



Stratford City Council
Regular Council Open Session
AGENDA

- Meeting #:** 4755th
Date: Monday, September 23, 2024
Time: 7:00 P.M.
Location: Council Chamber, City Hall
- Council Present:** Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
- Staff Present:** Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Michael Mousley - Transit Manager, Kevin Bonnell - Manager of Inclusion, Equity & Indigenous Initiatives, Jeff Wilson - Manager of Housing, Audrey Pascual - Deputy Clerk

To watch the Council meeting live, please click the following link:

<https://video.isilive.ca/stratford/live.html>

A video recording of the meeting will also be available through a link on the City's website

<https://calendar.stratford.ca/meetings> following the meeting.

Pages

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Workplace Policy 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 - 34

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated September 9, 2024 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 September 23, 2024 be added to the Agenda as printed.

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

5.1 Committee of the Whole In-camera Session - September 23, 2024

The September 23rd In-camera Session was cancelled.

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Proposed Disposition and Sale of City-Owned Land – Block 37 Registered Plan 519 (Pedestrian Walkway Block - Sprung Court) (COU24-112)

35 - 39

Motion by

Staff Recommendation: THAT Block 37, RP 519, being a block of land originally created and recently serving as a pedestrian walkway to Sprung Court be declared surplus to the needs of The Corporation of the City of Stratford;

THAT once declared surplus, Block 37, RP 519 is to be sold to abutting property owners without requiring a valuation;

THAT all costs associated with closing the walkway, declaring the lands surplus and selling the lands to abutting property owners are to be borne by HIP Queensland Inc.;

AND THAT the City Solicitor take all steps necessary to terminate the Encroachment Agreement between the City and the Owners of Block 37, RP 519, identified as Instrument Number 297150.

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|-----|--|---------|
| 7.2 | <p>Resolution - Explore the Implementation of an Indigenous Medicine Wheel on City Property (COU24-110)</p> <p>Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiatives will be in attendance to present the report.</p> <p>Motion by
 Staff Recommendation: THAT the report titled, "Explore the Implementation of an Indigenous Medicine Wheel on City Property" (COU24-110), be received for information.</p> | 40 - 44 |
| 7.3 | <p>Resolution - Bus Wash System Replacement – Proposal Award (COU24-103)</p> <p>Motion by
 Staff Recommendation: THAT the Request for Proposal (RFP-2024-26) for the supply and installation of a new transit bus wash system be awarded to Westmatic Corporation at a total cost of \$413,874.93 (including HST);</p> <p>AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement and any related documents.</p> | 45 - 46 |
| 7.4 | <p>Resolution - Oakdale Avenue Multi-Use Trail Construction Tender Award (COU24-108)</p> <p>Motion by
 Staff Recommendation: THAT the Tender (T-2024-21) for the Oakdale Avenue Multi-Use Trail Construction Contract be awarded to Ekum-Sekum Incorporated o/a Brantco Construction at a total tender price of \$301,602.65, including HST;</p> <p>AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement.</p> | 47 - 50 |
| 7.5 | <p>Resolution - Consulting Services for the O’Loane Trunk Sanitary Sewer</p> | 51 - 54 |

Extension (COU24-109)

Motion by

Staff Recommendation: THAT the proposal of MTE Consultants Inc. for Consulting Services for the O'Loane Trunk Sanitary Sewer Extension (RFP-2024-25) in the amount of \$272,992.63, including HST, be accepted;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2024-25.

- 7.6 Resolution - Grand Trunk Renewal Community Insights, Vision and Guiding Principles (COU24-113) 55 - 72**

Motion by

Staff Recommendation: THAT the Grand Trunk Renewal vision and guiding principles as presented in COU24-113 be adopted to guide and focus the work on the Grand Trunk Renewal.

- 7.7 Resolution - Parking Enforcement Services Contract Extension (COU24-114) 73 - 75**

Motion by

Staff Recommendation: THAT the contract extension with Commissionaires Great Lakes for the provision of Parking Enforcement Services for the City of Stratford, for a one-year term ending on August 31, 2025, be authorized;

AND THAT the Mayor and Clerk, or their respective designates, be authorized to execute all necessary extension documents.

- 7.8 Proclamation - Economic Abuse Awareness Day 76 - 77**

Motion by

THAT Stratford City Council hereby proclaims November 26, 2024 as Economic Abuse Awareness Day in the City of Stratford to raise awareness of a common but overlooked form of domestic violence that limits an individual's financial autonomy, including denying access and control over resources or constraining economic freedom.

- 7.9 Proclamation - Pregnancy Infant Loss Awareness Day 78 - 79**

Motion by

THAT Stratford City Council hereby proclaims October 15, 2024 as "Pregnancy and Infant Loss Awareness Day" in remembrance of

pregnancy loss and infant death, including, but not limited to, miscarriage, stillbirth, medical termination, SIDS and the death of a newborn;

AND THAT Stratford City Council authorizes the flying of the Pregnancy and Infant Loss Awareness Flag on October 15, 2024 in recognition of the importance of support needed when a family experiences the trauma of pregnancy and infant loss.

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

There are no Standing Committee Reports to be considered.

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-law 11.1 to 11.5 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.5 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.5 be read a Third Time and Finally Passed.

11.1 Award Tender for Supply and Installation of a New Transit Bus Wash System

80

To authorize the acceptance of a proposal and execution of an agreement with Westmatic Corporation for the supply and installation of a new transit bus wash system (RFP-2024-26).

11.2 Award Tender for the Oakdale Avenue Multi-Use Trail Construction

81

To authorize the acceptance of a tender and execution of a contract with Ekum-Sekum Incorporated o/a Brantco Construction for the construction of the Oakdale Avenue Multi-Use Trail (T-2024-21).

11.3 Consulting Services for the O'Loane Trunk Sanitary Sewer Extension Proposal Award 82

To authorize the acceptance of a proposal and execution of a contract with MTE Consultants Inc. for Consulting Services for the O'Loane Trunk Sanitary Sewer Extension (RFP-2024-25).

11.4 Amend the Delegation of Authority By-law 83 - 85

To amend sections 4.2 and 4.3 of By-law 135-2017, as amended, to delegate Council's authority to the Chief Administrative Officer and the Director of Human Resources to adjust salaries in accordance with relevant policies and legislation, and to delegate Council's authority to the Chief Administrative Officer to approve termination of and execute termination of employees below the CAO or deputy CAO level.

11.5 Parking Enforcement Services Contract 86

To authorize the entering into and execution of a contract with Commissionaires Great Lakes for parking enforcement services for a one year period to August 31, 2025.

12. Consent Agenda: CA-2024-151 to CA-2024-158 87 - 88

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 October 15, 2024 in the Council Chamber, City Hall.

Motion by

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

- **Social Services Committee [7:05 p.m. or thereafter following the Regular Council meeting]; and**
- **Finance and Labour Relations Committee [7:10 p.m. 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 September 23, 2024 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 By-laws (reconvene):

89

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

By-law 11.6 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 23, 2024.

Motion by

THAT By-law 11.6 be read a First and Second Time.

Motion by

THAT By-laws 11.6 be read a Third Time and Finally Passed.

15.3 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the September 23, 2024 Regular Council meeting adjourn.



**Stratford City Council
Regular Council Open Session
MINUTES**

Meeting #: 4754th
 Date: Monday, September 9, 2024
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

Council Present: Mayor Ritsma - Chair Presiding, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Sebben, Councillor Wordofa

Regrets: Councillor Beatty and Councillor Nijjar

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Chris Van Bargaen - Deputy Fire Chief, Dave Bush - Director of Human Resources, Audrey Pascual - Deputy Clerk, Kelsey Hammond - Chief Building Official, Jeremy Witzel - Manager of Public Works, John Ritz - Homelessness and Housing Stability Supervisor, Scott Petrie - Director of Fire Prevention

Also Present: Members of Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Workplace Policy 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

No disclosures of pecuniary interest were made by a member at the September 9, 2024 Regular Council meeting.

3. Adoption of the Minutes:

R2024-335

Motion by Councillor Biehn

Seconded by Councillor Hunter

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated August 12, 2024 be adopted as printed.

Carried

4. Adoption of the Addenda to the Agenda:

R2024-336

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT the Addenda to the Regular Agenda of Council and Standing Committees dated September 9, 2024 be added to the Agenda as printed.

Carried

5. Report of the Committee of the Whole In-Camera Session:**5.1 At the September 9, 2024, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

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)).

At the In-camera Session, for Item 4.1, a report was received, legal advice was given, and direction was given to the City Clerk to list necessary by-laws on a future agenda. For Item 4.2, direction was given to the Chief Administrative Officer. For Item 5.1, no direction was given but personal information regarding the applicants were considered.

6. Hearings of Deputations and Presentations:**6.1 Request for Delegation by the Downtown Stratford Business Improvement Area**

R2024-337

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT Jamie Pritchard and Megan Chrisholm of the Downtown Stratford BIA be heard.

Carried

Jamie Pritchard, General Manager and Megan Chrisholm, Board Member of the Downtown Stratford Business Improvement Area, presented to Council regarding a request for approval of the installation of pedestrian wayfinding signs in the downtown. Highlights of the presentation included:

- the BIA receiving a RT04 Grant to cover the cost of the wayfinding project;
- City staff being engaged to assist with the project;
- the proposal being the addition of pedestrian centric maps with QR codes to the BIA Business Director to existing poles to create an inviting pathway leading visitors to more downtown experiences;
- add pedestrian centric maps, with QR codes to BIA Business Directory to existing poles;
- the proposed locations for the pilot being Albert Street, George Street, York Street, and Downie Street, with 31 pole wraps being installed;
- there being no cost to the City; and,
- the deadline to install the wraps and signs being November 31, 2024.

R2024-338

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT the installation of pedestrian wayfinding signs in the downtown core by the Downtown Stratford Business Improvement Area be approved.

Carried

6.2 ADDED - Request for Delegation Regarding Item 7.8 Closed Meeting Investigation Report - Follow up

R2024-339

Motion by Councillor Hunter

Seconded by Councillor Briscoe

THAT Mike Sullivan be heard.

Carried

Mike Sullivan spoke to the Closed Meeting Investigation Report - Follow-up. Highlights of the delegation included:

- recommending Council support the adoption of the Closed Meeting Protocol;
- recommending the Closed Meeting Protocol contain information for moving items back into open session;
- expressing concerns with the proposed amendments to the Delegation of Authority By-law; and,
- requesting Council decline amendments to the by-law.

7. Orders of the Day:

7.1 Resolution - Official Plan Amendment Application OPA01-24 and Zone Change Application Z02-24 for 3188 Vivian Line 37 in the City of Stratford (COU24-105)

Robyn McIntyre, Planning Consultant from MHBC, presented the applications on behalf of the City. Highlights of the presentation included:

- the subject lands being located north of the City, within the urban boundary and fronting onto Vivian Line 37;
- the Official Plan Amendment (OPA) and the Zoning By-law Amendment (ZBA) applications facilitating the development of a long term care facility with 288 beds and a 164 bed retirement and seniors home;
- there being 245 parking spaces proposed across the site;
- the Official Plan (OP) permitting residential on the site and the proposed amendment requesting Residential with a site specific provision for height of 5- and 7-storeys;
- the zoning for the property being agriculture and urban reserve with the proposed amendment being Institutional Community with various site-specific provisions, and a Holding Provision;
- the proposed ZBA for the north parcel including the following:

- a limit to the total number of beds to 288;
- reducing setbacks where abutting south parcel in some locations;
- reducing Landscaped Open Space requirement to 28%, including green roofs;
- reducing Landscaped Open Space in large parking lots to 7.5%;
- removing planting strip requirements where parking areas / aisles abut south parcel;
- reducing bicycle parking to 6 spaces and allowing it to be within 35m of employee entrance;
- reducing loading space requirements to 2;
- reducing loading space setback of 0m to south parcel and allowing separation from building;
- allowing access to and from loading spaces to cross lot lines with south parcel where an easement is in place.
- the proposed ZBA for the south parcel including the following:
 - a Personal Care & Service Establishment as a permitted accessory to a Retirement Home;
 - removing parking requirement for the Personal Care & Service Establishment;
 - reducing setbacks where abutting north parcel in some locations;
 - reducing setback to western lot line;
 - increasing maximum lot coverage to 34.5%;
 - removing planting strip requirements where parking areas / aisles abut south parcel;
 - reducing loading space requirements to 1;

- reducing loading space setback of 0m to north parcel and allowing separation from building;
- allowing access to and from loading spaces to cross lot lines with north parcel where an easement is in place.
- a noise study having been completed for the north parcel to be developed during the first phase;
- a noise study for the phase 2 development on the south parcel occurring before development and a holding provision being included to ensure completion; and
- an overview being provided of agency and public comments received.

Members of Council discussed the applications. Highlights of the discussion included:

- planning proposals dictating whether a noise study is to be completed;
- light shields including existing trees, additional landscaping, and no fencing being proposed at this time;
- there being a requirement for light to be maintained on the property and this will be reviewed through the site plan process;
- 245 parking spaces being proposed and 199 being required;
- concerns being expressed with the reduction of greenspace;
- there being a green roof on the canopy and the south parcel;
- a property survey having been completed by the applicant and provided to members of the public; and,
- a wind study not having been completed as only one 7 storey building is proposed.

Rachel Bossie from GSP Group and Wade Stever from peopleCare addressed questions from Council. Highlights included:

- information being provided on stormwater management to address drainage concerns;
- four elevators being proposed;
- there being no detailed designs for the south parcel at this time;
- the developer reviewing the amount of accessible parking spaces and location;
- the minimum parking requirements being a challenge during shift changes and requesting an increased amount of parking and reduced greenspace to address those challenges;
- bicycle parking and Zoning By-law provisions being noted;
- greenspace options for residents being noted; and
- no issues related to accessible parking being noted at other sites.

R2024-340

Motion by Councillor Biehn

Seconded by Councillor Henderson

THAT Brian Elliot, Donna Sobura, Paul Brown, and Jane Marie Mitchell be heard.

Carried

Brian Elliot spoke to the proposed applications noting:

- the peak times being busy times for traffic and there being a bus that drops off children;
- safety of children being a concern;
- concerns being expressed regarding wind flow to property;
- requesting division between properties; and,
- requesting reassurance that if their well is disturbed it will be rectified.

Donna Sobura spoke to the proposed applications noting:

- that Council reconsider the proposed amendments;
- the mental and physical wellbeing of residents be thought about;
- concerns being expressed with the proposed amount of parking;
- concerns being expressed regarding noise and impacts to neighbouring properties; and,
- questioning whether neighbours can erect a fence as high as they want.

Paul Brown spoke to the proposed applications noting:

- being opposed to the motion;
- concerns being expressed with the cost to taxpayers and the model; and,
- requesting Council retract the land sale of 3188 Vivian Line 37 and co-sponsor an annual home care symposium.

Jane Marie Mitchell spoke to the proposed applications noting:

- recommending the plan include an accessible outdoor space for the health, wellbeing and enjoyment of residents;
- requesting the OP guidelines be followed;
- suggestion being made to include an above ground parking garage with solar panels for sustainability;
- there being no safe access to the bus stop;
- requesting parkland be added instead of accepting parkland in lieu; and,
- requesting the proposal be reconsidered and not approved as is.

R2024-341

Motion by Councillor Briscoe

Seconded by Councillor Hunter

THAT the "About the new peopleCare Stratford Long-Term Care Questions and Answers" provided by peopleCare be received.

Carried

Rachel Bossie of GSP and Wade Stever of peopleCare provided the following additional information:

- there being a staff greenspace between the building;
- indoor spaces being important;
- the proposal incorporating designs for persons with dementia;
- the team to review fencing and the planting strip during the site plan approval process;
- the completed noise study indicating there is no negative impact to neighboring or adjacent property owners;
- the loading spaces being for deliveries to the site;
- the Geotechnical Consultant being contacted to discuss the well system and these matters relating to the building permit process and not the planning process;
- the current design being built to 2015 Ministry requirements;
- the development of a multi-use pathway not being recommended as it would be incomplete;
- it being questioned how many people are on the waitlist for long term care beds; and,
- a sidewalk connection being implemented if the development proceeds.

R2024-342

Motion by Councillor Henderson

Seconded by Councillor Hunter

THAT Official Plan Amendment application OPA01-24 and Zoning By-law Amendment application Z02-24 as submitted by GSP Group on behalf of Stratford LTC LP c/o peopleCare Inc. to establish a Long-Term Care Facility on the lands municipally known as 3188 Vivian Line 37, Stratford BE APPROVED with the addition of a Site-Specific Holding Provision on the South Parcel, for the following reasons:

- 1. The request is consistent with the Provincial Policy Statement;**
- 2. The request is in conformity with the goals, objectives, and policies of the Official Plan;**
- 3. The request maintains the intent and purpose of the Zoning By-law, and is appropriate for the proposed use and function of the subject lands;**
- 4. The public were consulted during the application circulation and public meeting and comments that have been received in writing or at the public meeting have been reviewed, considered, and analyzed within the Planning Report;**

AND THAT Council pass a resolution that no further notice is required under Section 34 (17) of the Planning Act.

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the motion be amended maintain the minimum overall Landscaped Open Space requirement of 28%.

Discussion was held on the amount of greenspace and the proposed reduction. It was noted there are 4,000 people on the wait list for long term care beds in Oxford and Perth Counties.

Mayor Ritsma called the question on the motion to amend the main motion.

Defeated

Motion by Councillor Burbach

Seconded by Councillor Sebben

THAT the motion be amended to increase the minimum bicycle requirement to 12 spaces for the north side.

The number of spaces was clarified.

Mayor Ritsma called the question on the motion to amend the main motion.

Defeated

Discussion on the main motion occurred. A member spoke against the motion and requested a recorded vote be taken.

A recorded vote on the motion was taken:

In Support (7): Councillor Biehn, Councillor McCabe, Councillor Briscoe, Mayor Ritsma, Councillor Henderson, Councillor Hunter, and Councillor Burbach

Opposed (2): Councillor Sebben and Councillor Wordofa

Absent (2): Councillor Beatty and Councillor Nijjar

Carried

The Regular Council meeting took a break at 9:30 p.m. and reconvened at 9:39 p.m.

7.2 Resolution - Updated Coordinated Strategy for Public Land Encampments (COU24-101)

Members of the Encampment Response Team, including the Director of Social Services, Director of Fire Prevention, Manager of Public Works, and Homelessness and Housing Stability Supervisor provided Council with an overview of the Updated Coordinated Strategy for Public Land Encampments. Highlights of the presentation included:

- there being an estimated 165 unhoused individuals in Perth County;
- multiple new encampments being established in Perth County during this past summer;
- the Association of Municipalities of Ontario (AMO) having released a report on Homeless Encampments in Ontario in July 2024 highlighting the impacts of the homelessness crisis to municipalities and how they are responding;
- private property owners being responsible for addressing encampments on their own property;
- the strategy being focused on a multi-sectoral approach on how to address encampments on public lands within Stratford;
- an overview of the AMO report including statistical data and strategies;
- an overview of the factors contributing to the homelessness crisis;
- an overview of what is needed to address the homelessness crisis;
- an overview of the strategies that municipalities have taken to address the crisis;
- an overview of the strategy for addressing encampments on publicly owned lands located in Stratford;
- various City of Stratford departments being integrated in the encampment response process;
- an overview of the approach undertaken by the Encampment Response Team to address and respond to encampments being provided; and,
- the strategy being in its early implementation and will continue to evolve to adapt to the changing needs of the community.

The Mayor thanked City staff for their work to help vulnerable members of the society.

R2024-343

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the report titled, "Updated Coordinated Strategy for Public Land Encampments" (COU24-101), be received for information.

Carried

7.3 Resolution - Canada Mortgage and Housing Corporation – Housing Accelerator Fund, Second Round (2024) (COU24-104)

R2024-344

Motion by Councillor McCabe

Seconded by Councillor Wordofa

THAT Council direct Staff to finalize the Action Plan as presented in Report COU24-104 and in support of an application to the Canada Mortgage and Housing Corporation – Housing Accelerator Fund 2;

THAT the Chief Administrative Officer, in consultation with the Director of Corporate Services, Director of Social Services, and Director of Building and Planning, be authorized to approve the Action Plan, including the refinement of the proposed initiatives, in support of the City's application for the Housing Accelerator Fund prior to finalizing the application to the Canada Mortgage and Housing Corporation;

THAT the Chief Administrative Officer be authorized to sign all necessary Housing Accelerator Fund application related documents in support of the City's submission;

THAT the Mayor and Clerk be authorized to execute all documents to effect a transfer to the City of the Housing Accelerator Fund on terms acceptable to the Director of Corporate Services and in forms acceptable to the City Solicitor;

AND THAT a subsequent report be prepared to outline the zoning provisions for a change from 3 Units to 4 Units as of Right, for Council's consideration.

Carried

7.4 Resolution - City Hall Auditorium Rental Policy Amendment (COU24-090)

R2024-345

Motion by Councillor Biehn

Seconded by Councillor Wordofa

THAT Policy P.3.4 Rental of City Hall Auditorium be rescinded and replaced with an Administrative Policy.

Carried

7.5 Resolution - Administration of Justice Building Accessible Entrance Ramp – Tender Award (COU24-092)

R2024-346

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT the tender (T-2024-23) for the installation of an accessible entrance ramp at the Administration of Justice Building be awarded to Uniqueco Building Restoration Inc. for a total cost of \$162,607, including HST;

THAT Facilities Capital Reserve Fund R-R11-FACI be used to provide the funding required;

AND THAT if additional work is required, subject to approval by the Director of Community Services, an additional contingency be authorized to fund any potential issues that are not within the scope of work from Facilities Capital Reserve Fund R-R11-FACI.

Carried

7.6 Resolution - Encroachment Application for 96 Huron Street (COU24-093)

Motion by Councillor Hunter

Seconded by Councillor Henderson

THAT the encroachment application for 96 Huron Street to permit the existing concrete steps, sidewalk and handrail to encroach onto the Huron Street road allowance for a total encroachment area of 47.17m², be approved;

THAT Council provide direction on the annual fee of \$50.00 adjusted yearly by the CPI, to be added to the property tax bill for 96 Huron Street;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 96 Huron Street for consideration at a future Regular Council meeting.

A request was made to amend the motion to exempt the applicant from paying the annual fee.

R2024-347

Motion by Councillor Henderson

Seconded by Councillor McCabe

THAT the motion be amended to exempt the applicant from the payment of the annual fee of \$50.00.

Carried

Mayor Ritsma called the question on the motion as amended as follows:

R2024-348

Motion by Councillor Hunter

Seconded by Councillor Henderson

THAT the encroachment application for 96 Huron Street to permit the existing concrete steps, sidewalk and handrail to encroach onto the Huron Street road allowance for a total encroachment area of 47.17m², be approved;

THAT the applicant be exempted from the payment of the annual fee of \$50.00;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 96 Huron Street for consideration at a future Regular Council meeting.

Carried

7.7 Resolution - Zero Emission Vehicle Infrastructure Program (COU24-102)

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT staff be authorized to apply for funding to install four Level 3 EV Charging Stations under the Natural Resources Canada's Zero Emission Vehicle Infrastructure Program;

THAT the use of the Parking Reserve Fund be authorized to fund the City's portion of the project;

THAT staff report back with total project costs, and amendments required to the Traffic and Parking By-law if required.

A request was made to amend the motion to require that staff report back on usage data for existing charging stations.

R2024-349

Motion by Councillor Hunter

Seconded by Councillor Biehn

THAT the motion be amended to include that staff report back regarding the usage data for existing charging stations.

Carried

Mayor Ritsma called the question on the motion as amended as follows:

R2024-350

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT staff be authorized to apply for funding to install four Level 3 EV Charging Stations under the Natural Resources Canada's Zero Emission Vehicle Infrastructure Program;

THAT the use of the Parking Reserve Fund be authorized to fund the City's portion of the project;

THAT staff report back with total project costs, and amendments required to the Traffic and Parking By-law if required;

AND THAT staff report back regarding the usage data for existing charging stations.

Carried

7.8 Resolution - Closed Meeting Investigation Report – Follow-up (COU24-107)

R2024-351

Motion by Councillor Henderson

Seconded by Councillor Hunter

THAT the Closed Meeting Protocol be adopted;

THAT section 4.2 of the Delegation of Authority By-law 137-2017 be amended to provide authority to the Chief Administrative Officer and the Director of Human Resources to hire and promote employees, including authority to issue employment letters, and to adjust salaries in accordance with all relevant policies and legislation and subject to the passage of a by-law by Council, where necessary;

AND THAT section 4.3 of the Delegation of Authority By-law 137-2017 be amended to provide authority to the Chief Administrative Officer to approve the termination of City employees below the CAO or deputy CAO (if applicable) level, including authority to execute termination agreements and to amend the Delegation Restriction to "In the opinion of legal counsel where the costs associated with the termination are \$250,000 or below, not including any costs normally incurred as a result of a resignation or retirement".

Discussion was held on the motion and the proposed amendments to the Delegation of Authority By-law.

A request was made to separate the first part of the motion.

Mayor Ritsma called the question on the first part of the motion, being the adoption of the Closed Meeting Protocol.

Carried

Discussion was held on the proposed amendments to the Delegation of Authority By-law.

A recorded vote was requested on the proposed amendments to the Delegation of Authority By-law.

In Support (8): Mayor Ritsma, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, and Councillor Wordofa

Opposed (1): Councillor Sebben

Absent (2): Councillor Beatty and Councillor Nijjar

Carried

7.9 Resolution - Accessibility Advisory Committee Composition and Appointments (COU24-094)

R2024-352

Motion by Councillor Henderson

Seconded by Councillor Briscoe

THAT Andy Mark and Kathleen Barry be appointed as citizens-at-large and Joan Jones be appointed as the Family Services Perth-Huron representative to the Accessibility Advisory Committee to November 30, 2025, or until a successor is appointed by Council;

AND THAT the terms of reference for the Accessibility Advisory Committee be amended to remove two citizen-at-large representatives from the composition of the Accessibility Advisory Committee.

Carried

7.10 Resolution - Appointments to the Active Transportation Advisory Committee (COU24-095)

R2024-353

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT Kelley Teahen be appointed as a citizen-at-large to the Active Transportation Advisory Committee to November 30, 2025, or until a successor is appointed by Council;

THAT Christine Lee be appointed as the Avon Trail representative to the Active Transportation Advisory Committee for the remainder of the four year term to November 30, 2025, or until a successor is appointed by Council;

AND THAT the terms of reference for the Active Transportation Advisory Committee be amended to remove the one representative from the Energy and Environment Advisory Committee.

Carried

7.11 Resolution - Appointments to the Communities in Bloom Advisory Committee (COU24-096)

R2024-354

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT Kimberly Richardson, Mary Anne Krutila, and Carys Wyn Hughes be appointed as citizen representatives to the Communities in Bloom Advisory Committee to November 30, 2025, or until a successor is appointed by Council.

Carried

7.12 Resolution - Appointments to Heritage Stratford (COU24-097)

R2024-355

Motion by Councillor Briscoe

Seconded by Councillor Henderson

THAT Anne Claessens, Cambria Ravenhill, Jeff Atchison, and Brian Johnson be appointed as citizen representatives to the Heritage Stratford Committee to November 30, 2025, or until a successor is appointed by Council;

THAT Jacob Van Kooten be appointed as the Perth Huron Builder's Association representative to the Heritage Stratford Committee to November 30, 2025, or until a successor is appointed by Council;

AND THAT the composition of the Heritage Stratford Committee be amended to remove the alternate Perth Huron Builders' Association representative.

Carried

7.13 Resolution - Appointments to the Energy and Environment Advisory Committee (COU24-098)

R2024-356

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT Anita Jacobsen, Felicity Sutcliffe, and Geoff Krauter be appointed as citizen representatives to the Energy and

Environment Advisory Committee to November 30, 2025, or until a successor is appointed by Council;

THAT Zachary Kritzer be appointed as the Youth Representative to the Energy and Environment Advisory Committee to November 30, 2025, or until a successor is appointed by Council;

THAT Mike Sullivan be appointed as the Climate Momentum representative to the Energy and Environment Advisory Committee to November 30, 2025, or until a successor is appointed by Council;

AND THAT staff be directed to re-advertise for a citizen representative on the Energy and Environment Advisory Committee.

Carried

7.14 Resolution - Appointments to the Stratfords of the World (Ontario) Advisory Committee (COU24-099)

R2024-357

Motion by Councillor McCabe

Seconded by Councillor Hunter

THAT June Sharon Wells and Ken Clarke be appointed as citizen representatives to the Stratfords of the World (Ontario) Advisory Committee to November 30, 2025, or until a successor is appointed by Council;

AND THAT the composition of the Stratfords of the World (Ontario) Advisory Committee be amended by reducing the number of citizen representatives from 9 to 8.

Carried

7.15 Resolution - Re-appointment to Festival Hydro Inc. and Festival Hydro Services Inc. (COU24-100)

R2024-358

Motion by Councillor Hunter

Seconded by Councillor Biehn

THAT Mark Henderson be re-appointed to the Festival Hydro Inc. Board of Directors for a four-year term from December 1, 2024 to November 30, 2028;

AND THAT Tony Ciciretto be re-appointed to the Festival Hydro Services Inc. Board of Directors for a four-year term from December 1, 2024 to November 30, 2028.

Carried

7.16 Resolution - Mid-term Appointment to the Committee of Adjustment (COU24-106)

R2024-359

Motion by Councillor McCabe

Seconded by Councillor Biehn

THAT Roger Black be appointed as a citizen representative to the Committee of Adjustment for the remainder of a four-year term to November 14, 2026, or until successors are appointed by Council.

Carried

7.17 Resolution - Municipal Significant Request from Spottydawg Productions Inc.

R2024-360

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT City Council hereby designates the Big Wreck Concert to be held October 19, 2024 and the Washboard Union Concert to be held November 2, 2024 at the Stratford Rotary Complex as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy, compliance with the conditions outlined by Fire Services are adhered to at all times during the event, and the required certificates of insurance being provided prior to the event.

Carried

7.18 Correspondence - Conservation Authority Fee Freeze

R2024-361

Motion by Councillor Burbach**Seconded by** Councillor Henderson**THAT Council support the letter from the Upper Thames River Conservation Authority to the Minister of Natural Resources and Forestry asking for a reversal of the direction to freeze the fees for planning, development, and permitting.****Carried****8. Business for Which Previous Notice Has Been Given:**

None scheduled.

9. Reports of the Standing Committees:

There were no Standing Committee reports to be considered by Council.

10. Notice of Intent:

None scheduled.

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 request was made to take Items 11.6 and 11.7 separately.

R2024-362

Motion by Councillor Burbach**Seconded by** Councillor McCabe**THAT By-laws 99-2024 to 103-2024 be taken collectively.****Carried** unanimously

R2024-363

Motion by Councillor Hunter**Seconded by** Councillor Briscoe**THAT By-laws 99-2024 to 103-2024 be read a First and Second Time.****Carried** two-thirds support

R2024-364

Motion by Councillor Sebben

Seconded by Councillor Henderson

THAT By-laws 99-2024 to 103-2024 be read a Third Time and Finally Passed.

Carried

R2024-365

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT By-law 104-2024 be read a First and Second Time.

Carried two-thirds support

R2024-366

Motion by Councillor McCabe

Seconded by Councillor Hunter

THAT By-law 104-2024 be read a Third Time and Finally Passed.

Carried

R2024-367

Motion by Councillor Biehn

Seconded by Councillor Briscoe

THAT By-law 105-2024 be read a First and Second Time.

Carried two-thirds support

R2024-368

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT By-law 105-2024 be read a Third Time and Finally Passed.

Carried

11.1 Fees and Charges 2025 - By-law 99-2024

To establish fees and charges to be collected by The Corporation of the City of Stratford in 2025 and to repeal By-law 117-2023 as amended.

11.2 Award Tender for Accessible Ramp at Administration of Justice Building - By-law 100-2024

To authorize the acceptance of a tender from Uniqueco Building Restoration Inc. for the installation of an accessible entrance ramp at the Administration of Justice Building (T-2024-23).

11.3 Appoint a Deputy Chief Building Official - By-law 101-2024

To appoint a Deputy Chief Building Official and repeal By-law 71-2023.

11.4 Encroachment Agreement - 96 Huron Street - By-law 102-2024

To authorize the entering into and execution of an encroachment agreement with The Roman Catholic Episcopal Corporation of the Diocese of London in Ontario to permit the existing concrete steps, sidewalk and handrail to encroach onto the Huron Street municipal road allowance at 96 Huron Street.

11.5 Appointments to Advisory Committees and Boards - By-law 103-2024

To amend By-law 4-2023, as amended, to make appointments to advisory committees and boards.

11.6 Zoning By-law Amendment Z02-24 - 3188 Vivian Line 37 - By-law 104-2024

To amend By-law 10-2022 as amended, with respect to Zoning Bylaw Amendment application Z02-24 by GSP Group to amend the zoning at 3188 Vivian Line 37 to be Institutional Community Special ("IN1-3"), and to amend the zoning at future parcel 3184 Vivian Line 37 to be Institutional Community Special with a Site Specific Holding Provision ("IN1-4 (H27)"), as described herein.

11.7 Adopt Official Plan Amendment No. 34 - By-law 105-2024

To adopt Official Plan Amendment No. 34 to add special policies to the "Residential Area" designation that applicable to the Subject Lands at 3188 Vivian Line 37 (north portion) and 3184 Vivian Line 37 (south portion) respectively.

12. Consent Agenda: CA-2024-140 to CA-2024-150**12.1 CA-2024-140**

R2024-369

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT CA-2024-140, being a resolution from The City of Toronto regarding Provincial Support for Family Physicians, be endorsed.

Carried

12.2 CA-2024-147

In response to member requesting clarification on the liquor licence application of the business, the City Clerk advised that the new application is for the expanded new area.

13. New Business:

13.1 Retail Business Holidays Act Exemption Application Fees

R2024-370

Motion by Councillor Biehn

Seconded by Councillor McCabe

THAT staff be directed to review the fees for the Retail Business Holidays Act Exemption Application;

AND THAT staff report back to Council at a future meeting.

Carried

13.2 Homecare Symposium

R2024-371

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT the hosting of a Homecare Symposium be referred to the Chief Administrative Officer for investigation;

AND THAT the Chief Administrative Officer be directed to connect with ROMA on the holding of a rural continuum of care symposium.

Carried

13.3 Thanks to City Staff and Council

A member thanked City staff and members of Council for attending the gathering for first responders.

14. Reading of the Confirmatory By-law:

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

By-law 11.8 Confirmatory By-law - By-law 106-2024

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 9, 2024.

R2024-372

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT By-law 106-2024 be read a First and Second Time.

Carried two-thirds support

R2024-373

Motion by Councillor Burbach

Seconded by Councillor Sebben

THAT By-law 106-2024 be read a Third Time and Finally Passed.

Carried

The next Regular Council meeting is September 23, 2024 in the Council Chamber, City Hall.

15. Adjournment of Council Meeting

R2024-374

Motion by Councillor Biehn

Seconded by Councillor Briscoe

THAT the September 9, 2024 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 10:43 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Alexander Burnett, Planner
Report Number: COU24-112
Attachments: None

Title: Proposed Disposition and Sale of City-Owned Land – Block 37 Registered Plan 519 (Pedestrian Walkway Block - Sprung Court)

Objective: To seek Council approval to declare as surplus and to dispose of City-Owned land consisting of Block 37, RP 519, being a block of land originally created and recently serving as a pedestrian walkway/connection, that is no longer needed.

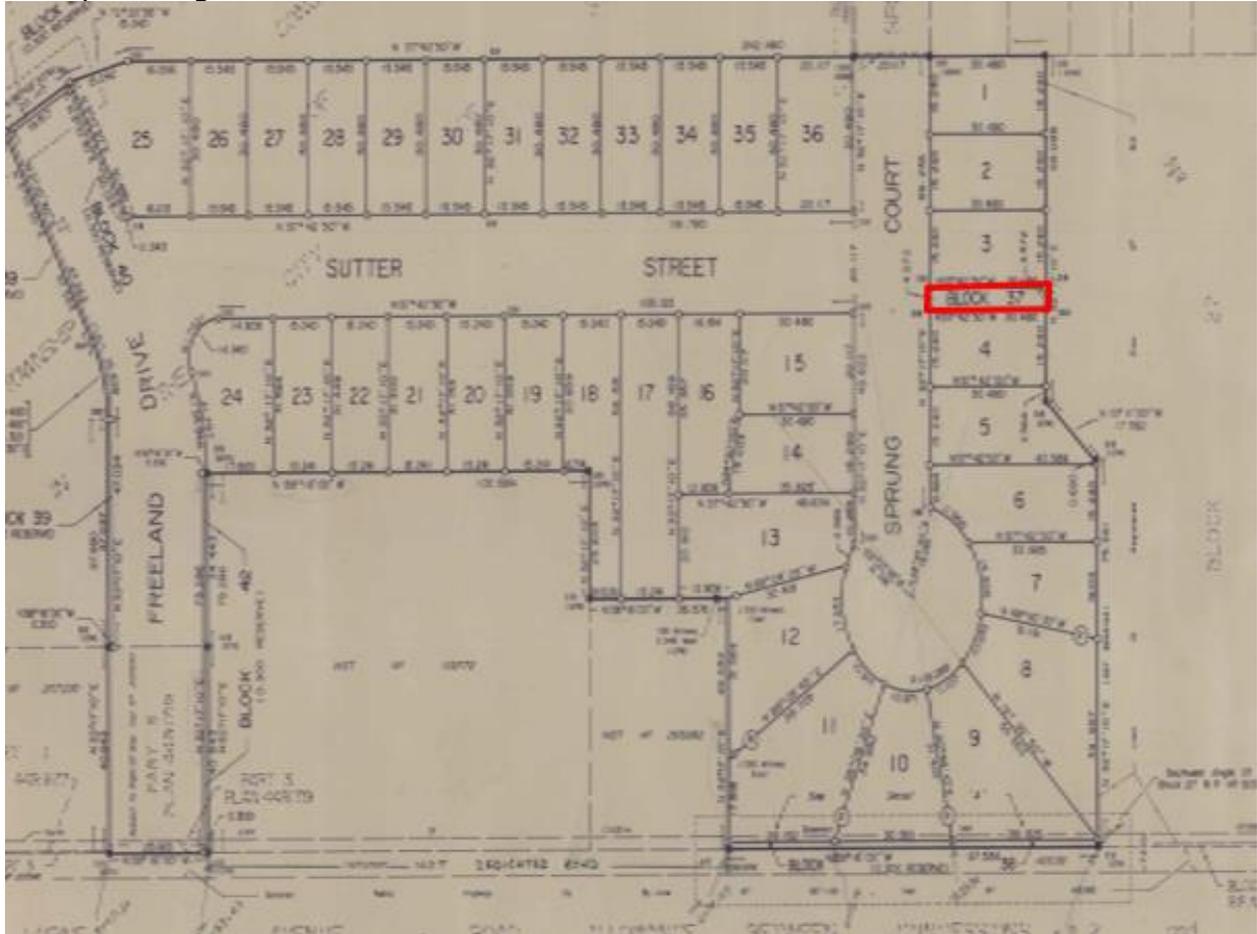
Background: HIP Queensland Inc. has formally requested the walkway between their property and Sprung Court, legally described as Block 37 RP 519, be closed.

On August 4, 2021, the City received an Official Plan and Zoning By-law Amendment Application for 30 Queensland Road to permit a seven storey, 162-unit apartment building. One of the comments received in response to the public notice was that the existing walkway (legally described as Block 37 RP 519) from the former Sobeys Plaza to Sprung Court creates an unsafe area and a source of neighbourhood complaints. In response to comments from the public, the applicant revised their proposal, indicating their intent to close the walkway to Sprung Court. On February 28, 2022, Council adopted an Official Plan Amendment changing the designation from Residential Area to High Density Residential and a Zoning By-law Amendment from a Neighbourhood Commercial C1-2 Zone to a Residential Fifth Density Special R5(2)-4 Zone to permit an apartment building to a maximum height of 21.6 m and a maximum density of 100 units per hectare. The Official Plan Amendment and Zoning By-law amendment would permit a 6 storey, 155-unit apartment building.

On June 1, 2022, a Site Plan application was received from HIP Queensland Inc. for 30 Queensland to permit a 6 storey, 151-unit apartment building. In accordance with the applicant's comments regarding the Official Plan and Zoning By-law Amendment, the submitted plans showed the walkway being closed. Site Plan approval for the project was granted on October 25, 2023. As no decision by Council regarding the walkway was made prior to granting site plan approval, the Site Plan Agreement states: *"No work shall be permitted on the City owned lands being the walkway to the Sprung Court (the*

"Walkway Lands") as identified in red on Drawing SPA.01 of Schedule "A" until such time as approval is granted by the City or the City no longer owns the Walkway Lands."

Excerpt of Registered Plan 519



Location Map - Block 37, Registered Plan 519 (Sprung Court Walkway)

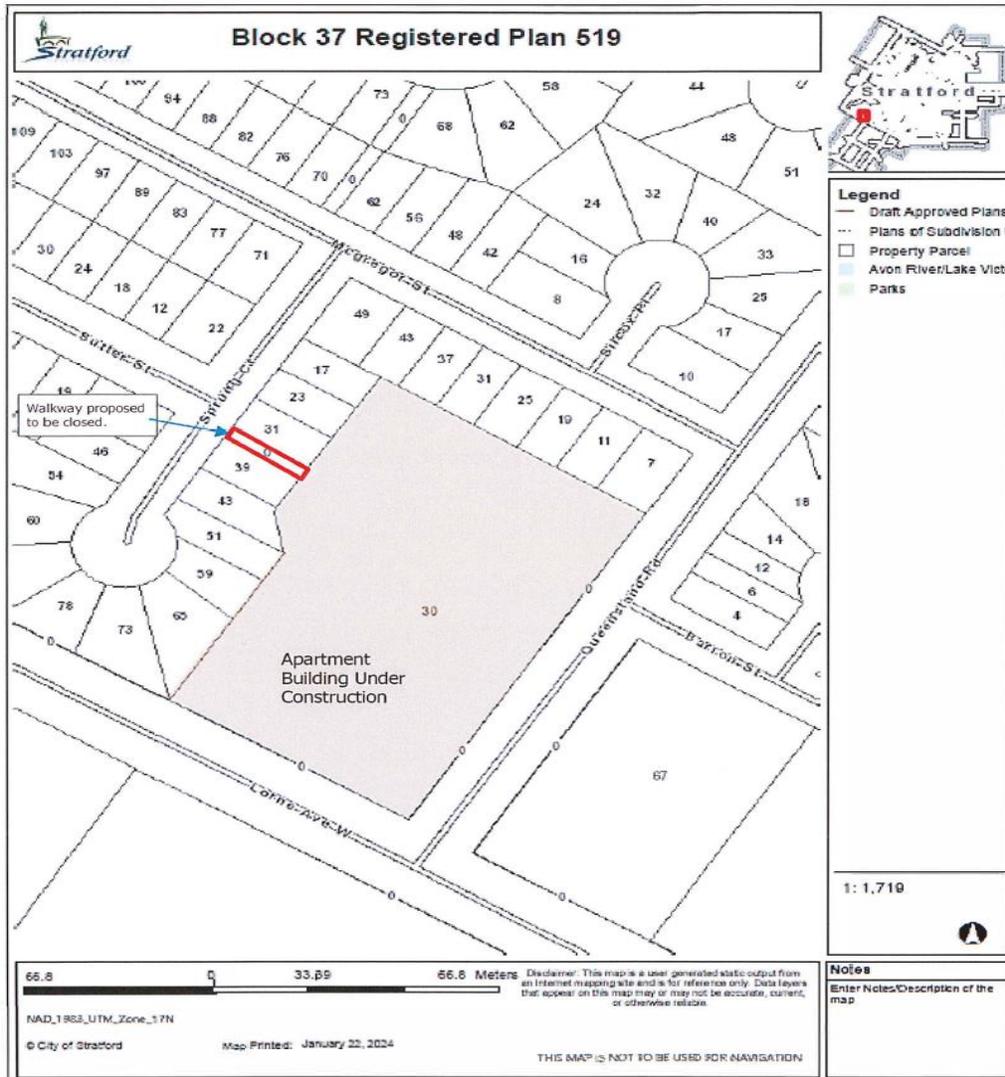
Council has a policy for the sale and other disposition of land – Policy P.3.1. and it sets out the process by which Council could close the walkway and dispose of the lands.

