsection 5(1) of the Municipal Act, 2001, S.O. 2001 c.25, as amended, ("the Municipal Act, 2001") provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS subsection 5(3) of the Municipal Act, 2001, provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the City of Stratford at this meeting be confirmed and adopted by By-law;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

- That the action of the Council at its meeting held on May 12, 2025, in respect of each report, motion, resolution, recommendation or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
- 2. The Mayor of the Council and the proper officers of the City are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required, and, except where otherwise provided, to execute all documents necessary in that behalf in accordance with the by-laws of the Council relating thereto.

Read a FIRST, SECOND and THIRD time and FINALLY PASSED this 12th day of May, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe