



MANAGEMENT REPORT

Date: March 19, 2026
To: Municipal Shared Services Committee
From: Kim McElroy, Director of Social Services
Report#: 4th Quarter Update for the Social Services Department (2025)

Ontario Works

Stratford, St. Marys and Perth County Employment Ontario Services

Background: The City of Stratford, in conjunction with the consortium members Bruce County, Grey County and County of Huron, acts as the Service System Manager (SSM) for the delivery of employment services in Perth, Grey, Bruce and Huron. The Stratford-Bruce Peninsula SSM is operated by Bruce County staff with guidance provided by the executive leadership committee. The City of Stratford is represented by the Social Services Department and InvestStratford on this committee. The details of the consortium agreement are outlined in report COU21-107 and the details regarding the SSM operations have been detailed in multiple reports at Social Services Sub-Committee, with the most recent update being provided through report SOC25-004. The Ontario Works Division (OW) works extremely closely with Employment Ontario (EO) partners and has had an ongoing relationship since the inception of the Ontario Works program. In April 2023, the Ontario Works Division completed the Employment Services Transformation (EST) to the Provincially designated Integrated Employment Services (IES) system. Prior to April 2023, Ontario Works caseworkers completed both life stabilization and employment-related work with all OW clients, making referrals to EO as necessary, while working to address issues related to stability such as housing precarity, food insecurity, medical requirements, mental health and addictions concerns, and general well-being. After April 2023, the Ontario Works team now focuses solely on life stabilization and EO delivers all employment-related aspects of the work that we do.

Analysis: Since the transition to IES in 2023, Employment Ontario providers in Perth County have shifted and further transitions are currently underway. Conestoga Career Centre, a one-time EO provider in Perth County, left the system in 2024 which left only one EO provider in Perth County. As of September 30, 2025, Partners in Employment is no longer delivering EO services within the catchment area after a decision made by the SSM to exit them from the current system.

Currently, Employment Ontario providers available to residents of Stratford, St. Marys and Perth County include Agilec, LEADS Employment Services and College Boreal. Ontario Works clients can be referred to all three agencies and members of the public are able to access services through these agencies. The SSM released a Request for Qualifications in July 2025 that received responses although no announcement has yet been made regarding another provider who will enter the Perth County area. The Social Services Department welcomes a wide range of Employment Ontario services as it ensures there is not only client choice, but a range of expertise available in the community.

Financial Implications:

Not applicable: There are no financial implications because of this report. This report is being provided for information only and details changes to service delivery within the community that are not directly funded or operated by The Corporation of the City of Stratford.

OUTCOME: At the December 8, 2025, Regular Council meeting, Council adopted the following resolution: **THAT the report titled, "Stratford, St. Marys and Perth County Employment Ontario Services" (SOC25-016), be received for information.**

Sports and Leisure Program – Outcomes and Impact

Background: The Sports and Leisure Program, initiated by the Social Services Department has been supporting children whose families receive social assistance in the City of Stratford, the Town of St. Marys, and Perth County. This program has been operating for over a decade. Families can access funding to aid with the cost of supporting their children in various activities throughout the year. The program promotes inclusion, equality, and community engagement through various recreational and social activities. Eligible families can access up to \$500 per child per calendar year to help with funding towards an activity or program of their choosing. Some of these activities include soccer, baseball, dance, and swimming lessons. The program also covers the costs for equipment and uniforms as necessary for participation. The Sports and Leisure Program can have profound benefits for those children who access the program. It can help to develop stronger ties to the community. It can also promote equal opportunities for children regardless of their socio-economic status and enhance overall confidence and well-being.

Analysis: The program was allocated \$45,000 for funding in 2025. By October 1st, the entirety of the funding was dispersed. The program was able to support 139 different children from 72 different households.

To qualify for the program, the child must be active on a social assistance file and reside within Perth County. Of the 139 children that were supported, 105 resided in

Stratford, accounting for 76% of those that accessed the funding. Residents of Perth County made up 24% of the children that were supported with 34 children accessing services. The Town of St. Marys made up a small portion with 7 children accessing funding, accounting for 5% of the total funding allocated.

The program allows children to access the funding as early as the parent chooses, up until their 18th birthday. For example, if a mother would like to take her 6-month old child to a 'mom and tots' swim class, funding would be approved for the child. For the older children, if registration paperwork is submitted before their 18th birthday, the funds will be approved, assuming all other eligibility criteria are met and funds remain.

The age ranges for the 2025 calendar year were age 1 through 17. The average age for accessing funding was 9 years old.

The program is open for nearly any request that can be considered a sports or leisure activity. For instance, the most popular reason to access funding was soccer, with 31 registrations. Summer camp registrations were also high, coming in at 29 registrations. Swimming lessons and pool passes were also popular.

The Community Services Department offers free passes to the Lion's Pool for children (2-15 years of age) who are residents of the city and who are receiving social assistance. If a child can access the Social Agency Pass, the Sports and Leisure funding can help with the cost of a swim pass for the parent of the child as they are required to accompany their children as per the rules of the facility.

While there are some challenges to the Sports and Leisure program, which include limited funding, dictated by the current budget constraints and the high demand for access to the funding, overall, the program offers the Social Services Department an opportunity to help residents of Perth County. The program can impact children's lives by fostering inclusion and development. The Social Services Department is looking forward to offering the same services in 2026.

Financial Implications:

Financial impact to current year operating budget:

The \$45,000 is a shared cost across the City of Stratford, Perth County and Town of St. Marys. The funds were included in the 2025 budget at the cost-shared rate determined by the municipalities. There will be no further anticipated budgetary impacts because of this program since the funds have been exhausted.

Financial impact on future year operating budget:

The \$45,000 to deliver the program has been included in the 2026 budget request for the Social Services Department.

OUTCOME: At the December 8, 2025, Regular Council meeting, Council adopted the following resolution: **THAT the report titled, "Sports and Leisure Program – Outcomes and Impact" (SOC25-015), be received for information.**

Partnership with The Local Community Food Centre

Background: The Local Community Food Centre (The Local) has been operating in Stratford since 2012. Since its inception, The Local has been an integral part of the community and a key resource for recipients of Ontario Works benefits as well as caseworkers within the Ontario Works program. The Local operates programs that reduce food insecurity and social isolation in the community and offer an opportunity for individuals to connect with others and participate meaningfully in a caring and barrier-free environment. The Local's website identifies three primary aspects within their programs: Access to Food, Acquisition of Food Skills and Education and Community Engagement. In addition to providing weekly community meals, the Local also manages an Urban Farm within the City of Stratford boundaries and offers a community access market in both Stratford and St. Marys. The Access Market offers fresh local foods including vegetables, fruits, and meats at wholesale prices. Everyone is welcome in the space. The markets operate on Monday evenings and Friday afternoons in Stratford, and the 1st and 3rd Thursday of the month in St. Marys. Recently, The Local also announced a partnership within St. Marys to support residents with transportation to and from the Market.

Analysis: As the cost-of-living increases across the country, Ontario Works recipients are left living in difficult situations because rates have not increased since 2018. Presently, a single adult on Ontario Works (with shelter costs) can receive a maximum of \$733 per month. An unsheltered individual can receive a maximum of \$343 for their basic needs. Food security continues to be the most pressing issue for clients, alongside challenges related to housing insecurity and lack of access to proper healthcare. Food security touches on all aspects of someone's life. PROOF, an interdisciplinary research program studying food insecurity, identified the following through its research:

"Adults living in food-insecure households are more likely to also experience infectious diseases, poor oral health, injury, and chronic conditions, like depression and anxiety disorders, heart disease, hypertension, arthritis, back problems, and chronic pain. They are also more likely to be diagnosed with multiple chronic conditions. The negative implications for health are greatest for those living in severely food-insecure households."¹

Statistics Canada data from 2024 indicates that 26.4% of households living in Ontario are facing food-insecurity and that 1/3 of children are currently living with food insecurity. Over half of female lone-parent families are affected by food insecurity.² When looking at the local caseload, lone-parent families represent approximately 28% of those in receipt of assistance and female-led households comprise 54% of benefit

units.³ Anecdotally, it should be noted that a significant majority of single parent households in receipt of Ontario Works locally are led by a female.

The Ontario Works Division first partnered with The Local in 2023 to support access to their market through the provision of store credits for OW and ODSP recipients. In 2024, the program was modified to include gift certificates and in 2025, transitioned to physical gift cards. This transition has supported with better accessibility for clients, less stigma when attending the market and more personal choice for individuals accessing services. It is important to note that this funding is not supporting operational needs of The Local Community Food Centre, but rather, is funding directly provided to clients to access the market. The Local does not retain any portion of funding for administration and food is sold at cost, meaning that the funds invested go directly to addressing food insecurity. As a local non-profit, funding remains precarious, and sustaining operations continues to pose a challenge in the current economic climate. The Ontario Works Division is committed to partnering with The Local whenever possible, but it is important to denote the fiscal constraints that are present when addressing food insecurity in the community. While this is an important starting point in better supporting our clients, we acknowledge there is further work to be done.

In 2024, 70 unique individuals were provided with gift cards to access the market. Due to provincial funding parameters, only Ontario Works and Ontario Disability Support Program recipients can access the program. In 2024, most gift cards were provided to clients in receipt of Ontario Works (65). To date in 2025, 75 unique individuals have been provided with access to the market at The Local. Eligibility criteria has changed over the past 12 months, and the cards can now be issued on an as-needed basis. With that in mind, OW also can provide gift cards to other grocery stores and can provide additional funding through discretionary benefits, participation benefits, and mandatory benefits available through the program.

This partnership is an extremely important and unique relationship that allows caseworkers to address food security immediately and with dignity. Clients can attend the market, choose what they need, and utilize the funds as they see fit. They are also able to secure a meal while at The Local and speak to the staff there so that they can be supported with any issues that may arise. The Ontario Works Division has recently made another purchase of gift cards from The Local and will continue to provide these essential tools to social assistance recipients.

¹ <https://proof.utoronto.ca/food-insecurity/what-are-the-implications-of-food-insecurity-for-health-and-health-care/>

² <https://proof.utoronto.ca/2025/new-data-on-household-food-insecurity-in-2024/>

³ Ontario Works Caseload-at-a-Glance, September, 2025.

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated impact on the municipal tax levy because of this program.