P.3.1. states the following:

- 3.1 Prior to the Sale of Land that is subject to this Policy, Council shall, where applicable:
 - 3.3.1 Declare the Land to be surplus to the needs of the City by Council resolution adopted at a meeting open to the public;
 - 3.3.2 Determine the method of disposal at a meeting open to the public;
 - 3.3.3 Obtain at least one Valuation;
 - 3.3.4 Give Notice of Intent to Declare as Surplus and to Dispose; and,
 - 3.3.5 Give notice of public meeting and hold a public meeting for Land that is Formally Used by the Public.

Section 4.0, Exclusions – Valuations, states that the requirement to obtain a valuation for the sale does not apply to closed walkways if the lands are sold to abutting property owners. Notice to the public for walkway lands shall be given by the Clerk by publishing a notice of public meeting at least 7 days in advance to the public meeting.

Staff circulated the request to close the proposed walkway to City Departments and there were no objections to the lands being declared surplus.



Additional Background Information

In 1989, the City of Stratford entered into an Encroachment Agreement, registered on title as Instrument Number 297150, with the owner, 30 Queensland Rd, (at that time First Paridien Realty Corporation), to permit the erection and maintenance of retaining walls over a portion of Block 37, Plan 519.

Analysis: In accordance with the commitments made during the public consultation process for the Official Plan and Zoning By-law Amendment for 30 Queensland and consistent with the wishes of members of the public, HIP Queensland Inc. submitted site plan drawings showing the walkway to Sprung Court being closed and on April 23, 2024, requested the walkway between their property and Sprung Court be declared as surplus City land and closed. In their opinion, their property is no longer used for commercial purposes and the walkway is no longer needed.

Upon the walkway being closed and in consultation with abutting property owners, HIP Queensland Inc., intends to undertake the following works:

- remove existing retaining walls and concrete sidewalk in the walkway;
- remove the existing streetlight and wiring;
- extend the existing retaining wall and privacy fence along the former walkway lands to match the existing rear of adjacent residential properties; and
- restore the walkway lands with topsoil and sod to match existing grades.

The request to close the walkway was circulated to municipal departments and there were no objections to the lands being declared surplus. A neighbouring property owner has expressed interest in acquiring the lands to enlarge the property, should the land be declared as surplus.

Section 6.2.8 of the Official Plan states that all decisions regarding active transportation shall be consistent with the City's Bike and Pedestrian Master Plan (now the Transportation Master Plan, adopted by Council in November 2023). The Sprung Court Walkway is not part of any existing or proposed cycling or pedestrian connections in the Transportation Master Plan. Similarly, the Sprung Court walkway is not identified as a part of the ultimate cycling network on Map 3: Recommended Ultimate Cycling Network.

Providing pedestrians and cyclists more options does provide for better connectivity; however, the Sprung Court walkway is not identified as a critical part of any active transportation network. Further, because the City does not enjoy an easement over 30 Queensland Rd, the walkway leads to a parking lot that is not designed to take pedestrians and cyclists from the walkway to the public road.

For the reasons noted above, including that no objections were received from municipal departments regarding declaring the walkway surplus, it is recommended Block 37, RP 519 be declared surplus. As the lands are not of sufficient size to be used for any other purpose, it is recommended that the Block be sold to abutting property owners. The Encroachment Agreement for the retaining wall across a portion of Block 37 remains in effect. Should the lands be declared surplus and sold, there is no reason for the City to be a party to any encroachment agreement. Should this occur, the Encroachment Agreement should be terminated.

Financial Implications:

Financial impact to current year operating budget:

There is no direct impact on the 2024 operating budget with respect to declaring the Land as surplus. Proceeds and costs would be recorded, with no net impact to the City's net surplus or deficit.

Financial impact on future year operating budget:

Subject to Council approval of the disposal of the Land, proceeds from the land sale will be held by the City and can be invested as directed by Council.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as through consultation with the surrounding neighbourhood, the walkway was identified as unsafe and alternatives are proposed.

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 Block 37, RP 519, being a block of land originally created and recently serving as a pedestrian walkway to Sprung Court be declared surplus to the needs of The Corporation of the City of Stratford;

THAT once declared surplus, Block 37, RP 519 is to be sold to abutting property owners without requiring a valuation;

THAT all costs associated with closing the walkway, declaring the lands surplus and selling the lands to abutting property owners are to be borne by HIP Queensland Inc.;

AND THAT the City Solicitor take all steps necessary to terminate the Encroachment Agreement between the City and the Owners of Block 37, RP 519, identified as Instrument Number 297150.

Prepared by: Alexander Burnett, Planner

Recommended by: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning & Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiatives
Report Number: COU24-110
Attachments: None

Title: Explore the Implementation of an Indigenous Medicine Wheel on City Property

Objective: To advise Council on the need to engage Indigenous peoples and knowledge keepers in the exploration and potential implementation of an Indigenous Medicine Wheel on City property. This includes identifying the scope, price range, space management, and suitable location for the Medicine Wheel.

Background: Over the last few years, the City has actively engaged with Indigenous communities to hear their stories and understand their needs in Stratford. This engagement has revealed a strong desire for visible recognition of Indigenous culture and heritage within Stratford. As part of the City's ongoing commitment to reconciliation and respecting Indigenous cultures, the idea of incorporating an Indigenous Medicine Wheel and Firepit—a sacred symbol representing holistic health, balance, and harmony—has emerged as a meaningful project that could enhance City public spaces. Stratford has a complex history with Indigenous peoples, rooted in both the presence of Indigenous communities and the impacts of colonization. While efforts have been made to recognize and celebrate Indigenous culture, there is a need for more tangible, visible representations within the city's public spaces.

This project aims to address that need and strengthen the relationship between the City and Indigenous communities. The City has been involved in several initiatives focused on Indigenous engagement, including events and collaborations that promote cultural awareness and education. However, there is limited permanent infrastructure that reflects Indigenous heritage. The proposal for an Indigenous Medicine Wheel and Firepit represents a significant step forward in creating a lasting, meaningful presence for Indigenous culture in Stratford. Through extensive consultations with Indigenous individuals and leaders, a recurring theme has been the desire for a dedicated space within the city for gathering, reflection, and learning. Existing spaces on private property are often inaccessible to the broader community, highlighting the need for a public space that is both inclusive and accessible. Additionally, there was a strong

emphasis on ensuring that the new space is accessible by water, which holds cultural significance for many Indigenous peoples. A significant consideration has been ensuring that the proposed site for the Medicine Wheel is fire-safe, given the potential for ceremonial fires. This risk is mitigated through coordination with the Stratford Fire Department. Another challenge is securing the necessary funding and resources to bring the project to fruition, which will be explored in partnership with Indigenous communities and through grant opportunities.

The City's Cultural Plan (2023-2028) emphasizes the importance of Indigenous knowledge, practices, and events as vital intangible cultural resources. Participants in the planning process highlighted the need for greater Indigenous representation, placekeeping, and reconciliation within the city. Notable Indigenous programs and events, such as the Indigenous Talking Circle and National Day for Truth and Reconciliation events, have shown the deep connections Indigenous people, creatives, and knowledge keepers have with Stratford. This project aligns with the Cultural Plan's recommendations under Pathway 4: Further Truth and Reconciliation Goals. The Plan emphasizes the importance of promoting and celebrating local Indigenous culture, increasing its visibility, and ensuring Indigenous communities are engaged in planning and decision-making processes. The Cultural Plan also stresses the importance of continuing to engage with nearby First Nations and local Indigenous communities to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford.

This approach also supports the City's Strategic Plan (2024-2027), which includes a focus on "Work Together for Greater Impact" by building meaningful partnerships to address community needs. The Strategic Plan further calls for "Intentionally Change to Support the Future" by implementing recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone. The Indigenous Medicine Wheel project is a direct reflection of these strategic priorities, aiming to enhance the City's cultural landscape in a way.

Analysis: The implementation of an Indigenous Medicine Wheel involves several key steps:

1. Engagement with Indigenous Peoples and Knowledge Keepers: The City's first step is to consult with local Indigenous communities, including Elders and knowledge keepers, to gain their input on the design, scope, and appropriate use of the Medicine Wheel. This consultation will ensure that the project aligns with Indigenous cultural practices and serves as a true representation of their values.
2. Presentation to the Board of Park Management: A preliminary presentation was made to the Board of Park Management, which expressed interest in the project. However, the Board emphasized the need for further engagement with Indigenous peoples before finalizing the location and scope of the Medicine

Wheel. This additional consultation will be crucial in determining the most culturally appropriate and impactful way to proceed.

3. **Indigenous Engagement Working Group:** A key step in the implementation of the Indigenous Medicine Wheel project is the formation of a working group consisting of Indigenous Elders, knowledge keepers, community members, and youth. This group will guide the project by determining the scope, design, price range, and ideal location. Their involvement ensures that the project is culturally appropriate, reflective of Indigenous values, and meets the community's needs. This collaborative approach will also strengthen relationships with the Indigenous community and support ongoing reconciliation efforts.
4. **Identification of Scope and Price Range:** Through ongoing consultations, the City will identify the materials, labor, management, and resources required for the Medicine Wheel. This will help establish a preliminary budget for the project, including potential costs associated with land preparation, construction, and ongoing maintenance.
5. **Site Selection:** Working in collaboration with Indigenous communities, the City will identify a suitable location on City property that is both accessible and respectful of the cultural significance of the Medicine Wheel and Fire pit. The site should allow for public access while providing a serene and reflective environment. Further conversations with the Fire and Community Services Departments to help inform the location selection process.
6. **Educational Component:** Alongside the physical construction, it is recommended that the City consider incorporating educational elements, such as signage or interactive features, to educate the public about the significance of the Medicine Wheel and the teachings it represents.

Financial Implications:

Financial impact to current year operating budget:

There is no financial impact to the current year operating budget.

Financial impact on future year operating budget:

At this point, no financial impacts have been identified, however, any future year impacts related to the Implementation of an Indigenous Medicine Wheel on City Property would be included in future budget submissions for Council consideration.

Link to asset management plan and strategy:

There are no links asset management plan and strategy currently.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as it highlights the City's commitment to building strong partnerships with Indigenous communities. By engaging Elders, knowledge keepers, and community members in the planning and design process of the Medicine Wheel, the City demonstrates its dedication to working together for a common goal. This approach not only strengthens relationships but ensures that the project reflects the values and cultural practices of the Indigenous peoples involved. Through collaboration, the City can create a meaningful space that promotes reconciliation and cultural recognition, supporting the needs of both Indigenous and non-Indigenous community members.

Intentionally Change to Support the Future

This report aligns with this priority as the proposed Medicine Wheel project represents a forward-looking initiative that supports the City's vision for a more inclusive and diverse future. By following the recommendations of the Municipal Cultural Plan and emphasizing Indigenous representation, the City is intentionally fostering cultural diversity and inclusion. This project is more than just a physical space; it serves as an educational tool and a lasting commitment to honoring Indigenous heritage. The inclusion of educational components, such as signage explaining the significance of the Medicine Wheel, will help future generations understand the importance of Indigenous culture, paving the way for a more informed and inclusive community.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

This report aligns with the focus on health and happiness by promoting the creation of meaningful, inclusive spaces like the Indigenous Medicine Wheel. Such spaces encourage active participation in community life, providing opportunities for reflection, connection, and learning. By fostering both physical and mental wellbeing, this project supports the City's commitment to promoting a healthier, more socially connected community.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

The Indigenous Medicine Wheel project emphasizes equity by ensuring Indigenous voices and perspectives are central to the design and implementation process. By creating a public space that reflects Indigenous heritage, the City is building a more equitable community where all cultures are valued. This, in turn, supports local prosperity by strengthening partnerships with Indigenous communities and fostering a sense of belonging and fairness for all residents.

Culture and Community

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

This project nurtures local identity and heritage by visibly honoring Indigenous culture within Stratford's public spaces. The Medicine Wheel symbolizes holistic health and harmony, empowering communities to engage with and learn from Indigenous teachings. Through this initiative, the City promotes a culture of sustainability, respect, and shared responsibility for cultural preservation and community well-being.

Staff Recommendation: THAT the report titled, "Explore the Implementation of an Indigenous Medicine Wheel on City Property" (COU24-110), be received for information.

Prepared by: Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiatives
Recommended by: Dave Bush, Director of Human Resources
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Michael Mousley, Manager of Transit
Report Number: COU24-103
Attachments: None

Title: Bus Wash System Replacement – Proposal Award

Objective: To provide Council with information and to award the Request for Proposal for the replacement of the transit bus wash system.

Background: At the February 26, 2024 Council Meeting, Council approved the 2024 budget and the capital expenditure of \$367,500 for the replacement of the transit bus wash replacement system to be funded by grants. RFP-2024-26 was posted on the City's website on July 16, 2024 and closed on August 16, 2024 with three compliant submissions received. There were two addendums issued by the City.

Analysis: The ICIP approved funding allocation and financial contributions are as follows:

- Federal \$147,000.00
- Provincial \$122,487.75
- Municipal* \$98,012.25
- Total \$367,500.00

*The Municipal contribution funded by Provincial Gas Tax dollars that the City receives annually and can be used to 'stack' with ICIP funds, therefore there is no net tax levy impact.

The cost breakdown for the three bids are as follows:

- Westmatic Corporation \$372,707.20 after HST rebate (\$5,207 over budget)
- Garage Supply Contracting \$392,225.30 after HST rebate (\$24,725 over budget)
- UCS Canada \$393,811.20 after HST rebate (\$26,311 over budget)

Financial Implications:

Financial impact to current year operating budget:

While the lowest bid is slightly over the approved expenditure amount, the excess can be managed from the Provincial Gas Tax fund without a tax levy impact.

Financial impact on future year operating budget:

With a newly updated wash system it is expected that electricity and water usage will be much less. Also, this system will have a five-year warranty.

Link to asset management plan and strategy:

The new transit bus wash system is expected to have a lifespan of 20 years. Typically, future transfers to reserve funds reflect planned replacements for most assets in the City, however aside from provincial transit funding, the City does not include bus replacement in its own financial strategy like other assets included in the asset management plan. This complete dependence upon federal and provincial funding represents a significant risk to the continuance/existence of transit services should these funding streams materially change.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the replacement of the transit bus washing system will ensure the buses are clean and in good working condition for the transit users.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Travel and Transport

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

Staff Recommendation: THAT the Request for Proposal (RFP-2024-26) for the supply and installation of a new transit bus wash system be awarded to Westmatic Corporation at a total cost of \$413,874.93 (including HST);

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement and any related documents.

Prepared by: Michael Mousley, Manager of Transit
Recommended by: Tim Wolfe, Director of Community Services
 Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Nick Sheldon, Project Manager
Report Number: COU24-108
Attachments: T-2024-21 Bid Summary

Title: Oakdale Avenue Multi-Use Trail Construction Tender Award

Objective: To obtain Council approval to award the Tender Contract T-2024-21 for Oakdale Avenue Multi-Use Trail to Ekum-Sekum Incorporated o/a Brantco Construction. in the amount of \$301,602.65 including HST.

Background: As part of the 2023 Transportation Master Plan, five Quick-Start Priority Projects were identified for the cycling network, one of which is the Oakdale Avenue Multi-Use Trail. This project involves constructing a multi-use trail along the south side of Oakdale Avenue, extending from O’Loane Avenue to Forman Avenue. Once completed, this trail will establish an east-west connection between the existing multi-use trail on O’Loane Avenue and the cycling facilities on Forman Avenue.

The proposed route is designed to enhance cycling access to key community destinations, including the Stratford Education and Recreation Centre (SERC), St. Michael Catholic Secondary School, Stratford District Secondary School, and the YMCA Child Care Centre.

On July 30, 2024, Engineering Staff issued a project notice and shared proposed design drawings with all properties located within the project boundaries.

Analysis: Subsequent to the budget approval, the final design work was completed, that refined the scope and reduced the anticipated value of the tender. The Oakdale Avenue Multi-Use Trail Construction tender was posted on the City website Bid Opportunity page and in the Bids and Tender public forum on August 28, 2024.

This tender was competitive with a total of thirty-eight registered bidders for the project, with twelve submitting official bids. The lowest qualified bid of \$301,602.65 including HST was submitted by Ekum-Sekum Incorporated o/a Brantco Construction. The submission was reviewed, and their experience and references were checked with

positive results. The low bid from Ekum-Sekum Incorporated o/a Brantco Construction bid of \$301,602.65 including HST is \$271,602.53 after the HST Partial Rebate.

The 2024 capital budget contains a total on \$500,000 for this project as follows:

Provincial/Federal Funding	\$	500,000	R-R11-RFED
Total	\$	500,000	

The estimated total project costs are:

Tendered Price (including partial HST rebate)	\$	271,602.53
Materials Testing (estimated)	\$	5,000.00
Total	\$	276,602.53

Financial Implications:

Financial impact to current year operating budget:

The multi-use trail construction project will be funded by the Canadian Community-Building Fund (CCBF). The unspent funds will remain in the reserve fund to be spent on other eligible projects.

Financial impact on future year operating budget:

There would be an increased annual operating and maintenance costs in future years including winter maintenance, trimming and other activities. The new asset would require additional operational maintenance and repair from the current asset holdings.

Link to asset management plan and strategy:

The multi-use trail segments will be added to the asset management plan. Future replacements will be planned for based on its estimated useful life of 25 to 60 years and condition assessments. The adjustment to the asset management plan will impact future capital planning forecasts and funding strategies will be updated accordingly.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the trail will establish an east-west connection between the existing multi-use trail on O'Loane Avenue and the cycling facilities on Forman Avenue, and the proposed route is designed to enhance cycling access to key community destinations, including the Stratford Education and Recreation Centre (SERC), St. Michael Catholic Secondary School, Stratford District Secondary School, and the YMCA Child Care Centre.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Travel and Transport

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

Staff Recommendation: THAT the Tender (T-2024-21) for the Oakdale Avenue Multi-Use Trail Construction Contract be awarded to Ekum-Sekum Incorporated o/a Brantco Construction at a total tender price of \$301,602.65, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement.

Prepared by: Nick Sheldon, Project Manager

Recommended by: Taylor Crinklaw, Director of Infrastructure Services

Joan Thomson, Chief Administrative Officer

T-2024-21

Oakdale Avenue Multi-Use Trail Construction

Closing Date: August 28, 2024

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Bid Submission</u>
Brantco Construction	Cambridge, Ontario	Submission 1	\$301,602.65
Armstrong Paving and Materials Group Ltd.	St. Marys, Ontario	Submission 1	\$311,201.97
GREENBRIER LANDSCAPING INC.	AYR, Ontario	Submission 1	\$322,083.90
Ron Van Manen Trucking Inc	Norwich, Ontario	Submission 1	\$322,118.37
K-W Cornerstone Paving Ltd.	Kitchener, ON	Submission 1	\$339,432.23
Steve Smith Construction Corporation	Stratford, Ontario	Submission 1	\$344,294.05
39 Seven Inc.	Guelph, Ontario	Submission 1	\$372,605.91
Dufferin Construction Company, A division of CRH Canada Group Inc.	London, Ontario	Submission 1	\$402,155.70
Steed and Evans Limited	St. Jacobs, Ontario	Submission 1	\$424,290.14
Cox Construction Limited	Guelph, Ontario	Submission 1	\$492,622.58
2008422 Ontario Limited	Woodstock, Ontario	Submission 1	\$540,294.81
Trilith Contracting Inc.	Roslin, Ontario	Submission 1	\$964,729.36



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU24-109
Attachments: None

Title: Consulting Services for the O'Loane Trunk Sanitary Sewer Extension

Objective: To retain a consultant to undertake consulting services for the O'Loane Trunk Sanitary Sewer Extension from 200 m south of Huron Street to Galt Road.

Background: The Stratford West Secondary Plan, completed in 2008, identified the O'Loane Trunk Sanitary Sewer Extension as part of the master servicing strategy to accommodate the predominantly residential growth in northwest Stratford. The first segment of the O'Loane Avenue Trunk Sanitary Sewer was completed in 2008, extending from the Water Pollution Control Plant to a point 200 m south of Huron Street. To ensure continued residential growth in Stratford, two new phases of the O'Loane Avenue Trunk Sanitary Sewer are proposed. At 420 m in length, the first phase would extend the trunk sewer from its current location 200 m south of Huron Street to Galt Road. The second phase would extend the trunk sewer 1830 m, from Galt Road to Perth Line 36 (Quinlan Road).

The City has received several preliminary planning applications that would support the immediate construction of approximately 900 residential units if the trunk sewer is built. The sewer would also provide immediate servicing for up to 2,000 units and the potential to service up to 8,600 units in the north end of Stratford over the long-term.

The 2024 approved budget included \$300,000 for consulting services to design the O'Loane Avenue Trunk Sanitary Sewer and allocated \$4.29 million in 2025 and 2026 for the first phase of sewer construction. In attempt to secure additional provincial financial support and enable unhindered residential growth, Staff applied for funding through the Housing Enabling Water System fund to complete the entire remaining trunk sewer. The intent was to leverage the allocated \$4.29 million of the City's own funds to access grants for the estimated \$15.3 million (includes a 25% contingency), needed to construct the entire 2,250m sewer system. Although the initial application was

unsuccessful, a second phase of the fund is now open (applications due November 1, 2024), and staff plan to submit a new application.

The City of Stratford prepared the scope for a Request for Proposal (RFP) seeking the services of a consultant team to obtain all approvals and complete the design, plans and specifications to issue the tender for the full O’Loane Trunk Sanitary Sewer Extension project. The consultant will also be responsible for contract administration and field inspections. The design shall include all necessary work to construct a sanitary trunk sewer across Huron Street using trenchless technology, and provisions for future connections at Huron Street and Galt Road.

The proposal was issued on July 4, 2024, using the City’s Bids and Tenders website, and closed on August 1, 2024. Two consultants, Alpine and Martin Consulting Ltd. and MTE Consultants Inc., submitted bids.

Analysis: A committee consisting of Council members and staff reviewed and evaluated the submissions received. The evaluation process was based on the following criteria:

Part A: Technical Proposal

Category	Available Points
Project Understanding and Implementation Plan	30
Company Experience and Project Team	30
Project Management	15
Total Available Points – Part A	75

Based on the City’s proposal evaluation process, firms that score a minimum of 75% in Part A (56.25 points) are eligible to have their financial proposal evaluated. Based on the above criteria, one firm met the requirement, MTE Consultants Inc. with 65.6 points.

Part B: Financial Proposal

The financial component of the qualified bid was opened, with MTE Consultants Inc. submitting a bid of \$241,586.40 (excluding HST).

Based on the evaluation criteria for Parts A and B as noted in RFP-2024-25, the Committee is recommending MTE Consultants Inc. be retained at a cost of \$272,992.63 including HST.

The estimated total project cost is \$245,838.32 after the HST partial rebate

The \$300,000 approved with the 2024 budget for this part of the project was to be funded as follows:

Source	Amount	Capital Budget Account
Development Charges	\$288,000	R-DIS-WWTR
Wastewater Reserves	\$12,000	R-R11-WWTR

Total: \$300,000

The actual costs will be proportionally allocated between development charges and reserve funds with any unspent remaining for future capital expenditures.

Financial Implications:

Financial impact on future year operating budget:

The eventual capital project work will increase annual operating and maintenance cost in future years as the trunk sewer is extended and utilized. The works should have nominal impact to the property tax levy, as all costs for sanitary are paid through user fees and user fee reserve funds.

The proposed construction of the first phase of trunk sewer is planned for inclusion in the upcoming 2025 budget for Council consideration. This section of trunk sewer was identified in 2022 Development Charges Background Study and By-law 41-2022, as a requirement to facilitate residential growth. Recovered development charges will eventually fund most of this project, however, interim external financing (long-term debt) may be required, especially if grant applications are unsuccessful. The Sanitary and Water reserve funds are the first considerations to support interim financing, though there is only enough available on hand to cover the first phase of the construction (\$4.29M).

Further information will be provided on the financial strategy over the next year, based on how successful the funding applications are, and as firmer pricing becomes available through the tendering process.

Link to asset management plan and strategy:

All new assets would be added to the asset management plan which include components like the trunk line, mains, valves, manholes and any technological components. New asset replacement for each component is planned for based on estimated useful life of those components. The increases to the asset base would increase future capital planning forecasts and funding strategies would be updated accordingly (noting again, that the funding strategies are based upon user fees for the water and wastewater assets).

Alignment with Strategic Priorities:

Enhance our Infrastructure

This project aligns with this priority as the new asset is an essential segment to maintain and expand residential growth within our community.

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.

Land and Nature

Protecting and restoring land for the benefit of people and wildlife.

Staff Recommendation: THAT the proposal of MTE Consultants Inc. for Consulting Services for the O'Loane Trunk Sanitary Sewer Extension (RFP-2024-25) in the amount of \$272,992.63, including HST, be accepted;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2024-25.

Prepared by: Nathan Bottema, Project Engineer
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Emily Robson, Corporate Initiatives Lead
Report Number: COU24-113
Attachments: Grand Trunk Renewal Community Insights, Vision and Guiding Principles

Title: Grand Trunk Renewal Community Insights, Vision and Guiding Principles

Objective: To provide an overview of recent community engagement activities seeking input on the draft project guiding principles prepared by the Ad Hoc Grand Trunk Renewal Committee and share the revised version of the project vision and guiding principles based on this community input.

Background: At the April 22, 2024, Regular Council meeting, Council directed staff to initiate community engagement on the draft guiding principles prepared by the Ad Hoc Grand Trunk Renewal Committee and return to Council with the final vision and guiding principles later in 2024. The process by which the draft guiding principles were developed, the principles themselves and purpose of community engagement is detailed in COU24-041.

At the February 12, 2024, Regular Council meeting, Council directed staff to implement a 6-month workplan (COU24-015 Ad Hoc Grand Trunk Renewal Committee Workplan and Update). The initial focus of the Committee workplan is refreshing the vision and guiding principles proposed in the 2018 Master Plan. The vision and guiding principles will inform how the Grand Trunk site is developed and decisions related to partnerships, land disposition, financial contributions, operational models, and procurement. The vision and guiding principles can be used by Council for decision-making, by the public to understand the aims of the renewal project, and by partners to assess their interest and alignment with the project.

Analysis: The City of Stratford engaged residents through community pop-ups and EngageStratford to gather input on the future of the Grand Trunk site. These insights were used to inform the draft vision and guiding principles for the project. This initiative involved both in-person and online participation, with 200 attendees at 10 pop-ups and 110 online submissions. Over 220 written comments were also received. Feedback was analyzed to understand community preferences for how the Grand Trunk site can

contribute to the city. Overall, respondents envision the Grand Trunk site as a vibrant, inclusive, and sustainable space that balances economic growth with community needs. Residents are eager for it to become a central location for recreational, cultural, and educational activities, while providing much-needed housing and promoting sustainability. This feedback demonstrates a strong desire for the Grand Trunk to contribute to the overall well-being and vitality of Stratford. Appendix 1 includes a detailed report on the engagement process and findings. Highlights are included below:

Key Insights

- Emphasis on sustainability and inclusivity
 - 32% of respondents identified creating a more sustainable and resilient community as the top priority.
 - 19% wanted a dynamic and inclusive downtown, while another 19% focused on building a range of new housing.
 - 14% expressed a preference for new community spaces.
- Importance of community spaces and amenities
 - 30% of respondents favored recreational facilities like a pool, and both formal and informal community spaces.
 - 20% preferred activities related to learning and cultural experiences, such as workshops and educational programs.

Key Themes:

1. Community Spaces: Residents strongly supported the creation of green spaces, recreational areas, and community spaces for all ages.
2. Housing: There is a clear demand for affordable, accessible, and sustainable housing, including features like rooftop gardens and park space.
3. Cultural and Educational Opportunities: Calls for an expanded Stratford Public Library, cultural venues, and spaces for local artists were prominent.
4. Sustainability and Economic Viability: Respondents emphasized the importance of incorporating renewable energy, community gardens, and prioritizing local economic benefits over excessive commercial development.

Grand Trunk Renewal Vision and Guiding Principles

The Vision, Planning and Architecture Working Group reviewed the findings from the community engagement activities and incorporated these insights into a vision

statement and a revised set of guiding principles. Revisions included a consolidation of certain principles to reflect themes from the community insights, language was simplified for clearer communication, specific community preferences such as community spaces, recreational facilities, diverse housing, and the creation of a welcoming, inclusive atmosphere were emphasized, and the Working Group ensured a balanced focus on sustainability, community needs, and vibrant urban development across the principles. The engagement insights and revisions to the guiding principles were shared with the Ad Hoc Grand Trunk Renewal Committee at their meeting on July 15, 2024. The Committee offered minor revisions, and the Vision, Planning and Architecture Working Group incorporated these into the vision and guiding principles presented in this report for Council’s consideration. Appendix 2 includes the vision and guiding principles document prepared by the Ad Hoc Grand Trunk Renewal Committee.

While the vision and guiding principles included in this report reflect a significant amount of collaboration, consensus, and community insight, they will need to be reconsidered from time to time as the project evolves.