Financial impact on future year operating budget:

Moving forward, the Ontario Works Division will continue include food security items such as gift cards for The Local Community Food Centre in the Discretionary Benefits program. This program is funded through 100% Provincial sources and there is no anticipated impact on the municipal tax levy moving forward.

OUTCOME: At the December 8, 2025, Regular Council meeting, Council adopted the following resolution: **THAT the report titled, "Partnership with The Local Community Food Centre" (SOC25-014), be received for information.**

Homelessness

Homelessness Individuals and Families Information System (HIFIS) update

Background: As the Consolidated Municipal Service Manager (CMSM), the City of Stratford is the lead agency in homelessness response for the City of Stratford, St. Marys, and Perth County. As part of this response, we are regularly looking at how we can best communicate with community partners, share resources, and follow industry best practices to support the vulnerable populations served in each municipality.

With this, the City is excited to announce the external launch and onboarding of HIFIS to external community agencies. Through this expansion, there will be streamlined resources with community partners and the City's contracted after-hours response, allowing for improved communication and delivery of services. As training of new agencies is begun and implemented, the ability to sign off on data sharing agreements is required to ensure all Coordinated Access partners into HIFIS are consistently onboarded.

Analysis: Through the expansion of HIFIS and assisting with the implementation across the Coordinated Access System, the City will be able to better serve clients, share information, and case plan for longer term success in permanent stable housing. Authority to sign Data Sharing Agreements with community partners will streamline this process and allow for a more rapid training of agencies.

Financial Implications:

Financial impact on current year operating budget: Staffing costs associated with training external community agencies with this project is included in the approved operating budget. No further costs are anticipated as the Homeless Individuals and

Families Information System (HIFIS) is a Canadian federal data collection system, and not a service with a direct cost to users.

Financial impact on future year operating budget: There are no future year operating cost impacts anticipated for this project.

OUTCOME: At the November 10, 2025 Regular Council Meeting, Council adopted the following resolution: **THAT the report titled, "Homelessness Individuals and Families Information System (HIFIS) Update" (SOC25-010), be received for information; THAT authority be delegated to the Director of Social Services to enter into Data Sharing Agreements with community partners, as part of the onboarding process for the Homeless Individuals and Families Information System (HIFIS), on behalf of the Corporation; AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Director to sign HIFIS Data Sharing Agreements with community partners.**

Children's Services

Access to Licensed Childcare in Stratford, St. Marys and Perth County

Background: Licensed childcare is a significant economic driver, supporting a family's participation in the labour force. The economic importance of access to licensed childcare has been communicated by the Government of Canada and provincial governments with introduction of the Canada-Wide Early Learning and Childcare (CWELCC) System and the vision that families may "access to high-quality, affordable, flexible, and inclusive early learning and childcare no matter where they live." In support of this vision, the Province of Ontario set a target of improving the provincial average access rate for children from birth to age 5 to 37% by 2026.

To best support full labour force participation, it is availability of full-time, year-round access to licensed prior to school entry (e.g., 8 or more hours of care per day, from birth to age 4) that has the greatest impact, allowing parents to hold full-time employment. Affordability for these highest-cost spaces was greatly improved with introduction of the CWELCC System. While this resulted in a corresponding increase in demand for licensed childcare spaces and created challenges in accessing licensed childcare for many families, it is also positively correlated with improved labour force participation for core-age women (25-54 years), [which reached a record-high of 79.7% in 2023.](#)

Public investments into licensed childcare show a strong return on investment, estimated to be about [\\$6 for every dollar spent](#) in the Canadian context. The economic

benefits occur across the lifespan. These include the immediate impacts of increased labour force participation and reduction of income inequality, to the long-term impacts of positive early learning environments on decreasing developmental vulnerability, shown to be a [lifelong predictor of health, learning, and behaviour](#).

Through the Ministry of Education’s Capital Priorities program, which supports the creation of licensed childcare spaces in conjunction with school infrastructure projects, 176 new full-day, year-round spaces are expected to be opened this year in Perth County. These spaces resulted from successful applications made by school boards and endorsed by the City of Stratford. Within Stratford, it is further expected that a new, 98-space centre operated by for-profit, child care operator will be opened in 2026. While progress towards equity of access to licensed childcare is being made, most families remain without access to a space; this will remain true provincially even if the target access rate of 37% is achieved.

Analysis: While the Province of Ontario has set a target for a provincial access rate of 37% for children from birth to age 5, the service delivery area of Stratford, St. Marys, and Perth continues to fall short of this target. By the end of 2025, it is expected that the access rate for these age groups in the area will reach 22.8%, however access to full-day, year-round care children prior to school entry remains low, as shown in the chart below:

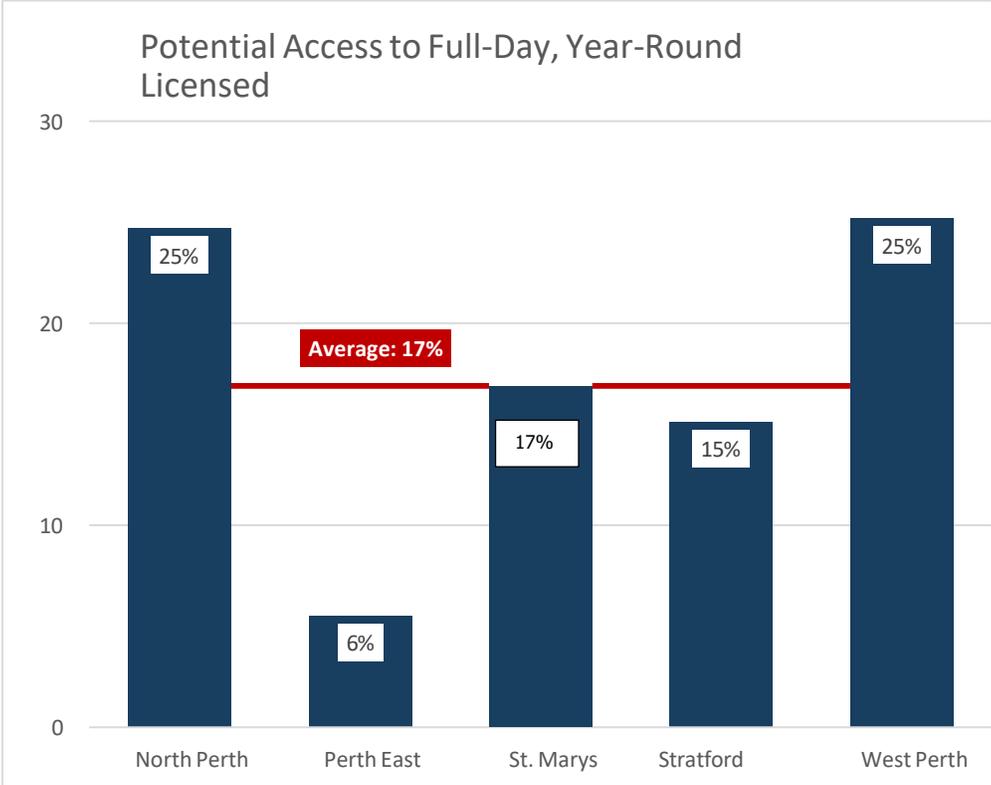


Figure 1: Percent access is calculated using the population of children from birth to age 4 (Statistics Canada) and the number of licensed infant, toddler, preschool, and family age group spaces projected to be licensed by November/ December 2025 (City of Stratford Service Data). Perth South currently has no licensed childcare spaces and is not shown on this chart.

The access rate for full-day, year-round licensed childcare in Stratford is 15%, which is below the average of 17% across the service area. The inclusion of part-time (e.g., nursery school) spaces provides for some level of licensed childcare for up to 21% of the Stratford population from birth to age 4. The addition of the 98-spaces planned for 2026 will increase the access rate to full-day, year-round licensed childcare to 27% in Stratford.

While families may seek care outside of the municipality in which they live, this data provides for an understanding of the extent to which families' full labour force participation may be supported through the access to full-day, year-round licensed childcare in Stratford, St. Marys, and Perth County through 2026, and shows that there is not enough licensed childcare for those who need it.

As Service System Manager (SSM) the City was provided with a growth target of 461 spaces for the service area over the period of 2023-2026 (see report SOC25-007 ["Canada-Wide Early Learning and Childcare Implementation Update and Directed Growth Priorities"](#)). Including the 274 approved spaces described above, there remain at least 187 spaces available for growth to the end of 2026. Achieving the complete target of 461 spaces will provide an access rate of just 27% across Stratford, St. Marys, and Perth County for children from birth to age 5, including all part-time and kindergarten spaces.

The Children's Services Division continues to explore opportunities to create new licensed childcare spaces in collaboration with community-based childcare operators, and advocates to the Province of Ontario on recognizing and addressing the unique needs related to the creation of new licensed childcare spaces in small urban and rural communities.

Financial Implications:

Financial impact to current year operating budget:

The spaces being developed in 2025 are not expected to have any net impact as these projects have been supported with Ministry of Education funding.

Financial impact on future year operating budget:

The 98-space centre being created in 2026 is also not anticipated to impact the City's core revenue and expenses as budgeted. Infrastructure funding to support this project is 100% Provincial/Federal funding and minimum municipal cost-share requirements for child care operating costs are not impacted.

Update to Access to Licensed Childcare in Stratford, St. Marys and Perth County

Background: The report [Access to Licensed Childcare in Stratford, St. Marys, and Perth County \(SOC25-11\)](#) reviews access to licensed child care in Stratford, St. Marys,

and Perth County, particularly for children from birth to age 4. The report describes that 176 new full-day, year-round spaces are projected to be opened this year in Perth County, and that this will provide for an average access rate of 17% across the service delivery area.

Analysis: This report shares a correction, as 88 of the spaces indicated to be opened in Perth County in 2025 will not be opened until a later date. By the end of 2025, it is thereby expected that just 16% of children from birth to age 4 across Stratford, St. Marys and Perth County will have access to full-time care.