Vision

The Grand Trunk Site is an unprecedented opportunity to build a sustainable legacy for Stratford by creating a distinct place that serves the community and responds to our city’s challenges – now and in the future.

The Site will provide places, services and amenities for residents and visitors through diverse uses such as housing, community space, parks and green space, education, and recreation – generating a dynamic centre of activity that serves the full diversity of Stratford’s population.

The revitalized Grand Trunk Site will create a strong identity, sense of place, and centre of gravity for the Grand Trunk Building, while expanding and connecting to the existing Downtown.

The Grand Trunk Site will be a place for all people, for all seasons. With places for people to live, work, play and exercise, learn, come together, celebrate, and create, the Grand Trunk Site will bring new energy into the downtown and help Stratford address our shared challenges and progress towards our goals.

Guiding Principles

- SUSTAINABLE + FISCALLY RESPONSIBLE
 - Create a Sustainable, Resilient, and Fiscally Responsible Community
 - The Grand Trunk development will ensure environmental, social, and financial sustainability by:
 - Using sustainability measures and technologies to reach net-zero carbon emissions.
 - Designing the site to be resilient to climate change.

- Generating new revenue for the City through innovative uses of the site.
 - Pursuing partnerships and strategies that serve our diverse and evolving community and enhance public resources.
- CELEBRATE PAST + FUTURE FORWARD
 - Honour the Past, Address Current Needs, and Innovate for the Future
 - Our approach will balance respect for history with modern needs and future readiness by:
 - Celebrating the site’s history and heritage through adaptive reuse of the Grand Trunk Building.
 - Showcasing the social, cultural, and economic story of the Lands
 - Creating solutions that address contemporary needs and anticipate future challenges.
 - Developing spaces that are flexible and can adapt to changing community.
- INSPIRING + INCLUSIVE
 - Create an Inspiring, Inclusive, and Dynamic Community Meeting Point
 - Transform the Grand Trunk Site into a place that everyone can enjoy by:
 - Fostering a sense of welcoming and belonging for all community members.
 - Promoting playfulness, curiosity, and opportunities for social gathering.
 - Celebrating innovation, culture, and creativity
 - Designing vibrant spaces that are accessible and enjoyable in all seasons.
- DISTINCT, DIVERSE +MULTIFUNCTIONAL
 - Design Distinct, Diverse, and Multifunctional Urban Spaces
 - Create a vibrant and inclusive urban environment by:
 - Incorporating higher-density buildings to meet diverse housing needs for all ages and abilities.
 - Highlighting the unique attributes and history of the Grand Trunk site.
 - Plan for a mix of living, learning, recreation and gathering spaces across the site and within buildings
 - Creating public spaces that support recreation, culture, and community interaction.
 - Using the existing Transit Hub on site to create transit-friendly development and providing safe spaces for pedestrians and cyclists.

- CONNECTED + COMMUNITY-FOCUSED
 - Foster Connectivity and Community Wellbeing
 - Create a great place to live and support community wellbeing by:
 - Offering attainable and affordable housing options that foster community.
 - Including amenities for everyday life, such as vibrant public spaces, day care, access to shopping, community gardens and kitchens, services, and multiple transportation options
 - Building safe and inclusive environments that are welcoming to all.
 - Enhancing connectivity between the Grand Trunk site, downtown, surrounding neighbourhoods and adjacent development sites.
- THRIVING + VIBRANT
 - Cultivate Cohesive and Vibrant Community Spaces
 - Ensure the Grand Trunk site is active and engaging by:
 - Providing spaces for living, lifelong learning, health, wellness, recreation, and entrepreneurship.
 - Supporting social connections and inter-generational relationships.
 - Facilitating communal gathering spaces that foster a strong sense of community.

In addition to the vision and guiding principles, the Ad Hoc Grand Trunk Renewal Committee has also articulated important considerations in the how the renewal project is undertaken.

The Grand Trunk Renewal should be undertaken in ways that honour our Truth and Reconciliation responsibilities and recognize that Renewal will occur in phases, over time. The Grand Trunk Renewal will:

- Adopt new and innovative approaches to building community
- Align with Stratford's priorities and strategies Build on Stratford's many strengths
- Contribute to Stratford's prosperity
- Cultivate positive relationships with partners
- Ensure the Grand Trunk site welcomes and inspires us
- Follow a sound business plan & financial model
- Leverage the City's existing infrastructure while seeking partnerships to deliver new investment to service proposed development

A vision and guiding principles are crucial for a redevelopment project because they provide a clear framework for decision-making, align the project with community values, and set long-term goals. The vision outlines the project's aspirations, while guiding principles ensure that decisions reflect priorities like sustainability, inclusivity,

and economic growth. They help mitigate conflicts, create accountability, and foster engagement by offering a consistent reference point throughout the process. In practice, these elements shape the design, community engagement, partnerships, and the balance between competing priorities, ensuring that the project not only meets immediate needs but also contributes to the long-term vitality of the community.

Staff extend gratitude and thanks for the work to date, of the Vision, Planning and Architecture and the Communications, Advocacy and Civic Engagement Working Groups and members of the Ad Hoc Grand Trunk Renewal Committee.

Financial Implications:

There are no financial implications to be reported as a result of this report.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as it supports The Grand Trunk Renewal project.

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 Grand Trunk Renewal vision and guiding principles as presented in COU24-113 be adopted to guide and focus the work on the Grand Trunk Renewal.

Prepared by: Emily Robson, Corporate Initiatives Lead

Recommended by: Joan Thomson, Chief Administrative Officer

Appendix 1 Grand Trunk Renewal Engagement Insights

Abstract

This report contains community engagement data focused on the future development of the Grand Trunk Railway (GTR) site. This data was collected in May and June 2024 through Community Pop-Up events and through online engagement at EngageStratford.

Emily Robson

Corporate Initiatives Lead, City of Stratford

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About the Community Engagement Approach

Community Pop-Ups

Community pop-ups are a dynamic and interactive methodology used to engage with residents directly in their own environments. This approach involves setting up temporary, informal spaces or in various locations throughout a community, often in conjunction with existing activities or venues, to gather feedback, share information, and foster dialogue. The key advantage of community pop-ups is their flexibility and accessibility; they can be tailored to fit different contexts and can reach diverse groups of people who might not typically participate in more traditional engagement methods.

Pop-ups are strategically placed in locations that are frequented by various community members, such as parks, community centers, and local businesses. This methodology allows for real-time interactions and discussions, providing immediate insights into community needs, preferences, and concerns. It also creates opportunities for engaging with individuals in a relaxed and familiar setting, which can lead to more open and honest feedback.

Additionally, community pop-ups often incorporate a virtual component, to facilitate asynchronous participation and make the engagement process more accessible. By combining in-person interactions with digital tools, such as QR codes and online platforms, this methodology ensures broad reach and inclusivity, allowing for a comprehensive understanding of community perspectives.

Overall, community pop-ups offer a versatile and effective way to engage with residents, gather diverse input, and build stronger connections between the community and project developers.

Community-Pop Up Implementation

From May 31st to June 24th, 10 community pop-ups were held in various locations across Stratford. These locations and events were intentionally selected to engage a broad cross-section of Stratford residents. Approximately 200 people participated in the community pop-ups, and 225 comments were gathered. The pop-ups took place on the following dates and locations:

- May 31 at SLAAA's Pepperama Tournament
- June 2 at Stratford Perth Pride
- June 4 at the Sing of the Joy of it Concert
- June 5 at an ESL class
- June 11 at House of Blessing
- June 13 at Jobsite Brewery
- June 15 at the Anne Hathaway Splash Pad
- June 17 at The Local Dinner & Community Access Market
- June 19 The SDSS Eco Club
- June 24 at Stratford Public Library's Whale-of-A-Tale program

EngageStratford

In addition to the in-person pop-ups, a virtual version of the engagement activity was available online through EngageStratford, which ran concurrently with the physical events. Participation in EngageStratford was encouraged through QR codes on the pop-up materials and through the City's social media channels. The online platform received 110 submissions and 86 comments.

Analysis Methods

The results from both the community pop-ups and EngageStratford were aggregated to create a comprehensive data set. Each engagement question was analyzed separately. For the question, "The best way the GTR can contribute to our community is by...", 580 votes were analyzed. For the question, "I would enjoy being at the Grand Trunk to...", 599 votes were analyzed. All written comments from both the in-person and online engagements were aggregated and analyzed using discourse analysis, assisted by AI, to identify themes and insights.

Findings

Pop-up/ Survey Questions

Question 1: The best way the GTR can contribute to our community is by...

Sustainability and inclusivity are key priorities for the community, along with the desire for new housing and public spaces. The top answers to this question include:

- 32% of respondents indicated that creating a more sustainable and resilient community is the best way the GTR can contribute, making it the top choice.
- 19% of the community supported creating a dynamic and inclusive new place in the downtown area.
- 19% indicated that building a range of new houses as an important contribution.
- 14% of respondents expressed a preference for creating new spaces for community use.

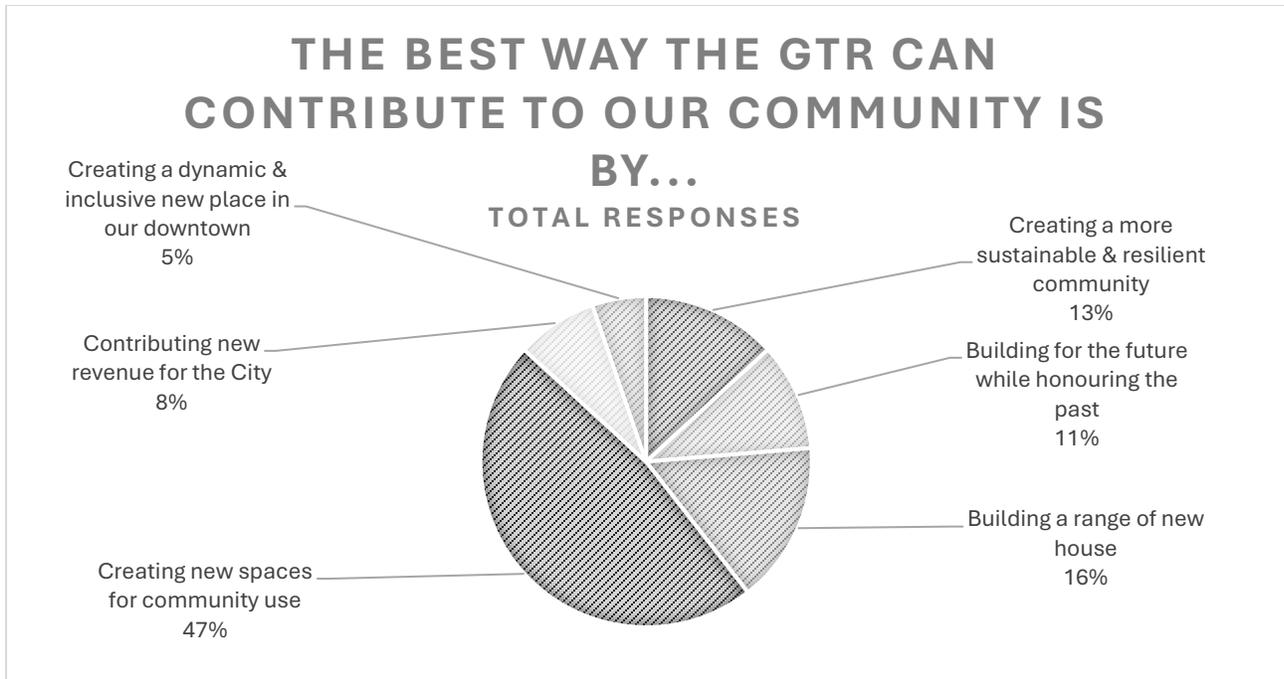


Figure 1 Analysis of Total Responses to Question 1

Question 2: I would enjoy being at the Grand Trunk to...

The largest proportion of respondents prefer recreational and experiential activities, with fewer expressing interest in residential or commercial opportunities. The top answers to this question are as follows:

- 30% of respondents indicated they would most enjoy using recreational facilities, making this the most popular response.
- 20% of people expressed interest in learning, experiencing, and celebrating at the Grand Trunk.
- 16% would enjoy playing and exploring, reflecting a strong desire for outdoor or interactive activities.

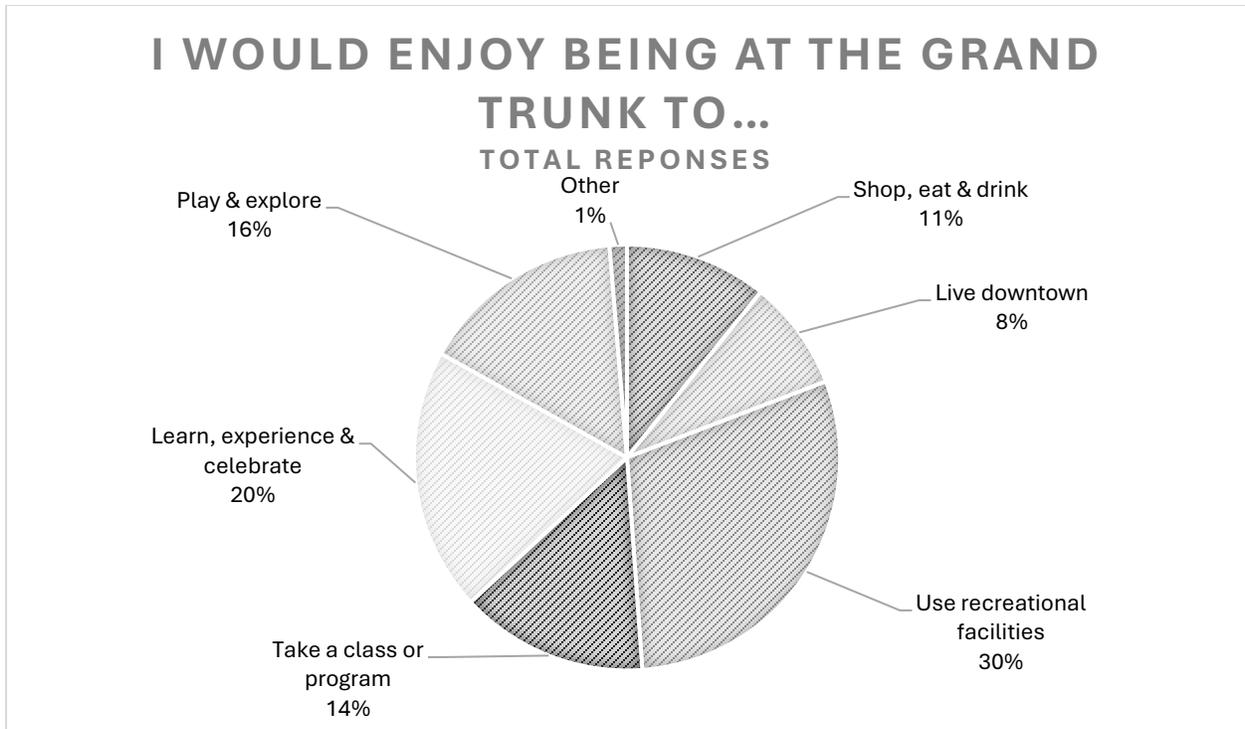


Figure 2 Analysis of Total Responses to Question 2

Key insights and themes from Comments

The comments received through the Community Pop-ups and EngageStratford reveal a strong community interest in creating vibrant, inclusive, and sustainable spaces that cater to various needs, from recreational facilities and green spaces to housing and accessibility. The feedback highlights the importance of incorporating cultural and educational components while ensuring economic viability and environmental responsibility. Additionally, concerns about maintenance, timely action, and prioritizing community benefits over commercial interests are emphasized, reflecting the community's desire for a balanced and thoughtful approach to development.

1. Community Spaces and Activities

1.1. Green Spaces and Outdoor Areas

- Emphasis on creating green spaces for younger people, including gardens, memorials, and urban farms.
- Suggestions for sustainable features such as solar panels and soil remediation.
- Quotes:
 - “We need a community garden or urban farm to teach kids about sustainability.”
 - “Solar panels should be integrated into the design to promote renewable energy.”

1.2. Recreational Facilities

- Proposals for diverse recreational facilities such as swimming pools, sports complexes, indoor playgrounds, waterparks, amusement parks, and public skating.

- Interest in facilities that cater to different age groups, including play zones for all ages and senior programs.
- Quotes:
 - “An indoor playground or waterpark would be fantastic for families.”
 - “A public skating rink that is free or low-cost would be great for all ages.”

1.3. Community and Social Spaces

- Desire for mixed-use community center that integrate courtyards, libraries, and makerspaces.
- Ideas for shared art workshops, studios, and spaces for small concerts and local events.
- Need for inclusive spaces that support the LGBTQ community and various social services.
- Proposals for a variety of amenities including gyms, cinemas, Latin markets, community kitchens, and mental health centers.
- Specific interest in creating spaces for intergenerational interaction and activities that cater to both youth and seniors.
- Quotes:
 - “A community kitchen would be great for hosting events and cooking classes.”
 - “Mental health centers are necessary to support community well-being.”
 - “A mixed-use community center with spaces for art workshops and small concerts would benefit local artists.”
 - “An inclusive space that supports the LGBTQ community is essential.”

2. *Housing and Accessibility*

2.1.1. Affordable and Sustainable Housing

- Advocacy for affordable, accessible housing options including tiny houses and mixed-income residences.
- Inclusion of housing with sustainable features like rooftop gardens and hydroponic systems.
- Quotes:
 - “Affordable housing with rooftop gardens could address both housing and environmental concerns.”
 - “We need more accessible housing options for people with disabilities.”

2.2. Accessibility and Walkability

- Focus on making the area walkable and bikeable.
- Ensure spaces are accessible for people with disabilities and seniors.
- Quotes:
 - “The area should be walkable and bikeable, with reduced reliance on parking.”
 - “Ensuring the spaces are accessible for seniors and those with disabilities is a must.”

3. *Library, Cultural and Educational Components*

3.1. Library & Educational Spaces

- Strong support for relocating and expanding the Stratford Public Library, providing more space for community programming and activities.
- Ideas for incorporating educational spaces such as adult schools, resource centers, and workshops.
- Quotes:
 - “The Stratford Public Library needs more space for community programming and activities.”
 - “Educational workshops and adult schools would be a great addition.”

3.2 Cultural Heritage and Art

- Emphasis on maintaining and celebrating the historical significance of the site, through a museum or historical displays.
- Incorporation of art installations and affordable studio spaces to foster local creativity.
- Quotes:
 - “A museum or historical display to honor the site’s significance is important.”
 - “Affordable studio spaces for local artists would foster creativity.”

4. *Economic & Environment Considerations*

4.1. Economic Viability

- Suggestions to ensure the development is economically viable and benefits the local community, through markets, small businesses, and local food vendors.
- Concerns about excessive developer involvement and the need to prioritize community benefits over commercial interests.
- Quotes:
 - “Markets and small businesses could make the area economically viable and benefit locals.”
 - “We should prioritize community benefits over commercial interests to avoid overdevelopment.”

4.2. Sustainability Initiatives

- Ideas for sustainable development, including the use of solar energy, soil phytoremediation, and community gardens.
- Proposals for a carbon sink and other environmental projects to enhance the ecological footprint of the area.
- Quotes:
 - “Including solar energy and soil phytoremediation in the development is crucial for sustainability.”
 - “A community garden could serve as both a green space and an educational tool.”

5. *Concerns and Challenges*

- Concerns about the area becoming an eyesore if not properly maintained.
- Calls for timely action and decision-making to avoid prolonged stagnation.
- Quotes:
 - “We don’t want the area to become an eyesore if not properly maintained.”

- “Timely action and decision-making are crucial to avoid stagnation.”

Conclusion

The consultation data and survey findings show that the community is really excited about transforming the Grand Trunk site. Here is what people are looking forward to the most:

Community Spaces and Activities are important, with 32% of survey respondents saying they want new spaces for the community to use. This lines up with the feedback from the consultation, which talked about green spaces, recreational areas, and community hubs. People want places where they can spend time together, relax, and enjoy social, cultural, and recreational activities.

There is also a strong desire to **Use Recreational Facilities** which matches up with the community’s interest in having a new pool, indoor playground, and public skating rink. These facilities are seen as fun and beneficial for everyone’s health and well-being.

Creating a Dynamic & Inclusive New Place in Our Downtown. The consultation also highlighted the need for inclusivity and accessibility, aiming for a lively, welcoming space for everyone, including families, artists, seniors, and the LGBTQ community. This vision includes mixed-use community spaces, educational spaces, and cultural hubs that celebrate local heritage and support local artists.

Building a Range of New Housing. There is a strong push for affordable and sustainable housing options, with features like rooftop gardens and solar panels. People want housing that is both affordable and environmentally friendly.

Learning, Experiencing & Celebrating. The consultation data includes many calls for the Stratford Public Library, educational workshops, museums, and cultural displays. These elements help foster a sense of belonging and pride in the community’s history and cultural diversity.

The community is looking for the Grand Trunk site to become a vibrant, inclusive, and sustainable space. They want it to balance economic growth with community benefits, creating a lively hub that meets the diverse needs and aspirations of Stratford’s residents. This approach will ensure that the Grand Trunk site not only contributes to the vitality of downtown, but also enhances the quality of life for everyone.

GRAND TRUNK RENEWAL VISION & GUIDING PRINCIPLES

(July 29, 2024)

WHY

The Grand Trunk Site and building will be transformed into a generational asset that will support Stratford's goals of being a great place to live — a prosperous, inclusive, sustainable, and welcoming community to everyone.

The Grand Trunk Renewal process will begin by updating the project's original Vision Statement and Guiding Principles, which will outline what outcomes should be achieved in developing the site and the values that should guide the development's decision-making.

HOW

We will go about the Grand Trunk Renewal in ways that honour our Truth and Reconciliation responsibilities and recognize that Renewal will occur in phases, over time. The Grand Trunk Renewal will:

- Adopt new and innovative approaches to building community
- Align with Stratford's priorities and strategies Build on Stratford's many strengths
- Contribute to Stratford's prosperity
- Cultivate positive relationships with partners
- Ensure the Grand Trunk site welcomes and inspires us
- Follow a sound business plan & financial model
- Leverage the City's existing infrastructure while seeking partnerships to deliver new investment to service proposed development

WHAT

The Grand Trunk Site is an unprecedented opportunity to build a sustainable legacy for Stratford by creating a distinct place that serves the community and responds to our city's challenges – now and in the future.

The Site will provide places, services and amenities for residents and visitors through diverse uses such as housing, community space, parks and green space, education and recreation – generating a dynamic centre of activity that serves the full diversity of Stratford's population.

The revitalized Grand Trunk Site will create a strong identity, sense of place, and centre of gravity for the Grand Trunk Building, while expanding and connecting to the existing Downtown.

The Grand Trunk Site will be a place for all people, for all seasons. With places for people to live, work, play and exercise, learn, come together, celebrate and create, the Grand Trunk Site will bring new energy into the downtown and help Stratford address our shared challenges and progress towards our goals.

GUIDING PRINCIPLES

SUSTAINABLE + FISCALLY RESPONSIBLE

Create a Sustainable, Resilient, and Fiscally Responsible Community

The Grand Trunk development will ensure environmental, social, and financial sustainability by:

- Using sustainability measures and technologies to reach net-zero carbon emissions
- Designing the site to be resilient to climate change
- Generating new revenue for the City through innovative uses of the site
- Pursuing partnerships and strategies that serve our diverse and evolving community and enhance public resources

CELEBRATE PAST + FUTURE FORWARD

Honour the Past, Address Current Needs, and Innovate for the Future

Our approach will balance respect for history with modern needs and future readiness by:

- Celebrating the site's history and heritage through adaptive reuse of the Grand Trunk Building
- Showcasing the social, cultural and economic story of the Lands
- Creating solutions that address contemporary needs and anticipate future challenges
- Developing spaces that are flexible and can adapt to changing community

INSPIRING + INCLUSIVE

Create an Inspiring, Inclusive, and Dynamic Community Meeting Point

Transform the Grand Trunk Site into a place that everyone can enjoy by:

- Fostering a sense of welcoming and belonging for all community members
- Promoting playfulness, curiosity, and opportunities for social gathering
- Celebrating innovation, culture, and creativity
- Designing vibrant spaces that are accessible and enjoyable in all seasons

DISTINCT, DIVERSE +MULTIFUNCTIONAL

Design Distinct, Diverse, and Multifunctional Urban Spaces

Create a vibrant and inclusive urban environment by:

- Incorporating higher-density buildings to meet diverse housing needs for all ages and abilities
- Highlighting the unique attributes and history of the Grand Trunk site
- Plan for a mix of living, learning, recreation and gathering spaces across the site and within buildings
- Creating public spaces that support recreation, culture, and community interaction
- Using the existing Transit Hub on site to create transit-friendly development and providing safe spaces for pedestrians and cyclists

CONNECTED + COMMUNITY-FOCUSED

Foster Connectivity and Community Wellbeing

Create a great place to live and support community wellbeing by:

- Offering attainable and affordable housing options that foster community
- Including amenities for everyday life, such as vibrant public spaces, day care, access to shopping, community gardens and kitchens, services, and multiple transportation options
- Building safe and inclusive environments that are welcoming to all
- Enhancing connectivity between the Grand Trunk site, downtown, surrounding neighbourhoods and adjacent development sites.

THRIVING + VIBRANT

Cultivate Cohesive and Vibrant Community Spaces

Ensure the Grand Trunk site is active and engaging by:

- Providing spaces for living, lifelong learning, health, wellness, recreation, and entrepreneurship.
- Supporting social connections and inter-generational relationships.
- Facilitating communal gathering spaces that foster a strong sense of community.



MANAGEMENT REPORT

Date: September 23, 2024
To: Mayor and Council
From: Audrey Pascual, Deputy Clerk
Report Number: COU24-114
Attachments: None

Title: Parking Enforcement Services Contract Extension

Objective: To seek Council authorization to extend the contract with Commissionaires Great Lakes (CGL) for the provision of parking enforcement services for a one-year term until August 31, 2025.

Background: The City of Stratford enforces parking year-round, Monday to Saturday, excluding holidays, from 9:00 a.m. to 8:00 p.m. between April 1 to October 31 and from 9:00 a.m. to 6:00 p.m. between November 1 to March 31.

Commissionaires Great Lakes (Commissionaires) currently provides parking enforcement services to the City of Stratford. The existing contract includes the provision of one Parking Supervisor and three Parking Enforcement Officers. In addition, Commissionaires also manages the recruitment, training, and payroll aspects of the program. City staff provides day-to-day support to the officers and provides overall contract management to ensure service level requirements are met. The current contract with Commissionaires will expire on September 30, 2024.

The Parking Officers primarily enforce the City's Traffic and Parking By-law within the downtown core. Enforcement outside of the downtown core is conducted on a complaint basis. Based on input from citizens, patrols in areas outside of the downtown core, including in school zones, are also conducted by the officers to address ongoing parking concerns. The goal of parking enforcement in these areas is to increase safety and ensure compliance with the Traffic and Parking By-law. In addition to parking enforcement, the Parking Officers also conduct regular checks, maintenance, and minor repairs to parking equipment including the parking meters and Pay-by-Plate machines.

Analysis: In the last couple of years, Commissionaires have had difficulty filling the Parking Enforcement Officer roles. Since September 2023, the Parking Team has been mostly comprised of three officers including the supervisor. In July 2024, a fourth

officer was hired and deployed by Commissionaires. The difficulty with hiring has been attributed to the lack of qualified applicants that can work in the Stratford site as well as the wage rates. Due to staffing challenges encountered by Commissionaires, City staff investigated alternate options for delivering the program.

Staff contacted other municipalities to understand how their parking enforcement programs are managed. Municipalities within Perth County including St. Marys, West Perth, and Perth East currently contract their parking enforcement services. Other neighbouring municipalities use dedicated staff to administer the program internally. After a market review, staff have found that there are few security companies in the area that have the experience in providing parking enforcement services. Some of the newer security companies (two to three years of experience) have started providing the service to smaller municipalities and only on a part-time basis. Most of the larger companies are focused on larger regions, primarily the Greater Toronto Area. Given the needs of the City of Stratford, a new contractor may be challenged in preparing all the program requirements, including the recruitment of the officers.

Staff also explored providing in-house parking enforcement services. An in-house service would require the hiring of four full-time parking officers. Further, City administrative staff would also be required to manage the service coordination, deployment, training, and recruitment of the officers, which represent additional costs to the program. Under the current contract, Commissionaires expends significant effort in the recruitment, training and deployment of the parking officers and assumes responsibility for payroll, insurance, workplace safety and other employer requirements, alleviating much of the administrative responsibility. Staff need to conduct further analysis on the feasibility of administering the program in-house as there may be additional considerations aside from higher costs and additional staffing requirements.

Staff are therefore recommending a one-year contract extension for the provision of parking enforcement services with Commissionaires Great Lakes. Commissionaires has a proven track record and have committed to ensuring that the service requirements are met for the entire duration of the contract and the proposed extension. The extension of the current contract will ensure continuity of the existing services while staff continue to investigate alternative options.

Commissionaires has agreed to a contract extension to provide parking enforcement services for a one-year term ending on August 31, 2025. The new wage rates proposed by Commissionaires for the Parking Enforcement Supervisor and Parking Enforcement Officers include a 3% cost of living increase. No further changes to the contract are proposed.

Staff will report back to Council regarding options and a recommended approach for subsequent years.

Financial Implications:

Financial impact to current year operating budget:

In 2024, \$260,000 was budgeted for parking enforcement. It is expected that the total cost will be within the allocated budget. There is no tax levy impact for this service as it is fully funded from parking revenues.