An updated chart showing the projected potential access to full-day, year-round licensed childcare from birth to age 4 by December 2025 is shown below:

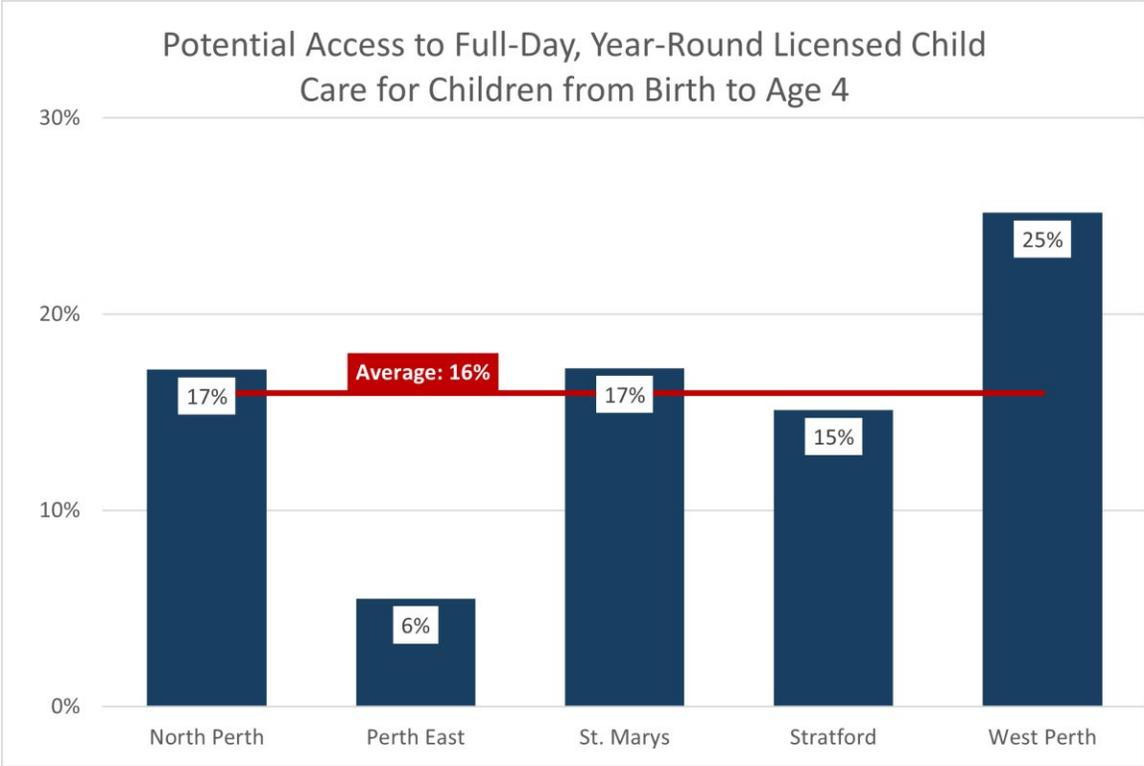


Figure 1: Percent access is calculated using the population of children from birth to age 4 (Statistics Canada) and the number of licensed infant, toddler, preschool, and family age group spaces projected to be licensed by November/ December 2025 (City of Stratford Service Data). Perth South currently has no licensed childcare spaces and is not shown on this chart.

Financial Implications:

Financial impact to current year operating budget:

As these spaces are to be developed at a later time, there will be no impact to the current year operating budget.

Financial impact on future year operating budget:

The future development of these spaces is also not anticipated to impact the City's core revenue and expenses as budgeted as the minimum municipal cost-share requirements for childcare operating costs are not impacted.

OUTCOME: At the November 10, 2025, regular Council meeting, Council adopted the following resolution: **THAT the report titled, "Access to Licensed Childcare in Stratford, St. Marys, and Perth County" (SOC25-011), be received for information and THAT the report titled "Updated to Access to Licensed Childcare in Stratford, St. Marys and Perth County" (SOC25-012) be received for information.**

The Early Development Instrument (EDI) in Stratford, St. Marys and Perth County

Background: The [Early Development Instrument \(EDI\)](#) is a teacher-completed, population-level questionnaire that was developed at the Offord Centre for Child Studies at McMaster University to measure children's ability to meet age-appropriate developmental expectations at school entry. Teachers complete the EDI in the second half of the school year for children in year two (senior) kindergarten.

About the EDI

The EDI started in Canada and has been implemented in 12 out of 13 provinces and territories, and over 30 countries worldwide. Widely tested, the EDI is known to be a reliable and valid source of data for children between the ages of 3.5 to 6.5. The tool has a long history in Ontario, and there have been six cycles of the EDI completed from 2004 to 2023. The EDI in Ontario is currently sponsored by the Ministry of Education. Operating under a Memorandum of Understanding with the Ministry, the Children's Services Division exclusively receives the EDI data that pertains to the City of Stratford, Town of St. Marys, and Perth County for service system planning purposes described under the Child Care and Early Years Act, 2014 (CCEYA). This data informs the Division's service delivery, including planning for child care and early years programs and services that best support the needs of communities.

The EDI focuses on the overall outcomes for children as a health-relevant, measurable concept that has long-term consequences for individuals and populations. The data from its collection helps monitor the developmental health of our young learners. It measures children's ability to meet age-appropriate developmental expectations across five domains, described below.

The 5 Domains of the EDI:

Physical Health & Well-Being

- Assesses children's physical readiness for the school day, physical independence, and gross and fine motor skills.

Social Competence

- Assesses children's willingness to explore new things, approaches to learning, the amount of respect and responsibility they show, and overall social competence.

Emotional Maturity

- Assesses children's prosocial and helping behaviour, aggressive behaviour, ability to balance between being too fearful and too impulsive, amount of hyperactivity and inattention, and ability to deal with feelings at an age-appropriate level.

Language & Cognitive Development

- Assesses children's basic and advanced literacy skills, basic numeracy skills, interest in math and reading, memory, and ability to understand similarities and differences.

Communication Skills & General Knowledge

- Assesses children's ability to communicate in socially appropriate ways, use language and storytelling, and age-appropriate knowledge of life and the world around them.

Vulnerable Children and Approaches to the EDI

The EDI has been designed as a tool to assist communities and policy makers to mobilize and facilitate positive impact locally.

Children whose EDI scores on any domain fall below the lowest 10% from baseline (data collected in Ontario from 2004-2006) are referred to as vulnerable in that domain. More vulnerability indicates that a greater percentage of children are struggling, even when those struggles are not apparent.

Research shows that without support, these children are more likely to experience poorer outcomes later in life: academically, emotionally, and in their relationships with their peers. Vulnerability at school entry is associated with poorer scores on provincial standardized tests in Grades 3 and 4, and with having some form of Special Needs status by Grade 9.

It is important to note that children with special needs are reported separately to not lose the individuality of their results. The data shared in this report therefore does not include children with special needs.

Analysis: EDI data collection typically occurs every three years, but the last cycle was delayed due to the COVID-19 pandemic. This instead left a 5-year data collection gap between Cycle V (2017/2018) and Cycle VI (2022/2023).

The questionnaires for Cycle VI were also completed later in the school year, and it is important to keep in mind that children in Cycle VI are slightly older than in previous cohorts. In addition, in Cycle VI, five school boards in Ontario did not collect EDI data.

EDI data shows that within the Province of Ontario, 31% of kindergarten children are vulnerable in at least one domain. While data for Cycle VI in Stratford, St. Marys, and Perth County shows lower vulnerability than for Ontario, 25% of children locally are still vulnerable in one or more domains.

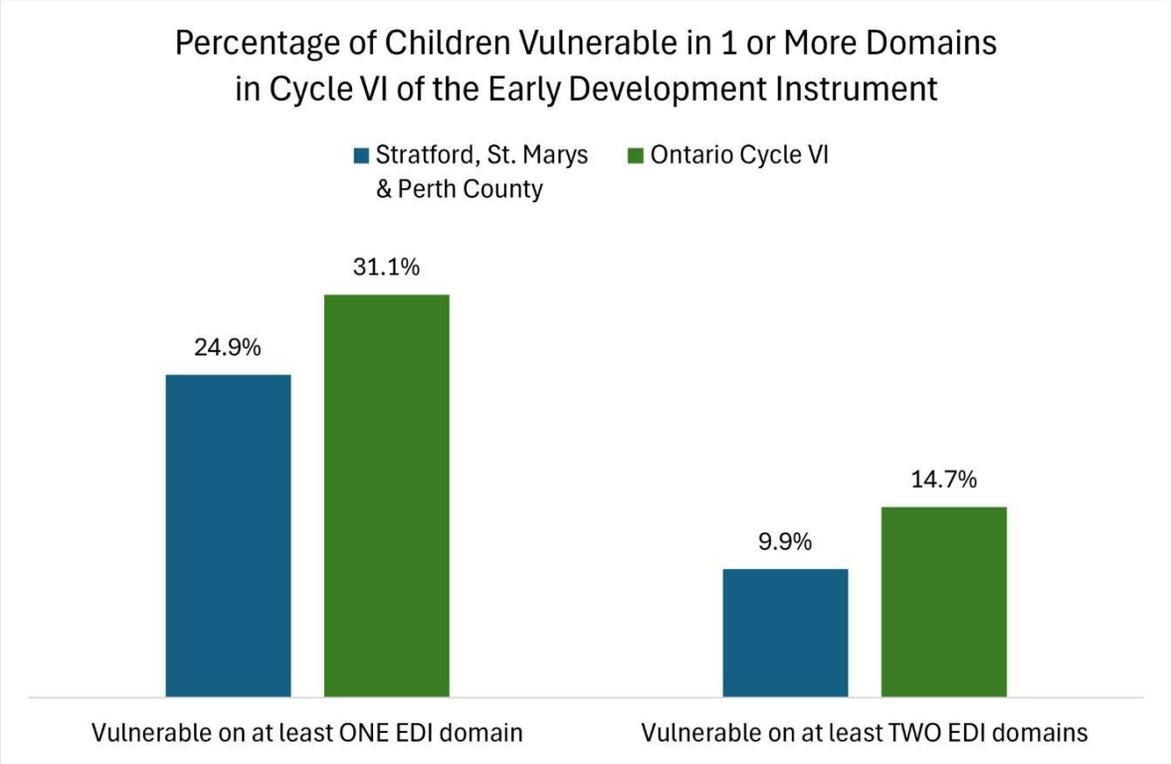


Fig. 1: Percentage of children in Stratford, St. Marys, and Perth County vulnerable on at least one EDI domain in Cycle VI of the EDI.

Similarly, across each of the five domains of the EDI, Cycle VI of the EDI shows lower vulnerability for children in Stratford, St. Marys, and Perth County when compared to the Province of Ontario.

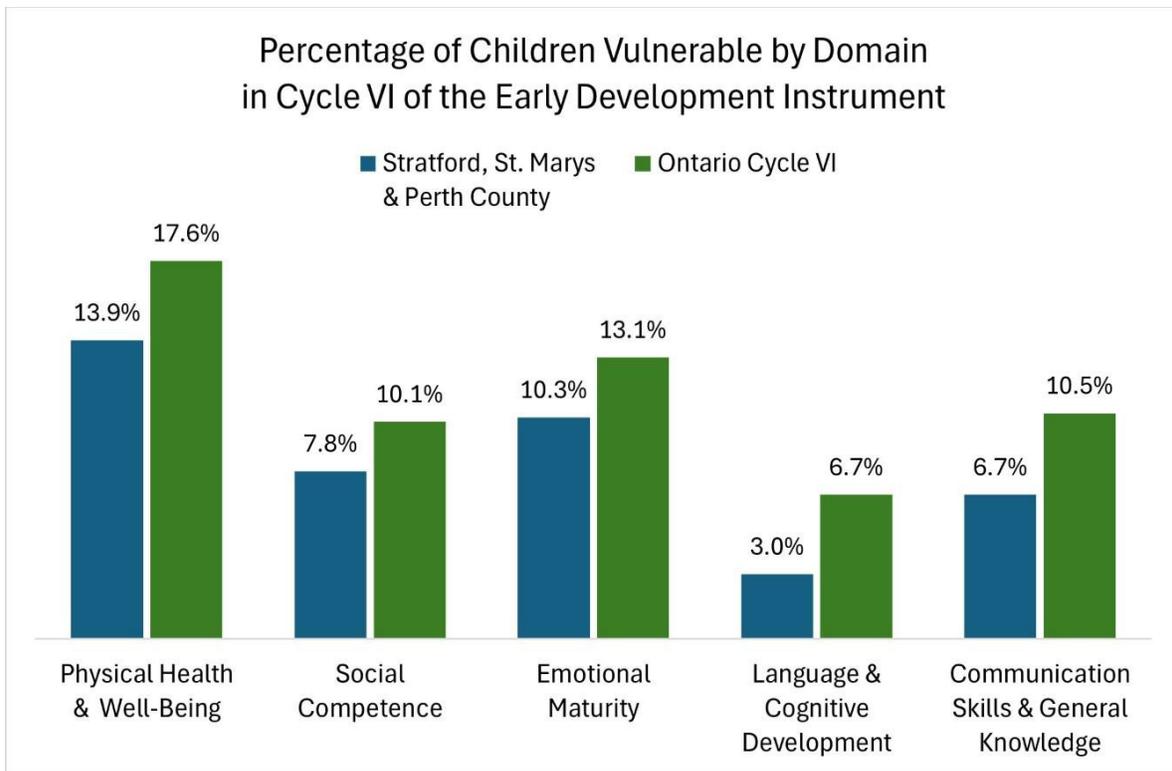


Fig. 2: Percentage of children in Stratford, St. Marys, and Perth County vulnerable on each of the five domains in Cycle VI of the EDI.

Province-wide, vulnerability is trending lower in Language & Cognitive Development and Communication Skills & General Knowledge, and is trending higher in Physical Health & Well-Being, Social Competence, and Emotional Maturity.

Some of the variables that are known to influence EDI scores include the following:

- Sex: girls tend to have higher scores than boys, and therefore less vulnerability
- Age: older children tend to have higher scores than younger children
- First language: children whose first language is English or French tend to have higher scores on the Communication Skills and General Knowledge domain

Next Steps and Cycle VII of the EDI

The Children’s Services Division supports the sharing and use of aggregate EDI data by community partners and agencies supporting children and young families, including those offering early years programming. The EDI can help identify both strengths and needs within communities to advance healthy child development, well-being, and to improve life-long outcomes for children and their communities. Cycle VII of the EDI is scheduled to be collected across Ontario in Spring 2026.

References and Resources

Offord Centre for Child Studies. (2025). EDI in Ontario Over Time – Cycles 1-6 Report. Offord Centre for Child Development, McMaster University.

Offord Centre for Child Studies. (2024). Summary Report: Ontario, City of Stratford, 2022/2023. Offord Centre for Child Development, McMaster University.

Offord Centre for Child Studies. (2016). [EDI and the Early Years Video](#).

Financial Implications:

Not applicable:

This report shares local data on the developmental health of children and is provided for information only.

OUTCOME: At the December 8, 2025, Regular Council Meeting, Council adopted the following resolution: **THAT the report titled, "The Early Development Instrument (EDI) in Stratford, St. Marys, and Perth County" (SOC25-013), be received for information.**

Housing

Affordable Homeownership Program Eligibility Criteria Update

Background: The Corporation of the City of Stratford is the provincially designated Consolidated Municipal Service Manager and administers the Affordable Homeownership Program (AHP) which provides low to moderate income households with down payment assistance loans of up to 5% of the purchase price of a home. The down payment assistance loan is interest-free and forgivable after 20 years, provided there has been no default under the terms of the loan. If the residential property is sold before the 20 years, the principal amount of the loan plus a percentage of the capital gain realized through the sale is repayable.

Amounts recovered from repaid loans are kept in a revolving fund reserve and redistributed to qualified applicants. The current thresholds are determined by ministry parameters. The current maximum household limit for applications to the Affordable Home Ownership Loan Program is \$117,400. The current maximum purchase price of an eligible residential property for 2025 is \$685,286.

The program has also been amended to allow for anyone to reside in Stratford, Perth County or St. Marys or has a job offer or current employment locally to apply and to allow for newly built homes to qualify.

Analysis: The Affordable Home Ownership Program was originally provincially funded and administered by the City of Stratford.

The program has seen low utilization with only four loans being issued since January, 2020. With the change in eligibility, the maximum household income qualifications has been increased by 17.4% from the 2023 program eligibility criteria and the maximum purchase price has also increased 12.5%. The addition of including those who may live outside of Stratford, Perth County and St. Marys currently but who have employment or a job offer locally as well as including newly built homes will expand who can access the program and is intended to also support local employers with the recruitment and retention of employees. Increasing capacity to move households through the housing spectrum aligns with the 10-Year Housing and Homelessness Plan's priorities of creating attainable housing options and ending homelessness by creating permanent housing solutions.

The City is still required to follow the prescribed thresholds and maintain the program's intent but as there has been no additional funding provided, the balance the City has in the reserve operates as a revolving fund.

Current funds available is in the revolving fund reserve (R-R11-SHOL) the balance of which currently could support approximately 8 to 12 new loans, depending on the house purchase price. Should all the funding in the reserve be exhausted, the program would be paused until more funding becomes available through the repayment.

Financial Implications:

Financial impact to current year operating budget:

Due to the use of reserve funds, there is no anticipated impact on the current year budget.

Financial impact on future year operating budget:

An impact on future years operating budget is not anticipated.

OUTCOME: At the October 14, 2025, Regular Meeting, Council adopted the following resolution: **THAT the report titled, "Affordable Home Ownership Eligibility Criteria Update" (COU25-130), be received for information.**

Implementation of Seniors Designated Housing Pilot Project within the Perth & Stratford Housing Corporation

Background: The *Housing Services Act, 2011*, provides that a service manager may determine local eligibility rules for selection from the Rent-Geared-to-Income Centralized Waitlist. Unlike some municipalities across the province, the Perth & Stratford Housing Corporation does not currently hold a local priority designation for the senior population.

Data collected from the Centralized Waitlist for Rent-Geared-to-Income Housing for the City of Stratford, Town of St. Marys, and Perth County shows that as of October 2025, of the 668 current applicants, 186 are aged 55 and over and 133 applicants are aged 60 and over. This means that 28% of the overall waitlist are above age 55 and 19% are above age 60. This demonstrates that the need for seniors designated housing exists and that filling vacancies as they arise could be feasible.

The provision of seniors designated Rent-Geared-to-Income housing supports the goal of prioritizing aging populations the opportunity to successfully age at home. This can be accomplished through consideration of location of residence and building sizes and accessibility needs, as well as through increased financial stability for low-income seniors.

The designation of certain buildings for seniors is permitted under the Ontario Human Rights Code, which allows for age-specific housing programs where such designations serve a legitimate purpose, such as addressing the unique needs of older adults. As such, reserving units in designated buildings for seniors is not considered discriminatory or preferential treatment under the Code.

Analysis: The Perth & Stratford Housing Corporation follows provincially legislated mandates as well as municipally approved local rules to ensure offers and transfers comply with both the Residential Tenancies Act, 2006 and the Housing Services Act, 2011.

The Housing Division intends to begin implementation of seniors-designated buildings with a pilot project. Once this is complete and the outcomes have been reviewed, the program could potentially be expanded at select buildings. The location of the potential pilot project is being determined but the intention is to designate a multi-residential building for seniors, to prioritize seniors as units become vacant, and to work with community partners to bring appropriate resources to serve the seniors demographic. The pilot would begin with a building with both seniors and non-seniors as tenants with non-seniors being replaced by seniors as they move out of the building.

Potential capital and accessibility enhancements could include increasing safety through environmental design through projects such as improved lighting and the installation of key-fob entry on secure exterior doors. Additionally, areas with significant green space will allow for positive and interactive outdoor activities which could promote socialization amongst neighbours. Potential locations of seniors designated buildings would look at proximity to shopping, parks, libraries, and seniors' programs. The intention is that they would also offer ample parking for those with access to vehicles, and be placed in communities where accessible transportation options are available. The Perth & Stratford Housing Corporation has committed to increasing staff presence and community collaboration in all locations across the portfolio. Ongoing hosting of

social events, community agency information sessions, and facilitating bringing resources to tenants where possible, including community outreach and mobile healthcare partnerships, will keep tenants of all ages better supported with their tenancies, including those who are aging at home. Currently, tenants with medical needs requiring ground floor access or fully accessible units are already prioritized for transfers within the Perth & Stratford Housing Corporation through an internal transfer list and this process would remain unchanged, ensuring that priority status continues to be given to those with the highest need.

Following an evaluation of the success of the pilot project and provided data continues to reflect the need for an expansion within seniors designated housing, additional properties may be considered for suitability in the future.

Financial Implications:

Financial impact to current year operating budget:

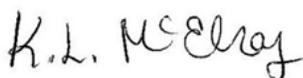
Impact is expected to be nominal, as the operating budgets include estimates for general maintenance required within property management and paint, repairs and cleaning, and minor accessibility modifications when unit transfers occur.

Financial impact on future year operating budget:

Impact is expected to be nominal.

OUTCOME: At the December 8, 2025, Regular Council Meeting, Council adopted the following resolution: **THAT the report titled, "Implementation of Seniors Designated Housing Pilot Project within the Perth & Stratford Housing Corporation" (SOC25-017), be received for information; THAT authority be delegated to the Director of Social Services to make and update local eligibility rules for the purpose of seniors designated housing pertaining to the Housing Services Act, 2011; AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Director to make and update local eligibility rules for the purpose of seniors designated housing pertaining to the Housing Services Act, 2011.**

Respectfully submitted,



Kim McElroy,
Director of Social Services - Consolidated Municipal Service Manager Stratford

To: Municipal Shared Services Committee
Meeting Date: March 19, 2026
Prepared By: Betty Jo Belton, Manager of Archives Services / Archivist
Subject: 2025 Year-End Report for Stratford-Perth Archives

Recommended Action:

THAT the Municipal Shared Services Committee receives the “2025 Year-End Report for Stratford-Perth Archives” report for information.

Executive Summary

This report provides a summary of achievements at Stratford-Perth Archives in 2025. It addresses reference and research services provided, donations of historical documents and transfers of local government records added to the collections, public outreach events and acknowledges community partners.

Background Information:

Stratford-Perth Archives is a municipal archives for permanently valuable records created by the City of Stratford, the County of Perth and the County’s member municipalities of Perth East, Perth South, North Perth and West Perth. Archives reports directly to Perth County Council and to Stratford City Council via the Municipal Shared Services Committee. The Archives supports efficient and effective governance by providing timely access to historical records for municipal staff, elected officials, the public and media. The Archives supports transparent and accountable government by capturing key evidence of local government decisions and activities and making it available to citizens.

Comments:

REFERENCE AND RESEARCH SERVICES in 2025

189,848 visits to Stratford-Perth Archives Digitized Newspaper Database in 2025, the first full year of operation.

Visits to Stratford-Perth Archives sections of Perth County website

2023: 11,284

2024: 16,467

2025: 43,463

Visits to the Finding Aids and Digitized Collections sub-page more than tripled from 6,291 in 2024 to 20,986 in 2025. This page includes links to the newspaper database, the reference library catalogue and provides direct access to digitized copies of local directories.

Reading Room drop-in hours

2023: 1,302

2024: 1,334

2025: 1,332

In-person researchers and visitors

2023: 701

2024: 742

2025: 1,394

Research queries

2023: 438

2024: 516

2025: 471

Emails and phone calls in response to research queries

2023: 1,630

2024: 1,821

2025: 1,559

SELECTION OF MESSAGES of THANKS and SUPPORT RECEIVED in 2025

“Thanks for the link to your catalogue of books -- just saw the first page of newspapers -- so interesting! The Archives has a wonderful collection and is so organized!”

“This more than clears it up; it is just awesome information! Thank you so much for the old photo of the church and school. You are a very skilled and special person.”

“You are amazing!! Thank you so much for finding these announcements. I was trying to narrow down a season with my family but have been unsuccessful so this information is great... I sincerely appreciate your time and efficiency in

locating these two pieces. Have an amazing rest of your day and thank you so much again!!”

“I had a feeling it was a good move to contact an Archivist!”

DONATIONS AND TRANSFERS in 2025

Approximately 60 banker boxes of records plus photographs, high school yearbooks, scrapbooks, digital items, paintings and 114 published books relating to local history were donated or transferred to Stratford-Perth Archives in 2025. They were contributed by 89 different sources - individual community members, organizations and local governments including (but not limited to):

- Perth South District Women’s Institute
- Rotary Club of Stratford
- North Huron Museum
- Stratford House of Blessing
- County of Perth
- Bruce County Museum and Cultural Centre
- Municipality of North Perth
- Annandale National Historic Site Museum
- Canadian Federation of University Women, Stratford Chapter
- City of Stratford
- Elgin County Museum
- Probus Club of Stratford
- Stratford and Area Bed and Breakfast Association

THANK YOU TO OUR COMMUNITY PARTNERS

Stratford-Perth Archives is grateful for resources provided to achieve our objectives, whether through the support of Perth County Council (and City of Stratford / Municipal Shared Services Committee) via the budget or approval of its programs. We are also deeply appreciative of the individuals, community groups, and organizations that collaborated with us on events, outreach, and other programming in 2025, including:

- Stratford and District Historical Society
- Stratford and Area Genealogy Club
- Retired Women Teachers’ ROOTS Club
- Streets of Stratford website volunteers
- Huron County Cultural Services
- Stratford Public Library
- HereforNow Theatre
- Stratford Perth Museum

- Ontario Genealogical Society, London Branch
- Architectural Conservancy of Ontario, Stratford Perth Branch
- Destination Stratford
- West Perth Heritage and Cultural Committee

Participation in organizations like the Association of Canadian Archivists, the Archives Association of Ontario, the Municipal Archives Interest Group and EON, a local group for staff working in heritage organizations, provides opportunities to learn about services available at other archives, promote our own services and discuss mutual concerns and opportunities.

The Stratford Beacon Herald, Listowel Banner, and Mitchell Advocate newspapers continued their long-running support of Stratford-Perth Archives by publishing weekly articles researched and written by Archives staff.

Topics researched and reported on by Stratford-Perth Archives staff in 2025 included:

- 1925 solar eclipse as experienced in Listowel area
- WWI food conservation tips from the Milverton Sun newspaper
- 1965 Canada Flag Day events across Perth County
- Life of Stratford citizen Ben Sleet celebrated for Black History month
- Hibbert Township's Dr. Margaret Norris Patterson was also a pioneering female Court Magistrate
- Queen Victoria's 1897 Jubilee celebrations in Perth County
- Rare edition of Dublin Standard newspaper from 1922 received at Stratford-Perth Archives now available on Digitized Newspaper Database
- How did locals celebrate Canada's first Dominion Day?
- Terry Fox's route through Stratford and Shakespeare area
- Ghosts and Witches in Ellice Swamp?
- Stratford book collector J.D. Barnett's 1902 trip to England
- World War I "Dead man's penny" medal and related documents for local soldier donated to Stratford-Perth Archives
- Atwood Bee newspaper's suggestions for 1915 Christmas parties
- Esther S. Keeler's shoe store in Mitchell was well-known family business for many years
- British journalists given tour of Stratford and Downie Township in 1907 to encourage emigration to Canada

MORE 2025 HIGHLIGHTS at STRATFORD-PERTH ARCHIVES

Assistant Archivist Claire Drake joined the team at Stratford-Perth Archives in 2025. Claire was an Archives Summer Student in 2022 and 2023 and holds a

Master of Information degree from Dalhousie University as well as a Bachelor of Global Business and Digital Arts from the University of Waterloo. She arrived well-versed in providing reference and research services for Stratford-Perth Archives clients and has extensive experience with our newspaper database. Stratford-Perth Archives marked Archives Awareness Week in Ontario with a series of social media posts, linked to one of our newspaper articles about how archives build communities “from A to Z”.

Stratford-Perth Archives hosted a free, public presentation about researching the lives of First World War Veterans on the afternoon of Remembrance Day, November 11. Local author and historian Eric Edwards told the story of how he researched the life of a Stratford man who once lived in the home where Mr. Edwards now resides and provided a comprehensive overview of how to access and interpret historical records relating to Canadian WWI soldiers. The on-going Treasures Old and New exhibit in the James Anderson Gallery was updated to include documents and small artifacts related to WWI from the Archives' collections. Visitors seemed especially engaged with a ca1917 map of battlefield trenches that has been at the Archives for many years and local soldier Charles Jackson's photograph, medals, memorial plaque and the silver cross presented to his mother. Members of his family donated these items to Stratford-Perth Archives in 2024.

At the request of HereforNow Theatre, an oil painting portrait of local teacher Rose McQueen from the collection of Stratford-Perth Archives was displayed at the public opening for their Rose McQueen Stage in the newly refurbished Perth County Registry Office building at 24 St. Andrew St. In response to the positive response at the event and in social media, Miss McQueen's portrait has been added to the free Treasures Old and New exhibit in the Archives' James Anderson Gallery.

2025 summer students Rory Drygas and Ashley Staines scanned over 40,000 pages from close to 5,000 issues of local newspapers for the Archives' newspaper database - a new record for most material scanned in one summer. Newspapers scanned this year included: Milverton Sun, Listowel Banner, Listowel Standard, Monkton Times, and Stratford Beacon Weekly.

Stratford-Perth Archives assisted Listowel Banner newspaper staff with research to prepare for Listowel's anniversary celebrations in August and scanned historical crests for the town to be included in a large two page spread in the newspaper.

Through interactions with Garvia Bailey, a researcher for Stratford Perth Museum's Black History Project, and the enthusiastic impression she said Assistant Archivist Megan Lockhart gave her, Ms. Lockhart was invited to take

part in a podcast for Global News hosted by Ms. Bailey about finding happiness in life, called “Happy Enough.”

Assistant Archivist Cindy Sinko led all staff in completing the fifth annual Collections Room inspection with approximately 12,000 boxes cleaned plus over 1,200 randomly chosen boxes inspected closely for signs of mould, pest infestation etc. Of these, one box required follow up to be certain that there wasn't a preservation problem.

On Saturday, July 19 Stratford-Perth Archives had an information booth at a family-friendly pop-up event focused on history and heritage in Stratford City Hall's Market Square. Around 150 visitors stopped by to chat with staff and view a display on the archives and history on the city, and its significant historical buildings. Stratford-Perth Archives provided images from our collection for the City's promotion of the event.

Library Technician student Madison Dicks completed a 3-week, unpaid co-op placement at Stratford-Perth Archives in September and October.

Stratford and District Historical Society held their annual general meeting at Stratford-Perth Archives on Saturday, October 4. Assistant Archivist Cindy Sinko gave a free, public presentation on well-known Perth County race horse “The Eel” at that event.

Manager of Archives / Archivist Betty Jo Belton gave a talk at Stratford Public Library for Perth County Reads / Public Libraries week celebrations about John Davis Barnett, a Master Mechanic at the Stratford Grand Trunk Railway Repair Shops who created a personal library of over 40,000 books.

Public Engagement:

Information about programs and services at Stratford-Perth Archives is frequently distributed through the Perth County website and social media accounts, local media, information displays and talks to community groups.

Financial Implications:

This report describes on-going, budgeted activities at Stratford-Perth Archives. There are no financial implications.

Connection to Strategic Plan:

Regionalization & Service Effectiveness
Customer Service Excellence

Corporate Sustainability

Reviewed By:

Stefan Zhelev, Executive Director of Legal / Corporate Services

To: Municipal Shared Services Committee
Meeting Date: March 19, 2026
Prepared By: Mike Adair, Chief of Paramedic Services
Subject: Paramedic Service Annual Update 2025 - Municipal Shared Services (MSSC)

Recommended Action:

THAT MSSC receives the “Paramedic Service Annual Update 2025 - Municipal Shared Services (MSSC)” report for information.

Executive Summary:

This report provides an overview of what occurred in paramedic services during 2025. Further it highlights goals for 2026.

Background Information:

Chief’s Message:

I am pleased to provide this update to Perth County and our system partners on the delivery of Paramedic Services. During 2025 our strategy was to focus on moving projects forward and strengthening operations.

To all of our staff your commitment to the health and safety of Perth County is truly inspiring, and I want to express my sincere thanks for your selfless service, the love, care, respect and accountability each of you show to our patients and one another daily. It takes a community to know that your dedication is the heartbeat of our service.

I would also like to thank our health system partners for their close relationships, collaboration and support. In particular the Huron Perth Healthcare Alliance, Huron Perth Public Health, Listowel Wingham Health Alliance, the Huron and Perth Area Ontario Health Team, Stratford Social Services and all of our other partners we work with. In addition to this our emergency service system partners Stratford Fire Department, St. Marys Fire Department, North Perth Fire Department, Township of Perth East/Municipality of West Perth Fire Department, Stratford Police Services, and the Ontario Provincial Police.

Here are some highlights from 2024 and priorities for 2025.

2025 Key Accomplishments included but were not limited to:

- Hiring new MIH staff.
- Collaborated with the Ontario Health Team to provide specific training to MIH staff.
- Partnered with Huron Perth Healthcare Alliance (HPHA) in attending patient discharge rounds.
- Staff recruitment of 17 part-time paramedics, and supported 7 students in their learning and pathway to employment.
- Procured Zoll defibrillators – ready to roll out into 2026.
- New performance evaluations for paramedics implemented.
- Replacement response bags.
- Oxygen safety system implemented after the ministry notified services of safety gaps in protecting oxygen tank regulators during transport.
- Attendance management system to support staff.
- Ongoing deployment review and ambulance utilization reviewed with Firstwatch.
- Dedicated offload delay funding continued in partnership with HPHA.
- Modernization of the emergency management program, along with cyber security exercise.
- Implemented Knox narcotic safe system for MIH and future expansion of medications should the province approve usage for the 911 system.
- Application for 25K to be put toward mental health training.
- Ongoing training of paramedics to evaluate and maintain skills.

2026 Priorities are to plan for the future, renew equipment, and focus on preparing staff to be amazing clinicians. Some of the objectives for this year include but are not limited to:

- Master planning moved forward into this year. Report expected Q4 to help guide decision making regarding resources and physical capital needs for the future.
- Collective bargaining with CUPE.
- Work with Medavie Health Services (MHS) to evaluate investigation/documentation program Resolver, education program iTacit and patient care survey Qualtrics to lessen workload and improve efficiencies.
- Renew tiered response agreements with fire department.
- Implement MPDS in partnership with the province.
- Install tablets (iPads) into front of ambulances to reduce need for two laptops, using new ministry software.
- Public access defibrillation renew all contracts with municipalities.
- Order ambulances for 2027 delivery due to length to manufacture units.

- Launch 911 patient satisfaction survey was carried over into 2026. This survey will be for 911 operations to be renewed and implemented.

More information about accomplishments from 2025 and key objectives of 2026 are found in the PCPS Business Plan of the [Paramedic Services Proposed Budget 2025](#).

We will continue to work together and I look forward to working with each of you as we advance our goals of this new year.



Michael Adair
Chief / Executive Director Perth County Paramedic Services
General Manager Medavie Health Services

Comments:

New Provincial Triage System Coming to Perth County

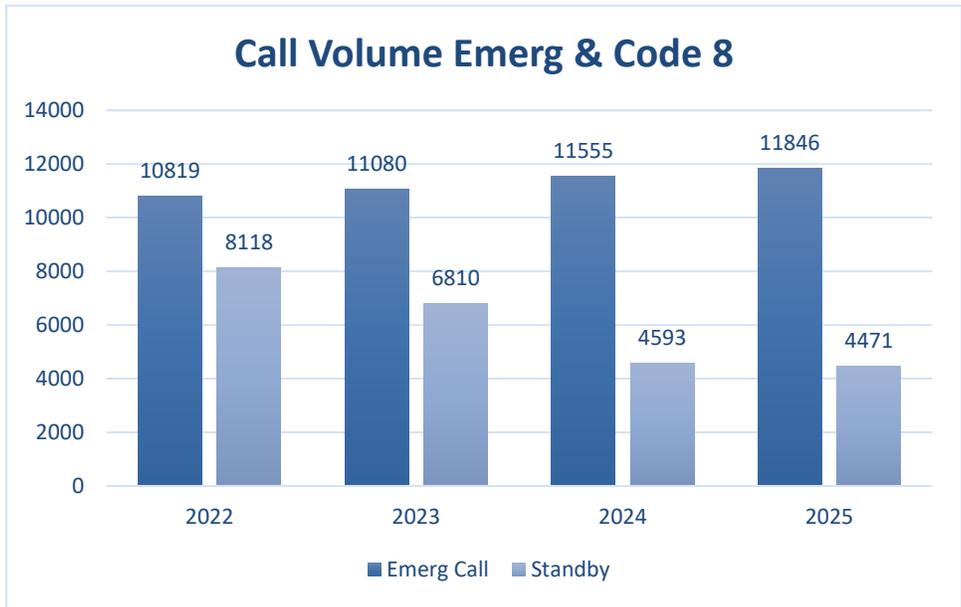
In October 2026, the London Central Ambulance Communications Centre (CACC) will transition Perth County Paramedic Services to the Medical Priority Dispatch System (MPDS), a globally recognized, evidence-based dispatch model that prioritizes 9-1-1 medical calls based on clinical urgency rather than call order. This change will modernize how emergency calls are triaged, improve ambulance availability for life-threatening emergencies, and reduce unnecessary lights-and-sirens responses. In preparation, we are working collaboratively with our fire department system partners to update our tiered response agreements within our standard review timelines to ensure continued coordinated emergency response. Lower-acuity calls may experience longer wait times during peak demand, callers will receive ongoing monitoring and reassessment as needed. Overall, MPDS strengthens patient safety, operational efficiency, and system sustainability, and aligns with the Province's direction to deliver the right care, at the right time.

The new system will have an impact on how we present data in the future. PCPS will be providing updates and an education presentation to Council during a future date.

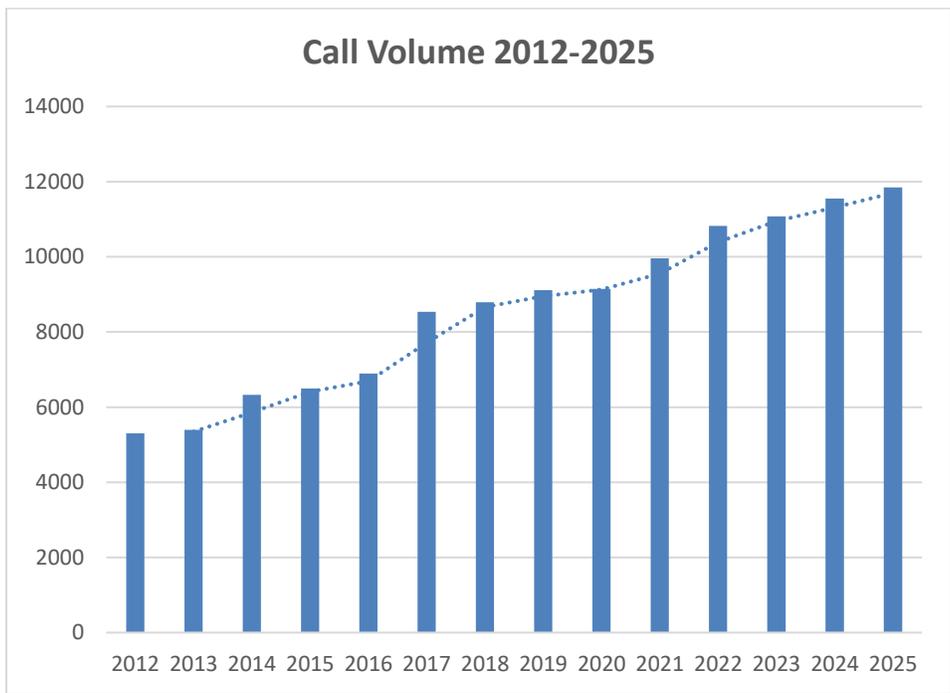
Call Volumes

During 2024 Perth County Paramedic Service responded to 11,846 calls for service. Our single year increase of call volume increase is 2.5%. Our trend over the past two years PCPS has experienced a 6.9% increase in call volume. Changes to the deployment plan resulted in PCPS over the course of a year we

saw a decrease of 32% stand-by vehicle movement reducing stand-by movements by approximately 44,800km, while maintaining response times during 2024. During 2025 PCPS traveled 5,300km more than the previous year which is around 1% increase and less than our call volume increase. Once MPDS is rolled out PCPS will no longer be able to track the number of Code 8 occurrences. Future reporting will be represented in kilometers.



Bar graph description titled Call Volume Emerg and Code 8: This bar graph shows the emergency call and code 8 (stand-by) vehicle movements for each year of 2022 – 25. During 2022 there was 10,819 emergency calls, 8,118 code 8's, 2023 11,080 emergency calls and 6,810 code 8s, 2024 11,555 emergency and 4,593 code 8s, and 2025 11,846 emergency and 4,471 code 8s.



Bar graph description titled Call Volume: This bar graph shows call volume increasing from 2012 each year until 2025. Calls went from slightly over 4,500 to 11,846 emergency calls. There is a steady increase of call volume over these years.

Definition: The number of calls resulting in an ambulance response (Excluded MIH).

Formula: Each response Code 1-4 equivalent to one call during a year: reporting period Jan 1 – Dec 31.

Data source: iMedic – note data changes based on MOH refresh and quality control.

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Review projections annually as detailed in the Municipal Modernization Report resulting in identifying any recommendation to address increasing call volume	Chief of Paramedic Services	Annual review and strategy.	Aging population, needs of the community, capacity to implement recommendations	Ongoing annual review complete.

Response Time Performance Plan

This table outlines the actual performance for previous years six years. Submission of Response Time Standard Performance Plans for paramedic services occurs in accordance to provincial regulation. According to the Ministry of Health all Upper Tier Municipalities and Designated Delivery Agents (UTMs/DDAs) under the Ambulance Act, Regulation 257/00 are responsible for the establishment, monitoring, reporting and evaluation of response time performance plans and performance achieved for patients categorized as the Canadian Triage Acuity Scale (CTAS) 1 to 5 and Sudden Cardiac Arrest (SCA) patients, which are submitted to the ministry on an annual basis.

During 2025 PCPS met all targets. Multiple factors have an influence on meeting these targets. PCPS does not yet have access to the Fire Department Data which may change the result this SCA metric. In both of these cases the numerator of call type data set can result in peaks and valleys. The mix of urban and rural responses zones may also impact this metric. As an example, long distance responses to rural areas will influence the percentile response. PCPS continues to monitor CTAS 1 response times as part of our quality assurance process in order to ensure that where changes are required they are made.

Once MPDS is implemented changes to how ambulance services measure response time are likely to change. Changes will be reported to council and be reflected in future reporting.

CTAS Score	Target	% Target	2020 Results %	2021 Results %	2022 Results %	2023 Results %	2024 Results %	2025 Results %
VSA	6 min	51	57	47	49	46	54	69
CTAS 1	8 min	70	72	62	73	78	71	78
CTAS 2	10 min	75	95	95	79	82	83	86
CTAS 3	14 min	75	96	95	92	92	93	92
CTAS 4	20 min	75	94	94	98	97	98	98
CTAS 5	20 min	75	100	100	96	97	98	98

CTAS chart description: The chart shows each category of CTAS score as discussed above for the years of 2020 to 2025. During 2024 and 2025 PCPS met targets. Results for 2025 are as follows. VSA target is 6 minutes at 51% of the time, results are 69% of the time. CTAS 1 target is 8 minutes at 70% of the time, results are 78% of the time. CTAS 2 target is 10 minutes at 75% of the time, results are 86% of the time. CTAS 3 target is 14 minutes at 75% of the time, results are 92% of the time. CTAS 4 target is 20 minutes at 75% of the time, results are 98% of the time. CTAS 5 target is 20 minutes at 75% of the time, results are 98% of the time.

Definition: The response time performance plan achieved as an overall percentage for the duration of each year.

Formula: Number of times criteria met / overall responses = % target met (rounded to nearest percent)

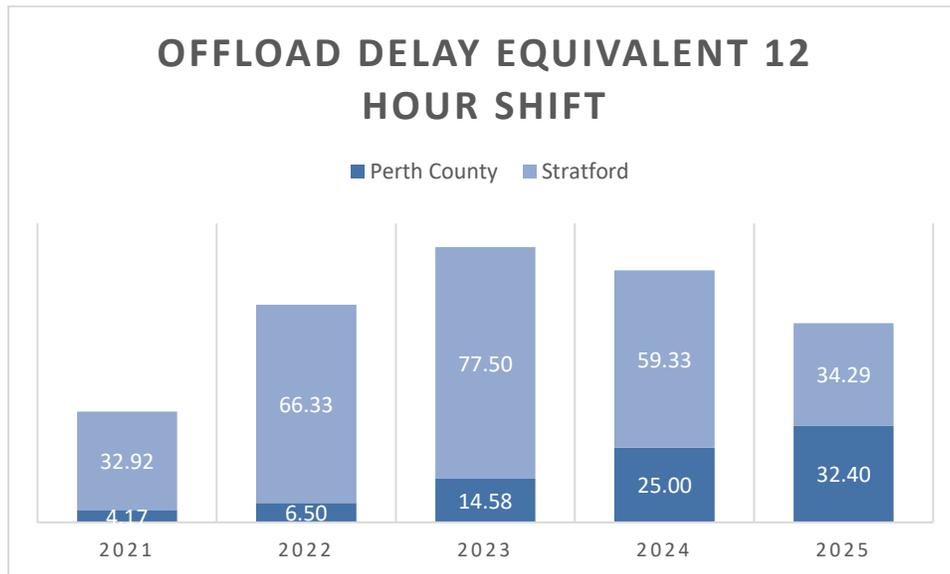
Data source: iMedic/ADRS – note data changes based on MOH refresh

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Review CTAS 1 cases greater than 8 minute response times.	Deputy Chief - QA	Ongoing QA process.	Technology to review data and human resources during COVID-19	Implemented and ongoing process.

Offload Delay

The data included here is an average of all calls across the system for the duration of each particular year. PCPS monitors this average from year-to-year and works with the hospital system partners to ensure ambulances are ready to respond to other calls. The target is 30 minutes from time of arrival at the hospital. There are in addition to this cleaning, paperwork, and preparation duties required of paramedics following the transfer of care. During December of 2024 our service partnered with the Huron Perth Healthcare Alliance (HPHA)

by implementing an offload delay program funded by provincial government through the dedicated nursing offload program. Work with HPHA resulted in a significant decrease to offload delay. PCPS will apply to 2026-2027 funding to continue this work. The large majority of hours in offload delays outside of Stratford occur in Listowel. PCPS is also working with the Listowel Wingham Health Alliance to provide monthly data and collaborate how to reduce the increase in offload delay that has occurred in their system.



Bar graph description titled offload delay equivalent 12 hour shift: This bar graph compares area hospitals with HPHA Stratford site. 2021 Stratford 32.92 County 4.7, 2022 Stratford 66.33 County 6.5, 2023 Stratford 77.5 County 14.58, 2024 Stratford 59.33 County 25, and 2025 Stratford 34.29 County 32.40.

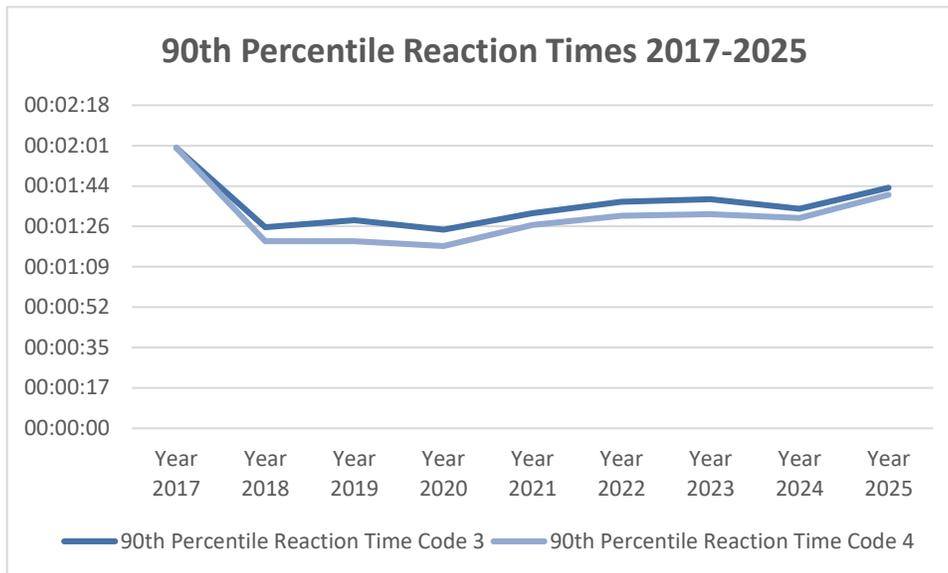
Definition: Total time paramedic units spend in the hospital (only over 30 minutes included) as related to the geographical catchment area outlined in the report.

Formula: Total minutes paramedics spent at hospital (over 30 minutes) during the course of a year divided by 60. The result is then to determine hours in offload delay. ours. (Reported January 1 – December 31).

Data source: iMedic – note data changes based on MOH refresh

Reaction Time

This metric highlights the amount of time it takes paramedics to respond to a call after receiving notification. The measurement is based on average time achieved which is measured against a target of 2 minutes for both code 3 and code 4 calls. While there is movement in terms of peaks and valleys in this metric PCPS continues to perform well within the 2 min objective. Commanders review cases with staff should a reaction time be longer than 2 minutes. The graph below shows how PCPS performs at 90% of the time.



Line graph description titled: 90th Percentile Reaction Times 2017-2025:

The graph shows 90th percentile reaction times for years 2017 to 2025 for both code 3 & code 4 type of calls. The target is under 2 minutes. During 2025 both types of calls were under 1minute and 44 seconds. Historically PCPS meets the target time since the year 2017.

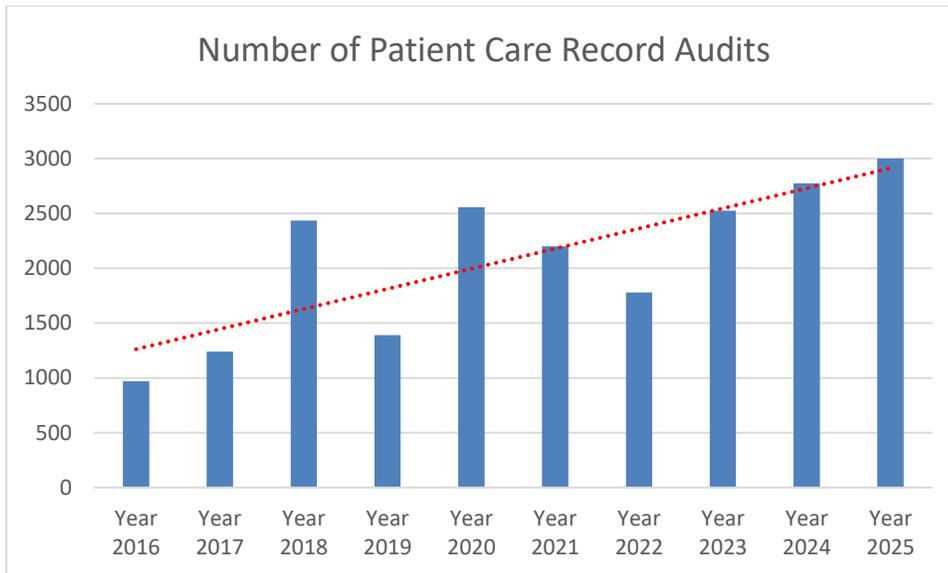
Definition: 90 percent of the time it takes paramedics to respond to a call after notification takes place by the CACC.

Formula: 90th percentile calculation.

Data source: MOH CACC at time that it was accessed.

Training and Quality Assurance Patient Care Audits

Part of the quality assurance program at PCPS is to conduct clinical patient chart audits. This process ensures Ministry compliance, but also provides an opportunity for PCPS to provide feedback directly to paramedics. Our electronic patient care records system has both built in “rules” along with a workflow process that enables PCPS to conduct these reviews. In accordance to our quality assurance program PCPS is required to audit 20% of patient charts generated. PCPS exceeded this goal during 2025 by auditing 25%.



Bar graph description titled Number of Patient Care Record Audits: The bar graph shows the number of patient chart audits over the years, there is a progression with a dip in 2019, and again in 2022. During 2025 PCPS audited 3001 charts.

Definition: Number of patient care records audited as part of the quality assurance program. Target is 20% of call volume.

Formula: Count of the total number of patient care records audited.

Data source: iMedic.

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Continue to monitor performance in this area – to ensure targets are met and exceeded during 2023.	Deputy Chief of Quality & Operations	Monthly data reporting to Commanders	Access to reporting and outcomes.	Ongoing

Quality Assurance Activities

In addition to patient chart reviews, training and performance feedback PCPS will investigate or support quality activities as required. During 2025 PCPS responded to (36) privacy requests, and opened a further 41 files to ensure the quality of our operations. Topics included but are not limited to clinical reviews (6), Safety (3), General issues (7) and other scenarios such as equipment issues, operations related issues, or external inquiries about our service.

Peer Support

Our peer support team is composed of paramedics and a psychologist from the Breakwater Institute. Peer support has proven to improve the mental wellbeing of persons working in healthcare. The mechanisms to make this happen includes training, dedication, commitment and having professional oversight.

Our peer support team is well accessed as indicated below and we receive positive feedback from employees on an annual basis that this is a positive investment in our service.

Mobile Integrated Health

The overall goal of the County of Perth Mobile Integrated Health (MIH) Program is to provide the patient with the right care in the right place at the right time, the first time. Our annual update occurred last December for 2025 which made up the December 4, 2025 Council Report [Municipal Shared Service \(MSSC\) Paramedic Service and Mobile Integrated Health Activity Update](#).

Medavie Health Services' Support for Perth County

Since August 2019, Medavie Health Services has been an integral collaborator in operating Perth County's ground ambulance services, formalized in a five-year agreement initiated in January 2020. Since the outset, Medavie has demonstrated unwavering commitment to fostering robust relationships with our paramedic personnel and local system partners. They have played a pivotal role in elevating the quality of care we offer, aligning perfectly with Perth County's health care requirements.

In partnership with Medavie, a not-for-profit health solutions partner focused on improving the wellbeing of Canadians, our paramedic services have seen substantial expansion. This collaboration has enabled us to delve into a wide-ranging network, equipping our team with innovative tools, and resources, making us a more cohesive part of the broader health care community.

From a support services standpoint, Medavie has granted Perth County Paramedic Service continual access to their operational experts. They have supported us in labour negotiations, drafting contracts, recruitment, proactive media campaigns, reactive media responses, issues management, and other miscellaneous areas.

Additional highlights include:

- Active sponsorship by the Medavie Foundation in our communities, particularly in food security and wellness programming. More information about their community impact can be found at [Medavie's Community Impact] (<https://www.medavie.ca/en/community-impact/>).

The Medavie Foundation impacts community through:

- Post-Traumatic Stress
- Active Living
- Healthy Food
- Youth Mental Health
- Scholarships

If you are interested in learning more or applying to a grant please see the link above.

- Leadership training for frontline leaders during 2025.
- Continuing support the development and expansion of MIH.
- Partnerships for vehicle procurement.
- Ongoing use of First Watch in 2025, providing insightful business analytics for future decision-making and predictive analysis regarding resource deployment.
- Assistance in procuring essential items for paramedic service.
- Recognition of employees during Paramedic Services Week.
- Support for PCPS in reviewing best practices and policy informing with expert teams.
- Future considerations for scheduling software and support in conducting the master plan.
- Medavie further supports our teams through ongoing recognition programs like the Patient Safety Champions program.
- Exercise bike donation to improve the health of paramedics.

As we move forward, Medavie Health Services will continue to be partner in our ongoing efforts to deliver health care to Perth County residents, ensuring our teams are integrally connected with other healthcare workers across our county.

Public Engagement:

The public is informed via the council report

Financial Implications:

TBD

Connection to Strategic Plan:

Regionalization & Service Effectiveness
Customer Service Excellence
Community Development & Planning
Corporate Sustainability

Reviewed By:

Lori Wolfe, CAO

To: Municipal Shared Services Committee
Meeting Date: March 19, 2026
Prepared By: Vicky Hamilton, Manager of Court Services
Subject: POA Court Services 2025 Year-End Report for MSSC

Recommended Action:

THAT the Municipal Shared Services Committee receives the “POA Court Services 2025 Year-End Report for MSSC” report for information.

Executive Summary:

This report provides a year-end summary of the activities within the Provincial Offences Court Service office to the end of 2025.

Comments:

Blitz Court Dates

Court Services staff worked with the Regional Senior Justice of the Peace office to secure extra blitz court dates. There was a total of nine added court dates in 2025 to assist with addressing the volume of court appearances. A blitz date is an additional court date provided by the Regional Senior Justice of the Peace that is not part of the regular POA court calendar.

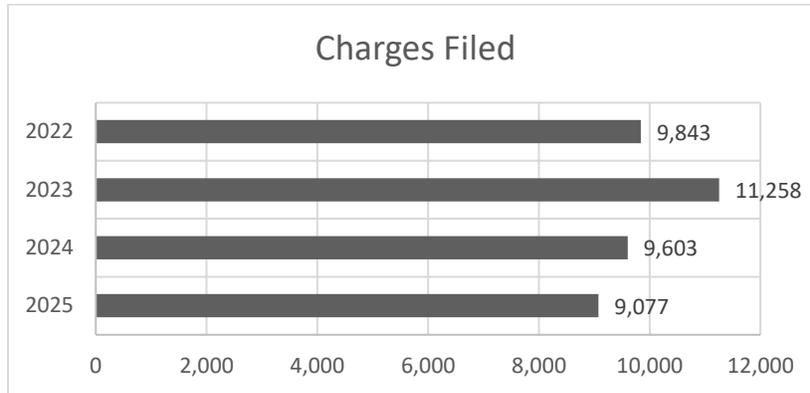
Download of Part III Prosecution

Perth County engaged in discussions throughout 2024 and into 2025 with the Acting Crown Attorney regarding the download of Part III prosecutions. Generally, municipalities across the Province handle prosecutions for the less serious Part I and Part II charges, while the Province is responsible for the prosecution of Part III charges which are more serious and court appearances are mandatory. At the February 20, 2025 council meeting, Council approved the transfer of Part III prosecutions from the Province to the municipality and an Interim Transfer Agreement was subsequently signed. The municipality officially assumed responsibility of Part III matters on June 2, 2025.

Charges and Fines

Below you will see 4-year comparisons for charges filed, breakdown of charges, fines collected as well as budgeted revenue compared to actual revenue.

Charges Filed



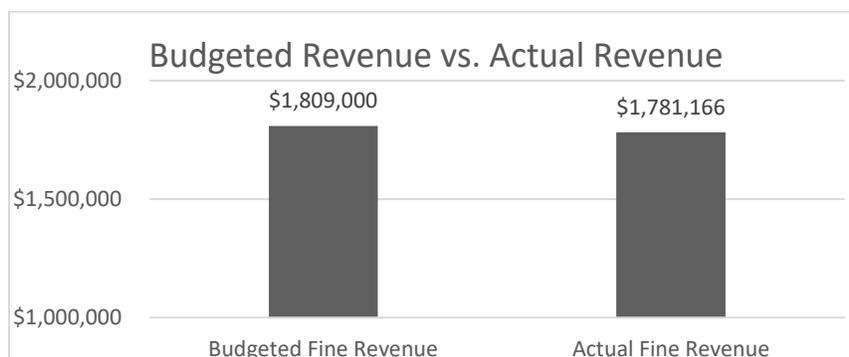
Breakdown of Charges

	Part I Accidents	Federal Contraventions	Part I Charges	Parking Charges	Part III Charges
2022	354	7	6,989	1,523	970
2023	303	4	7,498	2,353	1,100
2024	337	5	6,550	1,618	1,093
2025	286	1	5,901	1,819	1,070

Fines Collected



Budgeted Revenue vs. Actual Revenue



Distribution of Revenue

The Intermunicipal Service Agreement between Stratford, St. Marys, Perth County and the Lower Tiers outlines that fine revenue is distributed between St. Marys, Stratford and Perth County based on the location of the offence and then distributed to the Lower Tiers based on weighted assessment.

The POA Court Services division has continued to cover operating costs. Although the budgeted distribution to our municipal partners was \$56,000, the current forecasted amount to be distributed is approximately \$98,050, which is an increase of 75% than originally projected. The County is in the process of finalizing the 2025 year-end figures, and the final distribution amount remains subject to change.

The following table is the calculation for percentage of net revenue to be distributed based on the actual location of the offence for which fines were paid in 2025.

Municipality	% of Net Revenue	Estimated Distribution
Town of St. Marys	3.62%	\$3,549
City of Stratford	28.10%	\$27,552
County of Perth	68.28%	\$66,949

Others Consulted:

Daniel Hubbard, Senior Financial Analyst / Deputy Treasurer

Connection to Strategic Plan:

Regionalization & Service Effectiveness
Customer Service Excellence