Financial impact on future year operating budget:

Based on the proposed increase to the contract costs, the costs for the period January to August 2025 would be \$157,289 (excluding HST). For the purposes of budgeting for the full 2025 year, the 2025 draft budget includes 3% increase on the full year- or \$267,500.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the provision of parking enforcement services helps improve the efficiency of transportation systems, reduces congestion, and supports the goal of the Transportation Master Plan to improve the transportation experience.

Alignment with One Planet Principles:

Travel and Transport

This report aligns with this principle as parking enforcement ensures that parking is managed effectively, which help reduce congestion and promote smoother traffic flow. Such road conditions make alternative transport methods more feasible and encourage a shift towards more sustainable travel methods.

Staff Recommendation: THAT the contract extension with Commissionaires Great Lakes for the provision of Parking Enforcement Services for the City of Stratford, for a one-year term ending on August 31, 2025, be authorized;

AND THAT the Mayor and Clerk, or their respective designates, be authorized to execute all necessary extension documents.

Prepared by: Audrey Pascual, Deputy Clerk
Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services
 Joan Thomson, Chief Administrative Officer

WHAT IS ECONOMIC ABUSE

Economic Abuse is a very prevalent but notoriously underestimated form of domestic violence that often has lasting adverse consequences for victim-survivors. In Canada, Economic Abuse is noted as one form of gender-based violence in the National Action Plan (NAP) to end gender-based violence, while Financial Abuse is included in the “family violence” definition of Canada’s Divorce Act.

Economic Abuse incorporates a range of behaviours that allow a perpetrator to control someone else’s economic resources or freedoms. It refers to various tactics that limit an individual’s financial autonomy, including but not limited to denying them access to their money, exerting control over their resources, or leveraging intimidation and threats to constrain their economic freedom.

ECONOMIC ABUSE PREVALENCE IN CANADA

While women from all socioeconomic statuses, backgrounds, and identities can experience Economic Abuse, those from racialized, gender-diverse, and other marginalized communities, as well as low-income and educational backgrounds, are at a higher risk of Economic Abuse.

CCFWE’s research study conducted in the Greater Ottawa region with victim-survivors confirmed similar studies from the United States, Australia, and the United Kingdom that more than 95% of victims-survivors of domestic abuse have experienced or are experiencing Economic Abuse:¹

- 92% of women have experienced their abusive partner keeping financial information away from them.
- 93% have had their abusive partner make important financial decisions without talking to them at first.
- 94% of women have had their rent or bill money spent by their abusive partner without their permission.
- 84% of victims’ abusers have built up debt under their name

1 IMPACT OF ECONOMIC ABUSE

Economic Abuse affects victim-survivors beyond financial stability and independence; it impacts their mental and physical health, quality of life, and ability to provide for themselves and their dependents. Economic Abuse can lead to

- Economic hardship and coerced debt,
- Housing insecurity,
- Lack of education and employment,
- Poor mental and physical health

- Poor quality of life,
- People remain in physical and sexually abusive situations.

IMPORTANCE OF PROCLAIMING AN ECONOMIC ABUSE AWARENESS DAY

By declaring November 26th as Economic Abuse Awareness Day, CCFWE seeks to raise awareness on this important issue. We want to create a world free of Economic Abuse, and survivors have the resources and support they need to achieve economic empowerment. To do so, we need leaders like you to champion this change.

An Economic Abuse Awareness Day is crucial to raising awareness about this prevalent but often overlooked form of domestic violence. Informing people of the signs and consequences of Economic Abuse can further empower individuals to identify this type of abuse and help survivors within your constituency and beyond.

An awareness day can also promote empathy and solidarity among constituents, fostering a sense of shared responsibility for the well-being of survivors. This can translate into increased support for initiatives that assist survivors and promote their financial health.

ABOUT THE CANADIAN CENTER FOR WOMEN'S EMPOWERMENT

The Canadian Center for Women's Empowerment (CCFWE) is the only Canadian national non-profit organization dedicated to addressing Economic Abuse and injustice through advocacy, education, research, economic empowerment, and policy change. It is based in Ottawa.

CCFWE works collaboratively with organizations and individuals to develop a comprehensive approach that enables domestic violence survivors to recover from Economic Abuse. It also addresses critical policy gaps preventing survivors from recovering and becoming economically secure and independent.

Website: <https://ccfwe.org/>

Contact:

Michaela Mayer

Director of Policy, Canadian Center for Women's Empowerment

Email: michaela.m@ccfwe.org

Sample Letter to Mayor/Councillor's Office

Dear Mayor Martin Ritsma and Councillor's:

I am writing to request that October 15 be proclaimed as Pregnancy and Infant Loss Awareness Day in the city of Stratford Ontario.

Pregnancy and Infant Loss Awareness Day is a global campaign of remembrance for pregnancy loss and infant death; which includes but is not limited to, miscarriage, stillbirth, medical termination, SIDS and the death of a newborn. In 1988, Ronald Regan, the sitting president of the United States of America, proclaimed October as Pregnancy and Infant Loss Awareness month. By 2002, the idea to proclaim a specific remembrance day was started by Robyn Bear, Lisa Brown and Tammy Novak. Together, they petitioned the government to nationally observe October 15 as Pregnancy and Infant Loss Awareness Day across all 50 states.

Here in Ontario, Bill 141, an act for research to be done and programs to be developed for pregnancy loss and infant death support was passed in 2015. This legislation included the proclamation of October 15th to be recognized throughout the province.

In recognition of the importance of support needed when a family experiences this traumatic loss, I would be particularly honoured to have you raise the Pregnancy and Infant Loss awareness flag on October 15th this proclamation at (describe the event at which you would like the proclamation read.) We look forward to working with your office on this important endeavor and in representing our [city] in Ontario.

Thank you for your consideration.

Jillian Chambers
PAIL Volunteer

The City Of Stratford welcomed 1,124 new babies in 2023. Our community is a great place to raise a family, with the pure beauty of the surrounding landscape, and the kind and loving people that choose to live here. However, sometimes the joy of welcoming a new baby into the world turns into a great tragedy; we experience between 1 in every 4 infant deaths (which includes but is not limited to miscarriage, stillbirth, SIDS, or the death of a newborn). The pain of losing a child is unimaginable.

In hopes of helping fellow families who have gone through such tragedy we are hosting a Pregnancy and Infant Loss Awareness and Remembrance Event.

It will take place at Grotto Hair Studio On Ontario Street, on October 15th at 6:30 pm on a day that is globally recognized as a day to remember those babies who have gone too soon. It is our/my hope that this event can bring together individuals, families and organizations to help ease some of the pain but to also offer a time to remember our babies without feeling the stigma that often comes with talking about our losses.



**BY-LAW NUMBER XX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a proposal and execution of an agreement with Westmatic Corporation for the supply and installation of a new transit bus wash system (RFP-2024-26).

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 Council of The Corporation of the City of Stratford as follows:

1. That the proposal (RFP-2024-26) of Westmatic Corporation for the supply and installation of a new transit bus wash system, 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-2024-26) for the supply and installation of a new transit bus wash system is \$413,874.93, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of September, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender and execution of a contract with Ekum-Sekum Incorporated o/a Brantco Construction for the construction of the Oakdale Avenue Multi-Use Trail (T-2024-21).

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 Council of The Corporation of the City of Stratford as follows:

1. That the tender (T-2024-21) of Ekum-Sekum Incorporated o/a Brantco Construction for the construction of the Oakdale Avenue Multi-Use Trail, 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 tender (T-2024-21) for the construction of the Oakdale Avenue Multi-Use Trail is \$301,602.65, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of September, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a proposal and execution of a contract with MTE Consultants Inc. for Consulting Services for the O'Loane Trunk Sanitary Sewer Extension (RFP-2024-25).

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 Council of The Corporation of the City of Stratford as follows:

1. That the proposal (RFP-2024-25) of MTE Consultants Inc. for Consulting Services for the O'Loane Trunk Sanitary Sewer Extension, 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-2024-25) for Consulting Services for the O'Loane Trunk Sanitary Sewer Extension is \$272,992.63, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of September, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend sections 4.2 and 4.3 of By-law 135-2017, as amended, to delegate Council's authority to the Chief Administrative Officer and the Director of Human Resources to adjust salaries in accordance with relevant policies and legislation, and to delegate Council's authority to the Chief Administrative Officer to approve termination of and execute termination of employees below the CAO or deputy CAO level.

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 Section 23.1 and 23.2 of the Municipal Act, 2001, as amended, authorizes a municipality to delegate certain powers and duties;

AND WHEREAS the Council of The Corporation of the City of Stratford adopted Delegation of Powers and Duties Policy as required under section 270 of the Municipal Act, 2001, with respect to the delegation of Council's legislative and administrative authority;

WHEREAS the Council of The Corporation of the City of Stratford enacted By-law 135-2017 to delegate certain authority to certain officials and employees of The Corporation of the City of Stratford or to authorize certain routine administrative practices;

AND WHEREAS By-law 135-2017 is amended from time to time by Council as deemed appropriate;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to amend section 4.2 of By-law 135-2017, as amended, to delegate certain authority to the Chief Administrative Officer and the Director of Human resources to include the authority to adjust salaries in accordance with all relevant policies and legislation;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to amend section 4.3 of By-law 135-2017, as amended, to delegate certain

authority to the Chief Administrative Officer to approve the termination of City employees below the CAO or deputy CAO level, if applicable, including authority to execute termination agreements and to amend the delegation restriction to "In the Opinion of legal council where the costs associated with the termination are \$250,000 or below, not including any costs normally incurred as a result of a resignation or retirement.";

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Council of The Corporation of the City of Stratford hereby delegates Council's authority to the Chief Administrative Officer and the Director of Human Resources to adjust salaries in accordance with all relevant policies and legislation;
2. That the Council of The Corporation of the City of Stratford hereby delegates Council's authority to the Chief Administrative Officer to approve the termination of City employees below the CAO or deputy CAO (if applicable) level, including authority to execute termination agreements and to amend the delegation restriction to "In the opinion of legal counsel where the costs associated with the termination are \$250,000 or below, not including any costs normally incurred as a result of a resignation or retirement".
3. That Schedule "A" of By-law 135-2017, be amended in this regard by amending sections 4.2 and 4.3 in Schedule "A" attached hereto.
4. All other provisions of By-law 135-2017, as amended, shall remain in force and effect.
5. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of September, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to By-law XX-2024

Adopted this 23rd day of September, 2024

**Amending Schedule "A"
To By-law 135-2017, as amended**

NUMBER	DELEGATED AUTHORITY	DELEGATE	SOURCE OF POWER OR DUTY	DELEGATION RESTRICTIONS	COMMUNICATION	Previously Delegated
4.2	<p>Authority to hire and promote employees, including authority to issue employment letters</p> <p>Authority to adjust salaries in accordance with relevant polices and legislation and subject to passage of a by-law by Council, where necessary</p>	<p>Chief Administrative Officer</p> <p>and</p> <p>Director of Human Resources</p>	<p>Municipal Act, 2001</p> <p>City Hiring Policies</p>	<p>Subject to administrative salary grid for administrative employees</p> <p>Human Resources must be consulted in all instances of hiring, termination and promotion.</p>	Not Applicable	Yes
4.3	<p>Authority to approve the termination of City employees below the CAO or deputy CAO (where applicable) level, including authority to execute termination agreements</p>	<p>Chief Administrative Officer</p>	<p>Municipal Act, 2001</p> <p>Policy H.1.19</p>	<p>In the opinion of legal counsel where the costs associated with the termination are \$250,000 or below, not including any costs normally incurred as a result of a resignation or retirement</p>	<p>Chief Administrative Officer to advise Council when termination of city employee has occurred.</p>	Yes



**BY-LAW NUMBER XX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of a contract with Commissionaires Great Lakes for parking enforcement services for a one year period to August 31, 2025.

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 Council of The Corporation of the City of Stratford previously awarded a contract to Commissionaires Great Lakes for parking enforcement services in the City of Stratford;

AND WHEREAS Council of The Corporation of the City of Stratford wishes to extend that contract for a one year period to August 31, 2025;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Contract between The Corporation of the City of Stratford and Commissionaires Great Lakes for parking enforcement services for a one year period to August 31, 2025, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said contract 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 23rd day of September, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL
CONSENT AGENDA

September 23, 2024

REFERENCE NO. CONSENT AGENDA ITEM

CA-2024-151 In accordance with By-law 135-2017, as amended, the Infrastructure Services Department is providing notification that:

The following streets will be temporarily closed to through traffic Saturday, September 14 from 5:00 a.m. until 10:00 p.m. for the Dragon Boat Festival;

- Lakeside Drive from North Street to Queen Street
- Front Street from Ballantyne Avenue to Lakeside Drive.

CA-2024-152 Notification that the Community Services Department, Parks & Forestry Division, intends to call Tenders in accordance with the City's Purchasing Policy for the pruning, removal and disposal of designated trees and stumps in 2025.

CA-2024-153 Notification that the Community Services Department, Parks & Forestry Division, intends to call Quotes in accordance with the City's Purchasing Policy for the supply and delivery of trees for planting in Spring 2025.

CA-2024-154 Notification that the Community Services Department, Parks Division intends to call quotes in accordance with the City's Purchasing Policy to provide professional goose control services for the City of Stratford in 2025.

CA-2024-155 Notification that the Community Services Department, Parks Division intends to call Tenders to supply and deliver bedding plants to the City of Stratford for the four-year period of 2025, 2026, 2027 and 2028.

CA-2024-156 Road Closure Request – Winterfest 2025

I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:

On Saturday, January 25, 2025, from 10:00 a.m. to 6:00 p.m.:

- Portion of Richard Monette Way – Primarily bus parking and parking spaces

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 Events 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.

CA-2024-157

In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

West Gore Street from Erie Street to Church Street, Stratford, will be temporarily closed to through traffic, for one day only, Tuesday, September 10, 2024.

This road closure is necessary to facilitate paving through the Erie Street/West Gore intersection. There will be no access to and from Erie Street from West Gore Street, west of the intersection.

CA-2024-158

In accordance with By-law 135-2017, as amended, the Infrastructure Services Department is providing notification that:

The following streets will be temporarily closed to through traffic on Tuesday, September 24 from 3:00 p.m. until 6:00 p.m. for the Pat Cook Memorial Run:

- Matilda Street from Smith Street to Bell Court
- Oakdale Avenue from O'Loane Avenue to Forman Avenue
- Oakdale Avenue from Forman Avenue will be left open for buses and emergency personnel only. Buses can use the St. Michael CSS turnaround as required



**BY-LAW NUMBER XXX-2024
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 September 23, 2024.

WHEREAS subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25*, as amended, (*the Act*) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS subsection 5(3) of the *Act* 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:

1. That the action of the Council at its meeting held on September 23, 2024, 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 23rd day of September, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe