



**Stratford City Council  
Regular Council Open Session  
AGENDA**

**Meeting #:** 4646th  
**Date:** Monday, February 22, 2021  
**Time:** 3:00 P.M.  
**Location:** Electronic Meeting

**Council Present:** Mayor Mathieson - Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos

**Staff Present:** Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Jodi Akins - Council Clerk Secretary, Chris Bantock - Deputy Clerk, Stephanie Potter - Policy and Research Associate

To watch the Council meeting live, please click the following link: <https://stratford-ca.zoom.us/j/84355168443?pwd=dTUyQTVPTHd6WDY0YURjL2Y0YWsvUT09>

A video recording of the meeting will also be available through a link on the City's website at <https://www.stratford.ca/en/index.aspx> following the meeting.

Pages

**1. Call to Order:**

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

Moment of Silent Reflection

**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:**

20 - 37

Motion by \_\_\_\_\_

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated February 8, 2021 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 February 22, 2021 be added to the Agenda as printed.**

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

**5.1. At the February 17, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

At the In-camera Session direction was given.

**5.2. At the February 22, 2021 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

- Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));
- Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

(section 239.(2)(k));

- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)) and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));
- 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);
- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

## 6. Hearings of Deputations and Presentations:

### 6.1. Municipal Modernization Service Delivery Review – Final Report (COU21-024) 38 - 154

Motion by \_\_\_\_\_

**THAT the presentation by Ian Shelley, Blackline Consulting of the Service Delivery Review Report be heard.**

Motion by \_\_\_\_\_

**Staff Recommendation: THAT Council receive the Service Delivery Review report by Blackline Consulting;**

**THAT the Service Delivery Review report be referred to the Corporate Leadership Team to investigate the opportunities identified by Blackline and report back to Council;**

**AND THAT staff be authorized to apply to the Ministry of Municipal Affairs Municipal Modernization Program Intake 2 for funding to implement the creation of a Citizen Portal and Financial Systems Enhancement, identified in the Paperless Service Delivery Review business case.**

### 6.2. Presentation by Rebecca Garlick, Climate Change Coordinator of Stratford's Emission Profile 155 - 166

Motion by \_\_\_\_\_

**THAT the presentation by Rebecca Garlick of the Stratford Emission Profile be heard.**

Motion by \_\_\_\_\_

THAT the Stratford Emission Profile presented by Rebecca Garlick at the February 22, 2021 Regular Council meeting be received for information.

## 7. Orders of the Day:

### 7.1. Resolution - Stratford Greenhouse Gas Emissions Planning (COU21-023) 167 - 192

Motion by \_\_\_\_\_

Staff Recommendation: THAT the Corporate and Community Initiatives identified in this report (COU21-023) be adopted in principle, subject to a more fulsome review by staff, at the direction of Council, to outline individual implementation plans with specific budget and resource impacts identified;

THAT staff be directed to investigate and report back within 3 months on the following initiatives which could commence in 2021:

- Review of Idling By-law.
- Electric Vehicle Charging Stations.
- Corporate Adoption of One Planet Living Principles;

THAT the City of Stratford set a 10% emissions reduction target, based on 2017 levels, by the year 2030;

AND THAT staff be directed to enter into a new Local Partnership Agreement with the Municipality of North Perth, Municipality of West Perth, Township of Perth East, Township of Perth South, County of Perth, and Town of St. Marys for the shared services of the Climate Change Coordinator for the period of March 1, 2021 to December 31, 2021, with the potential for extension in 2022.

### 7.2. Resolution - Planning Report on Draft Plan of Subdivision 31T19-001 and Zone Change application Z09-19 at 236 Britannia Street (COU21-019) 193 - 271

Motion by \_\_\_\_\_

Staff Recommendation: THAT the staff recommendation contained in the Planning report regarding Draft Plan of Subdivision application 31T19-001 and Zone Change application Z09-19, dated December 14, 2020, be rescinded;

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

THAT Zoning By-law No. 201-2000 be amended for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street (file Z09-19) from an Institutional/Future Residential-Special (IN/FR-1) Zone to Residential



First Density with site specific regulations R1(5)-45 Zone, a Residential First Density with site specific regulations R1(5)-46 Zone, a Residential Second Density with site specific regulation R2(2)-49 Zone, a Residential Second Density with site specific regulations R2(2)-50 Zone, a Residential Fourth Density with site specific regulations R4(2)-27 Zone, a Residential Fourth Density with site specific regulations R4(2)-28 Zone and, Park (P) Zone following reasons:

- public interest was considered;
- the zone change is consistent with the Provincial Policy Statement;
- the zone change is conforms to the City of Stratford Official Plan, including Special Policy Area 16;
- the recommended zone change will facilitate development that is appropriate for the lands and is considered to be sound land use planning;
- it will provide a wide range of housing types to meet the needs of the existing and future residents; and
- the recommended zone change will encourage efficient use of land and infrastructure.

AND THAT pursuant to Section 51(31) of the Planning Act, plan of subdivision application 31T19-001, submitted by Werner Bromberg Limited, for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street, as red-line amended and attached to Report COU21-019 dated February 22, 2021, that contains 54 single detached residential lots, 8 semi-detached residential lots, 10 multi-residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets be granted draft approval pursuant to Section 51(31) of the Planning Act subject to the conditions listed below for the following reasons:

- public interest was considered;
- the application was circulated to the public and their comments were considered in the evaluation of the recommended plan and conditions of approval;
- the plan of subdivision is consistent with the Provincial Policy Statement;
- the plan of subdivision conforms to the City of Stratford Official Plan, including Special Policy Area 16;
- the recommended plan of subdivision will facilitate development that is appropriate for the lands and is considered to be sound land use planning;
- it will provide a wide range of housing to meet the needs of the existing and future residents; and
- it will encourage efficient use of land and infrastructure

- Plan of Subdivision 31T19-001 conditions of draft approval:  
This draft approval applies to Plan of Subdivision 31T-19001, submitted by GSP Group, prepared for Werner Bromberg Limited certified by Erich Rueb O.L.S., dated February 2021, File No. 31T-19001, Project No. 17202, as red-line amended, which shows a total of 54 single detached residential lots, 8 semi-detached residential lots, 10 multi-residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets.
- This approval of the draft plan applies for 7 years, and if final approval is not given by that date, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.
- The road allowances included in this draft plan shall be shown on the face of the plan and dedicated as public highways.
- The street(s) shall be named to the satisfaction of the Manager of Planning.
- The municipal address shall be assigned to the satisfaction of the Manager of Planning.
- Prior to final approval, the Owner shall submit to the Approval Authority a digital file of the plan to be registered in a format compiled to the satisfaction of the City of Stratford and referenced to NAD83UTM Zone 17 horizon control network for the City of Stratford mapping program.
- Prior to final approval, appropriate zoning shall be in effect for this proposed subdivision.
- The Owner shall satisfy all the requirements, financial and otherwise, of the City of Stratford in order to implement the conditions of this draft approval.
- That prior to final approval the Owner shall pay in full all financial obligations/ encumbrances owing to the City on the said lands, including property taxes and local improvement charges.
- The subdivision agreement between the Owner and the City of Stratford shall be registered against the lands to which it applies.
- The Owner shall grant to the appropriate authorities such easements

and/or land dedications as may be required for utility, road, drainage or other municipal purposes.

- Phasing of this subdivision (if any) shall be to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services.
- Prior to submitting a request to the City to prepare the subdivision agreement, an updated draft plan showing the redline amendments (if applicable) is to be provided to the City to the satisfaction of the Manager of Planning.
- Prior to the receiving a clearance for building permits from the Manager of Engineering for each construction stage of this subdivision, all servicing works for the stage must be completed and operational, all to the specification and satisfaction of the City.
- The entire plan shall be registered in one plan of subdivision.
- Prior to any grading on the site, the Owner shall decommission and permanently cap any abandoned water wells located on the property, in accordance with the Ontario Water Resources Act and the Ministry of Environment Conservation and Parks requirements and file the necessary reports with the Ministry of Environment Conservation and Parks and the City of Stratford.
- The Owners professional engineer shall provide inspection services for all work during construction by its professional engineer for all works to be assumed by the City or dedicated to the City, and have its professional engineer supply the City with a certificate of compliance upon completion in accordance with the plans approved by the Manger of Engineering.
- The Owner shall comply with all City of Stratford standards, guidelines and requirements in the design of this draft plan including required engineering drawings. Any deviation to the City's standards, guidelines, or requirements shall be completed to the satisfaction of the Director of Infrastructure and Development Services.

#### **PARKLAND**

1. Prior to the City executing the Subdivision Agreement or final approval, the Owner shall make a cash-in-lieu payment of the 5% parkland dedication to the City pursuant to the provisions of Section 51.1 of the Planning Act. In order to determine the value of the land, the

Owner shall submit an appraisal completed by a qualified individual to the satisfaction of the City. All costs associated shall be borne by the Owner.

2. The subdivision agreement shall contain a provision outlining that the cash-in-lieu payment parkland dedication must be paid to the City prior to the initial registration to the satisfaction of the Manager of Planning.

#### **Fencing**

1. Within one year of final approval of the plan, the Owner shall fence all lots adjacent to Block 73 (Lots 38-50), with a 1.8 metre chain link fence with no gates. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.

2. The Subdivision Agreement shall contain a provision requiring the Owner to construct an board on board fence of similar design, and height that is a minimum height of 1.8m along the rear of Blocks 65-71 and 72 within this subdivision, through the site plan approval process when these blocks are developed, to the satisfaction of the Manager of Planning.

#### **Tree Preservation**

1. The Owner shall take measures to protect trees on abutting properties during construction. To satisfy this requirement, the Owner shall submit a Tree Preservation Report, prepared by a qualified individual, to the satisfaction of the Manager of Engineering and Manager of Planning. Measures recommended by the accepted Tree Preservation Report, if any, shall be shown on the engineering drawing and form part of Subdivision Agreement.

#### **WALKWAYS**

1. Concurrent with final approval, the Owner shall convey Block 74 (3m wide) and Block 75 (6m wide) to the City of Stratford as a pedestrian walkway. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements within one year of registration to the satisfaction of the Manager of Engineering.

#### **PARKING PLAN**

1. As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Block 63- Block 71 to the satisfaction of the Manager of Engineering. The accepted parking plan required for each registered phase of development and will form part of

the subdivision agreement for the registered plan.

#### STREET TOWNHOUSES

1. For residential blocks proposed for street townhouse dwellings, the Owner shall as part of the final approval of the plan make the necessary legal arrangements to establish a minimum of a one (1.0) metre maintenance easement where the units to be built do not provide direct access to the rear yard from the garage for "internal unit" (not "end unit") Owners.

#### ACCESS

1. The subdivision agreement shall include a clause requiring the Owner to design Street 'A' between Britannia Street and the north boundary Street 'B' abutting Lot 30 to accommodate emergency vehicles. The design is to be submitted in conjunction with the submission of engineering drawings to the satisfaction of the Director of Infrastructure and Development Services.

#### SANITARY

1. In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a sanitary servicing report that at the minimum shall include a sanitary drainage area plan confirming drainage area limits, to the satisfaction of the Director of Infrastructure and Development Services.

2. Prior to final approval, the Owner shall engage the City's consultant to prepare a sanitary servicing report and modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.

#### STORMWATER SERVICING

1. Concurrent with final approval of the plan, the Owner shall provide all required land dedications related to the stormwater works, including Block 73, at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services.

2. In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a pedestrian sidewalk design to connect the pedestrian walkway on Block 74 to the pedestrian walkway on Briarhill Drive to the satisfaction of the Manager of Engineering. All costs associated with the construction of the pedestrian sidewalk will be at the cost of the Owner.

3. In conjunction with the submission of the engineering drawings, the Owner shall have their consulting engineer submit a stormwater servicing report/plan (functional report where facilities are proposed) satisfactory to the Director of Infrastructure and Development Services and Upper Thames River Conservation Authority. This report shall include identification of the major stormwater overland flow route through the development to the satisfaction of the Director of Infrastructure and Development Services. The Owner shall be responsible for any costs associated with the design and construction of the overland flow route to an appropriate outlet.

4. In conjunction with the submission of Engineering drawings, the Owner shall submit an erosion/sediment control plan that will identify all erosion and sediment control measures for the subject lands in accordance with City of Stratford and Ministry of Environment Conservation and Parks standards and requirements, all to the satisfaction of the City and Upper Thames River Conservation Authority. This plan is to include measures to be used during all phases on construction. Prior to any work on the site, the Owner shall implement these measures satisfactory to the Director of Infrastructure and Development Services. The City may install or rectify failing erosion and sediment control if the Owner fails to do so within 10 working days upon written request to do from the City.

5. The Owner shall have their professional engineer submit semi-annual monitoring reports to the Manager of Engineering demonstrating that the stormwater facility performs in accordance with the approved design criteria. The reports are to provide test results on the volume and nature of the sediment accumulating in the works. The timing and content of the monitoring reports is to be in accordance with the City's Infrastructure Standards and Specifications manual. The Owner shall ensure that the monitoring program commences when building permits have been issued on fifty percent (50%) of the lots in the plan and shall continue until assumption.

6. The Owner shall address forthwith any deficiencies of the stormwater works and/or monitoring program.

7. The subdivision agreement shall include a clause requiring the Owner prior to the issuance of a building permit to construct and have operational stormwater servicing works and major overland flow routes satisfactory to the Director of Infrastructure and Development Services.

8. Prior to assumption, the Owner shall operate, monitor and maintain the works. The Owner shall ensure that any removal and disposal of sediment is to an approved site satisfactory to the Director of Infrastructure and Development Services.

9. The stormwater management facility shall be constructed in one phase to the satisfaction of the Manager of Engineering and shall include the storm sewer outlet from the Rotary Complex lands to the satisfaction of the City at the sole cost of the Owner.

10. Prior to final approval, the Owner's consulting engineer shall certify that increased and accelerated stormwater runoff from this subdivision will not cause damage to downstream lands, properties or structures beyond the limits of this subdivision. Notwithstanding any requirements of the City, or any approval given by the Manager of Engineering, the Owner shall indemnify the City against any damage or claim for damages arising out of or alleged to have arisen out of such increased or accelerated stormwater runoff from this subdivision.

#### TEMPORARY STORMWATER WORKS

1. In the event that the Owner constructs temporary stormwater works, all works shall be to the satisfaction of the Manager of Engineering, and at no cost to the City. The Owner is responsible for all costs related to the construction and removal of all temporary works including decommissioning and any redirection of sewers and overland flow routes.

#### OUTLET SEWERS

1. The Owner shall construct all municipal services for the subject lands at the sole expense of the Owner to the satisfaction of the Director of Infrastructure and Development Services.

#### WATER

1. In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a water servicing report to the satisfaction of the Manager of Environmental Services.

2. The Owner shall have its professional engineer deliver confirmation that the water main system has been looped to the satisfaction of the Director of Infrastructure and Development Services.

3. As part of the water servicing report, the Owner shall have its professional engineer determine if there is sufficient water turnover to ensure water quality and determine how many homes need to be built

and occupied to maintain water quality in the water system. If the water quality cannot be maintained in the short term, the Owner shall install automatic blow offs, where necessary, to the satisfaction of the Manager of Environmental Services, or make suitable arrangements with Water Operations for the maintenance of the system in the interim.

4. The subdivision agreement shall include the requirement for the Owner to have their consulting engineer submit a chlorine residual maintenance plan to the satisfaction of the Manager of Environmental Services at the cost of the Owner.

5. The Owner shall maintain the water system to the satisfaction of the City until assumption to the satisfaction of Manager of Environmental Services.

6. Prior to final approval, the Owner shall engage the City's consultant to prepare a hydraulic assessment with modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.

#### TRANSPORTATION

1. The Owner shall construct all roads shown in this plan of subdivision such that alignments match joining roads and driveways outside this plan to the satisfaction of the Director of Infrastructure and Development Services as the cost of the Owner.

2. The Owner shall terminate Street 'B' at the north limit of this Plan to the satisfaction of the Director of Infrastructure and Development Services.

3. The Owner shall construct a 1.5 metres (5') sidewalk on the outside of the following streets within a time-frame as directed by the Manager of Engineering:

- i) east side of Street 'A' ending at the north terminus of Lot 31
- ii) north side of Street 'A' along the frontage of Lot 41-49
- iii) north side of Street 'B' along the frontage of Lots 24-30
- iv) west side of Street 'B' from Lot 24 until the terminus of the public road.

1. In conjunction with the submission of the engineering drawings the Owner shall submit an AODA compliant walkway connection design from 230 Britannia Street to the sidewalk on Street 'A' to the satisfaction of the Manager of Engineering. All costs associated with the design and construction will be at the cost of the Owner.



2. The subdivision agreement will require the Owner to comply with traffic management standards during construction to the satisfaction of the Director of Infrastructure and Development Services for any construction activity that will occur on existing public roadways needed to provide services for this plan of subdivision.

3. Should temporary turning facilities for vehicles be required by the Director of Infrastructure and Development Services, they shall be provided as easements concurrent with the registration of the phase. These easements shall be granted to the City of Stratford until the temporary turning facility is no longer required to the satisfaction of the Director of Infrastructure and Development Services. The Owner is responsible for all costs associated with obtaining the easement, the release of the easement and the construction and removal of all temporary turning facilities.

4. Owner shall keep private and City Streets clean of construction debris to the satisfaction of the Director of Infrastructure and Development Services. Failure to clean road right-of-way with two (2) working days upon written notice from the City will result in the City conducting cleaning activities at the cost of the Owner.

#### HYDRO

1. Prior to the entering into a subdivision agreement, the Owner shall obtain approval from Festival Hydro for an electrical layout. Any new addition and/or relocation of existing electrical infrastructure will be at the Owner's expense.

#### FIRE

1. The Owner shall not burn any materials on site.

#### OTHER

1. The subdivision agreement shall make provision for the physical location of Community Mail Boxes which satisfies the requirements of Canada Post and the City.
2. Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein contained, the Owner shall file with the Approval Authority a complete submission consisting of all required clearances, fees, and final plans, and to advise the Approval Authority in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the Approval Authority, such submission will be returned to the Owner

without detailed review by the City.

3. For the purpose of satisfying any of the conditions of draft approval herein contained, the Owner shall file, with the City, complete submissions consisting of all required studies, reports, data, information or detailed engineering drawings, all to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services. The Owner acknowledges that, in the event that a submission does not include the complete information required by the City, such submission will be returned to the Owner without detailed review by the City.

- 7.3. Resolution - Memorandum of Understanding – Southwest Community Transit Association (COU21-017) 272 - 276

Motion by \_\_\_\_\_

Staff Recommendation: THAT Stratford becomes a member of the Southwest Community Transit Association (SCT) by entering into a Memorandum of Understanding with the South Central Ontario Region Economic Development Corporation (SCOR);

AND THAT the CAO be authorized to sign the MOU and to appoint staff representatives to the Southwest Community Transit Association (SCT) Executive Committee and Technical Committee.

- 7.4. Resolution - Lease Agreement with Vanmeurs Farms Ltd. (COU21-018) 277 - 279

Motion by \_\_\_\_\_

Staff Recommendation: THAT an Agreement with Vanmeurs Farms Ltd. for the lease of 160 acres of farmland described as Part of Lots 39, 40, 41, Concession 5 and Parts of Lots 38, 39, 40 AND 41 Concession 6 for a period of 3 years to December 31, 2023, with the option of two (2) one (1) year extensions, be approved;

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

- 7.5. Resolution - Amendment of By-law 167-2020 - Fees and Charges. Schedule "E" - Sewage Service Rate and Minimum Consumption Charge (COU21-020) 280 - 281

Motion by \_\_\_\_\_

Staff Recommendation: THAT Schedule "E" of By-law 167-2020 be amended to increase the Sewage Service Rate for the first 3 m<sup>3</sup> of sewage used from \$1.41/m<sup>3</sup> to \$4.22/m<sup>3</sup> and the minimum consumption charge from \$4.23 to \$12.66.

**7.6. Resolution - 2021 Household Hazardous Waste Agreement between The Corporation of the City of Stratford and Corporation of the Township of Perth East (COU21-021)**

282 - 283

Motion by \_\_\_\_\_

**Staff Recommendation:** THAT The Corporation of the City of Stratford enter into an amending agreement with Corporation of the Township of Perth East for the disposal of Household Hazardous Waste generated in the Township to the City of Stratford Landfill Site Household Hazardous Waste Depot;

**AND THAT** the Mayor and Clerk be authorized to execute the necessary amending agreement.

**8. Business for Which Previous Notice Has Been Given:**

None scheduled.

**9. Reports of the Standing Committees:**

**9.1. Report of the Planning and Heritage Committee:**

Motion by \_\_\_\_\_

**THAT** the Report of the Planning and Heritage Committee dated February 22, 2021 be adopted as printed.

**9.1.1. Zone Change Application Z05-20, 1041 Erie Street (PLA21-004)**

284 - 296

THAT the zoning of 1041 Erie Street BE CHANGED from a Prime Industrial (I1-1) Zone TO a Prime Industrial (I1-1) Zone which allows for a restaurant with a drive thru, a minimum gross floor area for the main building of 385 m<sup>2</sup> , a setback from Erie Street of 13.8m and setback from Erie Street for a canopy of 2.3 m BE APPROVED 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 zone change will provide for a development that is appropriate for the lands;
4. the public was consulted during the zone change circulation and no public input was received.

**9.2. Report of the Finance and Labour Relations Committee:**

Motion by \_\_\_\_\_

**THAT the Report of the Finance and Labour Relations Committee dated February 22, 2021 be adopted as printed.**

**9.2.1. Consideration of the Stratford City Centre Business Improvement Area (SCC BIA) 2021 Budget (FIN21-001)**

297 - 299

THAT the report of the Director of Corporate Services dated January 19, 2021, regarding the Stratford City Centre Business Improvement Area 2021 budget (FIN21-001) be received for information;

THAT the 2021 budget of the Stratford City Centre Business Improvement Area be approved as submitted in the amount of \$319,750;

AND THAT the sum of \$290,750 shall be levied on properties located within the boundaries of the Stratford City Centre Business Improvement Area for the year 2021.

**10. Notice of Intent:**

**10.1. Notice of Consideration**

At the March 8, 2021 Council meeting, Councillor Sebben intends to put forward the following motion for consideration:

"That Council formally requests the Minister to revoke/repeal the MZO that was issued."

**11. Reading of the By-laws:**

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

Motion by \_\_\_\_\_

**THAT By-laws 11.1 to 11.6 be taken collectively.**

Motion by \_\_\_\_\_

**THAT By-laws 11.1 to 11.6 be read a First and Second Time.**

Motion by \_\_\_\_\_

**THAT By-laws 11.1 to 11.6 be read a Third Time and Finally Passed.**

**11.1. Agreement for Display Advertising for Notices and Non-Statutory Ads**

300 - 301

To authorize the execution of an Agreement with The Beacon Herald, a division of Postmedia Network Inc. for Display Advertising for Notices and Non-Statutory Ads for a three (3) year term.

**11.2. Lease Agreement for Farmland Adjacent to Stratford Municipal Airport 302**

To authorize the execution of a Lease Agreement with Vanmeurs Farms Ltd. for farmland adjacent to the Stratford Municipal Airport for a further three year term to December 31, 2023.

**11.3. Amending Agreement with Perth East for Disposal of Household Hazardous Waste 303 - 304**

To authorize the entering into and execution of an amending agreement with The Corporation of the Township of Perth East for the disposal of household hazardous waste generated in the Township to the Stratford Landfill Site Household Hazardous Waste Depot.

**11.4. Amend Zoning By-law 201-2000 with respect to Zone Change Application Z05-20 for 1041 Erie Street 305 - 307**

To amend Zoning By-law 201-2000 as amended, with respect to Zone Change Application Z05-20 to rezone a portion of the lands known municipally as 1041 Erie Street, located on the east side of Erie Street and the west side of Embro Rd south of Packham Avenue to allow for a site specific General Industrial I2-1 Zone.

**11.5. Amend Zoning By-law 201-2000 with respect to Zone Change Application Z09-19 for 236 Britannia Street 308 - 315**

To amend Zoning By-law 201-2000 as amended, with respect to Zone Change Application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision Development in the City of Stratford.

**11.6. Amend Fees and Charges By-law 167-2020 316 - 319**

To amend Schedule "E" of the Fees and Charges By-law 167-2020.

**12. Consent Agenda: CA-2021-022 to CA-2021-028 320 - 328**

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 March 8, 2021.

Motion by \_\_\_\_\_

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

- **Planning and Heritage Committee [3:20 p.m. or thereafter following the Regular Council meeting];**
- **Community Services Committee [3:25 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 February 22, 2021 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):**

329

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

**By-law 11.7 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on February 22, 2021.

Motion by \_\_\_\_\_

**THAT By-law 11.7 be read a First and Second Time.**

Motion by \_\_\_\_\_

**THAT By-law 11.7 be read a Third Time and Finally Passed.**

**15.3. Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

Motion by \_\_\_\_\_

**THAT the February 22, 2021 Regular Council meeting adjourn.**



## Stratford City Council Regular Council Open Session MINUTES

Meeting #:	4645th
Date:	Monday, February 8, 2021
Time:	3:00 P.M.
Location:	Electronic Meeting
Council Present in Council Chambers:	Mayor Mathieson - Chair Presiding
Council Present Electronically:	Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos
Staff Present in Council Chambers:	Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Chris Bantock - Deputy Clerk
Staff Present Electronically:	David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Jeff Bannon - Planner, Alyssa Bridge - Manager of Planning, Jodi Akins – Council Clerk Secretary, Marilyn Pickering – Manager of Tax Revenue

### 1. Call to Order:

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

Moment of Silent Reflection



## 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 declarations of pecuniary interest were made by a member at the February 8, 2021 Regular Council meeting.

## 3. **Adoption of the Minutes:**

R2021-42

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Beatty

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated January 25, 2021 be adopted as printed.**

**Carried**

## 4. **Adoption of the Addendum to the Agenda:**

R2021-43

**Motion by** Councillor Bunting

**Seconded by** Councillor Ingram

**THAT the Addendum to the Regular Agenda of Council and Standing Committees dated February 8, 2021, to include a request to defer Item 5.3 on the Planning and Heritage Committee agenda and to receive correspondence related to Item 5.1 on the Infrastructure, Transportation and Safety Committee agenda, be added to the Agenda as printed.**

**Carried**

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

**5.1 From the January 11, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

Appointment of Councillor Representative to the SeedCo., Board of Directors

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

R2021-44

**Motion by** Councillor Gaffney

**Seconded by** Councillor Bunting

**THAT Councillor Clifford be appointed to fill the vacant Councillor representative position on the Stratford Economic Enterprise Development Co. (SEED Co.) Board of Directors for the remainder of a four year term to November 14, 2022, or until a successor is appointed by Council.**

**Carried**

**5.2 From the January 11, 2021, Session under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

Release of Option to Purchase for Lots 16, 17 and Part Lot 18 in the Wright Business Park

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

R2021-45

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Clifford

**THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Release for Option to Purchase with respect to the lands and premises legally described as all of Lots 16 and 17, Plan 44M38 and Part of Lot 18, Plan 44R-38 designated as Parts 2 and 3 on Reference Plan 44R-5294 being all of PINs 53264-0109(LT), 53264-0110(LT), and 53264-0144(LT), City of Stratford, County of Perth.**

**Carried**

**5.3 At the February 8, 2021 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

The February 8, 2021 Committee of the Whole In-Camera session was cancelled and as such there were no items to be reported out on.

## **6. Hearings of Deputations and Presentations:**

None scheduled.

## **7. Orders of the Day:**

### **7.1 Proclamation - Heritage Day**

R2021-46

**Motion by** Councillor Ingram

**Seconded by** Councillor Gaffney

**THAT City Council hereby proclaims February 15, 2021 as Heritage Day in the City of Stratford in celebration of our past and our future, and to inspire Canadians to embrace, explore and enjoy our enduring heritage.**

**Carried**

### **7.2 Resolution - City of Stratford Display Advertising for Notices and Non-Statutory Ads Contract (COU21-012)**

R2021-47

**Motion by** Councillor Henderson

**Seconded by** Councillor Ingram

**THAT the City enter into a three year agreement, effective March 1, 2021, with The Beacon Herald, a division of Postmedia Inc., to continue to provide display advertising for notices and non-statutory ads under the same terms and conditions of the agreement entered into in 2016;**

**THAT an option to renew the agreement for two 12-month periods be included;**

**AND THAT the Mayor and Clerk be authorized to execute the necessary contract agreement.**

In response to a question, the City Clerk advised ads are circulated in the Marketplace and the Town Crier, on Thursday and Saturday respectively. This is done on a weekly basis unless there are no ads to be placed.

Mayor Mathieson called the question on the motion.

**Carried**

### **7.3 Resolution - Award of RFP-2020-38 – Pay by Phone Municipal Parking System (COU21-013)**

R2021-48

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**THAT the proposal from HotSpot Parking Inc. (RFP-2020-38) for the provision of a Pay by Phone Municipal Parking System be accepted;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute all required contract documents.**

A question and answer period ensued between members and staff with respect to:

- the convenience fee charged being a standard required by mobile parking providers and HotSpot not charging a convenience fee to extend a parking session;
- integration of other parking features such as parking fine payment being explored by staff; and,
- use of the capital budget set aside for this project only being needed for extra features but not required for initial startup of the application.

Mayor Mathieson called the question on the motion.

**Carried**

### **7.4 Resolution - Resident Parking Request (COU21-014)**

R2021-49

**Motion by** Councillor Clifford

**Seconded by** Councillor Bunting

**THAT the request from Mr. Coxon to park with no maximum time limits in the Upper Erie Lot during the provincial stay at home order be denied.**

**Carried**

### **7.5 Resolution - Household Hazardous Waste Contract Extension (COU21-015)**

R2021-50

**Motion by** Councillor Henderson

**Seconded by** Councillor Vassilakos

**THAT the contract with Photech Environmental Inc. for the collection, processing and recycling of hazardous waste be extended, under the same terms and conditions, for a one year term to March 31, 2022.**

A question and answer period ensued between members and staff with respect to:

- the single year extension being the last year of a three-year contract; and,
- the expected release in 2021 of new rules surrounding producer responsible organizations and the impact on future contracts of this nature.

Mayor Mathieson called the question on the motion.

**Carried**

#### **7.6 Resolution - Maintaining an outdoor rink on the Avon River (COU21-016)**

R2021-51

**Motion by** Councillor Gaffney

**Seconded by** Councillor Beatty

**THAT the City take no action with maintaining an outdoor rink on the Avon River due to safety concerns;**

**AND THAT signage be placed along the riverbanks informing the public of the hazards.**

A question and answer period ensued between members and staff with respect to:

- Community Services matching the opening of facilities with the province's color coded system for COVID-19 restrictions;
- the maintenance of an outdoor rink in other locations not having been reviewed but noting that similar liability and safety concerns would be present at any outdoor rink;
- the placement of warning signs in consultation with the City Solicitor and Insurer; and,

- staff reviewing Policy C.1.9. for amendments related to on-ice winter activities being prohibited and signage placed following the first snowfall each year.

Mayor Mathieson called the question on the motion.

**Carried**

**8. Business for Which Previous Notice Has Been Given:**

None scheduled.

**9. Reports of the Standing Committees:**

**9.1 Report of the Planning and Heritage Committee:**

R2021-52

**Motion by** Councillor Burbach

**Seconded by** Councillor Ingram

**THAT the Report of the Planning and Heritage Committee dated February 8, 2021 be adopted as printed.**

**Carried**

**9.1.1 Planning Report Zone Change Application Z03-20, 533  
Romeo Street South (PLA21-003)**

THAT the zoning of 533 Romeo Street S BE CHANGED from a General Industrial (I2) Zone TO a General Industrial Special (I2-36) Zone which allows for an athletic training facility with a maximum gross floor area of 4,080 m<sup>2</sup> and a minimum parking requirement of 1 space per 50 m<sup>2</sup> of gross floor area BE APPROVED for the following reasons:

- I. the request is consistent with the Provincial Policy Statement;
- II. the request is in conformity with the goals, objectives and policies of the Official Plan;
- III. the zone change will provide for a development that is appropriate for the lands;
- IV. the public was consulted during the zone change circulation and comments that have been received in writing or at the public meeting have been reviewed, considered and analyzed within the Planning report.

## 10. Notice of Intent:

### 10.1 Notice of Public Meeting under the Planning Act

Stratford City Council will hold a Public Meeting under the Planning Act on Tuesday, February 23, 2021 at 3:00 p.m. to hear all interested persons with respect to Official Plan Amendment 001-21, Draft Plan of Subdivision Application 31T21-001 and Zone Change Application Z01-21 regarding 4117 Perth Line 36, Part Lots 3 and 4, Concession 2 in the City of Stratford.

Persons wishing to participate orally at the public meeting, were asked to contact the City Clerk no later than 10:00 a.m. on Tuesday, February 23, 2021.

## 11. Reading of the By-laws:

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

R2021-53

**Motion by** Councillor Beatty

**Seconded by** Councillor Burbach

**THAT By-laws 10-2021 to 16-2021 be taken collectively.**

The Chief Administrative Office advised that Spencer Steckley has been recommended for the position of Manager of Financial Services at the City of Stratford.

Mayor Mathieson called the question on the motion.

**Carried** unanimously

R2021-54

**Motion by** Councillor Sebben

**Seconded by** Councillor Vassilakos

**THAT By-laws 10-2021 to 16-2021 be read a First and Second Time.**

**Carried** two-thirds support

R2021-55

**Motion by** Councillor Gaffney

**Seconded by** Councillor Henderson

**THAT By-laws 10-2021 to 16-2021 be read a Third Time and Finally Passed.**

**Carried**

**11.1 Amendment Agreement with Upper Thames River Conservation Authority regarding Source Protection Enforcement - By-law 10-2021**

To authorize the entering into and execution of Amendment No. 2 Agreement to the Source Protection Part IV Enforcement Transfer Agreement with Upper Thames River Conservation Authority with respect to the enforcement and jurisdictional rights under Part IV of the *Clean Water Act* as part of the implementation of the Thames Sydenham and Region Source Protection Plan to December 31, 2023.

**11.2 Amendment Agreement with Upper Thames River Conservation Authority regarding Joint Risk Management Services - By-law 11-2021**

To authorize the entering into and execution of Amendment No. 2 Agreement to the Source Protection Joint Risk Management Services with Upper Thames River Conservation Authority, pursuant to the *Clean Water Act, 2006* regarding a joint program for the enforcement and jurisdictional rights under Part IV of the *Act* as part of the implementation of the Thames-Sydenham and Region Source Protection Plan to December 31, 2023.

**11.3 Appointment to SEEDCo. Board of Directors - By-law 12-2021**

To amend By-law 178-2018 as amended, to make a Council representative appointment to the Stratford Economic Enterprise Development Co. (SEED Co.) Board of Directors.

**11.4 Amend Zoning By-law 201-2000 with respect to 533 Romeo Street South - By-law 13-2021**

To amend Zoning By-law 201-2000 as amended, with respect to zone change Z03-20 to rezone the lands known municipally as 533 Romeo Street South, located on the east side of Romeo Street South between Park Street and Norfolk Street to allow for a site specific General Industrial I2 Zone.

**11.5 Award of Pay by Phone Municipal Parking System Request for Proposal - By-law 14-2021**



To authorize the awarding of the Pay by Phone Municipal Parking System request for proposal [RFP-2020-38] and the entering into of a contract with HotSpot Parking Inc.

#### **11.6 Appoint a Manager of Financial Services and Acting Treasurer - By-law 15-2021**

To appoint a Manager of Financial Services and Acting Treasurer for The Corporation of the City of Stratford and to repeal By-law 118-2003.

#### **11.7 Release from Option to Purchase - By-law 16-2021**

To authorize the entering into of the Release for Option to Purchase with respect to the lands and premises legally described as all of Lots 16 and 17, Plan 44M38 and Part of Lot 18, Plan 44R-38 designated as Parts 2 and 3 on Reference Plan 44R-5294 being all of PINs 53264-0109(LT), 53264-0110(LT), and 53264-0144(L T), City of Stratford, County of Perth.

### **12. Consent Agenda: CA-2021-010 to CA-2021-021**

Council did not advise of any items to be considered on the Consent Agenda.

### **13. New Business:**

#### **13.1 City Hall Canada Flag**

Mayor Mathieson advised that staff are aware the Canadian flag atop City Hall has torn. The flag will be replaced once the mechanism to lower the flag has unfrozen.

#### **13.2 Stratford Community Safety Plan - Update**

A member noticed an item on the consent agenda related to community safety and well-being plans and asked for an update on the City's plan. The Director of Social Services advised that the first draft of the plan is being edited with the consultant and staff hope that it will be completed by the end of February.

### **14. Adjournment to Standing Committees:**

The next Regular Council meeting is February 22, 2021 at 3:00 p.m.

R2021-56

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Bunting

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

- **Planning and Heritage Committee [3:10 p.m. or thereafter following the Regular Council meeting];**
- **Finance and Labour Relations Committee [3:15 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [3:20 p.m. or thereafter following the Regular Council meeting];**

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

**Carried**

## **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 February 8, 2021 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

No declarations of pecuniary interest were made by a member at the February 8, 2021 Council reconvene meeting.

## **15.2 Committee Reports**

### **15.2.1 Planning and Heritage Committee**

R2021-57

**Motion by** Councillor Ritsma

**Seconded by** Councillor Ingram

**THAT Item 5.1 of the Planning and Heritage Committee meeting dated February 8, 2021 be adopted as follows:**

**5.1 Planning Report – Plan of Subdivision 31T15-001, 576 O'Loane Avenue (PLA21-002)**

**THAT the draft conditions of approval of plan of subdivision 31T15-001 be modified as follows:**

**Revise Condition #1 to read:**

**This draft approval applies to the draft plan submitted by Ian Rawlings, prepared by GSP Group, certified by Erich Rueb O.L.S., drawing no. dp16144b.dwg, dated May 15, 2017; as revised on May 5, 2020 which shows a total of 90 single-detached residential lots, 24 semi-detached residential lots, 46 street townhouse lots, 2 multiple unit blocks, one park block, four 0.3m reserve blocks, one stormwater management block, one walkway block and one block for road widenings served by 5 new local roads.**

#### **PARKLAND**

**Revise Condition #21 to read:**

**The Owner shall convey up to 5% of the lands included in this plan to the City of Stratford for park purposes. This shall include Block 151.**

**Revise Condition #22 to read:**

**Once a total of 55 units have been registered, excluding Lots 11 to 28 and Blocks 149, 150, Park Block 151 shall be conveyed in the next registration.**

**Revise Condition #23 to read:**

**Within one year of any registration that includes Park Block 151, the Owner shall grade and seed this Block at no cost to the City and to the satisfaction of the Director of Community Services and the Director of Infrastructure and Development Services.**

#### **Fencing**

**Revise Condition #24 to read:**

**Within one year of registration of the first phase, the Owner shall erect a 1.83 m high chain link fence without gates along the common property line between the railway**

**right-of-way and Block 152. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.**

**Revise Condition #25 to read:**

**Within one year of any registration that includes Lots 64, 65, 81-84, or 141-148, the Owner shall erect a 1.5 m high fence without gates along the rear property line of similar design and material.**

**Revise Condition #26 to read:**

**Within one year of the registration of Lots 84 & 141, the Owner shall erect a 1.5 m high fence along the west property line of Lot 141 and along the east property line of lot 84.**

**Revise Condition #27 to read:**

**Within one year of any registration that includes Lots 48 to 64 and the west limit of Block 152, the owner shall erect a height of 1.5m fence without gates along the rear lot line to prevent trespassing, to the satisfaction of the Manager of Planning.**

**Revise Condition #28 to read:**

**Within one year of any registration that includes Lots 1 to 10, the owner shall erect a height of 1.83m board on board fence on the rear lot line to the satisfaction of the Manager of Planning.**

### **WALKWAYS**

**Revise Condition #29 to read:**

**Concurrent with final approval of the plan which includes Block 150, the Owner shall convey walkway Block 153 the City of Stratford. The Owner shall construct a 3.0 m walkway in accordance with City of Stratford standards or provide security to the City.**

### **RAIL**

**Revise Condition #31 to read:**

**Prior to occupancy of Lots 64, 65, 81-84, or 141-148, an earthen berm shall be constructed to a minimum height of 2 metres above grade at the property line having slopes no steeper than 3 to 1. The berm shall be adjoining and parallel to the railway right-of-way.**

**NOISE ATTENUATION**

**Revise Conditions #32 i,ii, iii, iv and v to read:**

**The Owner has submitted a Noise and Feasibility Study dated September 21, 2015 prepared by HGC Engineering which recommends noise abatement measures. The recommendations of this study which include noise walls, EW5 Construction or equivalent, forced air central heating sized to accommodate air conditioning, central air conditioning and warning clauses are to be implemented as outlined below, to the satisfaction of the City of Stratford,**

- i. Prior to occupancy for Lots 1, 140, and 148, the Owner shall construct a 2 meter high noise attenuation wall between Lots 140, 148, Lot 1 and O'Loane Avenue; between Lot 148 and Block 152; between Lot 140 and Block 149; and between Lot 1 and the northern extents of the subdivision plan.**
- ii. The following warning clause shall be included in the subdivision agreement to be registered on Title and in subsequent Offers of Purchase and Sale for Lots 2, 3, 64, 65, 81-84, 139 and 141-147:**

**"Purchasers are advised that sound levels due to increasing road and rail traffic may occasionally interfere with some activities of the dwelling occupants as the sound levels activities exceed the noise criteria of the Municipality and the Ministry of Environment."**

**"Warning to Solicitors: Solicitors are advised to stress the importance of the above noted warning clause when advising their clients on the purchase of units in the subdivision."**

**iii. The following warning clause shall be included in the subdivision agreement to be registered on Title and in subsequent Offers of Purchase and Sale for Lots 1, 140 and 148:**

**“Purchasers are advised that despite the inclusion of noise control features in the development and within the building units, sound levels due to increasing road and rail traffic may occasionally interfere with some activities of the dwelling occupants as the sound levels activities exceed the noise criteria of the Municipality and the Ministry of Environment and Climate Change.”**

**“Warning to Solicitors: Solicitors are advised to stress the importance of the above noted warning clause when advising their clients on the purchase of units in the subdivision.”**

**iv. The following warning clause shall be included in the subdivision agreement to be registered on Title and in subsequent Offers of Purchase and Sale for Lots 1-3, 64, 65, 81-84, 139, 140 and 141-147:**

**“This dwelling unit has been fitted with a forced air heating system and ducting was sized to accommodate central air conditioning. Installation of central air conditioning will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the criteria of the Municipality and the Ministry of Environment and Climate Change. (Note: The location and installation of the outdoor air conditioning device should be done so as to minimize the noise impacts and comply with criteria of Ministry of Environment and Climate Change publication NPC-300 as applicable.)**

**“Warning to Solicitors: Solicitors are advised to stress the importance of the above noted warning clause when advising their clients on the purchase of units in the subdivision.”**

- v. The following warning clause shall be included in the subdivision agreement to be registered on Title and in subsequent Offers of Purchase and Sale for Lot 148:

**"This dwelling unit has been supplied with a central air conditioning system which allows windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the criteria of the Municipality and the Ministry of Environment and Climate Change.**

**"Warning to Solicitors: Solicitors are advised to stress the importance of the above noted warning clause when advising their clients on the purchase of units in the subdivision."**

#### **STORMWATER SERVICING**

**Revise Condition #39 to read:**

**Concurrent with final approval of the plan, the Owner shall provide all required and adequate land dedications related to the stormwater works, including Block 152, satisfactory to the City.**

**Carried**

#### **15.2.2 Infrastructure, Transportation and Safety Committee**

R2021-58

**Motion by** Councillor Henderson

**Seconded by** Councillor Burbach

**THAT Item 5.1 of the Infrastructure, Transportation and Safety Committee meeting dated February 8, 2021 be adopted, as amended, as follows:**

**5.1 Proposed Closure of T. J. Dolan Drive from St. Vincent Street South to St. David Street (ITS21-002)**

**THAT Council approve the permanent closure of T.J. Dolan Drive from St. Vincent Street South to St. David Street;**

**THAT Staff prepare a road closure by-law for T.J. Dolan Drive from St. Vincent Street South to St. David Street to be presented at a future Council meeting;**

**AND THAT Staff proceed to give notice of a public meeting regarding Council's consideration a by-law to permanently close T.J. Dolan Drive from St. David Street to Centre Street for conversion to a multi use trail.**

**Carried**

### **15.3 Reading of the By-laws (reconvene):**

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

#### **Confirmatory By-law - By-law 17-2021**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on February 8, 2021.

R2021-59

**Motion by** Councillor Bunting

**Seconded by** Councillor Burbach

**THAT By-law 17-2021 be read a First and Second Time.**

**Carried** two-thirds support

R2021-60

**Motion by** Councillor Gaffney

**Seconded by** Councillor Beatty

**THAT By-law 17-2021 be read a Third Time and Finally Passed.**

**Carried**

### **15.4 Adjournment of Council Meeting**

R2021-61

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Sebben

**THAT the February 8, 2021 Regular Council meeting adjourn.**

**Carried**

Meeting Start Time: 3:00 P.M.

Meeting End Time: 3:19 P.M.



Reconvene Meeting Start Time: 3:36 P.M.  
Reconvene Meeting End Time: 3:38 P.M.

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Mayor - Daniel B. Mathieson

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Clerk - Tatiana Dafoe



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## MANAGEMENT REPORT

**Date:** February 22, 2021  
**To:** Mayor and Council  
**From:** Stephanie Potter, Policy and Research Associate  
**Report#:** COU21-024  
**Attachments:** Service Delivery Review by Blackline Consulting

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**Title:** Municipal Modernization Service Delivery Review – Final Report

**Objective:** To present the third-party Municipal Modernization Service Delivery Review undertaken by Blackline Consulting for Council’s consideration.

**Background:** In early 2020, the Ministry of Municipal Affairs and Housing (MMAH) provided funding for the City to undertake a third-party Service Delivery Review under the Municipal Modernization Program Intake 1 to investigate the following opportunities:

- Modernization of service delivery inclusive of technological enablers that will provide seamless citizen-centered experience, building on existing leading practices internal and external to the Corporation;
- Integration of services resulting in maximizing efficiencies, economies of scale, and reduced costs;
- Options for structural alignment within the corporation and exploration of shared services within the community and beyond;
- Opportunities for revenue generation;
- Provision of a clear implementation plan of recommendations for moving forward.

On 10 February 2020, Stratford City Council adopted the following motion:

THAT City staff be authorized to issue an RFP to retain consulting services for the development of a Municipal Modernization Service Delivery Review;

RFP 2020-13 Service Delivery Review was released on 11 February and closed on 4 March. The City received twelve proposals. Proposals were evaluated based on the following criteria:

- Project understanding and implementation plan
- Company experience and project team qualifications
- Financial Proposal
- Submission Content

After the evaluation process was complete, the evaluation team unanimously recommend the retention of Blackline Consulting. On 14 April, Council adopted the following motions:

THAT the proposal from Blackline Consulting to conduct a Municipal Modernization Service Delivery Review be accepted;

AND THAT the Municipal Modernization Service Delivery Review be funded through the Municipal Modernization Program.

Staff have worked with Blackline on an ongoing basis to provide the information needed to complete Service Delivery Review. The report is attached for Council's review and consideration.

### **Analysis:**

#### **I) Service Delivery Review Report**

The Corporate Leadership Team has reviewed the opportunities identified in the Service Delivery Review to improve efficiency and realize potential cost savings. However, it is important to recognize that these opportunities will require further staff investigation to determine the steps and resources necessary to implement the recommendations, as well as their impact to City operations. The attached report should be considered a starting point – implementation will take time.

Furthermore, as noted in the report, some of the efficiencies identified may not be accurate because the City did not have the data needed to fully complete the analysis. Some numbers are theoretical, and recommendations are based on estimates to illustrate potential cost savings and thus require further staff investigation. In these cases, there is not enough information available to make an informed decision, and staff would recommend that we initiate a data tracking process that would inform service delivery decisions in the future.

Similarly, please note that some of the resources identified as "saved" do not represent reductions in staff positions, rather parts of staff positions that could be freed up to be reallocated or repurposed. For example, the report likens labour/staff time savings of

Full Time Employees. As noted in the report, this does not equate to the elimination of a full-time staff position, but could create operational efficiencies throughout the City or within a department by reallocating tasks or responsibilities of some staff positions to other responsibilities. Over time, this would result in service enhancements or a reduction of staff positions through attrition.

Finally, it is important to note that these recommendations are based on a review of the data the City has available, and were largely based on a quantitative analysis. While this is an important factor, there are other financial and operational considerations that need to be taken into account before recommendations can be implemented. CLT will need to fully consider the impact to operations and service levels; there are other time, resource, and financial costs to implement each of these recommendations that need to be fully reviewed and assessed. For example, the report allocates approximately 2000+ hours of implementation work to the Manager of IT. This equates to a dedicated full-time position just to implement these recommendations. Thus all qualitative and quantitative factors must be considered prior to implementation to ensure we have a full understanding of the impact each recommendation will have on resources, operations and the cost of service delivery.

## II) Next Steps

### a) CLT Review

CLT is committed to exploring the efficiency options identified in this report. It is recommended that the report be referred to CLT for further review. The review would be guided by the Strategic Priorities and recommendations for implementation would be brought forward to Council for consideration.

### b) Municipal Modernization Program Intake 2

The Ministry of Municipal Affairs and Housing has announced a second intake of the Municipal Modernization Program that will assist municipalities with implementing their Service Delivery Review recommendations. Under this program, eligible projects must be based on demonstrated evidence of savings and/or efficiencies and must be fully implemented by September 2022. Priority is given to projects that address digital modernization, service integration, streamlined development approvals, or shared services/alternative service delivery models. Applications must be submitted by 15 March 2021.

CLT has identified an opportunity to implement a portion of the Paperless business case under this funding stream. It is recommended that we apply for the following initiatives:

- The creation of a Citizen Portal that will automate paper processes between citizens and the City;

- The implementation of a Financial Systems Enhancement to eliminate paper tax billing through an e-send program.

This would represent the first phase of Paperless implementation under the Service Delivery Review, and would create demonstratable efficiencies for citizens and staff. We have the resources to implement within the project timeframe.

**Financial Impact:** Projected savings and efficiencies, as identified by Blackline Consulting, are detailed in the attached Service Delivery Review report. Much of the data and assumptions included in their report require further analysis to determine which opportunities are feasible and should be pursued. Further assessment of implementation and resource costing is needed.

Municipal Modernization Program Intake 2 is a cost sharing grant that would cover up to 65% of project costs. The Government of Ontario expects to contribute between \$20,000 and \$250,000 to each approved project. Capital costs to implement the proposed paperless initiatives are expected to be as follows:

- Citizen Portal: \$150,000 through an RFP process;
- Financial Systems Enhancement: \$25,000 in professional services;

= \$175,000 in total initial project costs, 65% of which could be funded if the application is approved.

The financing for the Citizen Portal and the Financial Systems Enhancement has been included in the 2021 budget. If approved, the grant would reduce these costs. Please note that there will be ongoing annual operational costs associated with maintaining these product licences, as well as ongoing monitoring and maintenance by City staff.

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

#### **Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

**Staff Recommendation: THAT Council receive the Service Delivery Review report by Blackline Consulting;**

**THAT the Service Delivery Review report be referred to the Corporate Leadership Team to investigate the opportunities identified by Blackline and report back to Council;**

**AND THAT staff be authorized to apply to the Ministry of Municipal Affairs Municipal Modernization Program Intake 2 for funding to implement the creation of a Citizen Portal and Financial Systems Enhancement, identified in the Paperless Service Delivery Review business case.**



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Stephanie Potter, Policy and Research Associate



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Joan Thomson, Chief Administrative Officer



**BLACKLINE  
CONSULTING**

A HIGHER STANDARD

# Service Delivery Review

Final Report

**City of Stratford**

16<sup>th</sup> February 2021





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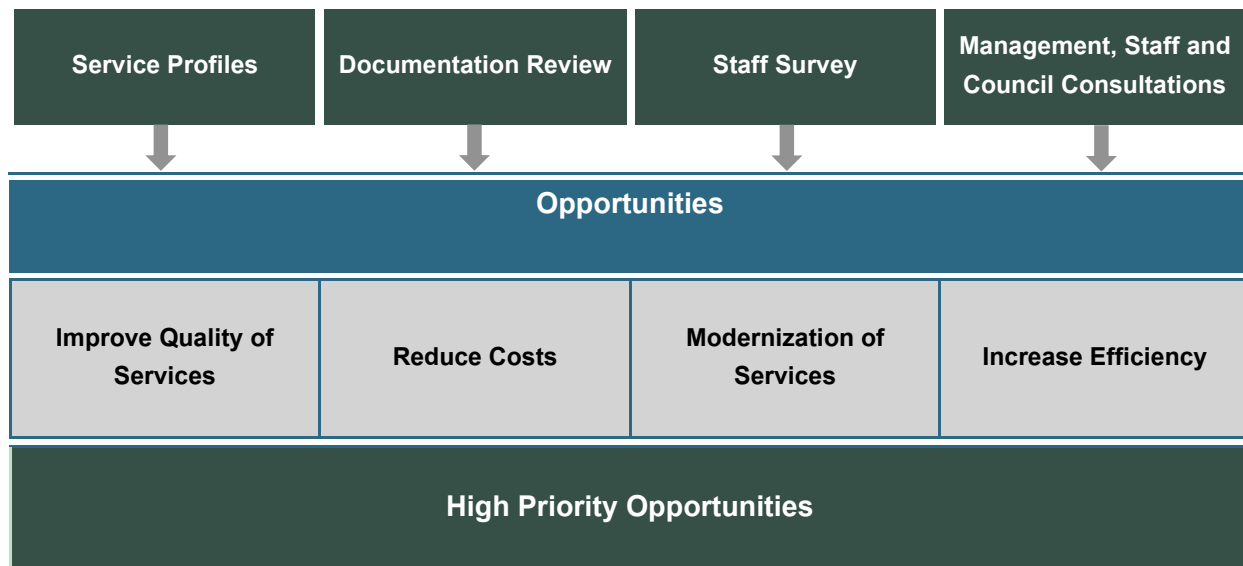
# Summary

# Executive Summary

In May 2020, the City of Stratford selected Blackline Consulting to conduct a service delivery review of the organization. The scope included all City services. The objective was to identify any ways that service delivery could improve, whether that was technology enablers to provide a better customer experience, integration of services that allow economies of scale, structure realignment or increased revenue generation.

## Approach

We engaged with management, staff and council members throughout the engagement for purposes such as data gathering, prioritizing opportunities and gathering feedback. The diagram below shows how we used this wide consultation to generate the service improvement opportunities.



Through those consultations and analysis, we generated an index of opportunities for change to how the City operates that could modernize service delivery, reduce costs, increase revenues or redeploy staff.

The table following shows the number of opportunities generated from each of those inputs. In most cases, an opportunity came from more than one source.

Source	Management and Council Interviews	Staff Interviews	Staff Survey	Staff Workshops	Service Profile
# Opportunities	43	16	11	22	52

We then worked with CLT to validate the opportunities had merit and to determine a priority. From the full list of opportunities, nine were considered high priority and requiring more in-depth analysis.

## Opportunities

### 1. Reduce the use of paper

Various departments across the City rely on paper to operate, whether forms, applications, invoices or permits. The table below shows the number of forms departments handle each year.

Department	Paper Transactions
Clerks	5219
Community Services	3160
Finance	59560
Human Resources	3537
Public Works	81
Social Services	700

The City's first step towards eliminating paper is to make electronic/digital the default option. Providing online forms to replace the paper forms used today. The City will not eliminate paper forms, so people will still wish to use them, however, this should be the exception and not the rule.

To enable transactions to occur online, the City will have to allow customers to pay online with a credit or debit card.

In situations where paper still arrives, the City should digitize it as soon as it arrives, whether that is staff keying information into systems or technology that can scan the paper and automatically create the record in the correct system.

The table below shows the estimation of the labour-saving from converting the various forms into electronic and not having to process the paper. This labour-saving is the comparison to the effort spent processing paper today with effort of processing electronic submissions.

Department	Percentage decrease
Finance	-47.99%
Clerks	-68.13%
HR	-78.73%
Public works	-62.69%
Community Services	-17.25%
Social Services	-100%
<b>Total</b>	<b>50.33%</b>

## 2. Enhance HR systems

The key functions performed under the department include recruitment, occupational health & safety, compensation and benefits (in conjunction with Payroll), performance management, labour relations, negotiations, employee database, leave management, training and development. Today there is no enterprise IT system supporting these activities, meaning many activities are manual and time-consuming.

We have split this opportunity into three parts:

1. Modernize the time and attendance (TAS) process and system
2. Redesign the payroll process to eliminate manual steps that are occupying the Payroll Clerk unnecessarily
3. Implement an HRIS to automate manual processes and deliver self-serve capabilities.

### Modernize the TAS process and system.

The City has two relatively manual methods of collecting time and attendance from staff: Paper timesheets and Excel timesheets.

Time and Attendance Processes							
Process steps	Fill in timesheet	Transport to approver	Review/ approve	Transport to admin	Summarize timesheets	Transport to payroll	Total
How many staff complete this step	445	291	47	57	22	35	
Current Total Labour (Hours per week)	65	15	37	2	26	2	<b>147</b>

The introduction of a time and attendance system (TAS) will reduce the number of steps and manual processes to record time and attendance. For instance, transporting paper or sending spreadsheets via excel will no longer be necessary as all the time and attendance information will be in one central location.

### Redesign the payroll process to eliminate manual steps that are occupying the Payroll Clerk unnecessarily

The consolidated timesheets are received by the payroll clerk in an Excel file. The entries are then reviewed and typed into Microsoft Great Plains – the software used by the Finance division by the Payroll Clerk. The Payroll Clerk is currently expending about 9 hours a week on this activity.

Integrating the time and attendance system with the payroll solution will eliminate the need for the Payroll Clerk to summarize or transcribe time and attendance information.

### Implement an HRIS to automate manual processes and deliver self-serve capabilities.

An HRIS system allows an organization to file, track, manage and share employee information and records in a single system. Currently, the City is not able to completely perform some core HR functions such as credential tracking, training records (some departments do keep records) and succession planning due to capacity limits. In other instances, such as HR paper files and recruitment, the majority of the associated activities are still relatively manual.

HR Functions	Performed today?	Manually intensive ?	Percent of staff per year	Yearly Labour Hours
Credential tracking	Limited	-	15%	17
Training records	Limited	-	25%	56
Succession planning	Limited	-	0.05%	22
Paper HR files	Partially	Yes	100%	225
Screening and recruitment activities	Partially	Yes	-	1,173
Benefits enrollment and status changes	Yes	Yes	10%	23
Vacation/lieu/sick balance tracking	Yes	Yes	100%	133
Total				1,628.54

Implementing an HRIS would substantially reduce the labour associated with these activities and give HR staff the ability to address some of the items they do not have the capacity for today.

### 3. Review the utilization of the fleet

The Fleet Division has responsibility for the maintenance of the public works and transit fleet. However, the fleet in other departments is purchased, allocated, used and disposed of by that department. The Division currently manages 91 vehicles in the fleet.

Typically, we use vehicle usage time when assessing fleet utilization. Vehicle usage time is a measure of the time a vehicle is in use from the moment it leaves the lot until it is returned. The City does not record this information. In its absence, we group vehicles with similar uses and compared the kilometres they had been driven. Doing this will only indicate if there may be a difference in usage.

This kilometre assessment did show variance, which suggests the City should begin tracking actual usage data to investigate the utilization of the fleet.

### 4. Consolidate grass maintenance

Various staff across departments have responsibility for grass maintenance in different parts of the City. For some, it is a substantial part of their responsibilities, for others, it occupies a small amount of their time. For example, Community Services and Roads.

Department	Description	Total Travel hrs (Travel time x # of cuts/yr.)	Volume of work (Work hours x # of cuts/yr.)	Total Volume
Community Services	Riding Mower	3432	728 hours	<b>4160 (Hours/Yr.)</b>
Infrastructure & Development Services	Machine Work	0	222 hours	<b>222 (Hours/Yr.)</b>
	Weed Trimming	156	224 hours	<b>380 (Hours/Yr.)</b>

Consolidating grass cutting into one department may offer some benefits:

- Lower switching costs – when a person moves from one task to a different one, some time is lost switching between the two.
- Consolidating equipment – in some circumstances, there may be duplicate grass cutting equipment, although in some situations, the equipment is specialized.
- Travel time – in many instances, staff are travelling to the location of the grass, which might be reduced if the work were consolidated



## **5. Increase airport revenues**

The Stratford Airport has higher expenses than income, having an annual loss of \$175,000 in 2019. While the current expenses and revenues may be reasonable, the structure of the existing airport management contract keeps expenses low. This is a discretionary service that not all municipalities provide and as such, the City wished to investigate what economic alternatives it had to offset these expenses more fully.

We investigated three options – increase fees, expand the current facility and selling the airport.

### **Increase fees**

For the airport to be able to offset the current losses, the fees would need to increase by 70%. Increasing the fees at this rate will reduce the competitiveness of the Stratford Airport, given that the fees would be higher than those of its competitors.

In March 2020, Stratford Airport completed a benchmark analysis of its fees to compare them to other similar airports. It showed the possibility of increasing fuel and terminal rentals to closer to the benchmark average.

### **Extend the taxiway and build a new hangar**

The airport has the land for additional hangar space. To access the additional space, the airport would need to extend its taxiways to connect the hangar to the runway. When the airport leases space for hangar construction, the renter is responsible for the costs of that construction. A new hangar would lead to more airplane traffic and more fuel sales.

The Stratford Airport has estimated that the cost to construct the extension is \$200,500 and would generate around \$25,000 per year based on the current hanger income.

### **Sell the Airport**

The City could investigate selling the airport – with the intention that it continues to operate as an airport or as land.

We estimated what the airport might sell for based on a recent sale of Lake Simcoe airport, which valued the airport at approximately \$8m. It is a larger airport with more services than Stratford, hence estimating a value of \$3m. The City provided us with a Valco report from 2019 that valued farmland in Perth County at approximately \$20,000 per acre, which values the land at around \$8.5m.

Selling the airport will have both positive and negative implications for the City of Stratford. The Economic Impact Analysis Report from 2014 concluded that the airport generated an estimated economic impact of \$3.3 million in that year for the City. If the airport was sold, specifically as land, this economic benefit would be lost.

To offset expenses, the City should consider increasing some fees and adding an additional hanger.

## 6. Repair fire vehicles internally

The Fire Department owns four heavy-duty fire apparatus and five light-duty vehicles. All vehicles are maintained and repaired by external mechanics. The maintenance cost of these vehicles ranges between \$50,000 and \$120,000 per year, with approximately 60% of the cost being related to labour. Additionally, whenever a vehicle requires maintenance, there can be six hours of staff time lost - one and a half hours of travel time each way for two people.

Operational Costs	Current	In House Mechanic
Maintenance - Parts and Equipment	-\$ 34,000	-\$ 27,200
Maintenance - Labour	-\$ 51,000	-\$ 2,448
Lost Travel Time - Salaries	-\$ 9,346	-\$ 467
Salaries - Mechanic	\$ -	
Utilities Costs	\$ -	-\$ 470
<b>Total Operational Costs</b>	<b>-\$ 94,346</b>	<b>-\$ 30,585</b>

### Training

Specific training to qualify for the Emergency Vehicle Technician status. The certification is structured into 8 modules for fire vehicles. Courses and examinations for each module are in the range of \$500 per person – or \$4,000 if all 8 modules are required. Reviewing the modules, it appears that Stratford would likely need 6 of the modules for a total of \$3,000 per person.

## 7. Consolidate invoicing

Some departments outside of finance currently process invoices. Often these departments have a small number of invoices to manage and follow processes that work with the situation they face but may be different than the corporate approach. An example of these differences is interest. The City generally charges a monthly interest rate of 1.25% when finance manages invoices, but this may not happen when departments manage invoices.

One example is Recreation Division. They process around 100 invoices per month and use a software called *Perfect Mind*. Three staff have part of their jobs processing invoices.

### System integration with the Financial system

Integration between systems will allow for more automation and reduce the labour that goes into the invoicing process. In the Recreation Division example, staff will still input rental data into Perfect Mind so they can manage rentals. Integrating Perfect Mind with Great Plains will allow this data to be automatically reflected in the finance system.

## 8. Facility maintenance and utilization

We conducted an investigation into three aspects of the City operates facilities:

- Whether the maintenance costs were higher at any of the recreation facilities than the others
- Would a central function managing facilities be more effective or efficient than the current decentralized model
- Are the recreation facilities highly utilized and are there steps that could increase the utilization

In each of these areas, the City does not currently have sufficient data for us to conclude whether changes would yield benefits. The analysis we could undertake suggests there is merit to the concepts, but that staff will need to conduct a more complete analysis when they can gather the data required.

### Facility Maintenance Costs

From a recreation facility maintenance perspective, we were able to identify a basic maintenance cost per square foot.

Facility	Amenities	Total Maintenance Costs per sq ft.
<b>Dufferin Arena</b>	1 ice arena	\$ 3.9
<b>Allman Arena</b>	1 ice arena and 1 upper lobby	\$ 6.1
<b>Stratford Agriplex</b>	3 meeting rooms, 4 gymnasiums, 1 community hall and 1 bingo hall	\$ 4.4
<b>Rotary Complex</b>	4 meeting rooms, 2 ice arenas, 4 community halls and 1 walking track	\$ 6.0

With this basic measure, two of the facilities are much more expensive per square foot, but we do not have data to determine why this difference may exist.

### Facility Maintenance

Facilities maintenance in the City is decentralized, with managers from respective departments (e.g., Fire, Library, Daycare, Infrastructure and Development Services, Social Services and Community Services) responsible for the operation and maintenance of their facilities.

The City spends approximately \$1.42m on facilities maintenance annually. In addition to this figure, facility managers spend around 1,993 hours on administration, managing operations and project management. Centralizing facility maintenance offers potential benefits:

- Preventative maintenance – most maintenance is currently demand, when something requires repair, it is attended to. According to the United States Department of Energy, it should be common practice for organizations to limit demand maintenance to 20% of total maintenance cost and they estimate that preventative maintenance reduces total maintenance costs by 12-18%.
- Contractor consolidation – a central function is better able to agree and use a shorter list of contractors, where the City might get better pricing or volume discounts.


To do this, particularly the preventative maintenance, the City would require a work order management system that supports facility maintenance.

### Facility Utilization

The Recreation Division operates ice arenas, multi-use sports fields, community centres and other recreational facilities. The hours of operation vary for each facility, but most of them are open seven days a week.

Limited data is retained on the capacity of each facility and how much it is being used. Over time community demand will change and understanding each amenity in a facility, what is programed and who is attending will allow the City to adjust to best match community needs.

With the limited data available in each of these three areas, we recommend the City put in place mechanisms to capture the required data and, after a representative period of data collection, complete a fulsome analysis to determine what actions, if any, should be taken.

A vintage camera with a black body and silver top is positioned on a light-colored wooden surface. The background is heavily blurred, showing indistinct shapes and colors, including a blue object on the left and a white object in the center. The overall lighting is soft and warm.

**This work focused on  
identifying ways the  
City could modernize  
its operations**

# Context and Scope

The City of Stratford (City or Stratford) is committed to providing modern and efficient services and service delivery to its residents. To this end, Stratford decided to undertake a Service Delivery Review (SDR) to identify opportunities within the City's operations and to maintain fiscal sustainability. In May 2020, Blackline Consulting (Blackline or BLC) was selected by the City to conduct the SDR.

## Scope and Focus

Blackline assessed all services provided by the City. The SDR included interviews with staff, management and Council. In addition to the seven City Departments, the City also wishes to include the partners that it works with who report to separate boards as part of the review. These partners included the Stratford Police Services and the Public Library.

Throughout the SDR, we identified a list of 99 opportunities from which 12 were further analyzed. Blackline worked together with the Corporate Leadership Team (CLT) and City staff to go through the prioritization process. For the prioritized opportunities, Blackline developed various recommendations and identified the financial and non-financial benefits of each of them. Additionally, we developed an implementation and monitoring plan for the City to follow once the Departments are ready to move forward with the proposed recommendations.

## Objective

The SDR had five main objectives:

1. Modernize Service Delivery – identify secure technology enablers to provide a better customer experience
2. Integration of Services – identify integrations that allow economies of scale, cost reduction and efficiency
3. Structure Alignment – explore shared services within the City or other organization
4. Revenue Generation – identify opportunities for revenue generation within the City
5. Implementation Plan – develop a clear plan to implement the final recommendations

The Blackline team used the five objectives as a guide throughout the SDR. The delivered opportunities and recommendations are all in line with the City's objectives and Stratford's strategic priorities.



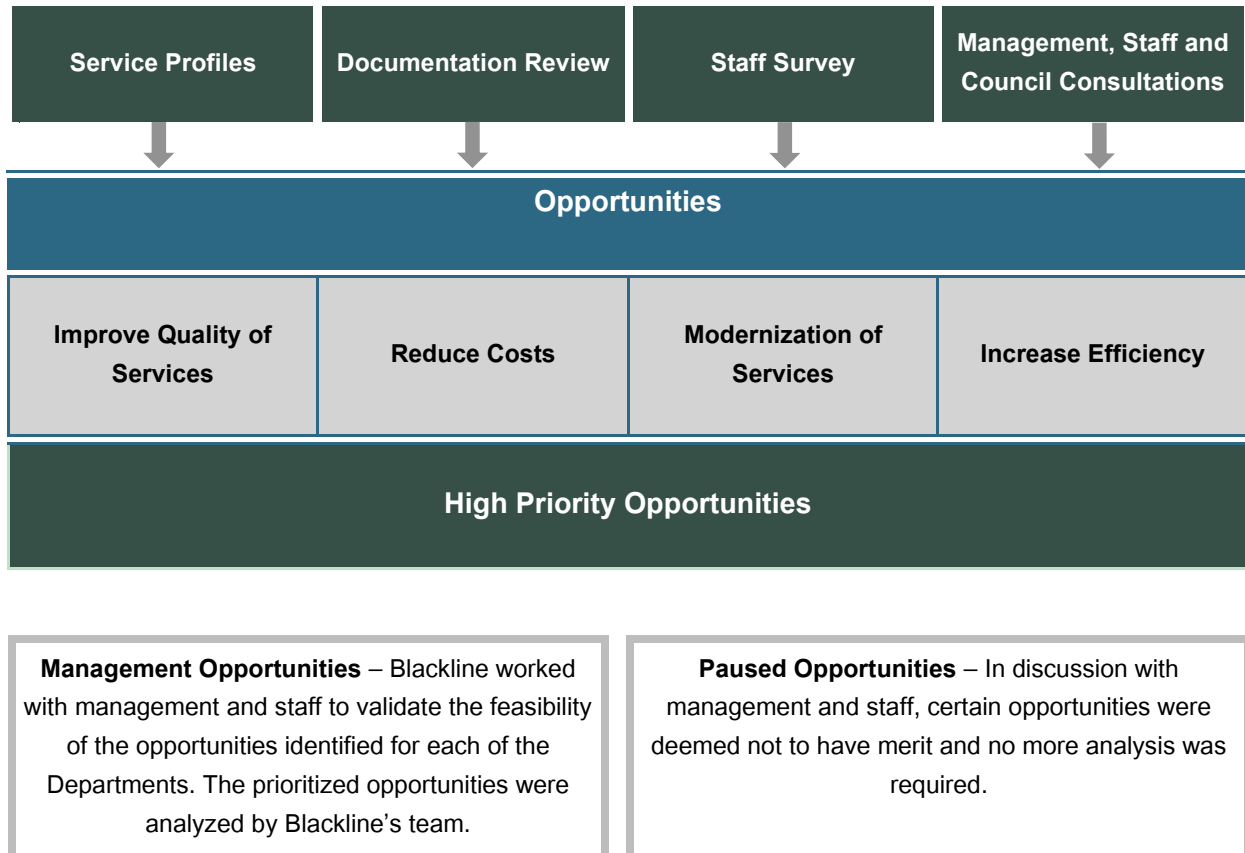
A photograph of a wall made of horizontal wooden planks, painted in a light, distressed white. Several repurposed metal cans are attached to the wall, serving as planters. The cans are in various colors: yellow, blue, red, and green. Some are mounted horizontally, while others are mounted vertically. Various plants are growing out of the cans, including tall green stems with small white flowers, a pink zinnia, a green plant with small purple flowers, and a small aloe vera plant. The overall scene is a creative and sustainable display of urban gardening.

Our approach took  
input from across the  
City



# Approach

The approach we took to complete this engagement follows the structure outlined below. We engaged with management, staff and council members throughout the engagement for purposes such as data gathering, prioritizing opportunities and gathering feedback.



Our first phase involved gathering data on how the City operates today. Through consultation and analysis, we generated an index of opportunities for change to how the City operates that could modernize service delivery, reduce costs, increase revenues or redeploy staff. In building the list of opportunities, we used each of the inputs shown above.

**Staff survey** – an online survey was published for all staff to complete anonymously. We received 100 responses. Appendix A: Survey Output contains a summary of those responses, highlighting some of the key themes staff raised.

**Staff workshops** – conducted six in-person workshops open to all staff in which asked for attendees' input on changes the City could make or areas where they felt service delivery should be improved. Over 30 staff attended these sessions.

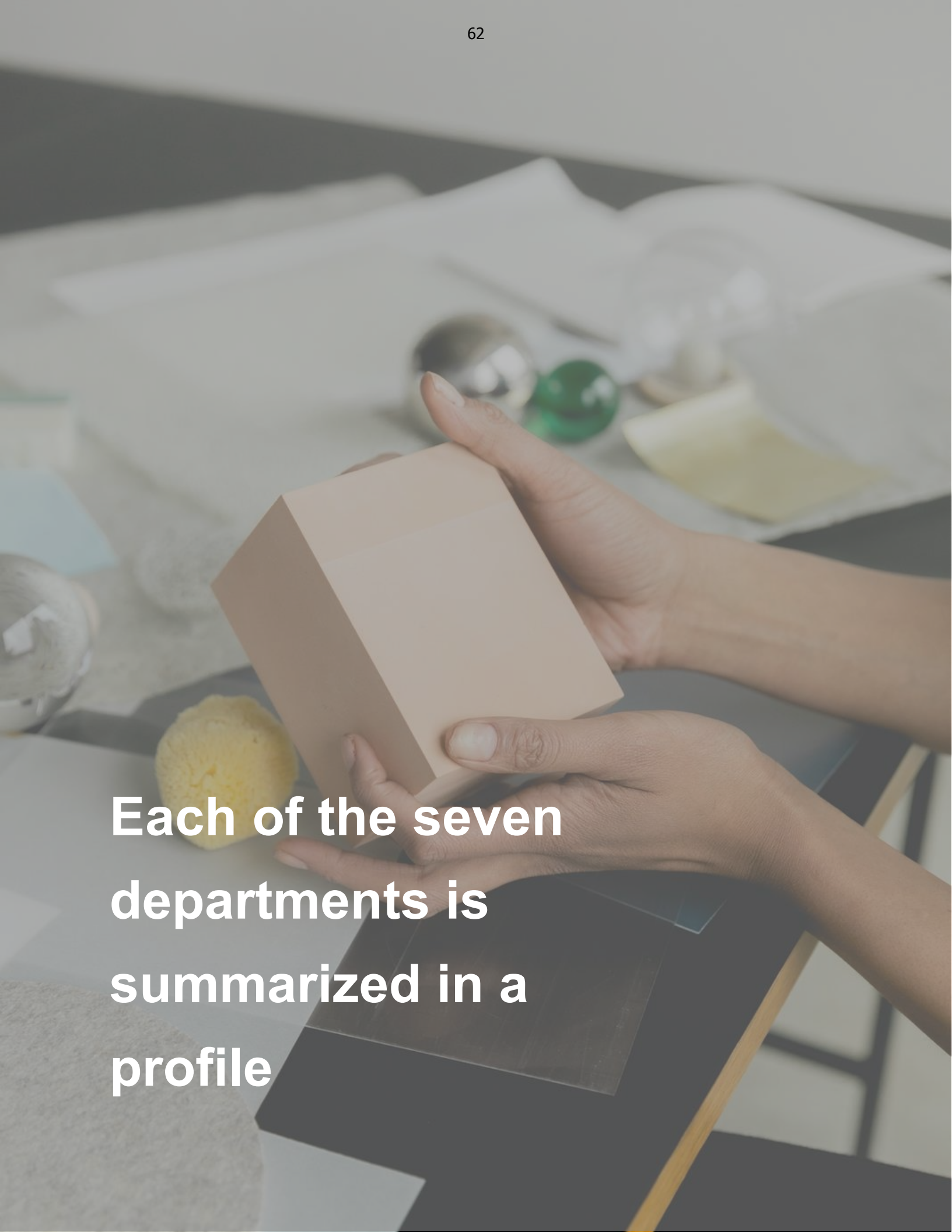


The table following shows the number of opportunities generated from each of those inputs. In most cases, an opportunity came from more than one source.

Source	Management and Council Interviews	Staff Interviews	Staff Survey	Staff Workshops	Service Profile
<b># Opportunities</b>	43	16	11	22	52

We then worked with CLT to validate the opportunities had merit and to determine a priority. From the full list of opportunities, twelve were considered high priority and requiring more in-depth analysis.

This report presents the analysis of each of those opportunities and the supporting operational and financial impact if the City were to move forwards with the change.



Each of the seven  
departments is  
summarized in a  
profile

# Departmental Profiles

The City is structured into seven departments:

<b>Office of the CAO</b>	<b>Fire Services</b>	<b>Infrastructure and Development</b>	<b>Community Services</b>
<b>Social Services</b>	<b>Human Resources</b>	<b>Corporate Services</b>	

For each department, we developed profiles of the services they provided. Each service is categorized as:

- Legislated – the municipality is mandated to provide the service
- Core – the municipality is not mandated to provide the services, but the service is essential to support the operations of the municipality
- Discretionary, non-core – the municipality is not mandated to provide the service and if it were to stop, no other services would be affected

We also consider who is delivering the services, is it City staff or is it a party outside of the City employees. This could be a contract with a third party, a community group or even volunteers.

The following pages profile each of the departments highlighting the services they provide and the resources they use.

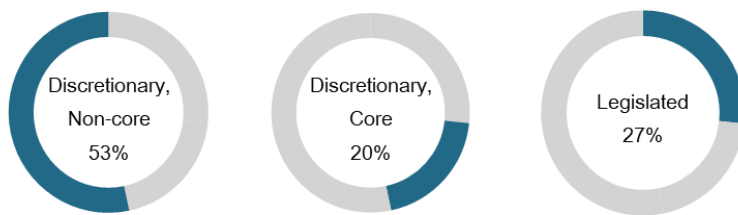
## Office of the CAO

### List of Services

- Government Relations
- Council Support
- Corporate Performance Management
- Strategic Planning
- Corporate Policy
- Acquisition and Disposal of Property
- Leasing and Licensing of Real Property
- Stakeholder and Media Relations
- Corporate Communications and Graphics
- Solicitor and Barrister

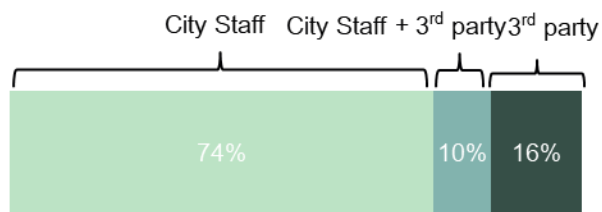
### Service Standards

27% of the services delivered by the office of the CAO are legislated and a further 20% core to City operations. The remaining 53% are discretionary, non-core, which means that the services will depend on the specific needs and goals of the City.



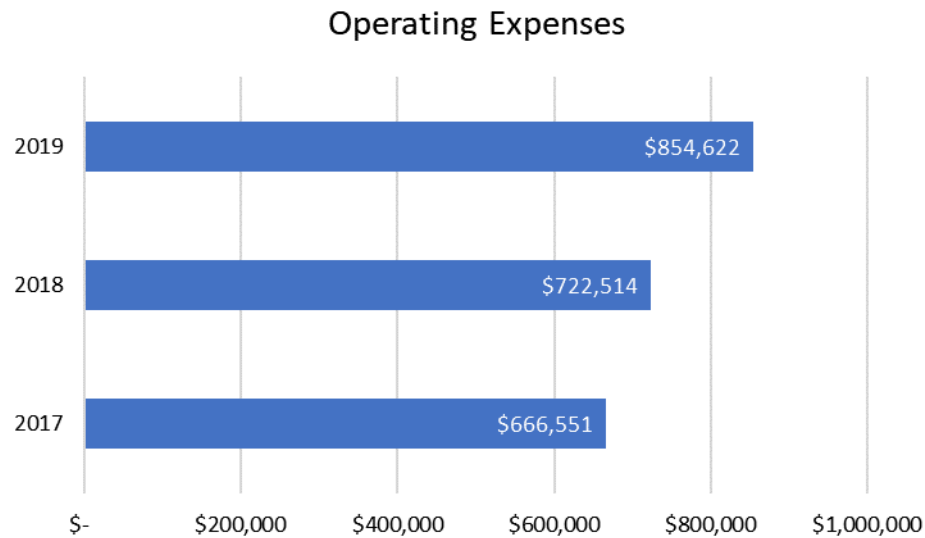
### Delivery Model

74% of the services are provided by City staff, with the remaining supplemented by third parties – particularly the barrister and solicitor services.



## Budget

Operating expenses for the Office over the preceding three years.



The largest contributors to the increase are salaries and benefits.

## Observations

- The scope of services from the office of the CAO is much broader than is common.
- The CAO is legislated, however, 53% of the services of the office are discretionary – meaning they are not required for the municipality to meet its legislated mandate. These services often enhance the operation of the municipality or are deemed highly desirable by the community.

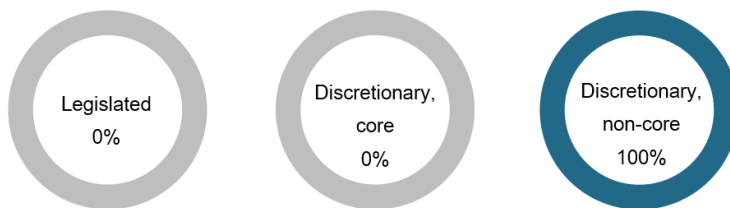
## Fire Services

### List of Services

- Dispatching Services
- Medical Response
- Fire Prevention
- Emergency Preparedness
- Training
- Fire Suppression
- Airport Services

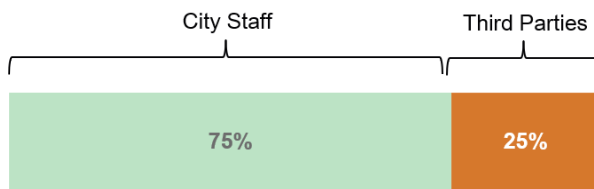
### Service Standards

100% of services offered by the Fire Department are discretionary, non-core – municipalities are not legislated to provide Fire suppression. When a municipality chooses to provide these services, there are standards they must meet. Fire services in Ontario are legislated under the Fire Protection and Prevention Act.



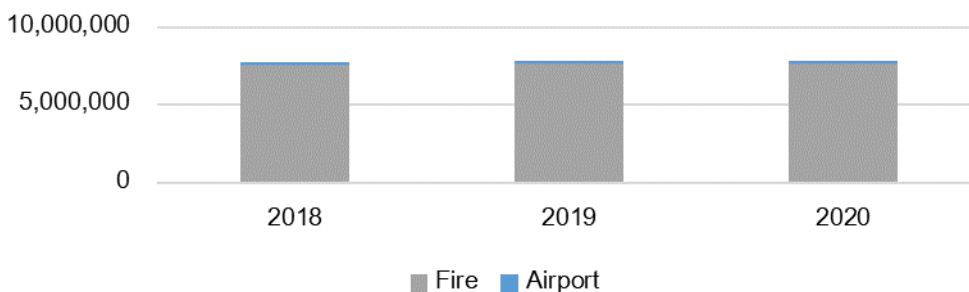
### Delivery Model

75% of the services provided by the Fire Department are delivered by City staff. The City Airport is operated by a third party, this is why 25% of the services are not delivered by City staff directly.



### Budget

Operating expenses for fire and the airport.



### ***Observations***

- If fire services are provided, they are then covered by a range of legislation and standards. Staffing levels are set by City Council.
- It is uncommon for responsibility for a municipal airport to fall under fire.

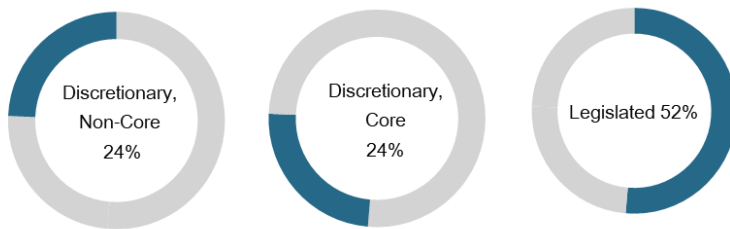
## Infrastructure and Development Services

### List of Services

- Public Works - Roads, Storm, Waste Management and Animal Services
- Fleet
- Engineering
- Water and Sanitary Environmental Services
- Developmental Services

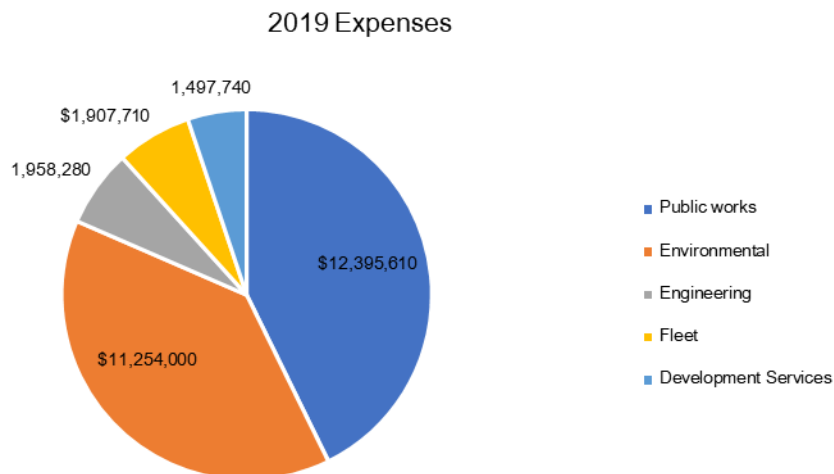
### Service Standards

Over half the work of IDS is legislated, which includes both legislation that compels the municipality to provide the service and service standards that must be met when delivering the service.



### Budget

2019 operating expenses for the Department.





## ***Observations***

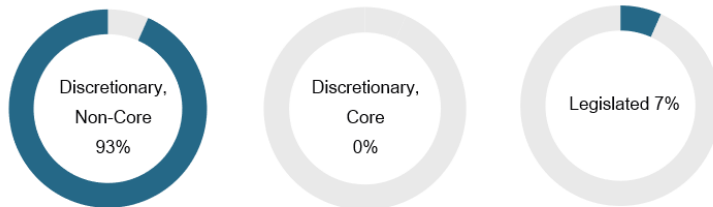
- IDS is the largest portfolio in the City and brings together services that relate to all aspects of municipal infrastructure. Many of the services are legislated and bring with them mandatory service standards.
- Approximately 16% of the services funded by the operating budget are delivered by third parties, which is relatively low for infrastructure services who often make extensive use of contracted services.
- Virtually all the capital projects are delivered by contractors, which is common with other municipalities.

## Community Services

### List of Services

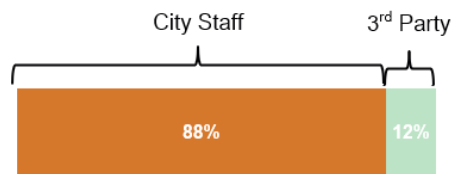
- Transit Services
- Recreation Programs
- Parks and Forestry
- Cemetery
- Recreation Facilities

### Service Standards



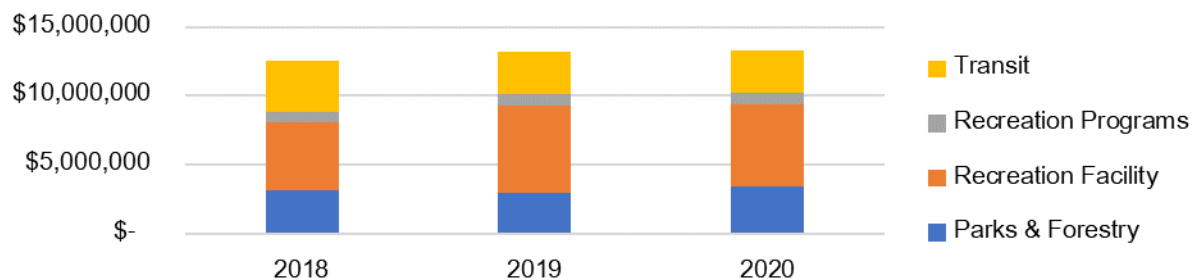
93% of services offered by the Community Services Department are discretionary, non-core. This means that the services will depend on the specific needs and goals of the City. The other 7% of services are legislated.

### Delivery Model



88% of the services provided by the Community Services Department are delivered by City staff. 12% of the activities of the Department are delivered by a third party (e.g. facility maintenance).

### Budget



## ***Observations***

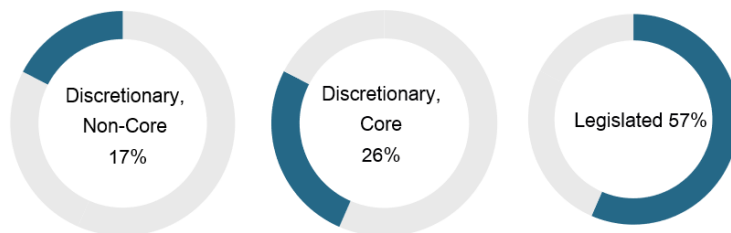
- Recreation Facilities is responsible for the maintenance and operations of all City facilities that are related to sports, arts and recreation programs. Maintenance of facilities, parks and forestry is supplemented by third-party contractors.
- Forestry is the only legislated service provided by Community Services. Regardless of the legislation, Community Services divisions have set service standards based on regulations and City by-laws.

## Corporate Services

### List of Services

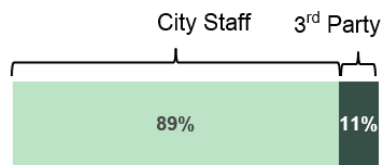
- Clerk Services
- Financial Services
- Information Technology (IT)
- Taxation and Collection

### Service Standards



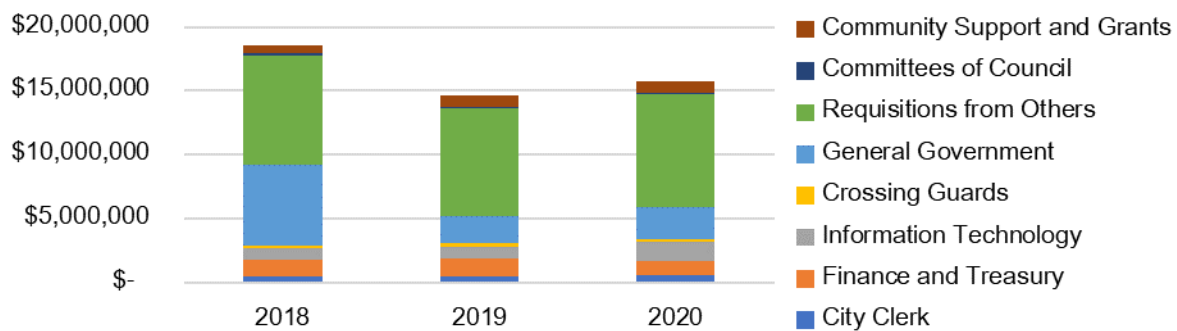
57% of services offered by the Corporate Services Department are legislated. The rest of the services are discretionary, of which only 25% are core services, meaning that the City could not operate without those.

### Delivery Model



89% of the services provided by the Corporate Services Department are delivered by City staff. 11% are delivered by a third party (e.g. IT helpdesk).

### Budget



### ***Observations***

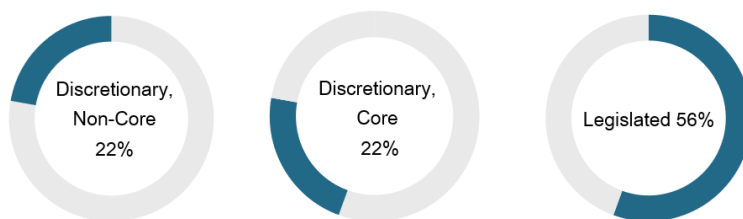
- Typically, very few of the services within a Corporate Services function are characterized as discretionary, non-core as they are vital to the operation of the municipality – and that is the case in the City.

## Social Services

### List of Services

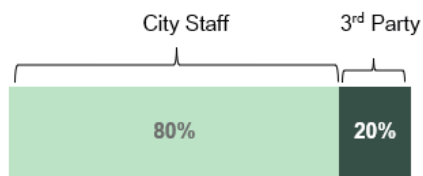
- Housing Access Centre & Community Social Housing
- Homeless Prevention & Response
- Affordable Housing Programs
- Housing Stability & Supportive Housing
- Daycare
- Ontario Works
- Britannia St. Apartments
- Perth and Stratford Housing Corporation
- Early Years and Childcare

### Service Standards



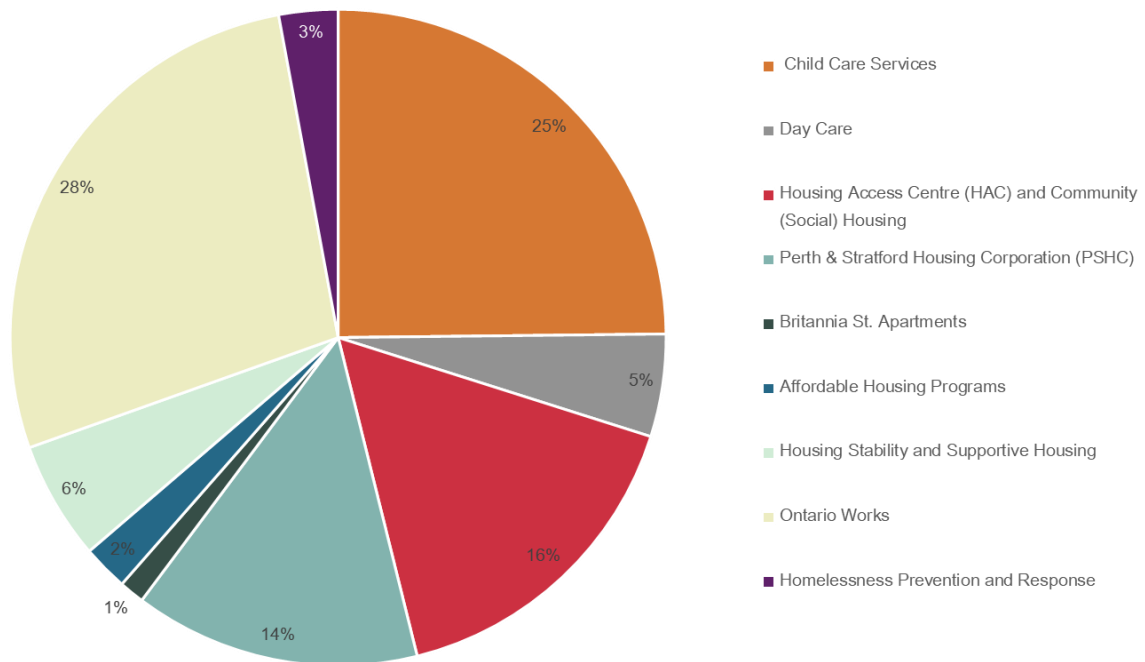
56% of services offered by the Social Services Department are legislated. The rest of the services are discretionary, of which 22% are core services, meaning that the City could not operate without those and the rest are non-core.

### Delivery Model



80% of the services provided by the Social Services Department are delivered by City staff. These staff are supplemented by other organizations and contractors (e.g. building maintenance).

## Budget



## Observations

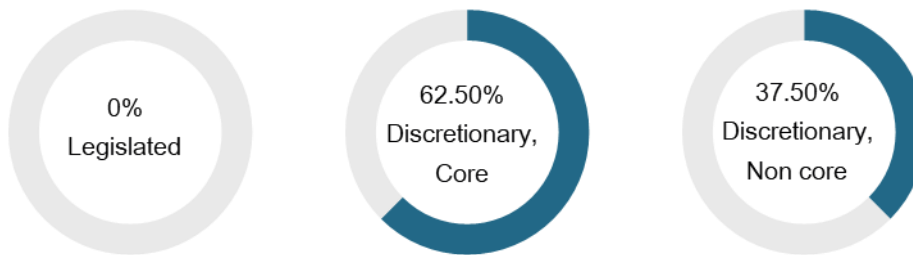
- Much of Social Services budget is supplied by the Province.
- As a department, Social Services has one of the highest amounts of legislated services

## Human Resources

### List of Services

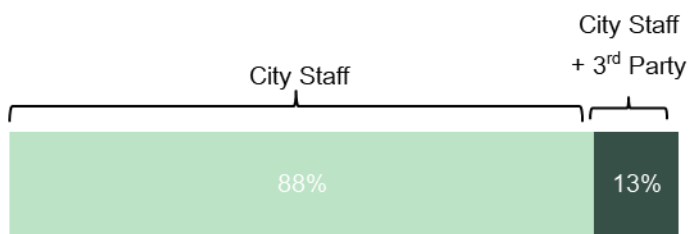
- Recruitment
- Performance Management
- Union and Employee Relations
- Workforce and Succession Planning
- Development, Engagement and Training
- Time and Attendance
- Health and Safety
- Compensation and Benefits

### Service Standards



HR is not a legislated service but is essential to the operation of City – as shown in the Discretionary, Core category. HR has a substantial role in ensuring that the municipality meets its legislated requirements as an employer.

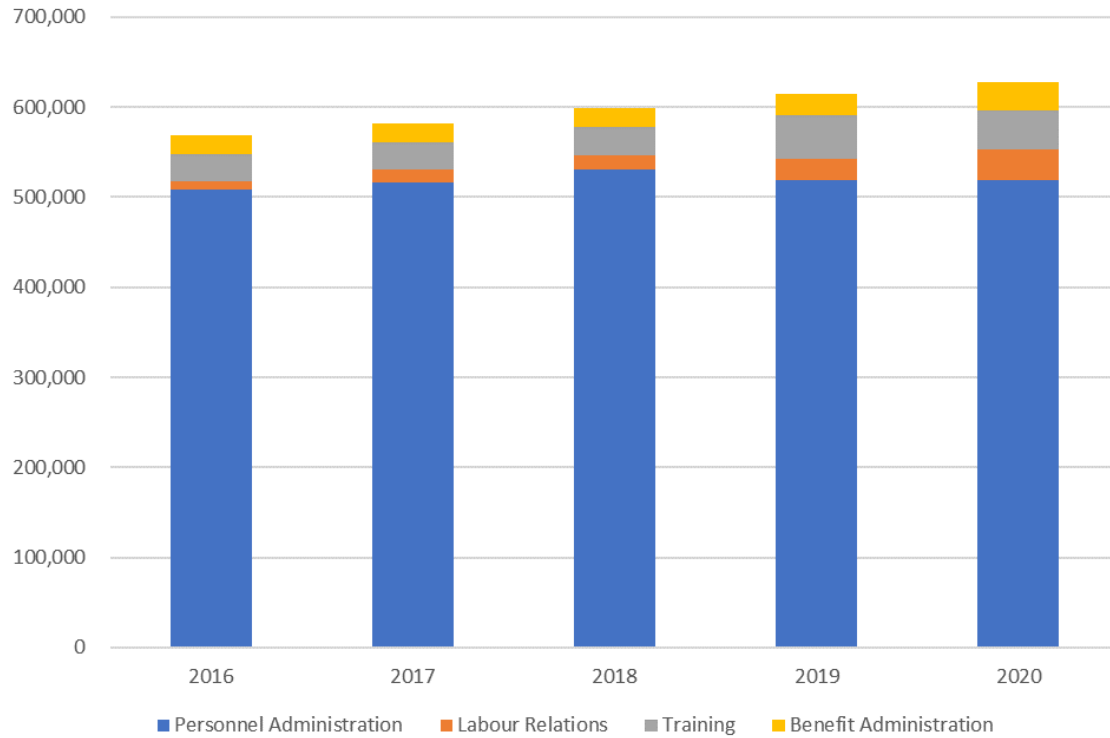
### Delivery Model



The vast majority of HR services are delivered by City staff. The small percentage supplemented by third parties relates to outside training and legal services particularly related to employee relations.

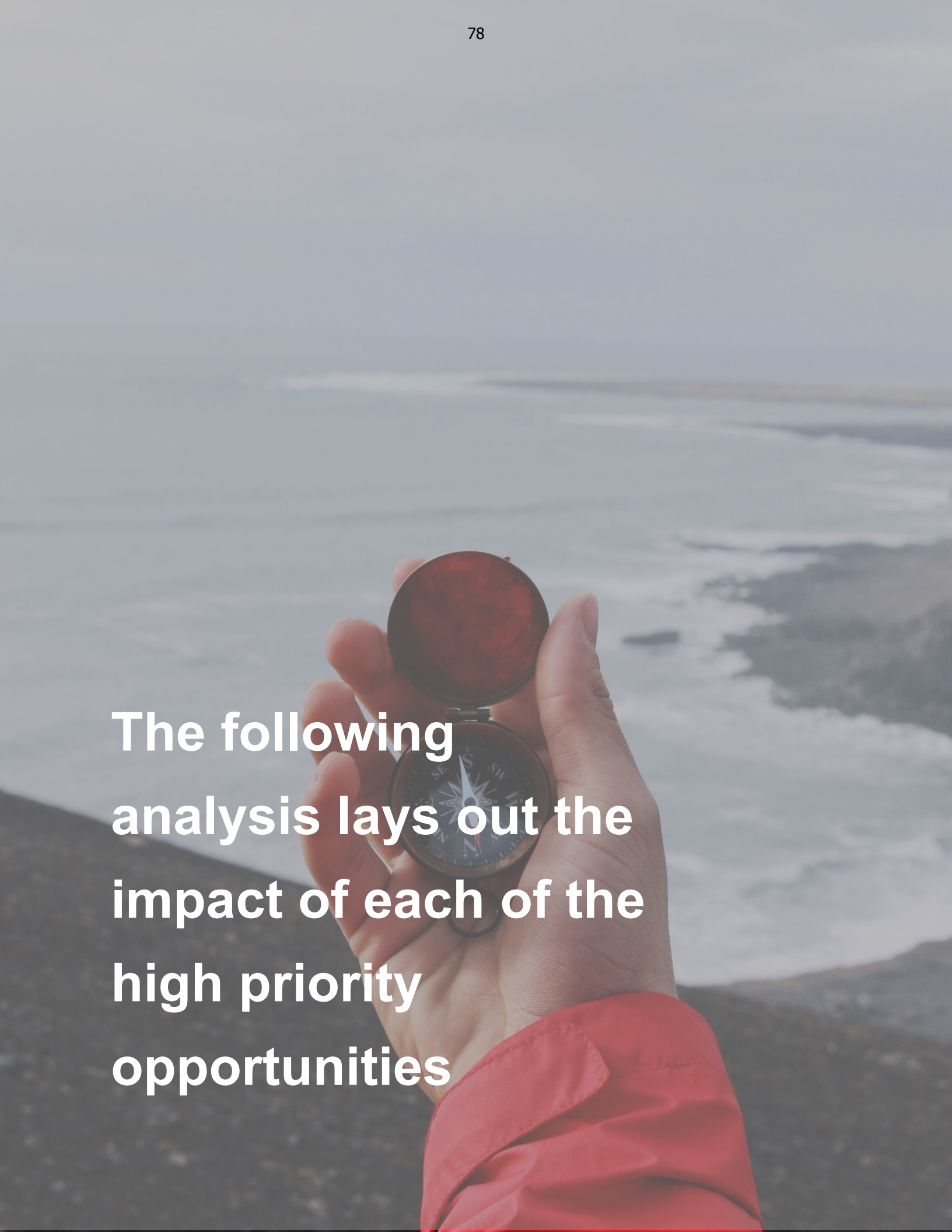


## Budget



## Observations

- The department is very small by headcount, with a Director, Manager of Health and Safety and two Coordinators. Bloomberg's current benchmarks for the ratio of HR staff to employees is 1.5 per 100 – which directionally suggests Stratford is staffed below this benchmark.
- The vast majority of HR expenses relate to staff, which is expected for a service function such as HR. However, non-staff related expenses have been rising in recent years.

A hand holding a compass over a coastal landscape. The hand is wearing a red jacket sleeve. The compass is open, showing a red lid and a black face with white markings. The background is a blurred view of a coastline with water and land under a cloudy sky.

**The following  
analysis lays out the  
impact of each of the  
high priority  
opportunities**

# Opportunity Analysis

## Context

During the first phases of our work, we collated a total of 99 opportunities to change how the City operated. We worked with the CLT to review, vet and prioritize these opportunities. With the opportunities that management agreed had merit, the group identified those they considered higher priority and requiring additional investigation. This resulted in the following list of opportunities:

- Reduce the use of paper
- Enhance HR systems
- Review the utilization of the fleet
- Increase airport revenues
- Repair fire vehicles internally
- Consolidate grass maintenance
- Consolidate invoicing
- Facility maintenance and utilization

Following are the analysis of those opportunities describing the situation, analyzing the data the City has available and showing the financial implications of potential changes. In some cases, the City does not have all the data available to complete the analysis and so we have used estimations to show what the potential could be. This is particularly true for facilities management, fleet utilization, recreation maintenance and facility utilization.

## Full-Time Equivalence

When considering becoming more efficient, we can often identify tasks that a number of staff spend a small amount of their time on to eliminate or automate. To calculate the saving in this situation, we use the concept of full-time equivalent (FTE). If 35 staff spent an hour a week on a task, we equate this to 1 FTE.

This is not the same as a full-time position. In this example, if we eliminated that one-hour activity for the 35 staff, there would be a saving of 35 hours a week.

In this report, we present labour in terms of FTEs, not full-time positions.

## IT Staffing

Each of the opportunities profiled has an implementation plan that outlines a preliminary amount of staff time to make the change. Many of the opportunities have a heavy requirement of IT skills and capabilities. We are aware that the City has staffed the IT function to operate the City IT systems and not necessarily to support large scale IT changes. As such, it is unlikely that the current IT staff have the capacity to support these initiatives in the near term. The City may wish to consider adding temporary staff, such as IT project managers, to allow it to move forward sooner.

The first two opportunities span the whole City and would affect many or all departments.

## 1. Reduce the Use of Paper

### *Situation*

Various departments across the City rely on paper to operate. Using paper within processes leads to a range of complexities:

- It needs to be physically moved around. From its arrival at a City location to the intended recipient, through any approvals procedures and final to be filed.
- It occupies storage space. The paper records are stored and maintained within City buildings. Paper cannot be searched, so often, other records are required to help find specific information within documents.
- Creates duplicate work. Some information from most pieces of paper will be copied to another location, most often into an IT system.
- Application, licenses and permit forms are currently available on City's website as a printable version. Resident's download, print and fill the applicable form offline, then visit the office for payment processing and action.

In certain situations, municipalities do need to retain paper records, but City operating process can still be paperless even in these situations.

### *Analysis*

#### *Reduce the need for paper to be the processed*

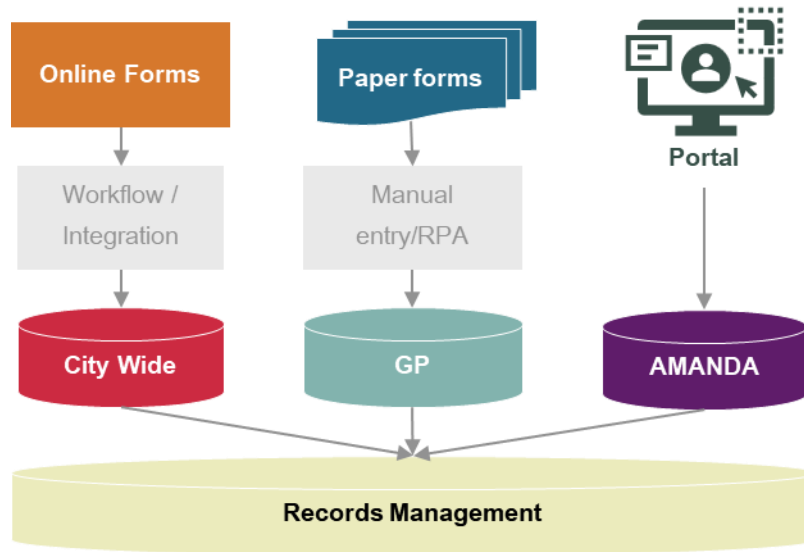
The City's first step towards eliminating paper is to make electronic/digital the default option. To do this, it is important to identify the primary point through which paper comes into the City and determine where it can be removed. This is not to say certain paper options will not be available, however, instances where paper is used should be the exception and not the rule. Thus, it is important to promote and encourage digital options.

From an external perspective, the primary points at which paper comes to the City include:

- Related to vendors – contracts, invoices, PO's, proposals.
- Applications – buildings, licenses.

Ideally, the City should make available an online method of communicating this information. However, the City will also need a method of converting paper still received into a usable electronic format.

After Identifying services that the City could provide electronically through an online form or application for customers. Group forms for related services and identify whether business intelligence can be used to create one dynamic form, to reduce the number of forms and areas on the website the customer needs to access. Be consistent where possible. For example, Bylaw, Animal Services and Fire Services all receive complaints that relate to the specific bylaws they are responsible for. Rather than creating three separate forms, provide the customer with one dynamic form. Use business rules to move the customer through the different sections of the form, adapting the required fields based on how the customer responds to help distinguish the type of complaint.



### Identify Barriers

Typically, the main barrier preventing municipalities from eliminating paper are legal barriers e.g., bylaws or provincial regulations requiring handwritten signatures.

- Determine whether legislation dictates paper forms must remain paper. For example, legislation dictates that the FOI request be in writing. Before implementing this as an electronic form, the City will need to investigate whether an online form constitutes writing. E.g., confirm where electronic signatures are acceptable.

Make applications available as an online service with the ability to pay and complete the process online. This can be done by:

- Accepting electronic applications. Once things have been input into systems, it is also easier to automate steps in the process. For instance, autofill as a result of drop-down selections.
- Creating a portal where residents can submit applications and check for updates.
- Allowing customers to pay online with a credit or debit card. For example, any integration with the City's finance system.
- For each form requiring an online payment solution, determine:
  - unique information, property tax number, permit number, etc.
  - the payment options (debit, credit, electronic funds transfer)
  - the volume and size of payments
- Integrate the online submission with the operational systems that require the information.
- Ensure resources are in place in the IT Division to complete the work necessary.

### Exceptions

It is also important to have a solution to overcome exceptional circumstances when paper comes into the City. Exceptions always exist, but we suggest processes should not be designed around exceptions. When an applicant is unable to provide an electronic application, have a process to handle this exception.

In situations where paper must come in, the City has a few options of digitizing this:

- Have staff key paper information into the system at the point it arrives at the City – typically in the mailroom. Staff can also scan the paper, create a record and file paper in general storage. Avoid transiting the paper around the City. Often physical paper is used as a trigger telling staff there is work to be done – if that is the case, ensure that the process is updated to have staff look into the system for pending work.
- In some circumstances, Robotic Process Automation (RPA) can be applicable. RPA is a software technology that can perform high-volume, repeatable tasks that require some judgement. The RPA software is trained to do a specific task, for example, process invoices. The software is shown what the elements of an invoice are and learns to recognize them when it scans a document. Even though the format of an invoice will be different from different vendors the software will still be able to find the information it is looking for. It can then create an entry in the AP ledger. This is a mainstream technology, Microsoft's product is called PowerAutomate for example.

### Complete data entry on historical paper records that are required

One classification of data is reference data and transactional data. Reference data is used multiple times and tends not to change, for example, a vendor name and address. Transactional data is a specific interaction between the City and another party – such as an application for a parking permit. Generally, reference data needs to be digitized, but only in process transactions do. The City should run a short program to migrate paper reference data to electronic systems, but generally not the transactional data.

### Financial Benefits

The table following shows the expected reduction in cost based on staff time spent doing manual paper processes. For all the processes, we eliminated the need and labour associated with storing paper files as we assumed that the forms and applications could all be moved online.

However, some departments have additional options for reducing paper use. For instance, for finance processes, we modelled the City implementing RPA to address the large number of invoices (12,480) and purchase orders (4,680). Considering that the robots can only be trained to do only one specific process/task, both these processes were the only process with high enough volume to justify the costs. Procuring an RPA solution will eliminate the need to transcribe information from the invoices into the financial system. In other finance-related activities, such as letters, we eliminated just the labour associated with storing paper files. For Clerk processes, moving applications forms and licenses online will reduce the amount of time staff spent on review forms as business rules will limit the number of errors applicants make. Additionally, the need to store paper files will be eliminated.

In Appendix C, we have listed all the paper forms the City has identified and the current volume handled in a year. The table below shows that after online forms and RPA are implemented the City can expect around a 50% decrease in labour cost associated with the paper process (FTE at \$50 per hour). Majority of these savings of the need to transcribe information and mail out documents/letters to residents. In terms of absolute value, the finance department expects to see the largest savings from removing manual processes (\$194K). However, as a percentage of current spend human resources will see the largest decrease in spend (79%).

Department	Current	Future	Percentage decrease
Finance	\$ 405,933	\$ 211,133	-47.99%
Clerks	\$ 50,824	\$ 16,198	-68.13%
HR	\$ 34,651	\$ 7,269	-78.73%
Public works	\$ 1,176	\$ 439	-62.69%
Community Services	\$ 30,525	\$ 25,461	-17.25%
Social Services	\$ 1,167	\$ -	-100%
<b>Total</b>	<b>\$ 524,276</b>	<b>\$ 260,400</b>	<b>50.33%</b>

The table below shows the change to operating expenses related to moving away from paper and towards digital processing. We have also indicated the anticipated one-time or capital costs associated with implementing the capabilities that would allow the City to move away from paper.

Financial Impact	Baseline (\$)		New (\$)	
One-time Costs				
RPA Development	\$	-	\$	16,000
Online Forms (22)	\$	-	\$	55,000
Integration of back-end Systems	\$	-	\$	145,000
Total	\$	-	\$	216,000
Ongoing Costs				
Licensing Fee (RPA)	\$	-	\$	38,400
Staff Labour	\$	499,631	\$	255,266
Net Position	\$	499,631	\$	293,665

Note: RPA solution cost is based on UiPath RPA, which costs \$1,300 per user per month for an attended robot. There is also an additional one-time fee for developing the robot at \$40 per hour for a total of 200 hours. We estimated the City would procure two robots.

We estimated a total of \$55,000 would be spent on developing online forms for the City. However, we believe this figure could be lower as some of these forms can be consolidated into a single dynamic form.

### **Non-Financial Benefits**

Providing customers with the ability to receive services electronically both improves customer service and increases staff efficiency:

- Environmental impact the City has will be improved
- Online submissions reduce the need for staff to enter information manually.
- Business rules and automation will decrease the time spent fixing errors from human intervention.
- Reducing paper will free up physical space.
- Reducing the time it takes for staff to find and provide records of applications and forms.
- Reducing the volume of phone calls and front desk foot traffic.



### Assumptions

- The City has the internal capability to create digital and online forms

### Risks

- Not all processes can have paper removed from them. Moving other processes to digital should not mean they create problems for processes that still require paper.
- Paper is often a trigger that work needs to occur. Applications can be placed in in-trays so that staff know it needs to be reviewed, for example. Care should be taken to ensure that replacement triggers are provided to staff so they do not inadvertently miss processing the electronic work item.

### Implementation Plan

Steps and Actions	Responsible	Labour (Hrs)
<b>Make electronic/digital the preferred option</b>		
Identify the primary points through which paper comes into the City	Department Managers Manager of IT Clerk	20
Determine where paper can be replaced with electronic forms (e.g. building permit applications, community housing applications)	Manager of IT Department Managers Clerk	40
<b>Identify barriers</b>		
Create a list of processes where paper would be difficult to remove (e.g. those that cannot go online due to provincial bylaws or policies)	Clerk Department Managers	30
Investigate the reasons for these difficulties and what changes can be made to mitigate them (e.g. change in bylaws)	Clerk Department Managers	100
Implement changes to remove barriers, such as changing bylaws, where necessary.	CAO Clerk Department Managers By-Law Department Manager of IT	150
<b>Create online forms</b>		
Identify key stakeholders for each form	Clerk	20
Create RFP and requirements to look for a vendor that can support the City's transition to online forms and applications	Manager of IT	250
Draft scoring criteria to select the vendor	Clerk Manager of IT Departmental Leadership Purchasing Clerk	20
Publish RFP	Purchasing Clerk	5

Assess proposal responses and select vendor	Clerk Manager of IT Departmental Leadership Purchasing Clerk	50
Build the online forms and applications*	Vendor Manager of IT	75
Implement online forms and applications	Manager of IT Vendor	75
Train staff to use the online forms and applications	Manager of IT Vendor	20
<b>Create a process for exceptions</b>		
When a resident chooses not to use the online form, identify where the paper will arrive at the City	Clerk Department Managers	30
Develop a process for capturing the paper and transcribing it into the appropriate system	Clerk Department Managers	75
Define responsibilities for capturing the paper	Clerk Department Managers	35
Implement the process	Corporate Service staff	~
<b>Implement robotic process automation</b>		
Perform market scan for a scanning solution to acquire a proper understanding of what is available	Manager of Finance Manager of IT	45
Identify key stakeholders	Clerk	5
Chose paper forms that have the strongest case for using RPA	Manager of IT	50
Create RFP and requirements for RPA (scanning solution)	Manager of IT Manager of Finance	250
Draft scoring criteria	Clerk Manager of IT Purchasing Clerk	20
Publish RFP	Purchasing Clerk	5
Assess proposal responses and select vendor	Clerk/ IT	50
Build the robot – RPA scanning solution*	Vendor Manager of IT	75
Configure IT environment to support RPA	Manager of IT	100
Implement RPA	Clerk Manager of Finance Manager of IT Vendor	35
Train staff to use the RPA	Clerk Manager of Finance Manager of IT Vendor	40

<b>Classify data into reference data and transactional data</b>		
Complete data entry on historical paper records that are required	Clerks Temporary Data Entry Staff	500
The City should run a short program to migrate paper reference data to electronic systems	Clerks Temporary Data Entry Staff	250

\* Hours of City staff only

## 2. Enhance HR Systems

### Situation

The key functions performed under the department include recruitment, occupational health & safety, compensation and benefits (in conjunction with Payroll), performance management, labour relations, negotiations, employee database, leave management, training and development. Each of these functions falls into one of the HR categories listed below. The table below gives a brief summary of the limitation the department is facing in each key HR category:

HR Category	Situation
Core HR	The City typically does its human resources records management manually. Employee files are kept in paper forms and folders. Additionally, Human resources information is not centralized, and staff cannot access this information unless they make a request to the HR department. These information requests include vacation balance information, sick leaves, payday etc. An HRIS system with a portal and self-serve capabilities will remove some of the manual processes associated with HR records and will improve ease of access to HR information.
Talent Management	The department has a tool for performance management; however, this tool is not robust enough to handle the need of the City and as a result, it requires a refresh of the tool and the process. Furthermore, training and development are limited within the organization. The department has a platform that tracks training, but its overall process is outdated, and the platform is limited e.g. staff have manually had to fill forms, which takes up their time. Overall, the City is strong on transactional HR, however, it needs to enhance its focus on being a strategic partner to the organization in order to improve on its services.
Recruitment	All organizations face challenges easily find highly qualified and suitable experienced candidates to fill vacancies. Stratford's task is compounded as the recruitment process can take a long time, which can lead to a loss of potentially qualified candidates. Additionally, Stratford has seen occasions when recruits leave to larger municipalities that might have higher pay rates. The experience has given some staff the sense that Stratford was a training ground for those individuals.
Succession Planning	Given the City's demographic, Stratford, like other Ontario Cities, will continue to see an increase in retirements in the coming years. This has also increased recruitment demand (see above) with less time to fill roles with the right candidates. Currently, the City has a workbook it uses to track its picture of retirement eligibility; however, this is still a relatively manual process that is subject to potential errors and limited reporting.

Time and Attendance	<p>The City has a decentralized manual time and attendance process, as there is no software used to manage staff time, making the process relatively inefficient. The process is limited to paper and Excel timesheets and is distributed throughout the organization. For instance, to request vacation, staff must fill in a form and hand it to their manager for approval. Following approval and signature from the manager, staff sometimes take it to HR physically and sometimes through email. The ability to fill and approve vacation requests and other time and attendance related forms electronically or through a portal will greatly improve the process for staff.</p> <p>Furthermore, this manual process extends to payroll, as staff fill in their timesheets in excel to be sent by their respective departments to Payroll weekly.</p> <p>Furthermore, there is one FTE dedicated to payroll in the City (within Corporate Services). The entire payroll process is mostly manual and, thereby, is open to errors. This process could be largely automated with the use of a system and supporting approval workflows.</p>
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As seen in the situations described above, the department has some functions in each HR category that they do not perform likely due to resource constraints. Furthermore, most of the HR department processes remain manual as the team uses multiple sources to pull and integrate data for daily processing, resulting in the certain complexity:

- Risk of labour law non-compliance
- Poor resource utilization due to manual processes
- Better ability to forecast resource and succession requirements
- De-centralized resource distribution

### Analysis

We have split this opportunity into three parts:

1. Modernize the time and attendance (TAS) process and system
2. Redesign the payroll process to eliminate manual steps that are occupying the Payroll Clerk unnecessarily
3. Implement an HRIS to automate manual processes and deliver self-serve capabilities.

### Modernize the TAS process and system.

The City has two relatively manual methods of collecting time and attendance from staff: Paper timesheets and Excel timesheets. Inconsistent manual processes often lead to the following challenges:

- Inaccuracies and potential transcription errors, which can lead to payroll errors.
- High amounts of paper
- Lots of time is spent reviewing information

To mitigate some of these challenges, the City can move to an exception-based recording by implementing a time recording solution. This will require staff to record time directly and have workflows to enable approvals.

When implementing a time and attendance system, it is important to consider the amount of time and resources expended on the TAS process. From this, the City will be able to determine the benefit of procuring a system. As can be seen in the table below, the City currently expends 4,824 and 4,004 minutes per week of salaried and hourly staff time, respectively. This figure comes to a total of 7,650 hours a year or 4.65 FTE distributed throughout the organization.

Time and Attendance Processes							
# salaried staff	326			# hourly staff		169	
Salaried Staff							
Process steps	Fill in timesheet	Transport to approver	Review/ approve	Transport to admin	Summarize timesheets	Transport to payroll	Total
How many staff complete this step	276	276	28	28	16	16	
Average number of sheets per person	1	1	9.86	1	17.25	1	
Labour Spent per sheet (In minutes)	5	3	5	3	5	3	
Current Total Labour (In weekly minutes)	1,380	828	1,380	84	1,104	48	4,824
Hourly Staff							
Process steps	Fill in timesheet	Transport to approver	Review/ approve	Transport to admin	Summarize timesheets	Transport to payroll	
How many staff complete this step	169	15	19	19	6	19	
Average number of sheets per person	1	1	8.89	1	15.5	1	
Labour Spent (In minutes)	15	3	5	3	5	3	
Current Total Labour (In minutes)	2,535	45	845	57	465	57	4,004
Note: Fire does not submit timesheets, 42 hours are automatically input. Also, in the summer, there are up to 100 seasonal staff in parks, cemetery and recreation, who also submit timesheets and have them summarized into spreadsheets.							

The introduction of a time and attendance system (TAS) will reduce the number of steps and manual processes to record time and attendance. For instance, transporting paper or sending spreadsheets via excel will no longer be necessary as all the time and attendance information will be in one central location. It also promotes one source of truth and eradicates the need to store paper files. The table below shows the savings expected from moving to an automated TAS system.

TIME AND ATTENDANCE SAVINGS						
	Weekly Minutes Spent on T&A Process	Yearly Minutes Spent on T&A Process	Yearly Hours Spent on T&A Process	Yearly Time Saved in hours	FTE's Savings	Dollar Savings
<b>Current Salaried Labour</b>	4,824	250,848	4,180			
<b>Salaried Labour (with T&amp;A System)</b>	414	21,528	358.80	3,822	2.32	\$ 191,700
<b>Current Hourly Labour</b>	4,004	208,208	3,470			
<b>Hourly Labour (with T&amp;A System)</b>	3,380	175,760	2,929.33	540.80	0.33	\$ 27,040
<b>Total Savings (at \$50 per hour)</b>					<b>2.65</b>	<b>\$ 218,140</b>

The City can expect to redeploy the equivalent of 2.65 FTEs of labour annually from implementing a more automated time reporting solution that moves to exception-based reporting for salaried staff. Labour that can be directed to other activities.

### Redesign the payroll process to eliminate manual steps that are occupying the Payroll Clerk unnecessarily

When the TAS process is complete the consolidated timesheets are received by the payroll clerk in an Excel file. The entries are then reviewed and typed into Microsoft Great Plains – the software used by the Finance division by the Payroll Clerk. In some instances, the Payroll Clerk receives individual timesheets, which they have to consolidate and summarize. The table below shows that the Payroll Clerk is currently expending 140 and 475 minutes per week on its salaried and hourly staff, respectively. This adds to a total of 534 hours a year on payroll processes (summarizing and transcribing information into GP).

PAYROLL PROCESSES		
# salaried staff	326	
# hourly staff	169	
Process steps		Transcribe to Payroll solution
How many staff complete this step		1
Average number of sheets per person		28
Labour Spent per sheet (In minutes)		3
Current Total Labour (In minutes)		84
Process steps	Summarize Timesheet	Transcribe to Payroll solution
How many staff complete this step	1	1
Average number of sheets per person	76	19
Labour Spent (In minutes)	5	5
Current Total Labour (In minutes)	380	95

To mitigate the challenges of having a highly manual process, once each employee inputs TAS information, the data needs to be automatically reflected in the system used by Finance and HR. The diagram below details the payroll process framework. This framework needs to be considered as part of the new payroll process and system integration.



**Payroll is the process whereby employee time, benefits, deductions and taxes are recorded, calculated, processed, paid and reported.**



Process Cycle	Description
Manage Employee Data	Manage Employee Data includes setting up and maintaining the employee record in the payroll system and managing benefits, deductions, third-party garnishments, and terminations.
Process Time & Expenses	Process Time & Expense includes key activities such as: <ul style="list-style-type: none"> <li>● Capturing time and expense data and approving submitted data</li> <li>● Calculating gross wages, including commissions and bonuses</li> <li>● Determining deductions, withholdings, and garnishments</li> <li>● Payment of salary or wages through direct deposit, manual check or both</li> </ul>
Post and Reconcile	The Post and Reconcile process involves posting payroll to the general ledger, reconciling the ledger to the sub-ledgers, recording adjustments, and performing an analysis of the payroll expense and accrual.
Manage Taxes	Manage Taxes includes accurately calculating, recording, and reporting payroll-related taxes in a timely manner.
Reporting and Governance	Reporting and Governance encompasses regulatory compliance, overseeing and maintaining an organization's payroll system and associated data, and continuous improvement activities.

Integrating the time and attendance system (TAS) with the payroll solution will eliminate the need for the Payroll Clerk to summarize or transcribe time and attendance information.

The table below shows the savings expected from moving to an automated TAS system.

PAYROLL SAVINGS						
	Weekly Minutes Spent on Payroll Process	Yearly Minutes Spent on Payroll Process	Yearly Hours Spent on Payroll Process	Time Saved in hours	FTE's Savings	Dollar Savings
<b>Current Salaried Labour</b>	84	4,368	72.80			
<b>Salaried Labour (post integration with T&amp;A System)</b>	0	0	0	72.80	0.04	\$ 3,640
<b>Current Hourly Labour</b>	475	24,700	411.67			
<b>Hourly Labour (post integration with T&amp;A System)</b>	0	0	0	411.67	0.25	\$ 20,583
	<b>Total Savings</b>				<b>0.29</b>	<b>\$ 24,223</b>

#### Implement an HRIS to automate manual processes and deliver self-serve capabilities.

When deciding to implement an HRIS, it is important to answer three main questions. This business case is based on the answers to these questions.

- What is not being done today that an HRIS can provide. (e.g., are they tracking qualifications, certification)?
- What are you doing that is manually intensive that an HRIS will alleviate (e.g., paper records, as there will be a time-saving element there)?
- How many transactions do HR staff have to get involved in that could be self-served?

An HRIS system allows an organization to file, track, manage and share employee information and records in a single system. Currently, the City is not able to completely perform some core HR functions such as credential tracking, training records (some departments do keep records) and succession planning due to capacity limits. In other instances, such as HR paper files and recruitment, the majority of the associated activities are still relatively manual. Lastly, while benefit enrollment, status changes and vacation/lieu/sick balance tracking are currently being performed relatively efficiently, some of these activities are candidates to be moved to self-serve, along with the required approval workflows.

HR Functions	HRIS Impact
Credential tracking	An HRIS system will allow the City to perform HR functions they currently are not equipped to perform. For instance, with regards to employee development, the system can assist the City with activities such as credential tracking and training records by tracking and pushing employees towards achieving performance goals. An HRIS system will help the City plan for long-term growth, succession and sustainability.
Training records	HRIS systems can often identify those core skills and competencies that, when developed, will benefit both staff and the organization. Additionally, Stratford, like other municipalities, has a significant portion of its staff becoming eligible for retirement, which HR tracks.
Succession planning	
Paper HR files	Currently, some of the City's HR processes are manual and this often slows down core functions such as recruitment. As a result, the City's expenses associated with recruitment have risen by 20% in recent years, while the volume of postings and positions filled has remained roughly the same.
Screening and recruitment activities	An HRIS system can reduce the time spent on the recruitment process and permit the City to fill positions faster and more efficiently, which will, in turn, reduce costs. Whether through online hire requests, resume screening tools or having new hires fill required forms online before starting.
Benefits enrollment and status changes	The self-serve and approval workflow functions of an HRIS will empower staff with the ability to perform these functions themselves, freeing up HR staff time to perform other HR-related activities.
Vacation/lieu/sick balance tracking	

The table below shows the amount of labour associated with some of these HR functions and the impact of procuring an HRIS system could have on these functions in terms of labour savings.

HR Functions	Performed today?	Manually intensive ?	Percent of staff per year	Yearly Labour Hours	FTE s	Dollar Value
Credential tracking	Limited	-	15%	17	0.01	\$ 843
Training records	Limited	-	25%	56	0.03	\$ 2,812
Succession planning	Limited	-	0.05%	22	0.01	\$ 1,100
Paper HR files	Partially	Yes	100%	225	0.14	\$11,250
Screening and recruitment activities	Partially	Yes	-	1,173	0.71	\$ 58,650
Benefits enrollment and status changes	Yes	Yes	10%	23	0.01	\$ 1,145
Vacation/lieu/sick balance tracking	Yes	Yes	100%	133	0.07	\$ 5,625
Total				1,628.54	0.99	\$ 81,427

As can be seen from the table above, implementing an HRIS solution will reduce the HR staff workload by approximately 1,628 hours, which translates to 1 FTE that could be re-allocated to address other HR priorities.

### Financial Benefits

In order to determine whether the productivity gain is worth more than the cost of the systems, we have translated the FTEs into labour costs. The comparison indicates that the productivity gain is worth more to the City than the cost of the systems to operate.

Costs	Baseline (\$)	New (\$)
<b>Operating Cost</b>		
New TAS System	\$ -	\$ 135,000
HRIS System	\$ -	\$ 45,360
TAS Labour	\$ 382,546	\$ 164,406
Payroll Labour	\$ 24,223	\$ -
HR Labour	\$ 81,427	\$ -
<b>Total Costs</b>	<b>\$ 488,197</b>	<b>\$ 344,766</b>

Note: HRIS solution cost is based on Microsoft Dynamics HR, which costs \$153.60 per user per month and an additional \$5.10 per user per month for employee and manager self-service capabilities. Time and attendance software costs are based on Blackline data at \$25 per user per month.

The TAS labour saving shown here applies only to the time-reporting process, however, a TAS would also support absences, vacation booking and even potentially scheduling. Additionally, we have modelled non-salaried staff as having to continue to fill in timesheets, however, many TAS solutions are providing more creative approaches to time recording. For instance, mobile apps are available from some providers that allow staff to clock in and clock out of shifts on their mobile devices, with their GPS location being added to the time entry. This can be a good solution for recreation staff, for instance, that almost eliminates timesheet entry, increasing the time savings available.

### Non-Financial Benefits

- Integration of data leads to easy access to information as information is typically entered only once for many HR-related functions.
- Easier and more accurate compliance with labour laws and collective agreements as data is already in a system and can be reported upon.
- Reduce the number of manual processes and increase employees time to accomplish other tasks
- Improve the user and customers' satisfaction with the HR process.
- Recruiting management functions such as applicant tracking and management will reduce time spent on recruiting.

### Assumptions

- Adequate training for all staff
- Adequate senior leadership support
- Clear understanding of the level of support required to implement the system
- Both solutions are cloud-based and have limited one-time costs to implement
- Clear understanding of how TAS and HRIS goals align with the business

### Risks

- Possible pushback from employees used to staff performing these functions for them. Thus, training and change management will be important.
- Security is a risk, as HR usually contains sensitive and confidential information. However, this can be mitigated by ensuring compartments within the system and multiple levels of access.
- Risk of certain functions of the system not used and overpaying for a system. As a result, it is important to have a good idea of what you want to measure.
- Risk of a failed implementation because of inadequate levels of support required to sponsor the plan. Also, a clear understanding of how HRIS goals align with the business is important for a successful implementation.

### Implementation Plan

Steps and Actions	Responsible	Labour (Yearly Hours)
<b>Create time and attendance policies to streamline the process</b>		
Develop a policy that ensures employees are responsible for reporting their own time	HR Coordinator	15
Develop a policy that ensures only supervisors approve time of their direct reports	HR Coordinator	15
<b>Procure a time and attendance system (TAS) and have staff submit their time into TAS system</b>		
Perform a market scan for a time and attendance systems to acquire a proper understanding of what is available in the market	Corporate Services HR Coordinator Manager of IT	15
Identify key stakeholders	HR Coordinator Departmental Staff key to TAS today	25
Create RFP and requirements for a TAS	Manager of IT HR Coordinator Departmental Staff key to TAS today	250

Draft scoring criteria	Manager of IT HR Coordinator Departmental Staff key to TAS today Purchasing	20
Publish RFP	Purchasing Clerk	5
Assess proposal responses and select vendor	Manager of IT HR Coordinator Departmental Staff key to TAS today Purchasing	50
<b>Modernize time and attendance process</b>		
Establish new methods and processes for tracking time and attendance for each employee	Departmental Staff key to TAS today Vendor	100
Establish a process to only report time by exception	Departmental Staff key to TAS today Vendor	100
Implement TAS*	HR Coordinator Manager of IT Vendor	300
Train staff to input their time on TAS	Manager of IT Vendor All Staff	80
<b>Procure an HRIS system</b>		
Perform a market scan for an HRIS system to acquire a proper understanding of what is available	HR Coordinator Manager of IT	15
Identify key stakeholders	HR Coordinator	25
Create RFP and requirements for an HRIS	Manager of IT HR Coordinator CLT	250
Draft scoring criteria	HR Coordinator Manager of IT Purchasing Clerk	20
Publish RFP	Purchasing Clerk	5
Assess proposal responses and select vendor	HR Coordinator Manager of IT Purchasing Clerk	50
Implement HRIS*	HR Coordinator Manager of IT Vendor	350

Train staff to use self-service function of HRIS	Manager of IT Vendor HR Coordinator All staff	80
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\* Hours of City staff only



### 3. Review the Utilization of Fleet

#### *Situation*

The Fleet Division has responsibility for the maintenance of the public works and transit fleet. However, the fleet in other departments is purchased, allocated, used and disposed of by that department. The Division currently manages 91 vehicles in the fleet.

- To get the most value from a vehicle, it should be used to the fullest extent possible. A vehicle used eight hours a day will have a lower cost of ownership than a vehicle used four hours a day because there are a range of fixed costs associated with each vehicle.
- The use of a vehicle does not mean it is actively being driven, many vehicles are used to carry people and equipment to work locations outside of City facilities.
- As well as the cost to purchase the vehicle, other fixed costs include storage, licensing, time-based maintenance, insurance and seasonal change-over.

If the City has underutilized vehicles, eliminating the underused vehicles will lower the cost of fleet and fleet maintenance.

#### *Analysis*

This opportunity considers two main elements:

- Perform a fleet rationalization and utilization study to identify vehicles that are underutilized and can be eliminated. Consideration should also be given to whether the City should own certain specialized vehicles or rent them when needed.
- Study fleet needs and look for opportunities to standardize certain vehicles and potentially reduce specifications.

Prior to acquiring a new vehicle, the fleet department should consider whether a new requirement could be met using the existing fleet. It is important to examine current vehicle utilization to determine whether pooling is feasible, particularly if some vehicles are being underutilized. For example, if the City has two vehicles used for the same purpose that have low annual mileage/use, perhaps one of them could be pooled and the other one disposed of. Over time, as workloads change, the fleet will change, as will the usage of individual vehicles.

- By reviewing the fleet utilization, we may identify vehicles that are underutilized and may not be required in the fleet any longer. The vehicle usage can be consolidated into another vehicle, increasing its utilization and reducing the total cost of ownership.
- Additionally, vehicles with lower utilization may signal work that would be better contracted out.

### The City does not currently track the utilization of its vehicles

Typically, we use vehicle usage time when assessing fleet utilization. Vehicle usage time is a measure of the time a vehicle is in use from the moment it leaves the lot until it is returned. The City does not record this information. In order to investigate whether underutilization might exist, we estimated vehicle usage from the mileage of the vehicles. This is an imperfect approach, and the results should be considered as indicative only – giving the City a sense of potential from track actual usage.


- We grouped the majority of the City's vehicles into six categories to determine which vehicles were candidates for consolidation. These six groups were further divided into sub-categories to identify any features that may impact consolidation.
- For each type of vehicle, we identified the vehicle that had added the highest KM a year and set that as the maximum KM for that vehicle type, shown in the table below. This figure was derived from the total kilometres accrued on the vehicle on a yearly basis (i.e., Total KM/ Age of the vehicle).
- We divided a vehicle's actual annual KM by the vehicle type maximum KM to get an estimate of utilization.
- Although the City has a total of 91 vehicles in its fleet, only 86 vehicles were considered in our consolidation analysis. This included vehicle sub-categories that a) did not have multiple vehicles b) Vehicles dedicated to a specific use such as sweepers, enforcement car, forestry and box chipper were not included.


Type of Vehicle	Sub Category	Max Km/Yr.
Buses	11 Passenger	75,555 KM
	34 Passenger	
	35 Passenger	
	38 Passenger	
Dump Trucks	Dump Truck	14,706 KM
	Dump Truck with Attachment	
Flusher Trucks	N/A	14,116 KM
Pick-up Trucks	General Use	22,036 KM
	Pick-up Truck with Attachment	
	Staff Dedicated	
Vans	Staff Dedicated	12,027 KM
	Department Dedicated	
	Mobile Library	
	Maintenance Van	
Cars	Staff Dedicated	10,338 KM
	SS Outreach	
	Departmental Floater	


This approach is indicative only. There are many instances when a vehicle is in use but not adding KM. For example, when a road crew works on a road repair.

**We cannot always expect vehicles to be 100% utilized, but highlighted in the table below page are the vehicle pools with low average utilization**

The shading provides a visual indication of the relative utilization.

 60-100% utilization

 30-60% utilization

 0-30% utilization

Type of Vehicle	Sub Category	# of Vehicles	Average Utilization	#of Vehicles with Low to Medium Utilization
Bus	11 Passenger	5	65%	3 Low; 1 Medium
	34 Passenger	5		3 Medium
	35 Passenger	2		None
	38 Passenger	8		1 Medium
Dump Truck	Dump Truck with Attachment	6	56%	1 Low, 3 Medium
	Dump Truck	4		1 Low; 2 Medium
Flusher Truck	N/A	2	68%	1 Medium
Pick-up Truck	Staff Dedicated	18	30%	13 Low; 5 Medium
	General Use	8		3 Low; 4 Medium
	Pick-up Truck with Attachment	4		4 Medium
	Service Trucks	3		2 Low; 1 Medium
	Water Sample	1		None
	Traffic Dedicated	1		1 Low
Vans	Department Dedicated	4	66%	2 Medium
	Staff Dedicated	3		3 Medium
	Mobile Library	2		1 Low; 1 Medium
	Maintenance Van	3		None
Cars	SS Outreach	3	73%	None
	Staff Dedicated	2		1 Medium
	Departmental Floater	2		1 Medium

- From a KM approximation, the fleet appears generally well utilized.
- Vans, pickup trucks and dump trucks appear to be candidates for further investigation.

### Begin to Track Utilization

After estimating vehicle utilization by analyzing kilometre per year, we believe City needs to:

- Begin to track utilization (from the moment vehicles are signed out until return) to accurately estimate how well the vehicles are being used and compare to the utilization presented above. Our initial utilization assessment can give the City an idea of what to look out for but is limited in nature. If the figures for both assessments match, the City can begin to look to eliminate some of the fleet or look at alternate ways of provisioning those vehicles.
- Consolidate its fleet, as this will promote effective and efficient use, which in turn will increase utilization. This will ensure that all equipment and fleet are situated in one location and will ultimately give the fleet department insight into the allocation of vehicles.
- Consider year-round utilization when purchasing vehicles and equipment to get maximum use.
- Eliminate some of its vehicles. We understand that two of the City's vehicles (two floater cars) are already going to be disposed of in 2021 and will generate some savings.

We understand that using KM per year is not a perfect measure and should not be used on its own as it cannot accurately estimate aspects like seasonal usage. For instance, dump trucks likely have high utilization winter months for winter operations, but the kilometres will drop significantly in the summer months, especially as the City has staffing shortages (vacation) and the trucks are only used for projects such as hauling of material, ditching etc.

### Financial Benefits

#### **There are a number of benefits if a municipality can eliminate under-utilized vehicles**

Firstly, are the annual maintenance costs, when removing a vehicle, you transfer a portion of those costs to the vehicle that inherits the additional utilization, but you eliminate some of the fixed maintenance costs that do not relate to usage, such as seasonal switch over. The sale of the vehicles would generate a small income. The largest benefit is not having to replace the vehicle in the future. The replacement cost of the vehicles ranges between \$20,000 to \$130,000 for general vehicles such as pickup trucks and vans.

### Implementation Plan

Below are all the steps required for the City to begin to track the utilization of its vehicles. This process of analyzing the fleet utilization should occur periodically and be a key input to considering expanding the fleet.

Steps and Actions	Responsible	Labour (Hrs)
<b>Begin to measure cab time on vehicles and equipment.</b>		
Develop a method for tracking utilization of vehicles – this is the time that the vehicle is actually being used – not just the time it is being driven	Fleet Supervisor	40
Implement the method – this may be a technology solution to track time or paper as previously used	Fleet Supervisor	100
<b>Establish City-wide procurement policies for vehicles and equipment</b>		
Create a vehicle purchasing policy that determines what factors and parameters will be considered when the City needs to acquire a new vehicle or equipment	CAO Fleet Supervisor Department Directors Purchasing Clerk	200
<b>Calculate utilization rates of all vehicles and equipment</b>		
Group vehicles and equipment according to specific characteristics that means they have similar use and should have a similar utilization	Fleet Supervisor	30
Determine a target utilization rate for each group of vehicles	Fleet Supervisor Department Directors	30
Measure utilization based on cab time.	Fleet Supervisor	60
Determine if any vehicles are under-utilized and investigate the reasons to confirm whether the fleet can be changed or the vehicle is required at the lower utilization	Fleet Supervisor	100
If the investigation determines the vehicle is under-utilized, develop a plan to consolidate its use to another vehicle and dispose accordingly	Fleet Supervisor	60

## 4. Consolidate Grass Maintenance

### Situation

The responsibility for grass cutting is shared between Roads and Community Services. However, the rationale about who is responsible for what and where is not clear. Each department typically sends out individuals to their allocated areas (some flats, property, hill areas) in the City Community Services carries the bulk of this responsibility, while Roads only handle a small share of the grass cutting workload. This means that grass cutting for the Roads Division often appears to be an inefficient use of staff time, as they are likely spending a lot of their time driving through the City relative to cutting grass. Additionally, the Community Services staff responsible for grass cutting drive past the lots allocated to the Roads Division as they go about their duties.

### Analysis

Explore the feasibility of having one division/department perform these services. The City should also consider if there are additional costs from selecting one department, e.g., would community service need more equipment to perform this, as they are not Roads.

Currently, grass cutting for Infrastructure & Development Services is typically done by City operators and can be grouped into two main parts: machine work and weed trimming. The machine work involves the use of tractors that are driven along relatively long ditch lines on the outskirts of the City. Weed trimming, on the other hand, is manual handwork and only occurs in 5 locations that that scattered across the City. Conversely, grass cutting for the Community Services is typically done by summer students.

Department	Description	# of staff	FTE	# of Locations	# of Hours	Travel time per cut	# grass cutting p/year (May- October)
Community Services	Riding Mower	1	0.5	59	28 hrs	132 mins	26 (Weekly)
Infrastructure & Development Services	Machine Work	1	0.5	29	37 hrs	0	6 (Monthly)
	Weed Trimming	3	1.5	26	112 hrs	26 mins	6 (Monthly)

As can be seen in the table below, Community Services staff spend a total of 4,160 hours per year on grass cutting while Roads spend a total of 602 hours on grass cutting.

Department	Description	Total Travel hrs (Travel time x # of cuts/yr.)	Volume of work (Work hours x # of cuts/yr.)	Total Volume
Community Services	Riding Mower	3432	728 hours	<b>4160 (Hours/Yr.)</b>
Infrastructure & Development Services	Machine Work	0	222 hours	<b>222 (Hours/Yr.)</b>
	Weed Trimming	156	224 hours	<b>380 (Hours/Yr.)</b>

Note: that this analysis does not include clean-up time required after machine work and riding mowers.

The City could move all 602 IDS grass cutting hours to Community Service to make a total of 4762 hours. Moving the grass cutting to one department will improve the efficiency of grass cutting in the City.

### **Financial Benefits**

Some of the efficiencies listed above can be translated into financial benefits.

IDS staff also carry out other job duties besides cutting grass, such as load work and asphalt. As a result, they spend time switching from grass cutting to other public works related duties. Moving the grass cutting to Community Services reduces this switching cost, which includes setting up and putting away equipment. Switching cost is an economic concept that explains the costs (not limited to financial) that one incurs from switching from one service or product to another. We estimate that moving grass cutting to Community Services saves the City about 20 minutes for each worker per occurrence of grass cutting, which adds up to 8 hours in a year.

Second, the City may save on some equipment that the Community Services staff already have all the equipment. Some of the IDS equipment would need to be transferred to Community Services.

### **Non-Financial Benefits**

Moving to a single division responsible for grass cutting has some non-financial benefits:

- Time-saving
- Cost-effective through economies of scale.

### **Assumptions**

- The same standards can be applied across all City grass
- Community Service staff is more cost-effective than outsourcing
- Community Services staff can be trained to operate IDS tractor for the machine work
- Summer students who cut community services grass do not require any certification/specialization to operate IDS tractor for the machine work

### **Risks**

Unable to hire the necessary staffing resources.



### Implementation Plan

This assessment has considered grass maintained by Community Services and IDS, however, other departments also maintain grass. Within the implementation plan, we have suggested that once this phase has been completed, the City seeks to identify other divisions that have grass maintenance responsibilities and consolidate those activities as well.

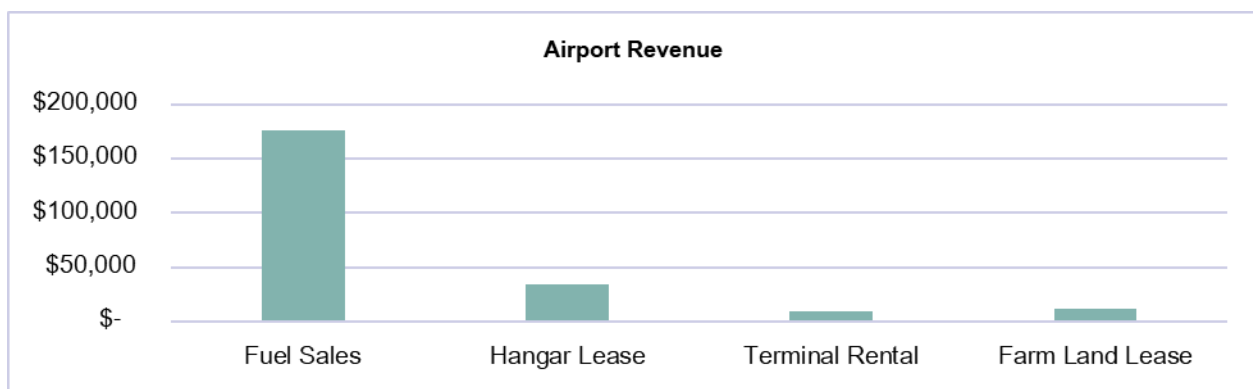
Steps and Actions	Responsible	Labour
<b>Transfer the responsibility of grass cutting to Community Services.</b>		
Work with HR to develop new roles and responsibilities	Public Works Manager Community Services Manager HR Coordinator	60
Determine if the City needs to hire new staff – if this is the case, then evaluate how many more FTE/summer students will be required to manage the workload	Community Services Manager Public Works Manager	30
Transfer equipment between departments, where necessary	Public Works Manager Community Services Manager	15
Train community service staff on how to use grass cutting machinery and provide safety protocols	Public Works Staff Health and Safety HR Coordinator	50
Design an efficient grass cutting route and schedule	Community Services Manager	100
Investigate other departments that have grass cutting responsibilities	Community Services Manager	200

## 5. Increase Airport Revenue to Offset Expenses

### Situation

The Stratford Airport has higher expenses than income, having an annual loss of \$175,000 in 2019. While the current expenses and revenues may be reasonable, the structure of the existing airport management contract keeps expenses low. There is a possibility that this contract may expire in the coming years and the City would see the cost of operating the airport increase. This is a discretionary service that not all municipalities provide and as such, the City wished to investigate what economic alternatives it had to offset these expenses more fully.

The airport has two income streams: fuel sales and space rentals/leases. The following graph shows the revenue from leases and rentals in 2019.



In March 2020, Stratford Airport completed a benchmark analysis of its fees to compare them to other similar airports.

Stratford's fuel prices are slightly lower than the average direct comparators. Additionally, Stratford does not waive landing fees with the purchase of fuel, this gives Stratford a higher income than peers. Moreover, the City airport has 9 hangar contracts signed in the last 10 years, for 20-25 years each. The following table provides details on hangar land leases, farmland leases and terminal building rental fees.

Leases	Details
<b>Hangar Land Leases</b>	9 hangars – these leases give the City an additional income by charging a flat rate per sq. ft.
<b>Farmland Leases</b>	100 acres – the airport does not pay for tile drainage, putting the cost on the farmer. This gives the City a competitive cost rate with no additional costs.
<b>Terminal Building Rental</b>	The Terminal Building charges a flat rate of \$9,000 to the flight school (\$2 per sq ft). This rate is very low compared to the \$20 – \$40 range per sq ft that other municipalities charge.

The airport handles approximately 9,000- 12,000 aircraft movements per year. The 2014 Stratford Airport Economic Impact Report estimated that the airport generates \$3.3m in local economic activity for the City.

The airport has the capacity to expand the taxiway on the east side and increase the revenue from farmland.

- Expanding the taxiway would lead to an expansion of suitable space for hangar constructions. If this were to happen, the City airport typically follows two scenarios: (1) the City invests in the expansion of the taxiway and the renter builds a new hangar, or (2) the City expands the taxiway and the costs for constructing a new hangar are split between the City and the renter.
- Stratford's farmland is leased, providing some revenue to the airport. The City could investigate whether using this land for other purposes would generate a higher level of income.

### Analysis

This business case investigates three alternatives to reduce the losses at the airport – increasing fees, expanding hangar space and selling the airport.

#### Increase fees to offset expenses

The Stratford Airport can decide to increase its fees to increase revenue. For the airport to be able to offset the current losses, the fees would need to increase by 70%. Increasing the fees at this rate will reduce the competitiveness of the Stratford Airport, given that the fees would be higher than those of its competitors.

The table below shows Stratford Airport's current fees, the average fees charged by peers and the increased fees scenario. As the table shows, by increasing the fees, the Stratford Airport loses the ability to be competitive with other regional airports.

Fees	Current Fees	Average Fees Benchmark	70% Increased Fees
<b>Fuel Sales</b>	\$ 2.00	\$ 2.04	\$ 3.57
<b>Hangar Lease</b>	\$ 0.26	\$ 0.25	\$ 0.44
<b>Terminal Rental</b>	\$ 2.25	\$ 18.00	\$ 3.83
<b>Farmland Lease</b>	\$ 120.00	\$ 208.00	\$ 204.00
<b>Parking fees</b>	\$ 70.00	\$ 68.50	\$ 119.00
<b>Revenue</b>	\$ 250,310	\$ 313,199	\$ 425,527
<b>Net Operating Expenses</b>	-\$ 173,000	-\$ 110,111	\$ 2,217

We have assumed that any increase in fees would not lead to a material increase in expenses as it would represent the same number of transactions.

#### Extend the taxiway and build a new hangar that will increase revenue from hangar leases

The airport has the land for additional hangar space. To access the additional space, the airport would need to extend its taxiways to connect the hangar to the runway. This is a great opportunity to increase revenue considering that when the airport leases space for hangar construction, the renter is responsible for the costs of that construction. The City can also choose to split the construction costs with the renter. Furthermore, the construction of a new hangar would lead to more airplane traffic. The City will have the opportunity to sell fuel to those new customers.

The Stratford Airport has estimated that the cost to construct the extension is \$200,500 and staff suggest this would occur over two years - \$125,000 in the first year and the remainder the following year. Additional costs for the construction will be assessed by the hangar developer once they fully plan the project.

Budget	Current (2019)	Adding one Hangar (Year 1)	Adding one Hangar (Year 2)	Adding one Hangar (Year 3)
Revenue	\$ 250,310	\$ 250,310	\$ 250,310	\$ 275,789
OPEX	-\$ 425,450	-\$ 425,450	-\$ 425,450	-\$ 438,214
CAPEX		-\$ 125,000	-\$ 125,000	
<b>Total Budget</b>	<b>-\$ 175,140</b>	<b>-\$ 300,140</b>	<b>-\$ 274,661</b>	<b>-\$ 162,425</b>

- The operational costs will increase approximately 3% once the hangar is constructed. We have estimated that as the City finishes the expansion of the taxiway in year 2, the increase in operational costs will be in the budget for year 3 when the hangar is constructed.
- The revenue from the new hangar lease will be part of the year 3 budget when the hangar is ready to operate.

Adding one hangar space could increase the airport's revenue but would not be enough to offset the losses. With the addition of a hangar, the Airport will still need to increase fees by 70% to meet the income needed to offset expenses.

### Sell the Airport

Selling the airport will have both positive and negative implications for the City of Stratford. The Economic Impact Analysis Report from 2014 concluded that the airport generated an estimated economic impact of \$3.3 million in that year for the City. This was done by attracting local and foreign investment, increasing tourism, and being the access point to valuable services (e.g. emergency medical services, visiting professionals and delegates, and accessing special events).

The following table shows some of the implications of selling the airport:

	Positive Impact	Negative Impact
<b>Selling as airport</b>	<ul style="list-style-type: none"> <li>• The City will not have operational costs related to the airport</li> <li>• The economic activity that the airport brings to the City will not be impacted</li> </ul>	<ul style="list-style-type: none"> <li>• The City will no longer have control over air transportation in Stratford</li> </ul>
<b>Selling as land</b>	<ul style="list-style-type: none"> <li>• The new owner might decide to use the land for other activities that coincidentally impact the City in a positive way</li> </ul>	<ul style="list-style-type: none"> <li>• The City will lose the positive economic impact that the airport brings to the City</li> </ul>

The following table shows how the airport's budget might look like if the City decided to sell it. We have considered two scenarios – the first has the facility continuing to be used as an airport and the second is if it were sold as farmland.

Financials	Current	Selling the Airport Continuing Operations	Selling the Airport as Farmland
Fuel Sales	\$ 176,500	\$ -	\$ -
Hangar Lease	\$ 34,290	\$ -	\$ -
Terminal Rental	\$ 9,000	\$ -	\$ -
Farmland Lease	\$ 12,000	\$ -	\$ -
Parking Fees	\$ 16,320	\$ -	\$ -
Other User Fees	\$ 2,200	\$ -	\$ -
Economic Benefit	\$ 3,300,000	\$ 3,300,000	\$ -
<b>Total Income</b>	<b>\$ 3,550,310</b>	<b>\$ 3,300,000</b>	<b>\$ -</b>
Operating Expenses	-\$ 410,450	\$ -	\$ -
Property Taxes	-\$ 15,000	\$ -	\$ -
<b>Total Costs</b>	<b>-\$ 425,450</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Budget</b>	<b>\$ 3,125,000</b>	<b>\$ 3,300,000</b>	<b>\$ -</b>

We estimated what the airport might sell for based on a recent sale of Lake Simcoe airport, which valued the airport at approximately \$8m. It is a larger airport with more services than Stratford, hence estimating a value of \$3m. The City provided us with a Valco report from 2019 that valued farmland in Perth County at approximately \$20,000 per acre, which values the land at around \$8.5m.

### Financial Benefits

The table below summarizes the financial implications of each of the options considered.

Costs	Construction of One Hangar		70% Increased Fees
	Baseline (\$)	Scenario 1	Scenario 2
<b>Operating Costs</b>			
Property Taxes	-\$ 15,000	-\$ 16,667	-\$ 15,000
Other expenses	-\$ 410,450	-\$ 456,056	-\$ 410,450
<b>Total Operating Costs</b>	<b>-\$ 425,450</b>	<b>-\$ 472,722</b>	<b>-\$ 425,450</b>
<b>One Time Costs</b>			
Expansion of taxiway	\$ 0	-\$ 200,000	\$ 0
<b>Total One Time Costs</b>	<b>\$ 0</b>	<b>-\$ 200,500</b>	<b>\$ 0</b>
<b>Total Costs</b>	<b>-\$ 425,450</b>	<b>-\$ 673,222</b>	<b>-\$ 425,450</b>

Revenue	Baseline (\$)	Scenario 1	Scenario 2
Fuel Sales	\$ 176,500	\$ 196,111	\$ 300,050
Hangar Lease	\$ 34,290	\$ 38,100	\$ 58,293
Terminal Rental	\$ 9,000	\$ 9,000	\$ 15,300
Farmland Lease	\$ 12,000	\$ 12,000	\$ 20,400
Parking fees	\$ 16,320	\$ 18,133	\$ 27,744
Other user fees	\$ 2,200	\$ 2,444	\$ 3,740
<b>Total Revenue</b>	<b>\$ 250,310</b>	<b>\$ 275,789</b>	<b>\$ 425,527</b>
<b>Net Impact</b>		<b>\$ 273,251</b>	<b>\$ 175,217</b>

### Non-Financial Benefits

- Adding hangar space will bring more aircraft traffics to the City, increasing the City's economic activity and opportunities

### **Assumptions**

- Peers fees will remain around the same range as current
- The Stratford Airport can decide to sell only the terminal and hangar spaces without selling the farmland
- The current leases will remain in place after the City increase its fees

### **Risks**

- Fees get increased at a level that they are not competitive, and clients decide to move their operations to other nearby airports
- The City expands the taxiway and leases do not increase – no hangers are constructed in the short and mid-term
- The airport buyer decides to close the airport and negatively impact the economic activity in Stratford

### Implementation Plan

The City can decide either to increase its fees, build a new hangar or follow both recommendations to increase its revenue from the airport. The following table lists the steps that the City could follow to implement those recommendations.

Steps and Actions	Responsible	Labour (Hrs)
<b>Increase fees</b>		
Analyze current fees to understand how an increase will impact the competitiveness of the airport	Airport Management and Fire Chief	100
Decide which fees can be increased and by how much to increase total revenue but remain competitive	Airport Management and Fire Chief	60
Develop a communication plan of the new fees	Communications Staff	50
<b>Build a new hangar</b>		
Investigate the market demand for additional hangar facilities	Fire Chief	50
Prepare a business case for Council's approval on the expansion of the taxiway	Airport Management and Fire Chief	100
Prepare and release an RFP for the expansion of the taxiway and decide who will perform the expansion work	Purchasing Clerk Fire Chief	350
Manage the completion of the expansion of the taxiway*	Fire Chief Contractor	300
Solicit a new renter for the available space for the new hangar	Fire Chief	150

\* City staff time only



## 6. Create an Internal Capability to Repair Fire Services Vehicles

### Situation

The Fire Department owns four heavy-duty fire apparatus and five light-duty vehicles. Currently, the City has no staff that can provide maintenance to these vehicles. All vehicles are maintained and repaired by external mechanics. The maintenance cost of these vehicles ranges between \$50,000 and \$120,000 per year, with approximately 60% of the cost being related to labour. The table below provides the details of the vehicles that the Department utilizes.

	Qty	Vehicle
Heavy Fire Apparatus	1	Engine 1
	1	Engine 2
	1	Ladder 1
	1	Rescue 1
Light Duty Vehicles	4	Half-ton pickup trucks
	1	SUV

The process that the Department follows for maintenance and repair of its vehicles has certain inefficiencies:

- Whenever a vehicle requires maintenance, there can be six hours of staff time lost - one and a half hours of travel time each way for two people.
- The cost of the repairs appears higher than if the repair was completed by City staff.

Public Works at the City has three in-house mechanics dedicated to vehicles and equipment maintenance. Whenever these mechanics are not able to manage the volume of repairs, Public Works contracts mechanic services. The City recently centralized some department's fleet management, there are approximately nine vehicle mechanics across all departments.

### Analysis

Create an internal capability to repair emergency vehicles.

Based on historical data of repairs and maintenance, fire vehicles need approximately 0.6 of an FTE of labour for maintenance. Given that the City has already started centralizing fleet management, there is an opportunity for this FTE to be shared across all departments and we understand that existing staff are able to take on this workload with training.

Operational Costs	Current	In House Mechanic
Maintenance - Parts and Equipment	-\$ 34,000	-\$ 27,200
Maintenance - Labour	-\$ 51,000	-\$ 2,448
Lost Travel Time - Salaries	-\$ 9,346	-\$ 467
Salaries - Mechanic	\$ -	
Utilities Costs	\$ -	-\$ 470
<b>Total Operational Costs</b>	<b>-\$ 94,346</b>	<b>-\$ 30,585</b>

- **Maintenance Labour Costs** – the Department will still have labour costs associated with maintenance even if the City trains an in-house mechanic. There are a few specialty-type reasons that some vehicles would be required to go to a different a mechanic, such as repairs to the ladder on a ladder truck. We have estimated that only 5% of the repairs will be of this kind.
- **Lost Travel Time** – there are 6 hours of work lost every time a vehicle requires repair or maintenance, considering that two staff drive the vehicle to the mechanic. Each vehicle requires 6 visits to the mechanic on average, accounting for a total of 54 trips every year. We have estimated an average salary of \$29 per hours.
- **Salaries Mechanic** - the average hourly rate of a mechanic in the region is \$32.67 per hour. We have estimated that the Fire Department requires 0.6 of an FTE, this equals 1248 total hours a year.
- **Utilities Costs** – we have estimated a 2% increase in utilities if the mechanic operates in-house.

Offer the mechanic service to neighbouring municipalities.

No municipality in Perth County has an emergency vehicle technician on payroll. Should Stratford staff have the capacity, the City might be able to offer fleet services for emergency vehicles at other municipalities in the region.

Operational Costs	Current	In House Mechanic + Provide Mechanic Services
Maintenance - Parts and Equipment	-\$ 34,000	-\$ 27,200
Maintenance - Labour	-\$ 51,000	-\$ 2,448
Lost Travel Time - Salaries	-\$ 9,346	-\$ 467
Salaries - Mechanic	\$ -	
Utilities Costs	\$ -	-\$ 587
<b>Total Operational Costs</b>	<b>-\$ 94,346</b>	<b>-\$ 30,703</b>

Revenue		
Mechanic Services	\$ -	\$ 32,618
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 32,618</b>
<b>Effect on Budget</b>	<b>-\$ 94,346</b>	<b>-\$ 1,916</b>

- **Salaries Mechanic** - the average hourly rate of a mechanic in the region is \$32.67 per hour. For this scenario we have assumed that the City will hire one full-time mechanic to be able to offer services to other organizations.
- **Utilities Costs** – we have estimated a 2.5% increase in utilities, assuming that other organizations' vehicles will be repaired at Stratford's facilities.

### Training

Specific training to qualify for the Emergency Vehicle Technician status. The certification is structured into 8 modules for fire vehicles. Courses and examinations for each module are in the range of \$500 per person – or \$4,000 if all 8 modules are required. Reviewing the modules, it appears that Stratford would likely need 6 of the modules for a total of \$3,000 per person.

### Financial Benefits

				In House Mechanic + Offer Services		
Costs	Baseline (\$)		In House Mechanic			
Operating Costs						
Maintenance - Parts and Equipment	-\$	34,000	-\$	27,200	-\$	27,200
Maintenance - Labour	-\$	51,000	-\$	2,448	-\$	2,448
Lost Travel Time - Salaries	-\$	9,346	-\$	467	-\$	467
Salaries - Mechanic	\$	-	\$	-	\$	-
Utilities Costs	\$	-	-\$	470	-\$	587
Total Operating Costs	-\$	88,115	-\$	30,585	-\$	30,703
Revenue	Baseline (\$)					
Mechanic Services	\$	-	\$	-	\$	32,618
Total Revenue	\$	-	\$	-	\$	32,618
Net Impact			\$	57,530	\$	90,030

### Non-Financial Benefits

- The Fire Department will reduce the lost time associated with travel time to the mechanic – that staff time can be dedicated to other activities in the Department
- The City will have a mechanic that can also look after other departments' vehicles and equipment when the current mechanics are busy

### Assumptions

- Neighbouring organizations are interested in hiring mechanic services offered by the City of Stratford
- The City has the physical space to provide mechanic service to other municipalities

### Risks

- Staff hired does not have the technical knowledge required by the Fire Department and the Department will still need to outsource some maintenance tasks
- Other organizations do not look for mechanic services that are provided by the City

### Implementation Plan

The outline below considers existing staff taking on responsibilities for fire vehicle maintenance.

Steps and Actions	Responsible	Labour (Hrs)
<b>Create internal capability to repair emergency vehicles</b>		
If needed, update staff roles and responsibilities to reflect the additional vehicles	Deputy Fire Chief HR Coordinator Supervisor of Fleet	30
Define which repairs will be handled by the in-house mechanic and which repairs will require specialized support	Deputy Fire Chief Supervisor of Fleet	15
Have mechanics attend required training to be able to complete the identified maintenance tasks	Mechanics	40
Communicate to fire staff the new process for vehicle maintenance	Deputy Fire Chief Supervisor of Fleet	5
<b>Offer the mechanic service to neighbouring municipalities</b>		
Contact nearby municipalities to discuss whether they have an interest in using the mechanic services for their fire vehicles	Supervisor of Fleet	15
Draft and agree the service standards the City will deliver to others include prices lists and response times	Supervisor of Fleet	60
Quantify the volume of work that will come from other municipalities to confirm the City has capacity	Supervisor of Fleet	40
Communicate the procedures for vehicle maintenance to the other organizations	Supervisor of Fleet	5

## 7. Have Finance Division Process All Invoices

### Situation

Some departments outside of finance currently process invoices, one example is Community Services. Often these departments have a small number of invoices to manage and follow processes that work with the situation they face but may be different than the corporate approach. An example of these differences is interest. The City generally charges a monthly interest rate of 1.25% when finance manages invoices, but this may not happen when departments manage invoices.

The Recreation Division recently transitioned to new software called *Perfect Mind*. This system is used to book facilities, register for programs and keep track of all recreation services operations. The Division also uses the software *Cemetery 2000* for cemetery transactions. The modules in those systems that are currently used for invoicing do not allow the Department to charge interest on overdue invoices.

The Department processes around 190 invoices every month and has 3 staff who have part of their job processing invoices. These staff review rentals and plot sales information (e.g. contact details, define burial options and other details related to cemetery memorials). The Division gathers all the details from customers and types them into the system. The table below provides details of the number of invoices processed by the Community Services Department.

Community Services Invoicing Process Details	
# of Recreation Invoices	90 -100 per month
# of Cemetery Invoices	100 per month
# of Staff Dedicated to Invoicing	0.5 FTE

While there is an opportunity for the Department to transfer the invoicing operations to the Finance Division, Community Services will still need to input all the details related to the rentals into Perfect Mind and Cemetery 2000. Currently, the Finance Division does not have access to all the transactions completed by Community Services, because there is no integration between systems. Community Services still needs to provide details for Finance to type into the system.

### Analysis

#### Allowing the Finance Division to process invoices for Community Services

Finance processes invoices for all other departments in the City, except for Community Services. Allowing the Finance Division to process invoices for Community Services will give more consistency to the financial processes in the City. Finance already has a well-established process for invoicing and would be more efficient than Community Services. Moving invoicing to Finance will also allow the City to charge interest on those overdue invoices, providing additional income to the City. The interest income goes to a general interest earned account, meaning that they will not go directly into the Community Services budget.

- Community Services will require 2.5 FTEs to gather documentation and details for rentals and plot sales. The Finance Division will be responsible for the invoicing part of the process, currently requiring 0.5 FTE. Since the Finance Division have staff fully dedicated to invoicing, we estimate that the process will be more efficient, requiring only 0.25 of an FTE.

### System integration between Community Services software and the Financial system used by the City

Integration between systems will allow for more automation and reduce the labour that goes into the invoicing process. Community Services will still input rental data into Perfect Mind so they can manage rentals. Cemetery Services will also continue to use Cemetery 2000 to input plot sales and keep records. Allowing this data to be automatically reflected in the finance system will reduce the labour required by Finance. The following table provides details of the systems used by the City:

Perfect Mind
<ul style="list-style-type: none"> <li>Perfect Mind has the capability to export data referring to a facility or event by generating a report in a format that can later be imported into the financial system.</li> <li>Perfect Mind is a hosted software that has API integration capabilities. API stands for application programming interface, and it enables interaction between data, applications and devices. Integration between Perfect Mind and Microsoft Great Plains is possible, but it will require around 4 weeks of work of an FTE (160 hours of labour).</li> </ul>
Cemetery 2000
<ul style="list-style-type: none"> <li>Cemetery 2000 has the capability to export data referring to plot sales by generating a report in a format that can later be imported into the financial systems. This will reduce the manual entries into the financial system.</li> </ul>
Microsoft Great Plains
<ul style="list-style-type: none"> <li>The system used by the Finance Division has the capability to integrate with other systems by using the API functionality. The integration between Cemetery 2000 and Microsoft Great Plains might not be possible given that Cemetery 2000 is an older software that does not have this capability.</li> </ul>

**Financial Benefits**

Costs	Baseline (\$)	Integration Scenario (\$)
<b>Operating Costs</b>		
Labour associated with invoicing	-\$ 180,000	-\$ 157,500
<b>Total Operating Costs</b>	<b>-\$ 180,000</b>	<b>-\$ 157,500</b>
<b>One Time Costs</b>		
System integration	\$ -	-\$ 5,000
<b>Total One Time Costs</b>	<b>\$ -</b>	<b>-\$ 5,000</b>
<b>Total Costs</b>	<b>-\$ 180,000</b>	<b>-\$ 162,500</b>
<b>Revenue</b>		
<b>Baseline (\$)</b>		
Overdue invoice interest	\$ -	\$ 4,891
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 4,891</b>
<b>Net Impact</b>		<b>\$ 12,609</b>

**Non-Financial Benefits**

- The City will have a centralized invoicing process, allowing the Finance Division to have real-time information on all invoices
- There will be less chance of errors in the invoicing process
- The invoicing process will be optimized given that the Finance Division already processes all other invoices in the City

### **Assumptions**

- The invoicing process for Community Services is not different from the regular invoicing process done by Finance
- The number of invoices processed by Community Services is stable during the year
- 21% of invoices in Community Services are overdue and will be paid within 30 to 60 days with a 1.25% interest rate
- 75% of the time used to process one invoice is dedicated to gathering data and contacting clients, while the other 25% is dedicated to invoicing activities
- As the invoicing activities are moved to the Finance Division, each invoice will be processed in half the time they are processed by Community Services
- Building an integration between the Community Services software and the Financial Services software will take 320 hours – 2 months salary of one FTE

### **Risks**

- Resistance to change from staff in the Finance Division and Community Services Department
- The system integration does not consider the process changes required by the Community Services Department and the Finance Division



### **Implementation Plan**

Further investigation is required by City staff to the other opportunities to consolidate invoicing from other departments as that data is not available at this time. The implementation plan below outlines an approach to this investigation.

<b>Steps and Actions</b>	<b>Responsible</b>	<b>Labour (Hrs)</b>
Identify all invoices that are issued and managed by departments other than finance	Manager of Finance Departmental staff	30
Put in place a mechanism for staff to track the volume of invoices they process and the amount of their time it takes	Manager of Finance	20
Investigate the process and system used by each department to process and manage invoices	Manager of Finance	40
Determine if a business case exists to migrate invoice processing from each department	Manager of Finance	50
Evaluate how the current systems could be integrated and support the new invoicing process	IT Manager Invoicing Staff	50
Implement the most cost-effective integration between the systems to transfer the required data	IT Manager	100

## 8. Facility Maintenance and Utilization

### Situation

We conducted an investigation into three aspects of the City operates facilities:

- Whether the maintenance costs were higher at any of the recreation facilities than the others
- Would a central function managing facilities be more effective or efficient than the current decentralized model
- Are the recreation facilities highly utilized and are there steps that could increase the utilization

In each of these areas, the City does not currently have sufficient data for us to conclude whether changes would yield benefits. The analysis we could undertake suggests there is merit to the concepts, but that staff will need to conduct a more complete analysis when they can gather the data required.

### Analysis

#### Facility Maintenance Costs

From a recreation facility maintenance perspective, we were able to identify a basic maintenance cost per square foot.

Facility	Amenities	Total Maintenance Costs per sq ft.
<b>Dufferin Arena</b>	1 ice arena	\$ 3.9
<b>Allman Arena</b>	1 ice arena and 1 upper lobby	\$ 6.1
<b>Stratford Agriplex</b>	3 meeting rooms, 4 gymnasiums, 1 community hall and 1 bingo hall	\$ 4.4
<b>Rotary Complex</b>	4 meeting rooms, 2 ice arenas, 4 community halls and 1 walking track	\$ 6.0

With this basic measure, two of the facilities are much more expensive per square foot.

The amenities that a facility has will certainly change the maintenance cost.

- The Dufferin and Allman Arena's are similar in terms of amenities – but Allman is much more expensive to maintain. Dufferin was renovated in 2010 and now is an energy-efficient facility, which may explain the difference in maintenance costs. Allman is a taller building than Dufferin, which means there is more building to maintain.
- Most of the difference is in building maintenance costs. Allman actually spends less per square foot on maintenance contracts (\$1.41) than Dufferin (\$1.76). The City is spending over double on the building maintenance at Allman than it is for Dufferin.

**Baseline maintenance costs by facility**

The City needs to track the maintenance activities for each facility and their costs. Setting the baseline for those costs will help the Community Services Department to understand why some facilities are more expensive to maintain and will allow them to keep track of those costs. When the City operated Works Manager this was completed.

Having details on all maintenance costs per facility, the City will be able to decompose exactly what is driving the higher per square foot costs. This analysis will inform the approach the City takes to managing costs.

**Develop a strategy to mitigate maintenance costs that are out of the baseline**

The City can then develop a strategy to mitigate the costs that are higher than the baseline. Mitigation strategies could include investing in facility modernization, replacement of older equipment such as HVAC units or other approaches.

**Facility Maintenance**

Facilities maintenance in the City is decentralized, with managers from respective departments (e.g., Fire, Library, Daycare, Infrastructure and Development Services, Social Services and Community Services) responsible for the operation and maintenance of their facilities.

The table below shows an estimation of the current amount the City spends on facilities maintenance at \$1.42m. In addition to this figure, facility managers spent 1,993 hours on administration, managing operations and project management.

	Env. Services	Public Works	Building Services	Comm. Services	Social Services (Day Care Only)	Total
Total Administration & Project Management	50 hrs	520 hrs	450 hrs	700 hrs	273 hrs	1993 hrs
Operations (custodians) FTE	Contractor Spend	1 FTE	9 FTE 3 PTE	3.0 FTE 7 PTE	0	13.0 FTE 10 PTE
Maintenance FTE	0.05	0	0.1	2	0	2.15 FTE
Operations FTE in dollars (\$25/hour)	\$ -	\$ 52,000	\$ 624,000	\$ 338,000	\$ -	\$ 1,014,000
Maintenance FTE in dollars (\$40/hour)	\$ 4,160	\$ -	\$ 8,320	\$ 166,400	\$ -	\$ 178,880
Maintenance contractor spend	\$ 2,757	\$ 18,158	\$ 55,617	\$ 147,175	\$ 4,263	\$ 227,973
Total Maintenance Spend	\$ 6,917	\$ 70,158	\$ 687,937	\$ 651,575	\$ 4,263	\$ 1,420,853

### Implementing a work order management system

In order to both better track maintenance information and to analyze the data to understand what is driving maintenance costs, a work order management system would be essential.

- The City does not have a work order management system for tracking facilities maintenance and as such, does not know the number of work orders completed.
- The City recently implemented Citywide to assist with its asset management practice. Citywide has a work order management module that could be used to allow work order and inventory management, maintenance schedules and time tracking.

### Moving to preventative maintenance to reduce demand maintenance

Currently, the majority of the City's maintenance costs are attributed to demand maintenance. The City should establish maintenance schedules for all assets to reduce demand maintenance. Moving to more preventative or even predictive maintenance reduces the total cost of maintenance and also reduces equipment failures and the associated loss of revenue. According to the United States Department of Energy, it should be common practice for organizations to limit demand maintenance to 20% of total maintenance cost and they estimate that preventative maintenance reduces total maintenance costs by 12-18%.

Preventative maintenance assists in managing an organization's maintenance bill in three ways:

- First, preventative maintenance reduces the frequency that components of buildings require repair or replacements. For instance, something that breaks every 3 months that is only repaired on the fly will likely cost the City more money on maintenance as preventive maintenance can extend the distance between breaks from months to years in many instances.
- Second, preventative maintenance reduces the cost of repairs as contractors are likely to charge much higher fees upon breakdown repair (demand maintenance). Sometimes because it takes the technician much longer to figure out the issue or to locate the necessary parts.
- Additionally, breakdown repair extends beyond higher cost. Unexpected downtime can lead to services stopped or at least be limited, which negatively impacts customer service, experience and potentially revenues. Currently, the City spends around \$125,216 on internal labour and \$159,581 on external labour (contractors).

### Facility Utilization

The Recreation Division operates ice arenas, multi-use sports fields, community centres and other recreational facilities. The hours of operation vary for each facility, but most of them are open seven days a week. Limited data is retained on the capacity of each facility and how much it is being used.

Facilities	Hours Utilized	Hours Available	Utilization
<b>Stratford Agriplex</b>	7644	13832	55%
<b>Rotary Complex</b>	3522	4910	72%
<b>Allman Arena</b>	1040	2030	51%
<b>Dufferin Arena</b>	1140	2030	56%
<b>Anne Hathaway Ball</b>	1600	2100	76%
<b>National Stadium</b>	n.a.	2100	n.a.
<b>Stratford Education Recreation Complex (SERC)*</b>	5300	28392	19%
<b>Packham Road Ball and Soccer Complex</b>	2000	2100	95%
<b>Dufferin Park Ball</b>	300	1680	18%
<b>Optimist Park</b>	400	1680	24%
<b>Lower Queens Park</b>	300	1680	18%
<b>Stratford Tennis Club</b>	n.a.	1680	n.a.
<b>Lions Pool</b>	n.a.	n.a.	n.a.

\* Hours shown do not include soccer, tennis or rugby as the City does not track them

These hours are the aggregate usage but do not give us insight into peak demand or how full a specific program is. Staff would need to gather much more data to understand whether any of these facilities need to be more highly utilized or whether they are actually at operational capacity.

### **Implementation Plan**


The first step to moving forward with this opportunity is to conduct a real-time investigation before any decision can be made on changes to actual facilities. The table below provides a set of implementation steps.

<b>Steps and Actions</b>	<b>Responsible</b>	<b>Labour (Hrs)</b>
<b>Baseline maintenance costs by facility</b>		
Identify a system to track maintenance costs – might be able to use the finance system	Facilities Manager IT Manager Manager of Finance	10
Set up the system to capture the required data, including facility, maintenance activity, cost and reason for maintenance, at a minimum	Facilities Manager IT Manager	50
Record details on all maintenance activities as they occur	Facilities Staff	~
After a representative period of time – likely 1 year – analyze the maintenance costs to determine: differences between facilities, cause of the differences*	Facilities Manager	30
<b>Develop a mitigation strategy</b>		
Develop a plan to remediate the causes of the higher costs – potentially through capital investment in the buildings or the equipment	Facilities Manager	200
Implement the facility changes in the plan	Facilities Manager	~
Re-analyze the maintenance costs to confirm a reduction as expected*	Facilities Manager	30
<b>Facility Utilization</b>		
Define the capacity of each amenity in each facility. The capacity is the number of people who can use the amenity at a time, for example, two teams of seven people on a soccer pitch. Then define the hours of operation for each amenity	Recreation Manager	200
Track the time that each amenity is used, what programming was running and what participation there was (number of people)	Recreation Manager	~
Establish a policy on recovery of costs, how much does the City wish to subsidize programming. Often the subsidy will vary by program to align with the City's overall objectives for providing recreation services. Translate the policy into facility utilization targets	Recreation Manager	100

After a representative period of time, probably 1 year, analyze the utilization of each amenity both in terms of hours used and percentage of capacity. Also, consider which programming is more and less popular*	Recreation Manager	200
Compare the analysis to the facility targets to determine whether any adjustments may be needed to meet the targets	Recreation Manager	30
If adjustments are indicated, determine the change that is required – which could include changing the programming mix, repurposing an amenity, discontinuing a program, change marketing etc.	Recreation Manager	100
Make the adjustment as required and monitor to confirm they have the expected impact	Recreation Manager	200

\* If the City determines it does not have the analytic capability to do each of these reviews, external consultants could be hired to support staff.





**Delivering these  
changes will require  
a formal oversight  
structure**



# Implementation Governance and Change Management

The opportunities outlined in this report will take time to implement and should be formally monitored and reported upon to help ensure that the potential benefits are realized. This section outlines our recommendations for organizing, implementing and monitoring these changes.

## Governance and Reporting

Independent of implementation, we believe it will be beneficial to have a coordinating function. A staff member within the Office of the CAO will be given the responsibility to monitor the progress of each change that the City implements. The information on progress will be supplied by the individuals listed in the implementation plans. The progress will be reported to CLT either monthly or quarterly, depending on the amount of activity that is underway.

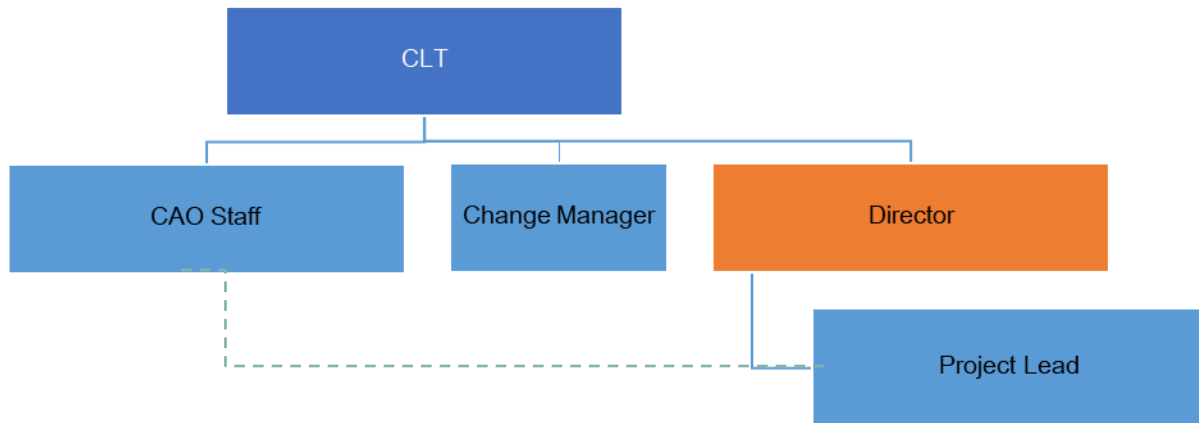
CLT, in this context, will provide direction to responsible staff on implementation matters such as pace, they will decide on the scope and particular on any changes in scope and they will work to resolve an implementation conflicts – for example, a staff member is needed on two initiatives at the same time.

In addition to these staff, we also suggest the City identify a Change Manager who would be responsible for developing and executing the change management plan. The objective of executing the plan is that staff are fully able to transition to new responsibilities and ways of working following an implementation. The change managers responsibilities include:

- Report to CLT on the progress of the change management plan
- Hold regular meetings with staff implementing changes to discuss what changes will impact each department and the effectiveness of the change management plan
- Provide the supports required by staff during the transitioning period when organizational changes are required

## Reporting

The following chart outlines the reporting structure that the City can decide to use for the implementation.



The following list is a common approach to reporting with a structure of this nature:

- Implementation Plan: To launch a project, the responsible staff should submit a business case highlighting the expected benefits, a budget and a schedule to the CLT approval
- Status: Monthly or quarterly, the responsible staff will report status to the CAO staff member responsible for monitoring, who will summarize the various reports and present to CLT
- Change Effectiveness: On a monthly basis, the change manager should report to the board against a set of agreed change indicators that can confirm the change management plan is being effective at preparing staff

## Change Management

Whenever organizational changes occur, we believe it is important to put in place formal supports for staff to help them with the process of transitioning. Often referred to as change management, we frame it to have a very specific objective:

**Objective:** on the first day after the organizational changes have been made, all staff continue to be effective at their job.

The change management plan is developed to deliver consistency across the organization and it is the responsibility of the change manager to oversee it. As a framework for developing the change management plan, we subscribe to the ADKAR model for individual change. The model provides structure and direction for change leaders that helps them understand what activities staff require (training, coaching, etc.) to transition through the change. It suggests five stages that a change management plan should progress through:

- A** Awareness of the need for change
- D** Desire to support the change
- K** Knowledge of how to change
- A** Ability to demonstrate new skills/behaviours
- R** Reinforcement to make the change stick

### *Creating the Case*

Often focus is placed on the business case for change – which is valid – however, there should be an accompanying personal case for change, “what’s in it for me?” The first step in creating a change management plan is to establish the individual case for change and the accompanying messaging.

### *Building the Plan*

We suggest that the change manager follows these steps to build the plan:

- Consult with the City leadership on the specific needs of staff given the changes contemplated
- Identify actions that achieve the objective of each of the five phases, for example – how will we build awareness of the changes that are happening
- Identify the resources needed to deliver the change management plan

### **Communication Strategy and Plan**

Communication is one of the fundamental elements of change management. To build the strategy and plan:

- Presents an overall, agreed approach and set of objectives for how communication activities, through engagement and education, will help the target audience to understand, desire and know-how to make the change
- Outlines the various stakeholders and their communication needs
- Defines the key messages that will be used to communicate the changes
- Defines the main communication channels and mechanisms that will be used to communicate between the project team and the target audience.
- Defines measures to test the success of the Communication Strategy in engaging and educating the target audience

### **Education**

Another foundation of change management is equipping staff with the knowledge they need to be effective after the change.

- Training is the formal component of education and often particularly applicable when new IT systems are being implemented. If training is required, it is the job of the change manager to identify the format, provider and schedule for the training to occur
- Subject matter experts (SME) are another approach to disseminating knowledge – rather than formal training, staff can know that specific individuals are available to answer their questions
- Project participation is a good way for staff to learn about new ways of working or processes. This is often done to develop the SME's.



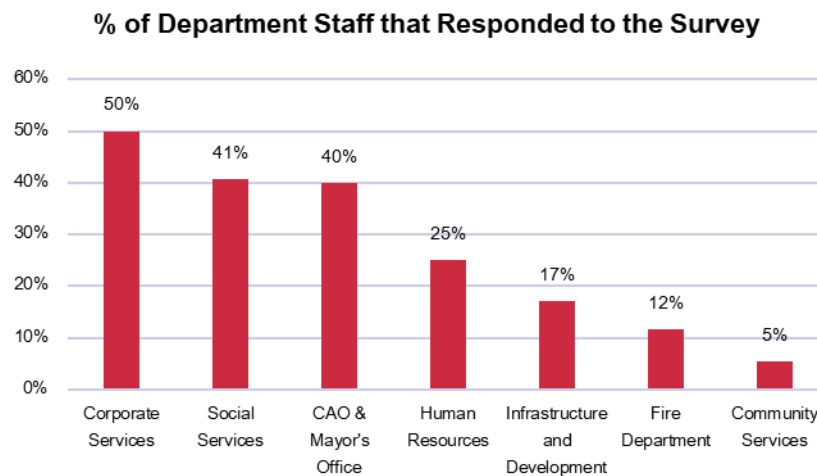
# Appendices

## Appendix A: Survey Output

### Context

In order to broadly engage City staff and give as many as possible a chance to input into the service delivery review, the City made an online survey available to staff from early July to early August 2020. We received 100 responses in total, with representatives from all departments.

The chart following shows the percentage of staff from each department that responded. Most departments were fairly well represented, with the exception of Community Services, which may be due to having casual employees. Staff from partner organizations also participated in the survey, submitting 17 responses.



The survey sought the viewpoints of staff on the strengths and improvement opportunities in the way the City delivers services. The 12 questions asked are contained within appendix C of this report. Questions 1, 4, 8 and 10 do not get a separate section here as they ask for more details from a respondent on why they answered the previous question the way they did.

### Summary Findings

Staff tended to have a positive view of the way the City operates. The following table summarizes the themes that emerged from the survey responses.

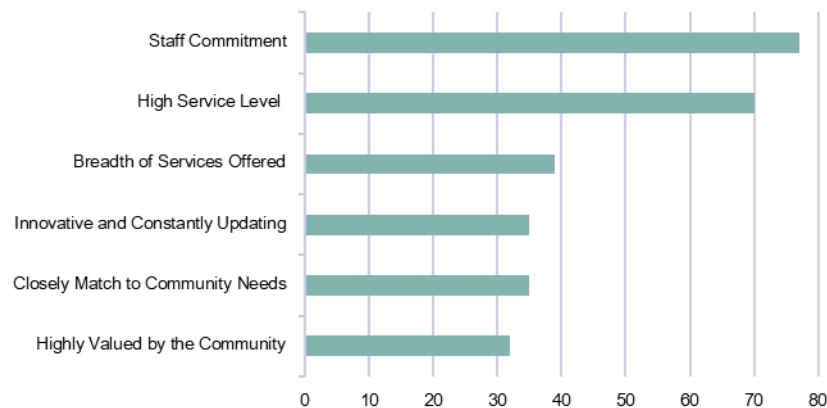
1	<b>Improving processes and applying technology</b>	<ul style="list-style-type: none"> <li>Being more efficient was part of many of the questions and the application of technology or having the right tools was a common observation.</li> <li>Direct suggestions on making process improvements were frequently made, but also indirect references through comments on the level of bureaucracy. Staff who had done process improvement</li> </ul>
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		work recently felt it was an approach that had merit in other departments beyond their own.
2	<b>More communication within and between departments is desirable</b>	<ul style="list-style-type: none"> <li>Communication featured in many of the questions. Whether it related to changes to the work environment, factors that make the work more difficult or key areas for improvement.</li> <li>When mentioned, it was often mentioned along with bureaucracy – suggesting perceived unnecessary process was being used as a substitute for communication within and between departments.</li> <li>Better collaboration between departments was also cited commonly along with communication.</li> </ul>
3	<b>Flexible working and hours have improved staff experience</b>	<ul style="list-style-type: none"> <li>COVID has brought many changes to the City, but the two that had the most impact on respondents where the flexibility in working practices and hours. Most acknowledge that flexibility should not be to the detriment of the customer experience, but that COVID had demonstrated what is possible and desirable.</li> <li>In fact, many respondents asserted that these factors would and have had a positive impact on productivity.</li> </ul>
4	<b>Expand online services</b>	<ul style="list-style-type: none"> <li>While arguably a sub bullet to applying technology – online services were cited as a way to improve customer service, extend availability and reduce time occupying staff with items such as payments.</li> </ul>
5	<b>Concerns around staff morale</b>	<ul style="list-style-type: none"> <li>While we have coined the theme staff morale, many of the concerns and suggested improvements relate to how staff feel at work. In fact the single most common suggested measure of the impact of changes was whether it improved staff morale</li> </ul>

## ***2. In your opinion, what are the strengths of the Department in terms of delivering services?***

Over 70% of respondents indicated that staff commitment and high service levels are the two top strengths of the City.

### Top Perceived Strengths in the City



Staff commitment generally comes from factors such as proper training, processes and policies in place, quality of services provided and a good work environment. When organizations have highly committed staff, they are motivated to improve the quality of services offered and generate ideas for improvement.

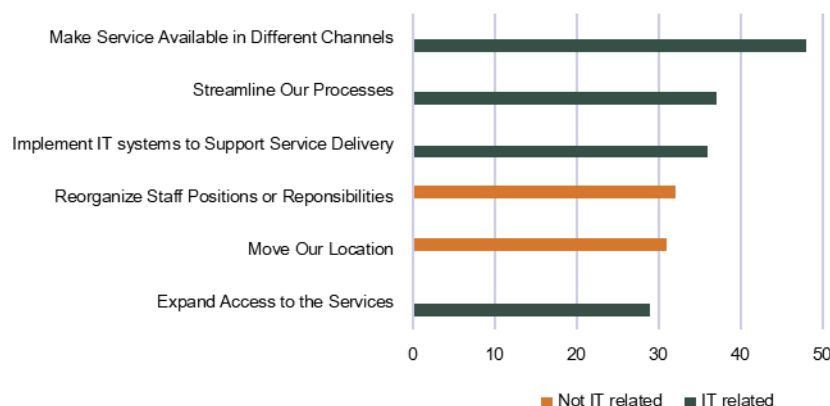
Staff believe that the breadth of services offered matches the community needs, however, many commented that making them easy to access would be an improvement, particularly making more services available online.

There was no real departmental bias. Staff selected similar strengths, no matter which department they belonged to. Responses like this tend to indicate the strength of a particular set of values and we can suggest that the City has a consistent set of values and culture.

### ***3. What could the Department change to improve its service delivery for residents, tourists, staff or other stakeholders?***

Technology improvements and innovation are required to deliver better services to customers, with the top three changes that staff wish to see related to technology.

### Changes Needed to Achieve Better Service Delivery



Staff from all departments mentioned that implementing IT systems is a change that will support service delivery.



Process improvement featured as an area that can assist service delivery efficiency and can be combined with the technology changes. The number of respondents identifying these changes suggests that a significant portion of the staff would support modernization efforts and be open to changes.

From a customer perspective, suggestions of electronic bills and paying online for City services were made. 48% of staff said that making service available through different channels would achieve better service delivery. With the City open from 8:30am to 4:30pm, providing customers with online access will extend the service hours.

The work environment can be improved by promoting collaboration between departments. Some comments related to finding it frustrating when process requirements were not in line with job responsibilities. These comments suggest the City may need to do a comparative review of job responsibilities to ensure that levels and responsibilities are consistent across the Corporation.

### ***5. What aspects of how the Department delivers its services do you believe are least liked by residents, tourists, staff or other stakeholders?***

Reducing wait times, providing online services and addressing accessibility concerns are most likely to improve customer satisfaction.



When some of these customer concerns are combined, flexible access to services appears as a strong theme.

Having more access to services online, the option to pay online, extending hours of operation and having satellite offices would all contribute to more flexible access to services for customers. Most customers have full or part-time jobs making it more difficult to visit City Hall during hours of operation. Coupled with the travel time, staff felt this had a major impact on customer satisfaction. Social Services customers have raised concerns about the location. As the regional service manager, customers come from across the County. Respondents indicated that these customers would benefit more from satellite offices than online services because of the nature of the services they are accessing.

Less limited parking and greater accessibility have also been mentioned as changes customers would value.

## ***6. What positive changes has the Department made in recent years that could be implemented by other departments?***

Their own experiences of process improvement and training could be applied to other City departments to improve service delivery

In recent years, many departments have made changes to their processes that have had a positive impact on service delivery

Staff felt that some of those changes could be implemented in other parts of the organization.

Community Services and Corporate Services could benefit from changes in their processes and learn from other departments' initiatives.

Providing more training and increasing online access to services also ranked highly

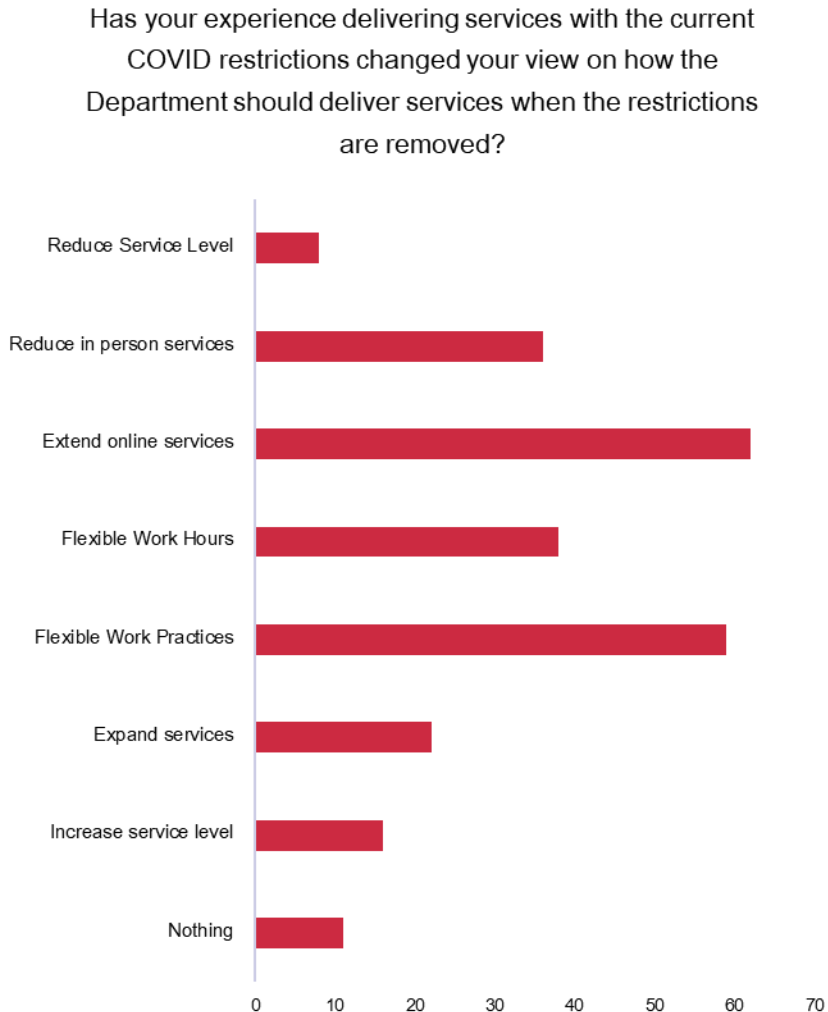
Where there are a small number of staff focused on specific activities – cross-training was cited as the approach to get a more flexible and responsive workforce.

Staff also mentioned that the training programs had helped them better understand the context and importance of their role to other departments.

Transit has developed a real-time application where customers can access the on-demand service, while Community Services has made available virtual online programs for seniors.

These successes demonstrate the value of online delivery and should encourage all departments to think about what they can take online.

***7. Has your experience delivering services with the current COVID restrictions changed your view on how the Department should deliver services when the restrictions are removed?***



COVID19 highlighted to staff the achievability and value of organizational flexibility. The chart to the right shows the most common suggestions.

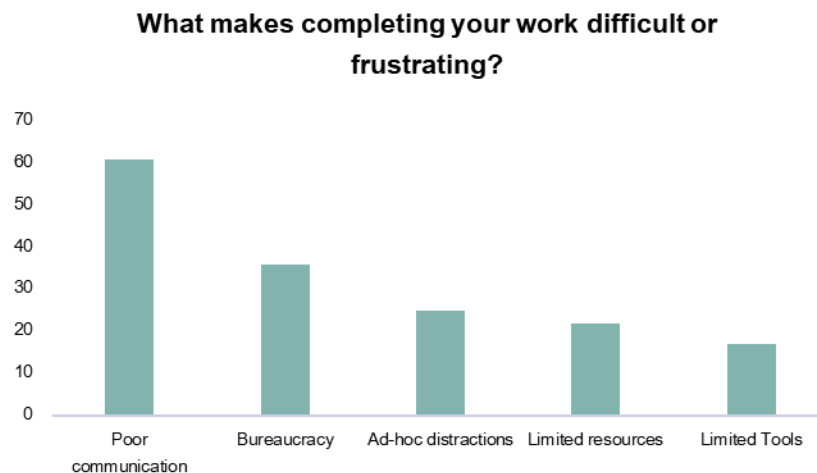
At least 89% of staff believe that their experience with COVID19 has presented opportunities for improvement in service delivery.

Many staff mentioned either an increase in online service or a reduction of in-person services. The most popular reason for these were improved service delivery, increased in productivity and safety concerns due to the pandemic.

Flexible work practices such as working remotely or adjusting service hours were as common as online services. Additionally, about half of the people who identified flexible work practices also selected flexible work hours – suggesting that the two changes are complimentary.

### 9. What makes completing your work difficult or frustrating?

Bureaucracy and poor communication were felt to make the work more difficult. These are interesting responses as, more commonly, the feedback from surveys relates to not having enough staff – but only 20 responses cited resources.



Communication and bureaucracy as concerns were not limited to one or two departments but identified in all departments – although not to the same degree. In fact, the two difficulties were often mentioned together. Departments with fewer staff were less likely to cite poor communication as a source of frustration

Similarly, where respondents selected limited resources as a main source of frustration, they also mentioned limited availability of tools. In this example, it is easier to draw a causal link – staff feeling that with the right tools they could be more productive, but without them feeling they need more staff.

The following table outlines some of the specific comments staff made and suggests what the problem might be.

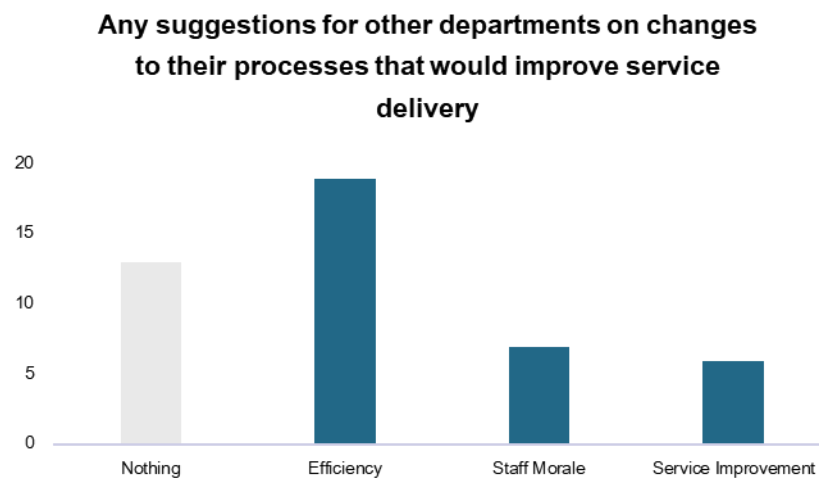
Theme	Comments	Possible Causes
<b>Late Communication</b>	<ul style="list-style-type: none"> <li>Not updated on pending changes</li> <li>Dates approaches before hearing</li> <li>Changing priorities not communication – lowers morale</li> <li>More timely sharing of information</li> <li>Last minute communications</li> <li>Other work takes priority over prompt communication</li> </ul>	<ul style="list-style-type: none"> <li>Hierarchical view – staff don't need to know</li> <li>Not allowing staff time to process changes</li> </ul>

<b>Waiting for Responses from Other Departments</b>	<ul style="list-style-type: none"> <li>• Waiting for replies from other departments</li> <li>• Delay in responses from other departments</li> <li>• Late response and little details from other departments</li> <li>• Not collaborating between departments</li> <li>• No willingness to collaborate between departments</li> <li>• Delays in getting approvals from other departments</li> <li>• Not respecting others processes and deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritizing own work over others</li> <li>• Incentives do not support collaboration</li> </ul>
<b>Not Consulted</b>	<ul style="list-style-type: none"> <li>• Not consulted on decisions that affect them</li> <li>• Not consulting those that are affected</li> </ul>	<ul style="list-style-type: none"> <li>• Hierarchical view – managers make decisions staff go along with them</li> </ul>
<b>Not Transparent About Decision Making</b>	<ul style="list-style-type: none"> <li>• Don't hear what happens with suggested changes</li> <li>• Be transparent on how decisions are made</li> <li>• Not consulting those affected by a decision</li> <li>• Would like input on decisions that will affect them</li> <li>• Reasons for specific staffing decisions</li> <li>• Not knowing how decisions are made</li> </ul>	<ul style="list-style-type: none"> <li>• Staff do not have the same information as decision makers</li> </ul>
<b>Inconsistent Messages</b>	<ul style="list-style-type: none"> <li>• Different amounts of information given by different managers</li> <li>• Inconsistent</li> <li>• Office policies seem to be different between departments</li> <li>• Communicating changes that do not apply to that employee group</li> </ul>	<ul style="list-style-type: none"> <li>• No existing culture or expectation on what is communicated to staff or when</li> </ul>

Looking at the specific comments, we can see they would like to be consulted on changes that affect them, given information sooner and that information communicated is consistent between different staff.

### ***11. Thinking about other Departments, do you have suggestions on changes to their processes that would improve service delivery?***

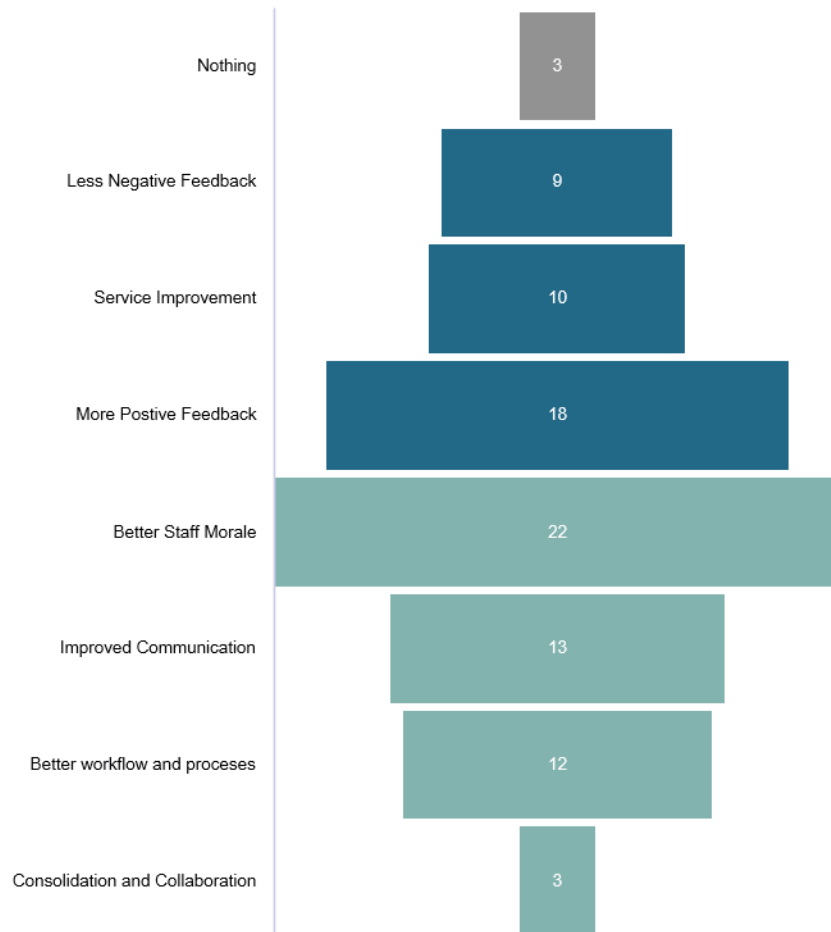
Staff felt that increasing collaboration, resource sharing and cross-training would boost both morale and efficiency within the organization. Similar to the responses staff gave when asked about difficulties, suggestions for improvement focused on morale and efficiency. Much of the changes were effectively the corollary of the frustrations they had identified.



Some interesting themes included focusing on the culture, collaboration and cross-training as both a morale and efficiency booster. Directly related to service improvement, better triaging of calls and improving customer service were the most mentioned.

## 12. What would indicate to you that changes the City makes are having a positive impact?

What would indicate to you that changes the City makes are having a positive impact?



Many staff felt that customer feedback was the best way of measuring the impact of changes. That said, staff were split on whether the best measures should relate to customers experience or staff experience. In the chart to the right, a blue bar means that the impact indicator is public facing, i.e. has a direct impact on residents. The teal bar means that the impact indicator relates to internal experience.

Direct feedback from the public accounted for 30% of the responses - increased positive feedback at 20% and reduced negative feedback at 10%.

However, 56% of the responses were related to internal signs of improvement, particularly staff morale.

We typically expect to see resident facing staff list public-facing measures. However, in this survey, those departments tended to mention internal indicators such as efficiency and staff morale rather than customer service.

The measures suggested would be more difficult to measure, few staff cited specific, measurable performance indicators. Additionally, we know the City has limited data to use as a baseline to identifies changes to the measures suggested.



## Appendix B: Survey Questions

1.Which department do you work for?

- |   |   |  |
|---|---|--|
| <input type="radio"/> CAO & Mayor's Office                    | <input type="radio"/> Community Services                          | <input type="radio"/> Corporate Services |
| <input type="radio"/> Infrastructure and Development Services | <input type="radio"/> Fire Department                             | <input type="radio"/> Human Resources    |
| <input type="radio"/> Social Services                         | <input type="radio"/> Partner Organization (e.g., STA, SEED, SPL) | <input type="radio"/>                    |

2.In your opinion, what are the strengths of the Department in terms of delivering services?

- |  |  |  |
|--|--|--|
| <input type="radio"/> Staff commitment                         | <input type="radio"/> Exceptional facilities             | <input type="radio"/> Efficient processes                |
| <input type="radio"/> Excellent IT automation                  | <input type="radio"/> Communication                      | <input type="radio"/> Commitment to health and safety    |
| <input type="radio"/> High service level                       | <input type="radio"/> Highly effective equipment         | <input type="radio"/> Breadth of services offered        |
| <input type="radio"/> Highly valued by the community you serve | <input type="radio"/> Closely matched to community needs | <input type="radio"/> Innovative and constantly updating |

3.What could the Department change to improve its service delivery for residents, tourists, staff or other stakeholders?

- |   |  |  |
|---|--|--|
| <input type="radio"/> Make the service available in different channels (online, community locations, over the phone etc.) | <input type="radio"/> Stop delivering certain services                       | <input type="radio"/> Streamline our processes     |
| <input type="radio"/> Reorganize staff positions or responsibilities  | <input type="radio"/> Move our location                                      | <input type="radio"/> Expand access to the service |
| <input type="radio"/> Change the type of equipment we use   | <input type="radio"/> Implement IT systems to support delivering the service | <input type="radio"/>                              |

4.Can you describe the specific change you were thinking of:

5.What aspects of how the Department delivers its services do you believe are least liked by residents, tourists, staff or other stakeholders?

6.What positive changes has the Department made in recent years that could be implemented by other departments?

7.Has your experience delivering services with the current COVID restrictions changed your view on how the Department should deliver services when the restrictions are removed?

- |   |  |  |
|---|--|--|
| <input type="radio"/> No change                 | <input type="radio"/> Reduce service level                 | <input type="radio"/> Increase service level   |
| <input type="radio"/> Expand service            | <input type="radio"/> Reduce service                       | <input type="radio"/> Extend online services   |
| <input type="radio"/> Reduce in-person services | <input type="radio"/> Implement flexible working practices | <input type="radio"/> Implement more flexible working hours to better match service demand |

8.Can you explain your selection or provide other ideas for changes:

9.What makes completing your work difficult or frustrating?

- |   |   |   |
|---|---|---|
| <input type="radio"/> Nothing                                     | <input type="radio"/> Not having the right tools                              | <input type="radio"/> Too much red tape   |
| <input type="radio"/> Too much time waiting for other departments | <input type="radio"/> Often distracted by ad-hoc requests                     | <input type="radio"/> Not knowing how decisions are made                                  |
| <input type="radio"/> Poor communication                          | <input type="radio"/> Not having the information, I require readily available | <input type="radio"/> Having to go back and forth between departments to get my work done |
| <input type="radio"/> Lack of resources                           | <input type="radio"/>   | <input type="radio"/>   |

10.Can you describe why you made that selection or provide other suggestions:

11.Thinking about other Departments, do you have suggestions on changes to their processes that would improve service delivery?

12.What would indicate to you that changes the City makes are having a positive impact?

## Appendix C: Index of Paper Forms

The following table identifies the paper forms the City currently process and the number of these forms handled each year.

Department	Process	Number of Transactions
Finance	Invoices (Payable)	9,360
Finance	Invoices (Receivable)	3,120
Finance	Purchase orders	4,680
Finance	Tax bill	24,000
Finance	Over due letters	6,000
Finance	PAP letters	12,400
Clerks	Marriage Licences	250
Clerks	Civil Ceremony	50
Clerks	Business Licences	60
Clerks	Lottery Licences	77
Clerks	Lottery Reports to support the licences	250
Clerks	Requests for Review (Parking Tickets)	360
Clerks	Bicycle Licences	25
Clerks	Encroachment Applications	3
Clerks	Advisory Committee Applications	45
Clerks	Meterhood Applications/Rental Agreement Form	59
Clerks	Auditorium Rental Applications	30
Clerks	Pet Tag Applications	171
Clerks	Municipal Freedom of Information Requests	31
Clerks	Municipal Information Applications	8
Clerks	NICs (Parking Payment Notices – External)	3800
Human Resources	Employee record changes	112.5
Human Resources	Resumes	3364.5
Human Resources	Job postings	60

Public Works	Committee of Adjustment Applications for Minor Variances	22
Public Works	Consents	11
Public Works	Draft Plan of Condominium	3
Public Works	Plan of Subdivisions	1
Public Works	Site Plan Applications	12
Public Works	Formal Consultation Applications	22
Public Works	Zone Change Applications	6
Public Works	Official Plan Amendment Applications	1
Public Works	Part Lot Control Applications	2
Public Works	Brownfield Applications	1
Community Services	Parks Rental Applications (not in Perfect Mind yet), letters	60
	Invoice	50
	Purchase Orders	3000
	Cemetery invoices and receipts, statements, deeds	50
Social Services	Subsidy application	700

**BLACKLINE CONSULTING**





# Stratford Emission Profile

Baseline Year of 2017

Rebecca Garlick  
CITY OF STRATFORD

## PARTNERS FOR CLIMATE PROTECTION



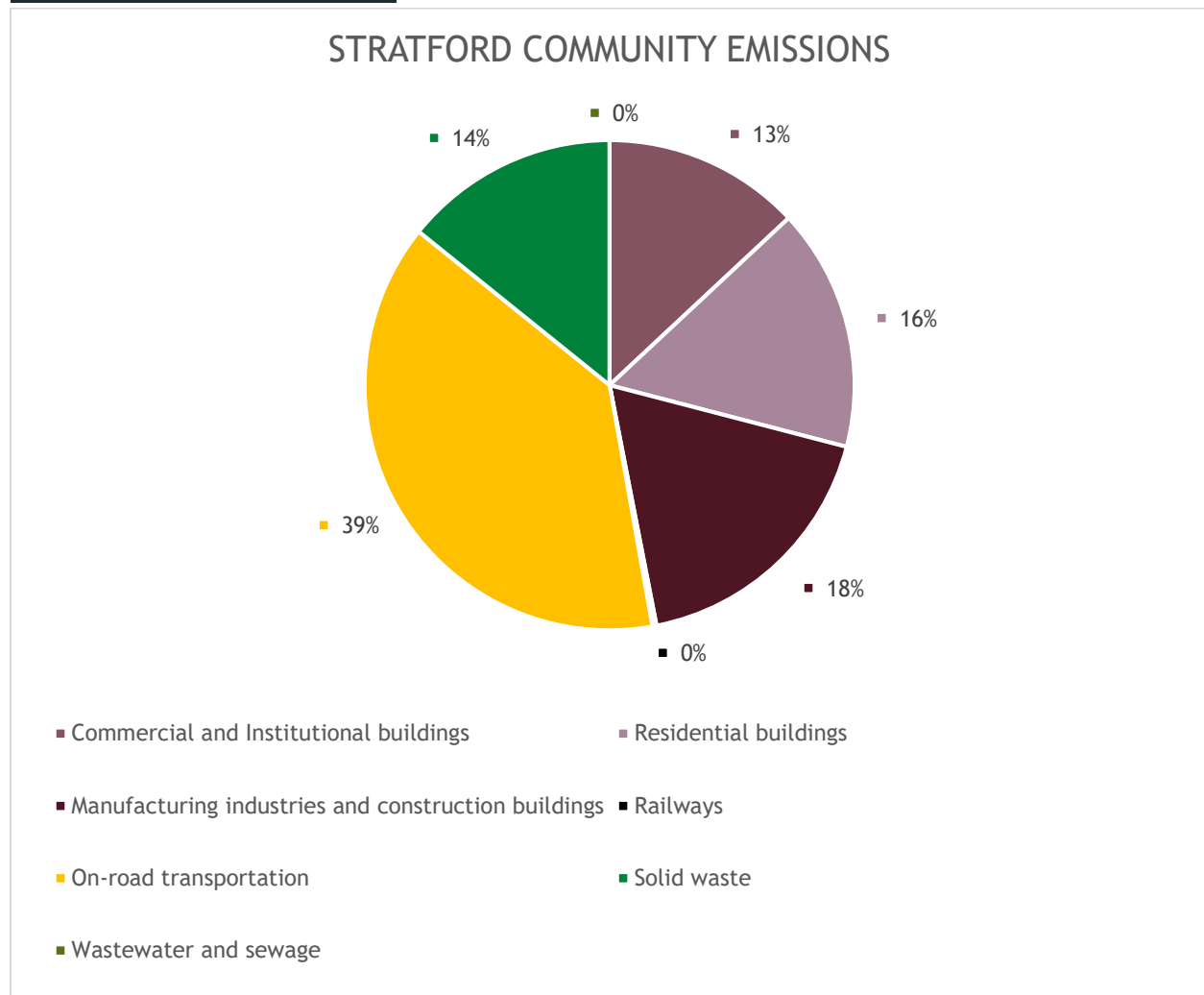
Figure 1 Partners for Climate Protection Framework (2016) <sup>1</sup>

The City of Stratford joined the Partners for Climate Protection (PCP) first in 2004, and rejoined again with the new tool platform earlier in 2019. Through the PCP platform, Stratford's community emissions were compiled and uploaded into the tool, which then assisted in calculating the total emissions from each sector. Now that the emissions, and baseline year have been selected, the reduction target can be set and the development of the community-based greenhouse gas reduction plan can begin. The steps involved in the next two milestones are community engagement, and establishing what actions and goals the community would like to see and will support.

<sup>1</sup> Ontario Climate Consortium (August 2016) Partners for Climate Protection Framework. Retrieved from: <https://climateconnections.ca/news/peel-climate-change-partnership/attachment/partners-for-climate-protection-framework/>



## EMISSION PROFILE



*Figure 2 Stratford's Emission Profile*

In 2017, Stratford emitted an estimated 277,156.55 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e), from the transportation, waste and building sectors. This amount of emissions is equivalent to approximately 59,878 cars driven for one year, or about 1,106,799,580.66 kilometers driven by one passenger vehicle<sup>2</sup>.

With this total of emissions, the emissions per person in 2017 was equal to approximately 8.93 tonnes of CO<sub>2</sub>e, which is comparable to about 2 passenger vehicles driven per year per person<sup>2</sup>.

<sup>2</sup> Environmental Protection Agency (2018) Greenhouse Gas Equivalencies Calculator. Retrieved from: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

## Transportation

The transportation data within Stratford was extrapolated from the census data<sup>3</sup>. The average emissions per vehicle are approximately 4.6 tonnes of CO<sub>2</sub>e per year<sup>4</sup>. It is assumed that Stratford residents need to own or have access to a vehicle to travel for various purposes due to the size of the municipality and access to resources. In 2016, Ontario's average vehicle per household was approximately 1.7 vehicles per household. Based on this assumption, there were approximately 13,675 dwellings in Stratford, meaning there were approximately 23,247.5 personal vehicles. This does not include vehicles that commute into Stratford for work or vehicles owned by tourists, this total also does not include freight or other work-vehicles. Emissions from personal vehicles make up about 39% of the City's total emissions, and emitted a total of about 106,938.5 tonnes of CO<sub>2</sub>e in 2017.

The emissions from the train that travels through Stratford were also included in the emission profile. Emissions from the train were estimated through an approved methodology, where total emissions from the railway sector in Canada<sup>5</sup> were divided by the total length of tracks through Canada<sup>6</sup>, this gave the tonnes per CO<sub>2</sub>e per kilometer of track. Based on the length of the track and the average emissions per kilometer of track across Canada, the train emits approximately 0% of the City's total emissions. The total emissions are estimated to be 741 tonnes of CO<sub>2</sub>e for 2017.

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<sup>3</sup> Statistics Canada. 2017. *Stratford, CY [Census subdivision], Ontario and Perth, CTY [Census division], Ontario* (table). *Census Profile*. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

<sup>4</sup> Environmental Protection Agency (2018) Greenhouse Gas Emissions from Typical Passenger Vehicle. Retrieved from: <https://www.epa.gov/greenvehicles/greenhouse-gas-emissions-typical-passenger-vehicle#:~:text=typical%20passenger%20vehicle%3F-A%20typical%20passenger%20vehicle%20emits%20about%204.6%20metric%20tons%20of,8%2C887%20grams%20of%20CO2>.

<sup>5</sup> Environment and Climate Change Canada (2019) Table A9-3: 2017 GHG Emission Summary for Canada, Canada-National Inventory Report 1990-2017-Part3, p.7. Retrieved from: [http://publications.gc.ca/collections/collection\\_2019/ecccc/En81-4-2017-3-eng.pdf](http://publications.gc.ca/collections/collection_2019/ecccc/En81-4-2017-3-eng.pdf)

<sup>6</sup> Statistics Canada. Table 23-10-0051-01 Railway industry length of track operated at the end of the year, by company. Retrieved from: <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=2310005101>

Recommendations for future inventories could include purchasing the data of gas sales within Stratford, or if vehicle kilometer information could be collected from residents, this would also offer a more accurate emission count.

The greenhouse gas reduction plan will focus significantly on reduction of transportation emissions, and provide various recommendations on ways to reduce this source of emissions.

Possible recommendations could be to uplift the use of the train and public transit, installing charging stations, supporting carpooling, implementing bike lanes, and creating a more walkable community.

### Buildings

Buildings in total create approximately 47% of Stratford's emissions. This sector emitted a total of approximately 130,072 tonnes of CO<sub>2</sub>e.

Emissions from buildings were calculated through electricity, natural gas and propane consumption. Most of the emissions from buildings are associated with natural gas consumption.

Potential future recommendations could be to look at partnering with businesses to install solar, or other renewable sources of energy/heat. There is potential to work with homeowners and builders as well, on retrofits or new builds that are low-impact (i.e. Passive House or Net Zero homes), which could be made possible through grants or loans that subsidize retrofits for homeowners.

### *Manufacturing and Industrial Buildings*

The industrial and manufacturing emissions make up about 18% of Stratford's emissions. These emissions are mainly associated with the natural gas consumption for heating the facilities. The manufacturing and industrial sector within Stratford is estimated to have emitted approximately 49,556 tonnes of CO<sub>2</sub>e.

### *Commercial and Institutional Buildings*

Commercial and institutional buildings emit approximately 13% of Stratford's total emissions. These include the local shops and school/University/College buildings. The

commercial and institutional sector within Stratford is estimated to have emitted approximately 36,175 tonnes of CO<sub>2</sub>e.

### *Residential Buildings*

Homes in Stratford emit approximately 16% of the City's total emissions. This includes propane, natural gas and electricity consumption. The residential sector within Stratford is estimated to have emitted approximately 44,341 tonnes of CO<sub>2</sub>e.

### Solid waste

Solid waste emissions make up approximately 14% of Stratford's emissions. This was calculated by the tonnes of waste sent to the landfill as well as the amount of landfill gas that is captured through the LFG system. Stratford sent 21,697.92 metric tonnes of waste to the landfill in 2017. The waste sent to the landfill emitted an approximate total of 39,401.75 tonnes of CO<sub>2</sub>e in 2017. The Stratford landfill has a partial landfill gas collection system which covers about 50% of the landfill. If Stratford moves forward with the renewable natural gas plan and implementing the green bin program, then waste emissions will be substantially reduced.

Recommendations for reduction could be to look at potential partnerships to implement a green bin program to reduce waste going to the landfill (ie. Moving forward with the renewable natural gas project), or focusing on a zero or low-waste movement, where your community could create challenges to reduce their waste gradually as they move into a Zero Waste lifestyle. An example of this is the Zero-Waste Challenge hosted by Reep Green Solutions in Kitchener-Waterloo, where individuals in the community only fit their waste destined for landfill into a 1L jar.<sup>7</sup>

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<sup>7</sup> Reep Green Solutions. (2019) Zero Waste Challenge Waterloo Region. Retrieved from: <https://reepgreen.ca/zerowaste/>

## COMMUNITY GHG EMISSIONS FORECAST

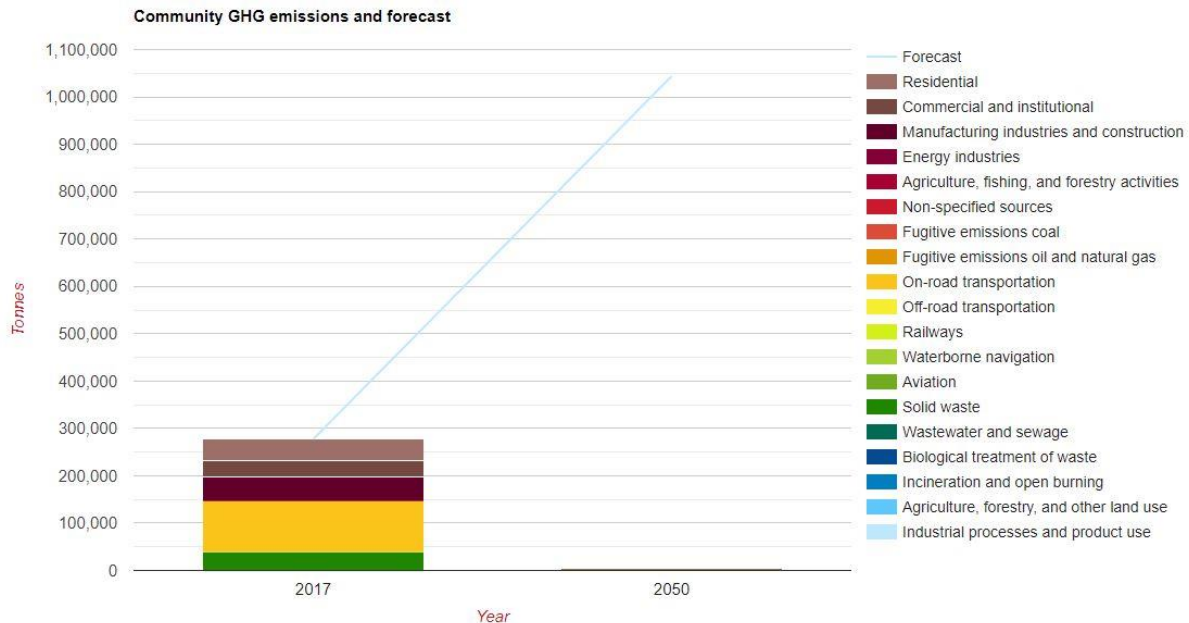


Figure 2 Community GHG Emissions and Forecast

Based on the demographic profile of Stratford, the growth rate per year is about 4.1%<sup>8</sup>. With this growth rate and the emissions from 2017, the increase of emissions if a business-as-usual scenario continues, could reach up to levels nearing 1 million tonnes of CO<sub>2</sub>e per year, to a projected total of 1,043,756.57 tonnes of CO<sub>2</sub>e. Which is equivalent to about 4,168,147,328.61 kilometers driven by an average passenger vehicle in one year, or about 225,497 vehicles driven for one year<sup>2</sup>

<sup>8</sup> City of Stratford (2014) Demographic Profile. Retrieved from: <https://www.stratfordcanada.ca/en/dobusiness/demographicprofile.asp>

## **CLIMATE PROJECTIONS**

In the following pages, there are a few climate projections included. In these projections there are 3 coloured lines:

1. *Blue*: RCP 2.6 – Global CO<sub>2</sub> emissions peak by 2020 and decline to zero by 2080<sup>9</sup>
2. *Green*: RCP 4.5 – Global CO<sub>2</sub> peak around mid-century, about 50% higher than 2000 levels, then decline rapidly, then stabilize at half of what 2000's CO<sub>2</sub> levels were.<sup>9</sup>
3. *Red*: RCP 8.5 – Business-as-usual, emissions rise rapidly. By 2100, emissions would stabilize at around 30 gigatonnes of CO<sub>2</sub>.<sup>9</sup>

RCP stands for Representative Concentration Pathway, and is the greenhouse gas concentration trajectory. In the year 2000, emissions were at about 8 gigatonnes of CO<sub>2</sub><sup>9</sup>

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<sup>9</sup> Furphy, D. (2013) What on earth is an RCP? *Medium*. Retrieved from:  
<https://medium.com/@davidfurphy/what-on-earth-is-an-rcp-bbb206ddee26>

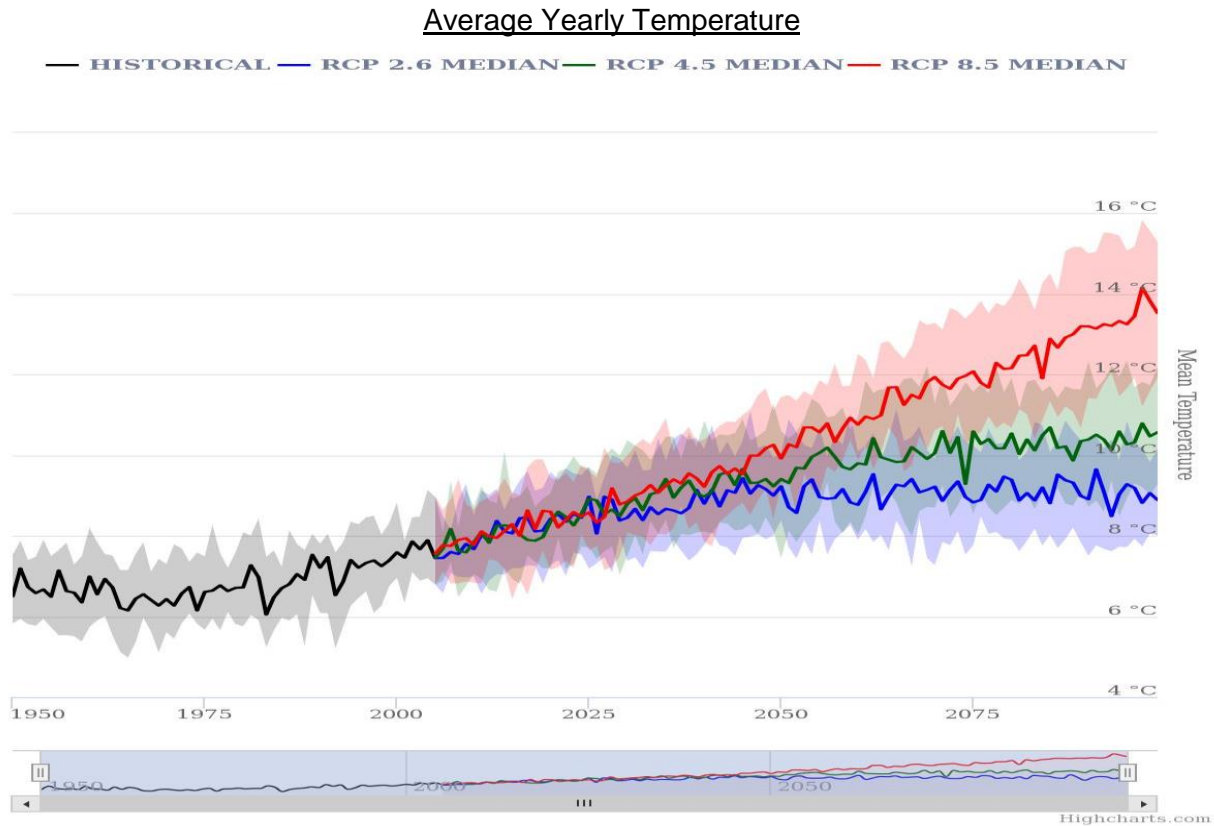


Figure 3 Climate Data (2019) Stratford, ON<sup>10</sup>

Year	Average Yearly Temperature (°C) <sup>10</sup>
1950-2005	6.1-9.3
2006-2020	6.9-9.9
2021-2035	7.7-11.2
2036-2050	8.5-11.7
2051-2065	9.6-12.9
2066-2080	9.9-14.2
2081-2100	11.4-15.6

Having a yearly average temperature as high as 15°C, could mean a similar climate to Greece or Portugal whose yearly average temperatures sit around 15°C.<sup>11</sup>

A yearly average temperature of around 11°C could mean a similar climate to France<sup>11</sup>. Within the past few years, France has seen an incredibly high rate of heat-related deaths, in the summer of 2019 alone, nearly 1,500 people died<sup>12</sup>.

<sup>10</sup> Climate Data (2019) Stratford, ON. Retrieved from: <https://climatedata.ca/explore/location/?loc=FCTBX>

<sup>11</sup> Wikipedia. (2019) List of countries by average yearly temperature. Retrieved from: [https://en.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_average\\_yearly\\_temperature](https://en.wikipedia.org/wiki/List_of_countries_by_average_yearly_temperature)

<sup>12</sup> The Guardian. (September 2019) Summer heatwaves in France killed 1,500, says health minister. Retrieved from: <https://www.theguardian.com/world/2019/sep/09/summer-heatwaves-in-france-killed-1500-says-health-minister>

### Cooling Degree Days per Year

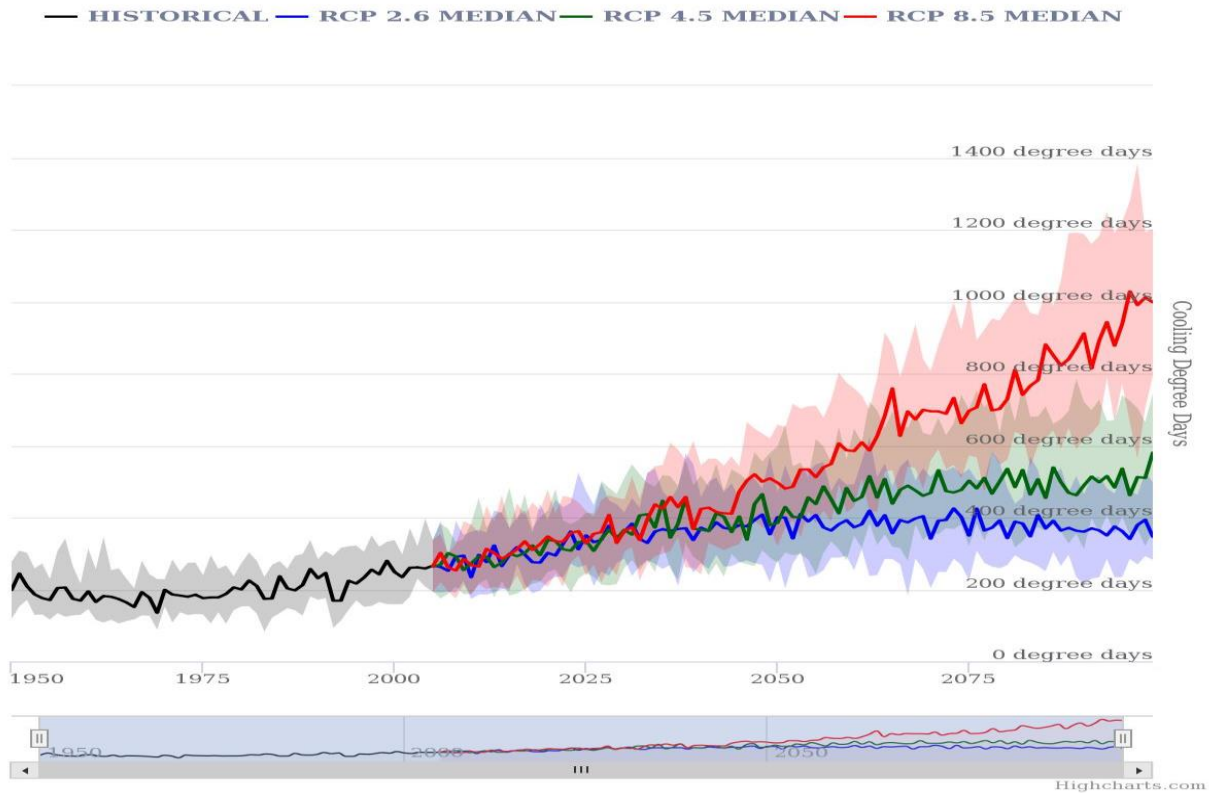


Figure 4 Climate Data (2019) Cooling Degree Days<sup>10</sup>

Year	Cooling Degree Days <sup>10</sup>
1950-2005	216-289
2006-2020	239-502
2021-2035	266-585
2036-2050	330-695
2051-2065	397-910
2066-2080	481-1016
2081-2100	671-1236

When the mean temperature of the day exceeds 18°C, cooling degree days are accrued (if the temperature is 24°C, then 6 cooling degree days are accrued)<sup>10</sup>

This indicates the amount of air conditioning needed to maintain a comfortable temperature in warmer months. An increase in cooling degree days is indicative of longer and more intense summers. This also means an increase in living costs as buildings will need to be air conditioned more often throughout the year.



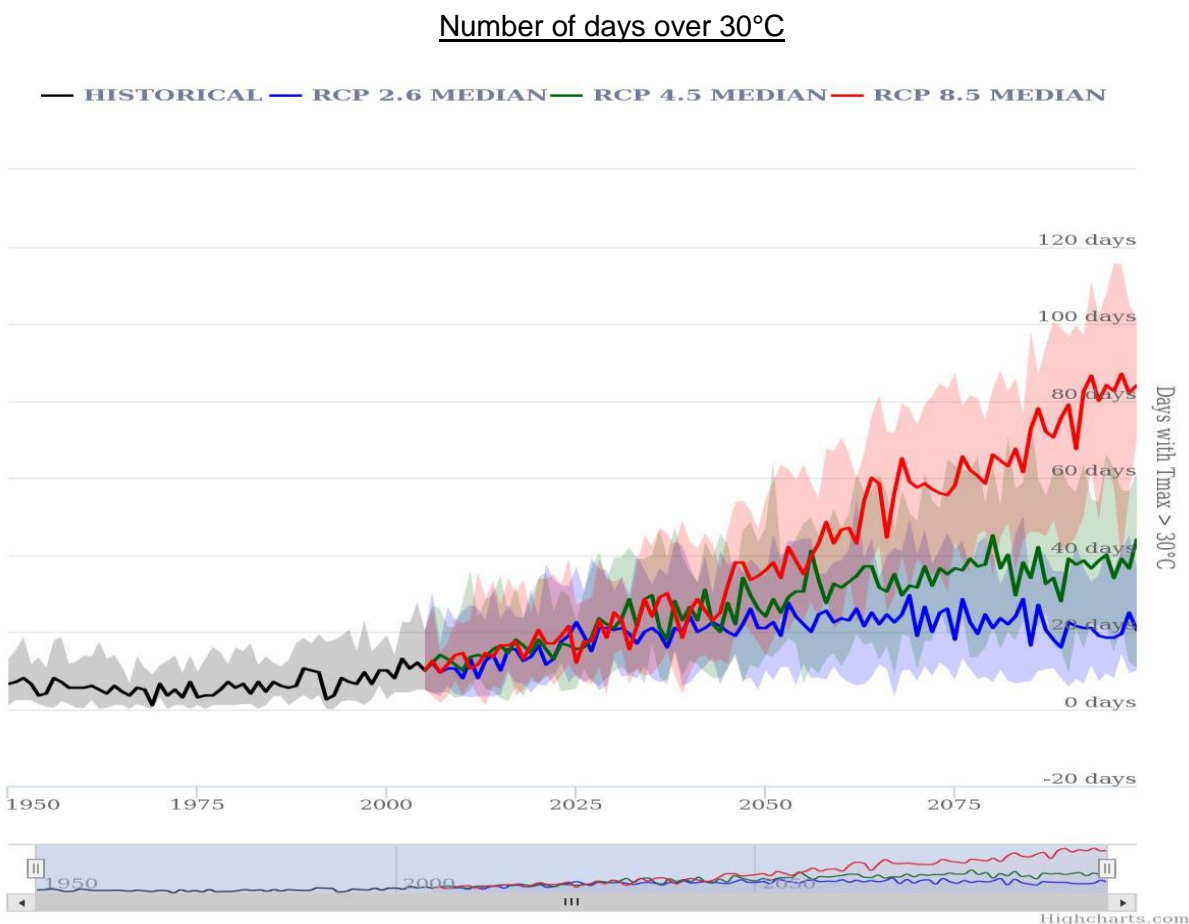


Figure 5 Climate Data (2019) Days over 30 degrees<sup>10</sup>

Year	Days over 30°C <sup>10</sup>
1950-2005	7-11
2006-2020	6-38
2021-2035	10-46
2036-2050	14-56
2051-2065	20-82
2066-2080	27-84
2081-2100	47-103

Days where the minimum temperature does not go below 30°C.<sup>10</sup>

This is an important indicator for health and environmental risks. Temperatures above 30°C can increase the risk of heat exhaustion and heat stroke, particularly in the elderly. Outdoor activities become dangerous to participate in as Canadians are not used to extremely hot summers.<sup>13</sup> The high temperatures will also bring new and unexpected risks with a very different season from the norm.<sup>13</sup>

<sup>13</sup> Climate Atlas (2019) Climate variables. Retrieved from: <https://climateatlas.ca/variables>

### Average Yearly Ice Days

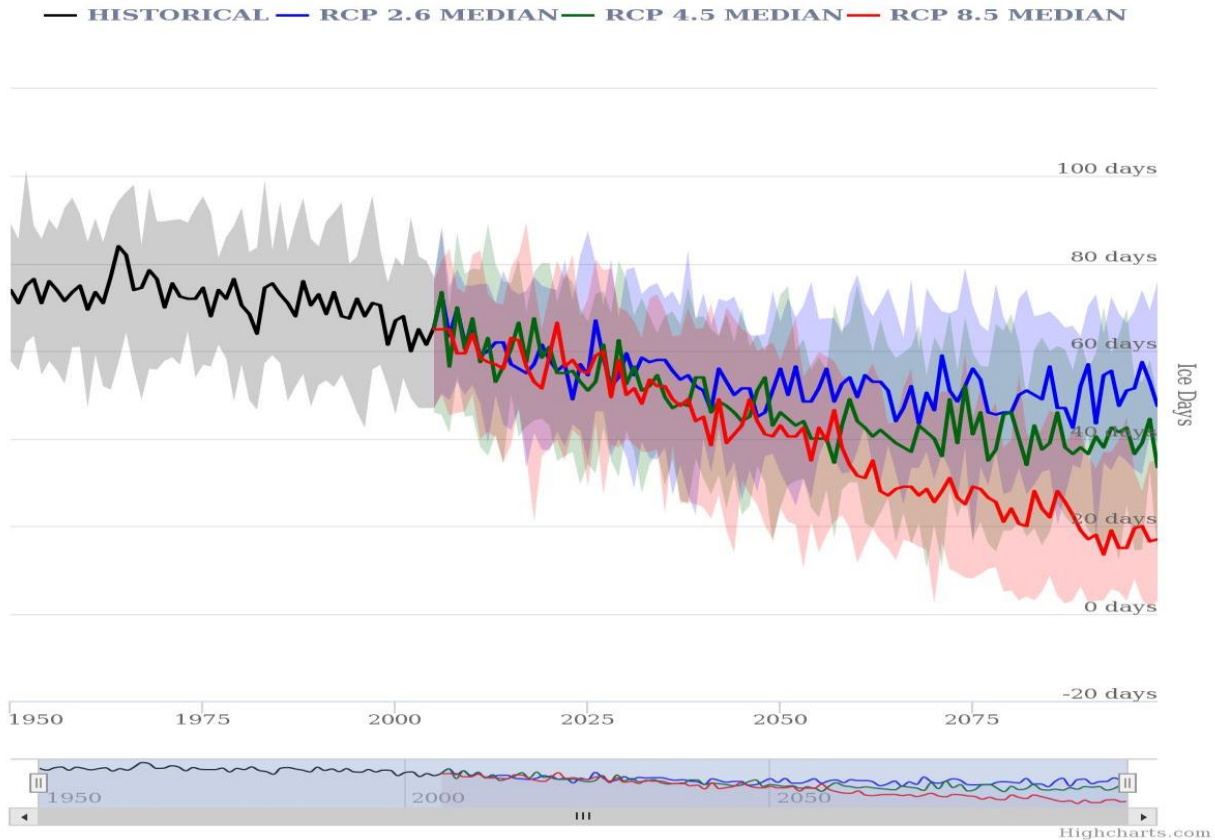


Figure 6 Climate Data (2019) Ice Days<sup>10</sup>

Year	Ice Days <sup>10</sup>
1950-2005	73-62
2006-2020	80-35
2021-2035	77-22
2036-2050	59-20
2051-2065	60-11
2066-2080	51-5
2081-2100	55-3

When the daily max temperature does not exceed 0°C<sup>10</sup>.

This is an indication of the length and severity of the winter time. A decrease in frost days means that the growing season in the area will increase. This also means that there is likely going to be an increase in pests and the potential for increased vector-borne diseases becomes higher. Without frost days, pests do not die off and continue to be rampant throughout the year. Less frost days also will limit the types of plants and animals that can survive in the new climate, which means that normal species we see nowadays may not be able to survive in the future climate.



## MANAGEMENT REPORT

<b>Date:</b>	February 22, 2021
<b>To:</b>	Mayor and Members of Council
<b>From:</b>	Chris Bantock, Deputy Clerk
<b>Report#:</b>	COU21-023
<b>Attachments:</b>	1 – Climate Change Corporate Initiatives 2 – Climate Change Community Initiatives

**Title:** Stratford Greenhouse Gas Emissions Planning

**Objective:** To identify a way forward for addressing the City of Stratford's greenhouse gas (GHG) emissions and to set targets for the City's reduction of GHG emissions.

**Background:** At the Regular Council meeting on February 10, 2020, Report #COU20-007 was presented regarding Consideration of a Climate Emergency Declaration and Action Plan. Through this, Council approved the City's Climate Emergency Declaration and the following motions:

### **R2020-054**

**THAT a plan outlining targets to be reached by 2030 and 2050 to reduce greenhouse gas emissions, including strategies and initiatives to reach those goals, be referred to staff;**

**AND THAT a report be presented to the Infrastructure, Transportation and Safety Sub-committee within three (3) months.**

### **R2020-055**

**THAT a long term corporate and community strategy to eliminate greenhouse gas emissions, including incentive programs for green initiatives, be referred to the 2021 budget.**

Dating back to 1993, citizen groups have been presenting guiding documents, plans and environmental report cards to Stratford City Council for their consideration. Specifically, in 2004, based on a recommendation from one of these report cards, the City committed its intent to participate in the Federation of Canadian Municipalities Partners for Climate Protection (PCP). As a result, the City engaged CH2M Hill in 2006 to act as a consultant in preparing a Community Energy Plan directed at reducing GHG emissions in Stratford.

Through this, the consultant completed the first three milestones of FCM's PCP, including taking stock of the City's GHG inventory at that time, setting reduction targets of 20% corporate and 6% community reduction by 2014 based on data available from 2003, and developing the Plan itself.

In 2012 Council approved the installation of a methane gas collection system at the Romeo Street Landfill. In its first year of operation, the system was expected to burn off 700,000 cubic metres of methane. For context, landfill production of methane can be 21 times more negatively impactful than carbon dioxide when it comes to the environment. However, with the implementation of the collection and flare system, burning off the methane can reduce this by up to 95% of the impact.

Following the direction received through the Community Energy Plan, combined with the implementation of the methane collection system, the City far exceeded the GHG reduction targets that had been set by the consultant. Unfortunately, once this was achieved, new targets were not set. This was largely due in part to the absence of a dedicated City resource, such as a Climate Change Coordinator, that would be solely responsible for oversight of these matters. By not continuing with conscious efforts to reduce GHG emissions, the final milestone of the PCP, the continuous measurement of progress towards GHG emission reduction, remained incomplete.

While the City has not been a part of the PCP following its initial joining in 2004, the now shared Climate Change Coordinator has since rejoined the City to this program as of 2019.

**Analysis:** From a corporate perspective at the local government level, GHG emissions are generally a result of the energy consumption and solid waste generated during the delivery of municipal services and operation of facilities. In recognizing this, there are three municipal sectors which can typically be tied to the majority of GHG emissions: transportation, waste management, and infrastructure. While variations in each of these can exist across municipalities, the corporate and community initiatives (Attachments 1 and 2, respectively) identified within this report have been developed mostly in relation to these areas of concern.

In reviewing the corporate initiatives, each have been separated into sub-categories consisting of short-term and long-term items within the areas of transportation, waste management, and infrastructure. Those listed as short-term are generally items that could see implementation over the next year or two depending on Council direction/approval and available funds in the budget. Long-term items are projected to require more in-depth planning and carry a more significant budget which could require the exploration of funding/grant opportunities. This results in more of a multi-year approach to either complete the transition or, for example, to await the availability of more reliable technology.

The community initiatives have been prepared in collaboration with the Energy and Environment Committee and contain both short and long-term initiatives for areas covering transportation, waste, and residential concerns. Many of these initiatives will require various

levels of support from the City but attempt to focus on actions that members of the community can participate in to reduce their carbon footprint.

With the financial impacts varying for each of the initiatives identified in this report, the intention is not to suggest that they be approved and completed immediately or all at once. Rather, as the City works towards its established targets and begins reducing more GHG emissions, some flexibility can allow for a select number of initiatives to be completed at any given time, depending on the direction provided to staff by Council. It should be noted that all initiatives contained herein are provided as high-level options for Council's information and will require further investigation by staff before being implemented. It is recommended that Council provide direction on initiatives to be further investigated by staff. These additional reports would include information related to details on specific initiatives, including but not limited to a detailed breakdown of costs, impact on future budgets, business cases, required resources, and staffing impacts.

**City Emission Reduction Target:** In consultation with the Climate Change Coordinator, staff recommend that the City, together with the community, commit to a GHG emissions reduction target of 10% below 2017 levels by 2030. Overall, this works out to a reduction in emissions of approximately 80,000 tonnes. While the percentage reduction target appears smaller than what other municipalities and levels of government have posted, those with higher percentage targets are actually using baselines of emissions output from as far back as 1990. This means that, while they are working towards a similar overall reduction by 2030, for example, they're starting with much higher emissions output data from decades ago. In preparing the emissions output report for the City, the Climate Change Coordinator was effectively able to access data to set a 2017 baseline. While setting a goal now for 2030, the City and the community will continuously strive towards the goal of net-zero emissions. However, it is best that staff revisit more ambitious targets as we approach 2030 to allow for time to study the effects of our efforts towards reducing emissions and what is believed to be feasibly reached moving forward.

**Community Survey:** One of the initiatives completed recently by the Climate Change Coordinator was the release of a climate change community survey. This survey was available for responses from November 25 to December 23, 2020 and could be completed by anyone across Perth County. The survey was prepared using Ethelo's E-democracy platform and was designed to gather input from community members on actions to support for reducing local climate change impacts. Based on survey responses, the following findings have been highlighted:

- A total of 911 people responded to the survey.
- 58% of respondents, or about 528 people, indicated they lived in the City of Stratford.
- 65% of respondents, or about 592 people, indicated they were worried or extremely worried about climate change.

- The most supported action item identified by respondents across the County was energy efficient upgrades and new heating systems for single family homes.
- The most consistent theme identified by Stratford residents was related to reducing industrial emissions.
- Other common themes identified by Stratford residents included increased safety and connectivity of cycling infrastructure, more efficient public transportation, and increased enforcement of the anti-idling by-law.
- The two most conflicted matters responded to by people across the County were related to cycling infrastructure and public transportation. Conflict within the survey was measured in weighted responses and suggests that items with more conflict would have a higher chance of pushback if significant changes were made.

**Recommended Way Forward:** While staff have identified areas of concern, and suggested plans/strategies for Council's consideration to reduce the City's overall GHG emission levels, staff recommend that the City move forward by continuing to participate in the Partners for Climate Protection Campaign. The City first joined this program in the early 2000's when the Community Energy Plan was being completed and has since rejoined as of 2019.

Through participation in this campaign, and in coordination with either the Climate Change Coordinator or a consultant, the City will be able to develop a fulsome plan which rests on important and reliable data to identify, target, and measure the City's goals. By moving forward with the PCP Campaign, the City would commit to carrying out the following five milestones:

1. Take Stock – Complete a greenhouse gas inventory and forecast.
2. Set a Reduction Target – Finalize goals and targets for reduction based on the established baseline from milestone one.
3. Develop an Action Plan – Create an action plan that aims to reduce emissions and energy use in the City based on the goals and targets identified in milestone two.
4. Implement the Plan – Work with community partners to carry out the commitments identified in milestone three.
5. Measure Progress – Continuously monitor, verify and report on the City's greenhouse gas reductions.

If the City were to continue without the support of the shared Climate Change Coordinator or a consultant to complete a framework like that above, staff cannot guarantee at this time exactly what would be required to reach preferred targets. While it can be understood that undertaking any number of suggested initiatives will reduce the City's GHG emissions, until

resources are secured, it would not be as easily understood what amount of difference we're making and what exact changes are required to meet or exceed the City's reduction targets.

From a staffing perspective, an environmental scan of comparators revealed a number of municipalities which have some degree of dedicated resource(s) to oversee climate change plans and initiatives:

<b>Municipality</b>	<b>Climate Change Resource</b>
Aurora	Energy and Climate Change Analyst
Cornwall	Committee of Council for Environment and Climate Change
Orangeville	Climate Change Coordinator
Peterborough	Infrastructure Management Division
Sarnia	Internal Staff Committee – led by Manager of Recreation and Planning
St. Thomas	N/A
Welland	Climate Change Coordinator
Woodstock	N/A

At the City, a shared Climate Change Coordinator amongst Perth Municipalities has been in place since 2019. The initial contract for this position will be ending as of February 28, 2021. This shared contract was partially funded through a successful application to FCM's Municipalities for Climate Innovation Program. In order to continue the City's progress in the area of climate change, staff recommend that this contract be extended, in addition to eventually providing for a second contracted coordinator that would also be a shared position amongst interested area municipalities. The intent in moving forward with two shared resources would be to have one focused on corporate initiatives, while the other be focused on community initiatives. These two resources would largely be responsible for completing the City's milestone framework, monitoring, and reporting oversight of the City's progress, and reviewing potential funding opportunities for various climate change initiatives. These resources would be subject to budget approval. Overall, if everything that we do as a municipality moving forward, from corporate and community perspectives, can be done through the lens of climate change and sustainability, it is less likely that our actions will be only that of a response to significant crises in the future.

### **Financial Impact:**

#### **Corporate and Community Initiatives:**

The financial impact for completing corporate and community initiatives identified by Council depends on several factors, including available funding opportunities, scope of project, available resources, including staff, and funds contained within yearly operating and capital budget.

In order to fully understand and outline the financial impact, further investigation of the initiatives is required by staff. It is important to understand that there will be annual costs

associated with these initiatives, if approved by Council. Prioritizing these initiatives without the necessary resources could also result in other initiatives being delayed or unable to be completed.

### **Climate Change Coordinator Position:**

Understanding that the contract for the current shared Climate Change Coordinator is scheduled to end in early 2021, staff recommend that the City enter into an agreement with Perth County municipalities to extend this contract through the year 2021. Should all current partner municipalities wish to pursue an extension past the end of February, the anticipated costs for each partner would be approximately \$8,214.29 for the remainder of 2021. On a continuing annual basis, this would equate to approximately \$9,857.15. As of the writing of this report, staff have received expressed interest from all 6 municipal partners, pending budget approval from their respective Councils. Given project budget constraints for 2021, it is recommended at this time that any staffing resources beyond this be delayed until 2022.

Based on costs for the position in 2019 and 2020, it is anticipated that some additional costs will also be required for travel and cellular service. These costs would also be shared amongst partner municipalities. As a reference, these costs in 2020 totaled approximately \$800.

\$8,500 has been included in the 2021 budget for the Climate Change Coordinator position as part of the "unbudgeted items" list. Staff will begin working to coordinate with the partner municipalities on a cost-sharing agreement for this position.

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

#### **Mobility, Accessibility and Design Excellence**

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

#### **Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

#### **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT the Corporate and Community Initiatives identified in this report (COU21-023) be adopted in principle, subject to a more**



**fulsome review by staff, at the direction of Council, to outline individual implementation plans with specific budget and resource impacts identified;**

**THAT staff be directed to investigate and report back within 3 months on the following initiatives which could commence in 2021:**

- **Review of Idling By-law.**
- **Electric Vehicle Charging Stations.**
- **Corporate Adoption of One Planet Living Principles;**

**THAT the City of Stratford set a 10% emissions reduction target, based on 2017 levels, by the year 2030;**

**AND THAT staff be directed to enter into a new Local Partnership Agreement with the Municipality of North Perth, Municipality of West Perth, Township of Perth East, Township of Perth South, County of Perth, and Town of St. Marys for the shared services of the Climate Change Coordinator for the period of March 1, 2021 to December 31, 2021, with the potential for extension in 2022.**




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Chris Bantock, Deputy Clerk




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Tatiana Dafoe, City Clerk




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Joan Thomson, Chief Administrative Officer

## Attachment 1 to Management Report "Stratford Greenhouse Gas Emissions Planning"

### Climate Change Corporate Initiatives

#### ○ Transportation

##### • Short-term:

##### ○ Review of Idling By-law

**Overview:** The City's current Idling By-law #133-2001 sets various restrictions related to the idling of vehicles within Stratford. The by-law was approved in 2001 and has not been updated since its initial adoption.

Current provisions under the by-law restrict the idling of vehicles to a maximum of 5 minutes. In limited instances, such as for emergency vehicles/situations, weather conditions, public transit, or remaining motionless because of traffic, the 5 minute restriction does not apply. Compared to other Ontario municipalities with Idling By-laws, the City has slightly lower levels of restriction when it comes to permitted idling times:

Municipality	Idling Limit
Brampton	3 consecutive minutes
Burlington	1 minute per 60 minute period
Hamilton	3 minutes per 60 minute period
Kingston	3 minutes in a 60 minute period  OR  5 minutes in a 60 minute period if outside temp. < 5 degrees Celsius
Oakville	3 consecutive minutes

Stratford	5 consecutive minutes
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Council could direct staff to undertake a review of the City's Idling by-law to determine if there are areas in need of update. While further restricting the idling limit would be a step towards discouraging drivers from doing so, contravention has proven difficult to enforce in the past and is done mostly on a complaint basis due to the nature of the act and the City's available resources. Understanding this, other municipalities in the past have looked to high-level public education campaigns which have resulted in some success. Concern has also been raised recently with respect to vehicles waiting for curb-side pickup during the COVID-19 pandemic and possible efforts such as new signage to remind individuals to turn off their vehicle while waiting. Fines for contravention of the City's by-law are currently set at \$115.00.

**Approximate costs:** Costs for this initiative include staff time to review and amend the by-law. If an education campaign is to be pursued there will be costs for materials and new signs. If enforcement is to be proactive there will be costs for additional officers.

**Approximate emissions reduction:** One vehicle idling for five minutes burns just over one-tenth of a liter of fuel on average. Every liter of fuel that is burned when operating a vehicle produces approximately 2.4 kg of CO<sub>2</sub>. From a single vehicle, this may not seem like much, but the issue lies with the volume of drivers who choose to idle their vehicle when they could turn it off instead. Studies have shown that if you're going to be stopped for more than 10 seconds, you'll actually save fuel and money by turning off your vehicle and restarting it when you're ready to drive again.

- **Free Public Transportation**

**Overview:** Staff could implement a zero-fare bus program based on direction/approval from Council. While costs for monthly passes in Stratford are currently some of the lowest among comparators, free public transportation would further encourage members of the public to use alternative methods of transportation. This in turn would reduce the amount of emissions that would have been emitted if those same individuals chose to drive their own personal vehicle. One variation of this initiative that some municipalities have recently approved is free transit for

youth riders. Over the past month, Halifax, Winnipeg, and Victoria have implemented free transit passes for youth or kids starting in 2021.

From the months of May through August of 2020, as a result of the ongoing COVID-19 pandemic, free transit was offered to members of the public. During this time, drivers used click counters to keep track of passenger numbers. For reference, passenger numbers climbed steadily over the months that free transit was offered, with an average weekly ridership of 5,316 and a total of just over 85,000 passengers.

**Approximate costs:** Bus fares in the City generate approximately \$850,000 annually. Approximately 50% of this revenue loss could be supported by the Provincial Gas Tax Fund that Transit receives on an annual basis. However, this would also impact other areas that the Gas Tax currently supports and would require further investigation to determine how to best allocate these funds should some variation of free transit be desired. An initiative such as this could also have implications on the amount received through the Gas Tax as allotted funding is calculated by population and ridership which is captured by the fare box when customers pay a fare. As a result, staff would need to investigate this further should Council desire this be brought forward.

**Approximate emissions reduction:** Emissions reduction would vary depending on the uptake of public transportation use and what an individual's normal method of transportation emits. Studies have shown that a conventional bus typically needs to have over 7 riders for it to be more efficient than a single occupancy vehicle.

- **Long-term:**

- **Electric Vehicle Charging Stations**

**Overview:** The City currently has two Level 2 electric vehicle charging stations, one located at Market Place and the other at Upper Queens Park. The station located at Upper Queens Park is currently in need of repair, however, because the base of the infrastructure is already in place, the cost to replace the machine is less than adding a new one. An option also exists to replace the current single port head with a double port. Staff have confirmed with the City's preferred electrician that 100-amp energy service is available at the Upper Queens site. Each port requires a 40-amp

circuit and should therefore be sufficient if incorporation of a second port is approved.

Should funding be secured, and Council direction received, staff would investigate adding additional charging stations across the City, particularly in municipal lots.

**Approximate costs:** \$6,900 per station replacement. \$10,000 per station added. Costs include station price and installation, excludes shipping, HST. There are also annual support costs for the stations from the City's current provider, ChargePoint. These costs are currently incurred annually at a price of \$280 per charging port.

Natural Resource Canada recently released a new RFP for charging stations. Funding under this umbrella is available until the beginning of 2022 and there is one future funding opportunity specifically for public places and on-street infrastructure. The window for application under this opportunity runs from February to May 2021. NRCan will contribute up to 50% of total project costs, to a maximum of \$2,000,000 per project. The maximum funding per Level 2 connector is up to \$5,000, leaving approximately \$5,000 per connector for the City to fund. For the placement of new stations or additional connectors at existing stations, additional costs will likely be required to connect and review available energy sources running to the base of the station. Staff would seek assistance from an electrician and festival hydro in this regard.

If this initiative is to be pursued, the City's contribution could be funded from the Parking Reserve.

**Approximate emissions reduction:** An increase of electric vehicle charging stations will not only help to reduce emissions for Stratford but will also lead to incredible fuel savings for drivers. On average, when looking at plug-in hybrid electric vehicles (PHEV), fuel savings often run between 60 to 70%. With fully electric vehicles, fuel savings have been measured to be, on average, about 88%. Emission reduction is also substantial in this regard. Using a PHEV, there has been about a 60% reduction in emissions per vehicle, and with a fully electric vehicle, emissions reduce by about 90%.

○ **Electric Bus Conversion Strategy**

**Overview:** The City's current bus fleet includes 15 conventional diesel-powered buses and 5 mobility buses (4 diesel and 1 regular fuel). If technology proves to remain reliable and funding is available, the City would look to purchase its first fully electric bus in 2023. Based on the expected funding structure from the Investing in Canada Infrastructure Program, the City would then purchase additional electric buses every other year thereafter, until 2030.

**Approximate costs:** The purchase of a fully electric bus is currently included within the 2023 Capital Budget and is based on the City's continued participation in Investing in Canada's Infrastructure Program (ICIP). The City to date has been granted approximately \$10 million through this program, of which the City must provide 26% in accordance with the following funding structure:

- Federal contribution - 40%
- Provincial contribution - 33.33%
- Municipal contribution - 26.67%\*\*
  - \*\*Municipal contribution can be paid through the Provincial gas tax program and therefore results in no Capital cost to the City's tax levy.

The City has put in its first intake which is for three (3) years, while the second intake is still to be approved by federal and provincial governments. Should funding remain available then the City could continue with plans to purchase a fully electric bus.

The table below provides an approximate cost for both conventional and mobility electric busses, in addition to charging stations that would be required. Further investigation and planning will be required to determine the appropriate purchase and placement of charging stations. The costs noted are approximately twice that of the types of busses currently operating in the City's fleet.

<b>Equipment</b>	Conventional Electric Bus	Mobility Electric Bus	Charging Stations
<b>Cost</b>	\$800k – \$1,049k	\$300k – \$350k	\$100k – 250k

If technology and infrastructure required proves to be reliable/sustainable and funding remains available, then the City could have its first electric bus by 2023 and a total of 4 by 2030. Further funding may also be available from the Federal Government's new CIB Growth Plan, however staff must await details on how to participate.

**Approximate emissions reduction:** In Canada, municipalities including Toronto, Montreal, Edmonton, Vancouver, Victoria and Belleville have implemented electric buses into their fleet. On average, these municipalities have seen at least a 50% reduction in emissions when moving to electric buses. However, with the electricity in Ontario being quite clean, it is possible to see between a 70 to 80% reduction in emissions.

- **Outcomes:**

- Better access to alternative methods of travel.
- Improved air quality.
- Future net-zero transit emissions.

- **Measured Indicators:**

- Number of people taking alternative transportation to work.
- Levels of pollution within the Downtown Core.
- Energy dispensed and kg's of vehicle GHG emissions.

- **Waste Management**

- **Short-term:**

- **Expansion of Green Bin Program**

**Overview:** The Green Bin Program began in April 2020 and was rolled out to a limited number of residents. Phase 2 of the program, recently completed in November of 2020, saw expansion into the downtown core with the BIA and apartments with 5 or fewer units. This included all

Market Square addresses. Further phases for green bin distribution include rollout to commercial buildings, schools, and multi-residential buildings. Staff have already budgeted for the rollout of the next phase to include commercial buildings and schools across the City and expect this to be available by mid-next year. Further investigation is required for the rollout to multi-residential buildings and private subdivisions as staff must review service options and associated costs.

Food waste and other organic materials from the green bins are currently taken to the StormFisher Environmental facility in London for processing. However, once the Renewable Natural Gas project at the City's Water Pollution Control Plant is complete, the organics will be processed here in Stratford and converted to natural gas.

Staff will continue investigating additional ways to expand the green bin program, with an eventual goal of City-wide green bin access. At the current time, due to specific requirements of the City's contractor and facility, products eligible for the green bin are not being expanded.

**Approximate costs:** Staff have already budgeted for phases 2 and 3 of the green bin program expansion. This includes contractor and green bin costs. As the program continues to grow, the main costs will be attributable to the collection and processing of an increase in tonnages.

**Approximate emissions reduction:** For the first nine months from the launch of Stratford's green bin program, a total of 817 tonnes of organics has been collected and diverted from the landfill site. Weighing in at approximately 817,000 kg's, this equates to over 37,000 full garbage bags if each of those bags were filled to the maximum weight limit.

- **Single-Use & Takeaway Item Reduction Strategy**

**Overview:** The Ministry of Environment and Climate change has proposed a plan which would see regulations introduced by the end of 2021 to ban several single-use plastic items nationwide. The plan includes a goal of zero plastic waste by 2030. The six items the Federal Government proposes to ban include plastic checkout bags, straws, stir sticks, six-pack rings, cutlery, and food ware made from hard-to-recycle plastics. It is unknown at this time if the COVID-19 pandemic will have any impact on the federal government's timelines.



The Federal Government plans to collaborate with provinces and municipalities to develop targets, as well as consistent and transparent rules for implementation across the country. As a municipality, Council could choose to pass a by-law banning single-use plastics in support of the Federal Government's plan. While normally a jurisdictional issue, the Courts have found that municipal by-laws may stand as long as complying with one means you can still comply with the other, Provincial or Federal legislation (*Spraytech v. Hudson*). Nearby municipalities such as Woodstock and Waterloo Region have also been investigating similar bans. As of January 1, 2021, the Town of Fort Frances became the first municipality in Ontario to have a by-law in effect for the ban of single-use plastics. Fort Frances initially approved the by-law in 2019, which then took effect on January 1, 2021 but is not being enforced until 2022 to allow time for local businesses to adopt new practices in compliance with the ban.

Prior to the onset of COVID-19, staff had been working with the Rotary Club of Stratford on an initiative to ban single-use plastics. Meetings had been planned to have discussions with local stakeholders to receive input and to provide education on the initiative. However, this has been on hold due to the pandemic and discussions have not yet resumed. Staff also received support from the Energy and Environment Advisory Committee in moving this forward.

**Approximate costs:** Unknown and requires further investigation and direction by Council on the products to be banned.

**Approximate emissions reduction:** The carbon footprint of plastic is calculated out to approximately 6kg of CO<sub>2</sub> for each kg of plastic. It is unknown what the current emissions are with respect to single-use plastics in Stratford, however a ban of these items would completely reduce any current greenhouse gases being emitted as a result of their disposal.

- **Long-term:**

- **Renewable Natural Gas Project**

**Overview:** The existing water pollution control plant on West Gore Street will be upgraded to allow for organic material, primarily food waste, to be

converted to renewable natural gas and then injected into the local natural gas distribution system.

Staff recently provided an update on this project at the December 21, 2020 Regular Council meeting. At the meeting, Council approved the retention of GHD Ltd., to complete the detailed design portion of the project. Completion of this will allow for more accurate cost estimates to be obtained and to get the project ready for construction. Staff are aiming to report back next in early 2021 to present and finalize the Municipal Services Corporation agreement for Council approval.

**Approximate costs:** The total cost of the project is estimated at \$23.7 million, an increase of \$1 million from the initial estimates due to an inflation in costs for material and labour. The City received a grant from the Province of Ontario for a total of \$5 million, which would contribute to the upfront cost for facility upgrades. The grant was awarded for this proposed project because of the greenhouse gas emission reductions it generates, diversion of waste from landfill, and the offsetting of utilizing fossil fuel natural gas. The City would initially fund \$1.5 million, with \$1.5 million from the Ontario Clean Water Agency. Longer term financing of approximately \$15 million would also be required by the City of Stratford.

**Approximate emissions reduction:** Once fully operational, the facility would treat approximately 25,900 tonnes of solid and liquid waste with 29,200 tonnes of existing sewage sludge. With the upgrade allowing the facility to accept and treat organic waste, GHG emissions could be reduced by approximately 49,000 tonnes of carbon dioxide equivalents per year.

- **Outcomes:**

- Increased levels of organics diverted from landfill.
- Better management of compostables and packaging materials.
- Future zero plastic waste.

- **Measured Indicators:**

- Kg's of organics processed.
- CO2 emissions from disposal of single-use plastics.
- Liters of biogas distributed as an energy source.

- **Infrastructure**

- **Short-term:**

- **Green Development Standards**

**Overview:** Green Development Standards are a set of metrics designed to guide municipal development and encourage sustainable community design. The main benefit of incorporating green standards is to create more resilient building stock and greater GHG reduction. Municipalities can set various required and voluntary measures for new development, which often includes incentives that can be provided to homebuilders to encourage uptake of the voluntary standards. Other Municipalities with green standards include Toronto, Pickering, Halton Hills, Richmond Hill, Brampton, Vaughan, and Whitby.

It is not uncommon for municipalities to implement green standards with respect to new industrial developments. For example, the City of Toronto has set a variety of performance measures for all planning applications related to ICI developments (Industrial, Commercial, Institutional). As with other types of standards, this would be applicable only to new developments but, as noted below, would prevent increased contribution to the City's current GHG levels related to this sector.

When introduced in other municipalities, the industrial & commercial sectors are often discussed separately from residential development and municipal buildings and infrastructure. Should Council direct staff to further investigate green development standards, it would be recommended that it be done in this same manner to ensure proper consideration of environmental protection and industrial and commercial activity. Consultation would also be undertaken with Stratford's Economic Development Corporation (SEEDCo.) along with existing industry partners to assist in determining an appropriate balance of assessment growth, job creation, and environmental stewardship.

**Approximate costs:** Normally a consultant would be required to complete this work. As an alternative, staff have identified an implementation toolkit for municipal staff that was an FCM funded project with the Clean Air Partnership. The toolkit sets out a milestone framework for communities to develop, implement and track green development standards for new residential buildings.

With availability of the toolkit and staff resources, this project could be led by the shared Climate Change Coordinator as early as 2021. This would reduce the costs associated with implementing Green Development Standards, as opposed to budgeting for and engaging a consultant to do the same. The costs for the shared Climate Change Coordinator are outlined in the report.

**Approximate emissions reduction:** GHG reduction related to this is dependent on uptake. However, if all future developments were to become net-zero in the coming years, emissions in Stratford would not increase. Implementing these standards would mean that the City would avoid adding emissions to the community baseline.

- **Long-term:**

- **Corporate Retrofit Strategy**

**Overview:** Buildings and infrastructure in Canada contribute significantly to GHG emissions and a focus on retrofitting and constructing clean builds will greatly assist in reaching any emissions reduction targets. Common retrofits typically include incorporation of greener technology, weather proofing, and community facility enhancements. To date, the City has performed a number of recent facility renovations to reduce its carbon footprint, including upgrades to the Dufferin Arena, upgrading facility HVAC systems, installing LED lights at the Rotary Complex and Burnside Agriplex, and replacing the cooling tower within the refrigeration system at the Rotary Complex. Not only do many of these projects often recognize long-term cost savings, they also result in energy savings when transitioning from older, less efficient technology.

**Approximate costs:** Total costs would be dependent on projects approved by Council. Funding for retrofitting may be available through the Federal Government's CIB Growth Plan, however, staff are still awaiting details on how to participate. Retrofitting in Stratford could also be helped through a Local Improvement Charge (LIC) or Property Assessed Clean Energy (PACE) financing program. This could either be run through the City and attached as a part of the property tax or can be provided by utility companies and partnerships with credit unions. Dufferin County has taken the latter approach, although further investigation would be required to determine the best fit in Stratford.

**Approximate emissions reduction:** Potential emissions reductions will vary from project to project. Something simple such as weather proofing, can be reviewed by measuring leaks within current buildings to determine where better sealing is required. For instance, in an average home, there is typically about a 15% reduction in heating and cooling costs by sealing the leaks and adding insulation. Therefore, it is likely that larger City buildings would have substantial savings and would lead to a greater reduction in emissions.

- **Replacement of City Refrigeration Plants**

**Overview:** The City has three refrigeration plants, one at each of the three arena facilities: Rotary Complex, Allman Arena, and Dufferin Arena. Typically, replacement of the refrigeration equipment is scheduled in 10 year increments due to the high costs and the differences that can be experienced in life expectancy for this type of equipment. Staff have recently met with the City's refrigeration service contractor in order to develop a life cycle analysis for each of the three plants. This analysis would include all equipment, life expectancy, targeted replacement dates, and replacement costs.

**Approximate costs:** The following budgetary costs are for two capital projects being planned for 2021 in relation to the replacement of refrigeration plant equipment:

- Allman Arena Colling Tower/Condenser - \$128,000
- Allman Arena Evaporator Plate and Frame Rebuild - \$26,000

**Approximate emissions reduction:** When reviewing facility refrigeration units, the most common indicators in terms of performance are typically refrigerant leaks and energy efficiency and recovery. While the exact reductions possible for each arena are unknown until the completion of the life cycle analyses, installing more efficient and greener systems can achieve significant saved or eliminated costs, GHG emissions, and energy consumption per year.

- **Outcomes:**

- Keep infrastructure dry and warm/cool during extreme weather.

- Reduce municipal infrastructure costs.
- Longer lasting building stock.

- **Measured Indicators:**

- Temperature in areas susceptible to urban heat island effect.
- Energy consumption from buildings.
- Levels of radiation emission and reflection.

- **Staffing**

- **Short-term:**

- **Corporate Adoption of One Planet Living Principles:**

**Overview:** Staff would make an update to the “Alignment” section of the Management Report Template to encourage staff to apply recommendations to One Planet Living Principles, as applicable. The goal from a reporting perspective would be to continually strive towards working through the lens of climate change and sustainability.

1. Health and happiness
2. Equity and local economy
3. Culture and community
4. Land and nature
5. Sustainable water
6. Local and sustainable food
7. Travel and transport
8. Materials and products
9. Zero waste
10. Zero carbon energy

**Approximate costs:** Costs relate to staff time to update the management report template.

**Approximate emissions reductions:** Unknown

- **Outcomes:**

- Better understanding of the connection between City objectives and climate change/sustainability.

- **Measured Indicators:**

- Number of City projects connected to climate change and sustainability.

## **Attachment 2 to Management Report "Stratford Greenhouse Gas Emissions Planning"**

### **Transportation GHG Reduction:**

Green House Gas (GHG) emissions from transportation account for 57% of all emissions in Stratford. If we are to make a significant contribution to reducing GHG emissions, on road transportation needs to be addressed through a comprehensive strategy that shifts policy and behavior to the top of the travel triangle.

Recommendations are in broad categories that are intended as a starting point to address community, municipal, and individual level actions to reduce GHG emissions. Actions at all three levels should aim to reduce barriers for citizens to make lower carbon choices.

### **Community:**

#### **Short term:**

- **Promotion of Active Transportation** through the partnering of multiple sectors including cycling groups, business associations, schools, public health etc. Taking a collective approach to normalizing and encouraging active transportation.
- **Advocacy and Education** efforts need to address the disconnect between the scale of the climate crisis and consumer behavior around transportation, including recreational, personal, and commuter related travel.

### **Municipal:**

#### **Short term:**

- Moving people out of cars and onto **Public Transit**. Increasing ridership should be a priority for the City of Stratford. The city should move its bus fleet to electric as soon as possible and also consider making public transit free. Transit routes should provide stops at (not just near) essential services (grocery, drug stores and medical offices). Other city vehicles should be electric where available. School bus companies should be encouraged to convert to electric.

#### **Long term:**

- Develop **integrated Transportation Master Plans** so that public transit and active transportation become embedded in the planning of road networks.
- **Easily accessible City services and amenities** using all modes of transportation and choose locations for new buildings that favor active transportation and transit use.

- Use available planning tools to increase housing density and **reduce residential sprawl** which increases driving distances for households and for city services.
- Use planning to make essential services (grocery and drug store, medical offices) accessible by transit and discourage creation of car-dependent shopping centres.

### **Individual:**

#### **Short-term:**

- Small choices can make a huge difference if every household adds a climate change lens to a few key daily activities. Some examples of this include:
  - Increased consideration for carpooling, public transit or active transportation.
  - Work from home where/when possible.
  - Fewer trips for errands and meal planning to reduce food waste.

### **Waste GHG Reduction:**

Included in this section are recommended actions to reduce GHG emissions in the City of Stratford's waste sector in order to achieve an eventual goal of zero waste.

#### **Short-term:**

- 1) Undertake a "Love Food Hate Waste" campaign city-wide.
  - a. Action Required - City endorsed public education and outreach in support of a local "Love food Hate waste" campaign.
- 2) Implement single-use bans on selected plastics (ex: cutlery, water bottles, and other materials) at community events.
  - a. Action Required – City to implement Guide to hosting a Greener Event with goal to make City approved public events "waste free".
- 3) Expand and enforce existing landfill bans for greater diversion.
  - a. Action Required – City to review additional items to be banned from the City's landfill and to engage in public outreach to implement.
- 4) Stratford Blue Box transition to 100% Producer Responsibility (EPR) for Packaging and Paper Products (PPP).
  - a. Action Required – Recycling transition for Stratford is set for 2024.

#### **Long-term:**

- 1) Advocate with the Association of Municipalities of Ontario (AMO) for the expansion of the new province-wide 100% Individual Producer Responsibility (IPR) blue box program.



- a. Action Required – Lobby AMO to expand the 100% producer responsibility for Ontario’s blue box system to also cover the City’s costs for managing these materials.
- 2) Advocate with AMO and the municipally led National Zero Waste Council (NZWC) for the expansion of EPR Programs for the Canadian Council of Ministers of the Environment (CCME) Phase 2 materials.
  - a. Action Required – Lobby AMO and the National Zero Waste Council to support the Province in the design and implementation of EPR programs for Phase 2 materials.
- 3) Conduct annual audits of the city’s landfill beginning in 2025.
  - a. Action Required – Staff Report to Council for information.
- 4) Achieve waste target of 300 kg/person/year including residential and ICI waste.
  - a. Action Required – Staff to audit and measure annually against the waste target and report to Council for information.
- 5) Where possible, find local solutions for managing and processing waste. This could reduce GHG created during transportation as well as help control GHG produced during processing.
  - a. Action Required - Seek opportunities to process waste locally.

### **Residential GHG Reduction:**

The carbon we emit must be equaled by the carbon we absorb to become carbon neutral, and therefore to reduce the current imbalance. For residential properties, this means a combination of reducing GHG and increasing the amount of carbon sequestration by adding trees, shrubs and other vegetation that absorbs carbon.

In Stratford, approximately 14% of greenhouse gases are produced on residential properties, meaning that a total of 44,300 tonnes of CO<sub>2</sub>e are created from the homes and yards of Stratford residents (2017 baseline). The following are ideas for the City to encourage GHG reductions for both buildings and properties to support Stratford residents.

### **Residential buildings - privately owned**

The following programs would allow the City to encourage homeowners and residents to reduce their carbon footprint.

### **Short-term:**

1. **Access to home energy use assessments** - Many residents may not know what they need in terms of reducing their home's carbon footprint. Currently, we don't have anyone offering this service in Stratford, and having home assessments and follow-up options would be fantastic and perhaps is worth hiring someone to do this for a year.
2. **Encouraging energy efficient retrofitting** to improve the efficiency of existing single-family dwellings - provide encouragement and/or incentives for environmentally friendly home renovations and create a list of programs or suppliers who provide energy efficient alternatives for single family homes. Encourage conversion to more efficient heating and cooling equipment, for example, electric tankless water heaters. This new equipment could be subsidized or give homeowners a grant towards installation (the City could partner with Festival Hydro for this type of program). As carbon taxes level the playing field between gas and electric heat, provide incentives to convert to heat pump technology.
3. **Energy efficiency kits and education materials** for low and moderate-income households - partner with Festival Hydro or Enbridge/Union Gas and add this information to the City website. There could be an energy efficiency kit hand out day in the city to promote.
4. **New multi-unit build requirements** - Require all new multi-unit buildings meet ENERGY STAR efficiency standards, as well as include electric vehicle charging stations, green or solar roofs, and other energy saving measures.  
<https://www.nrcan.gc.ca/energy-efficiency/energy-efficiency-buildings/energy-efficiency-new-buildings/energy-star-multifamily-high-rise-pilot-program/21966>
5. **Net Zero building standards.** Require all new housing applications for development conform to **Net Zero** energy standards currently being developed by the Government of Canada. All new builds should be passively heated and cooled or heated and cooled through a district passive heat system and heat pumps, with net zero energy design or readiness. The city could partner with the federal government to help develop the new building codes while positioning Stratford as a leader for energy efficient home design. While energy efficiency is slightly more expensive in the short run, so long as all builders face the same requirements, there is no disincentive to follow these rules. The federal government has indicated that federal grants will be available to build this way.

### Long-term:

1. **Energy Transition Acceleration Grants:** Provide grants for homeowners who switch to green energy in their homes. Possibly pursue a City partnership

with environmental agencies to provide and oversee these grants. See Eco-City Edmonton as an example. <http://www.albertaecotrust.com/ecocityedmonton/>

**2. Renewable energy co-op program:** Create a cooperative model that homeowners can invest in to provide additional renewable energy sources. <http://www.oxford-cec.ca/page-1741085>

**3. District heating for residential homes** via municipal power plants, possibly re-using heat created by industry

### **Outdoor Yard and Garden – privately owned**

These programs can strengthen the environmental health of private property in the City. This can not only improve carbon sequestration in the City but will also provide many other environmental benefits to people and wildlife in Stratford.

#### **Short-term:**

1. **LID Requirements for new builds:** Low Impact Designs for subdivisions and other multi-unit builds using site design techniques that store, infiltrate, evaporate, and detain runoff. Use of these techniques helps to reduce off-site runoff and ensure adequate ground-water recharge. Methods used can include permeable pavement, water retaining vegetation, and drainage designed to direct runoff into gardens.
2. **Tree planting initiative with Festival Hydro:** This program, a partnership between Festival Hydro, UTRCA and the Energy and Environment Advisory Committee, is scheduled to begin in the spring of 2021. Trees sold to homeowners at a discounted rate (\$20) with the rest of the cost, plus distribution, provided by Festival Hydro. City promotion and support of this initiative would ensure success.
3. **Urban forestry:** Create a sustainable plan that includes a greenspace and woodlot inventory as well as planning, planting, protection, maintenance, management and care of trees, forests and greenspace along with related resources in and around the City. Urban forests are defined as trees, forests, greenspace and related abiotic, biotic and cultural components in areas extending from the urban core to the urban-rural fringe. A partnership can be formed with UTRCA and other forestry experts. The last natural inventory that this group could locate is named "SNHI-Complete\_Report.pdf: City of Stratford: Natural Heritage Inventory (June 2004).
4. **Protecting mature trees on private property:** A new initiative called **Tree Trust** was recently launched in Stratford and Perth County to provide support and funding for the management and care of mature trees on private property.

City support, endorsement and promotion of this program would help to strengthen this new program. A mature tree, once it has grown, has the potential to absorb about 48 pounds of carbon dioxide per year.

<https://treetrust.ca/>

1. **Food forests:** Create more public edible gardens in our park spaces:  
<https://www.cbc.ca/news/technology/what-on-earth-food-forests-1.5660211>
2. **Native gardens:** Encourage homeowners to abandon lawns and create vegetable gardens, native meadows that attract pollinators and create curb appeal while eliminating emissions from mowing. Provide information and support, such as native planting guides on the City website - see City of Guelph:  
<https://guelph.ca/living/house-and-home/lawn-and-garden/sample-garden-designs/native-gardens/>
3. **Reduce or eliminate 2-stroke engine use:** Create bylaw limiting the use of gas powered leaf blowers and other heavily polluting two-stroke engine garden tools (use phased out over a few years).

### **Residential - community housing**

This includes residential homes that are owned by the City.

1. Replace items (ex: lightbulbs, windows, small appliances, etc.) with more **energy efficient models** when required and track the energy savings.
2. **Create community gardens** for residents to grow their own food
3. **Advocate the Provincial government** to require new builds to have minimum LEED standards or be Passive House (PHI and PHIUS). EnerPHit and NetZero building standards exist, are practical, and are cost effective.

**Existing municipal properties:** create a “greening” plan that could include additional trees and native planting, edible gardens and applying LID solutions/upgrades for driveways and paved areas.



## MANAGEMENT REPORT

**Date:** February 22, 2021  
**To:** Mayor and Members of Council  
**From:** Alyssa Bridge, Manager of Planning  
**Report#:** COU21-019  
**Attachments:** December 4, 2020 Planning Report on Draft Plan of Subdivision 31T19-001, Zone Change application Z09-19 at 236 Britannia Street Telephone Conference Call Meeting Minutes with Area Residents and Red-lined Revised Draft Plan of Subdivision 31T19-001

**Title:** Planning Report on Draft Plan of Subdivision 31T19-001 and Zone Change application Z09-19 at 236 Britannia Street

**Objective:** The purpose of this report is to provide Council a summary of the consultation with area residents and staff's evaluation and recommendation on a revised Draft Plan of Subdivision Application (our file 31T19-001), dated February 2021, and Zone Change Application (our file Z09-10) from GSP Group on behalf of Werner Bromberg Limited for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street.

**Background:** At the December 21, 2020 Regular meeting, Council adopted the following resolution:

*That Item 9.2.1 "Planning Report on Draft Plan of Subdivision 31T10-001 and Zone Change application Z09-19 at 236 Britannia Street (PLA20-009)" be deferred for consideration to the January 25, 2021 Regular Council meeting.*

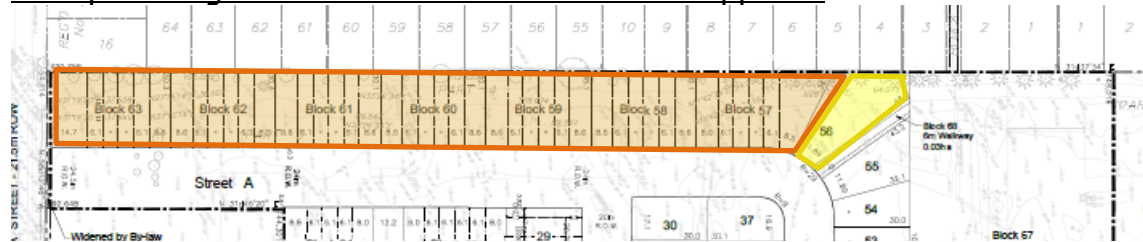
At the January 25, 2021 Regular Council Meeting, Council resolved:

*That the Planning Report on Draft Plan of Subdivision 31T19-001 and Zone Change Application Z09-19 at 236 Britannia Street be brought back to Council for consideration when discussions between the developer and the residents have concluded.*

On January 22, 2021, staff contacted the five residents who had responded to the November 30, 2020, Notice of Consideration regarding applications 31T19-001 and Z09-19. The residents were provided with the following illustrations of the original draft

plan of subdivision recommended to Council, two new proposed options and a table comparing the three plans.

### Excerpt of Original Recommended Plan for Draft Approval



### Excerpt of Option 1



### Excerpt of Option 2



Table Comparing the Three Proposed Draft Plan of Subdivision Options

	Draft Plan Submitted to Council	Option 1	Option 2
Number of Townhouse Blocks between Britannia St & walkway	7 blocks each containing 6 townhouse dwellings	7 blocks each containing 4 townhouse dwellings	7 blocks each containing 4 townhouse dwellings
Number of Townhouse Units between Britannia St & walkway	42	28	28
Number of Semi-detached Blocks (Dwellings) between Britannia St & walkway	0 (0)	0 (0)	2 (4)
Number of Single Detached Dwellings between Britannia St & walkway	1	8	5

Total number of Dwelling Units between Britannia St & walkway	43	36	37
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In addition, staff scheduled a telephone conference call for Wednesday, January 27, 2021 at 7:00 pm to discuss the proposed new options and to hear comments and concerns from the residents. Alyssa Bridge and Jeff Leunissen of the City of Stratford; Kristen Barisdale of GSP Group (agent); Gary Bromberg and Kevin Brown of Werner Bromberg Limited (applicant), and 13 members of the public participated. (Minutes of the conference call at attached to this report.) During the meeting, the Applicant's agent reviewed the three options and explained challenges with relocating proposed townhouse blocks elsewhere on the site. These challenges included grading and drainage and excess front yards resulting abnormally large side yards for end units that would result in a loss in density for the site. Ms. Barisdale reiterated it was her opinion the townhouse blocks were best located on the west side of Street "A", opposite the City's housing project.

Area residents expressed the following concerns with all three options:

- Locating townhouse dwellings on the west side of Street "A" (behind their properties).
- Height of the proposed buildings is too high.
- Massing of the proposed townhouse dwellings is too large.
- The subdivision will result in the removal of existing trees.
- The height of the buildings will result in a loss of privacy. and,
- Townhouses abutting our properties will result in a loss in property value.

One resident also indicated they were prepared to appeal a decision to approve the subdivision as currently proposed.

(A copy of the meeting minutes is attached.)

Concerns raised by area residents are similar in nature to those raised in response to the Notice of Application and at the Public Meeting before Council on November 12, 2019.

Subsequently, to the January 27, 2027 meeting, the applicant formally requested revisions to the subject applications on February 3, 2021. They requested draft approval be granted to Option 2 and that the zone change be revised to reflect the lot and block fabric in Option 2. (See Page 4). The revised draft plan of subdivision is expected to generate a total of 148 dwellings units in various forms and in different forms of tenure, resulting in a density of approximately 31 units per net hectare (12.5 units per net acre).

Revised Draft Plan



## Revised Zoning



**Analysis:** While the draft plan and zoning by-law amendment recommended in the December 14, 2020 Planning Report were considered to be consistent with the Provincial Policy Statement (PPS) and City of Stratford Official Plan, any revisions must also be determined to be consistent with the PPS and Official Plan in order that they be approved by Council. Accordingly, the revised draft plan and zone change are evaluated against the PPS and City of Stratford Official Plan below:

### Provincial Policy Statement (PPS)

The PPS provides policy direction on matters of provincial interest related to land use planning and its policies are separated into three categories: Building Strong and Healthy Communities, Wise Use and Management of Resources and Protecting Public Health and Safety. The February 2021 revised Draft Plan of Subdivision and Zone Change is not materially different from the originally recommended plan and zone change as it relates to Building Strong and Healthy Communities, Wise Use and

Management of Resources and Protecting Public Health and Safety. The revised, red-line amended draft plan of subdivision with the recommended conditions of draft approval, and zoning by-law amendment are consistent with the 2020 Provincial Policy Statement.

#### Official Plan

The subject lands are designated 'Residential Area-Special Policy 16' in the Official Plan. Special Policy 16 states that in addition to the Residential Area policies of Section 4.5:

- New residential development shall have a minimum net density of 25 units per hectare (10 units per acre);
- Future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings; and,
- Future development shall provide a public road access to the City of Stratford Rotary Complex.

It was staff's opinion, the draft plan of subdivision and zoning by-law amendment recommended in the December 2020 Planning Report were in conformity with the policies of the Official Plan. The revisions requested by the applicant February 3, 2021 will result in the following:

- Reduced massing of the townhouse buildings. Smaller blocks results in buildings containing a maximum of 4 dwelling units as opposed to 6 dwelling units in the previous draft plan of subdivision;
- Shorten the total "run" of townhouse dwellings on the west side of Street A as townhouse blocks are no longer proposed north of proposed Street B; and,
- Reduce the number of street townhouse dwellings on the west side of Street A from 42 to 28; add 4 new semi-detached dwelling unit and add 4 additional single detached dwelling units resulting in an overall net density of 31.1 unit per hectare (12.5 upna). The expected number of units satisfies the minimum density requirements policy.

Staff believe the February 2021 requested Draft Plan of Subdivision and Zone Change will result in appropriate, compatible development in conformity with the Residential Area policies and Special Policy 16 of the Official Plan. Two storey townhouse dwellings abutting single detached dwellings have been deemed to conform to the Residential Area policies elsewhere in Stratford including 589 West Gore Street; 50 Galt Road; the south side of Davidson Drive east of Fraser Dr; along Long Dr. and 55 Harrison Street. The proposed mix of dwelling types and tenure will provide choice in housing in this neighbourhood just as the townhouses noted above provides a choice in housing in other neighbourhoods. Mixing housing type and tenure meets the needs of a broad range of residents, results in complete communities and conforms to the policies of the Official Plan. Through a combination of zoning and appropriate site plan approval, townhouse dwellings can be compatible with single detached dwellings.

#### Revised Zone Change

The applicant has requested a mix of residential zones which reflect the range of dwelling types included in the Draft Plan of Subdivision. Included in this request, is that buildings be permitted to a maximum height of 11 m along the periphery, a 1 m increase from the standard residential zones. The additional height is being requested to allow for the construction of a two-storey dwelling and is necessary to properly grade the lands to manage stormwater. Given the necessity to manage stormwater and in order to allow typical two storey buildings with a peaked roof and basement, staff has no objection to the request to increase maximum building from 10 m to 11m.

A detailed review of the recommend zoning was included in the Planning Report submitted to the Planning and Heritage Committee December 14, 2020.

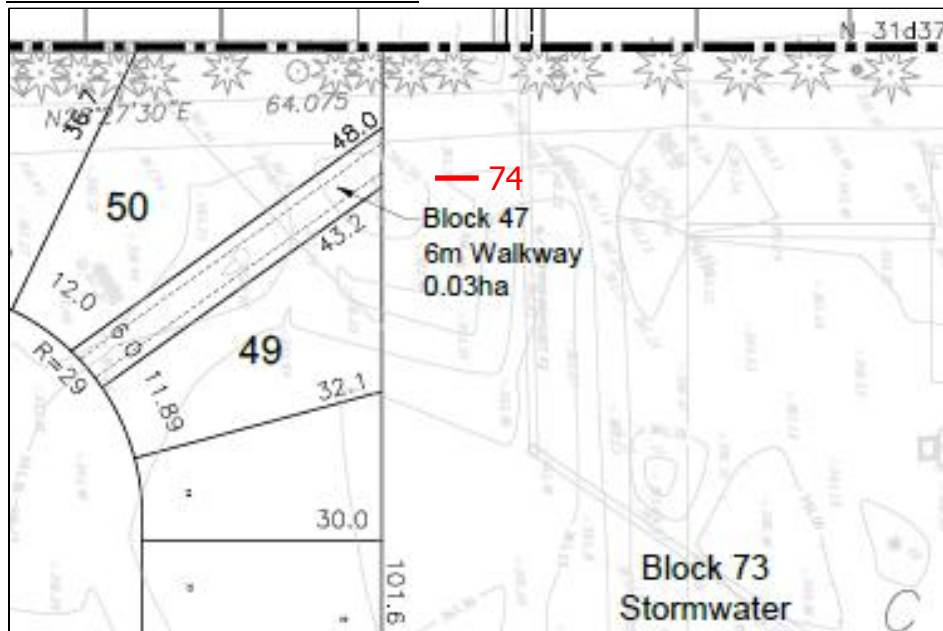
The requested revised zone change is consistent with the PPS and conforms to the City of Stratford Official Plan.

#### Revised Draft Plan

Changes to the recommended draft plan are reviewed elsewhere in this report. The revised lot and block pattern in the draft plan will permit a mix of dwelling types in different tenures. The revised draft plan is considered appropriate for the development of the lands.

Staff have identified one walkway block is not numbered correctly. As such, a red-line amendment to the February 2021 submitted plan is recommended. (see below)

#### Red-Line Amendment to Plan



### Comments from Area Residents

On the January 27, 2021 conference call, area residents voiced objections to each of the three options presented on the basis of the proposed land use (townhomes), building height, massing, removal of trees, loss of privacy and loss in property value. These concerns and objections are of the same nature raised previously and evaluated in the Planning Report submitted to the Planning and Heritage Committee on December 14, 2021. One resident also indicated they are prepared to appeal a decision to approve the subject applications.

The applicant and applicant's agent participated in the January 27, 2021 conference call and following the conference call, formally requested revisions to the subject applications.

The revised submission further address two issues raised by members of the public:

- it reduces the massing of townhouse buildings (from 6 unit buildings to 4 unit buildings); and,
- it replaces townhouse dwellings with single detached and semi-detached dwellings north of Street B.

The revised Draft Plan of Subdivision and zone change will allow for the redevelopment of the former City of Stratford fairground site. The proposed development is considered to be good planning, appropriate for the development of the lands and in the public interest.

As the applicant has requested revisions to the previously submitted Draft Plan of Subdivision and zone change and the revised submission is considered to be good planning, it is recommended the staff recommendation contained in the Planning Report dated December 4, 2020, be rescinded and replaced with the recommendation contained in this report.

**Financial Impact:** Municipal expenditures will be required to decommission the existing Stormwater Management Facility on the Rotary Complex. The exact cost of such work will be undertaken during preparation of the Subdivision Agreement. Engineering Division is confident the long-term saving of only having to maintain one stormwater management will exceed short-term decommissioning costs of the Rotary Complex dry stormwater management facility.

The Owner will be required to pay cash-in-lieu of parkland dedication.<sup>2</sup> This amount will be calculated during preparation of the Subdivision Agreement.

Development charges expected from this development are as follows:

Single and semi-detached dwellings	\$14,678 <sup>1</sup> , per unit x 70 units	\$1,274,460
Townhouse dwellings	\$10,658 <sup>1</sup> , per unit x 78 units	\$ 832,324
Total	-	\$1,859,784

<sup>1</sup> 2021 Development Charges Rates

## **Alignment with Strategic Priorities:**

### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

### **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT the staff recommendation contained in the Planning report regarding Draft Plan of Subdivision application 31T19-001 and Zone Change application Z09-19, dated December 14, 2020, be rescinded;**

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

**THAT Zoning By-law No. 201-2000 be amended for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street (file Z09-19) from an Institutional/Future Residential-Special (IN/FR-1) Zone to Residential First Density with site specific regulations R1(5)-45 Zone, a Residential First Density with site specific regulations R1(5)-46 Zone, a Residential Second Density with site specific regulation R2(2)-49 Zone, a Residential Second Density with site specific regulations R2(2)-50 Zone, a Residential Fourth Density with site specific regulations R4(2)-27 Zone, a Residential Fourth Density with site specific regulations R4(2)-28 Zone and, Park (P) Zone following reasons:**

- **public interest was considered;**
- **the zone change is consistent with the Provincial Policy Statement;**
- **the zone change is conforms to the City of Stratford Official Plan, including Special Policy Area 16;**
- **the recommended zone change will facilitate development that is appropriate for the lands and is considered to be sound land use planning;**
- **it will provide a wide range of housing types to meet the needs of the existing and future residents; and**
- **the recommended zone change will encourage efficient use of land and infrastructure.**

**AND THAT pursuant to Section 51(31) of the Planning Act, plan of subdivision application 31T19-001, submitted by Werner Bromberg Limited, for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street, as red-line amended and attached to Report COU21-019 dated February 22, 2021, that contains 54 single detached residential lots, 8 semi-detached residential lots, 10 multi-residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets be granted draft approval pursuant to Section 51(31) of the Planning Act subject to the conditions listed below for the following reasons:**

- public interest was considered;
  - the application was circulated to the public and their comments were considered in the evaluation of the recommended plan and conditions of approval;
  - the plan of subdivision is consistent with the Provincial Policy Statement;
  - the plan of subdivision conforms to the City of Stratford Official Plan, including Special Policy Area 16;
  - the recommended plan of subdivision will facilitate development that is appropriate for the lands and is considered to be sound land use planning;
  - it will provide a wide range of housing to meet the needs of the existing and future residents; and
  - it will encourage efficient use of land and infrastructure
1. **Plan of Subdivision 31T19-001 conditions of draft approval:**  
This draft approval applies to Plan of Subdivision 31T-19001, submitted by GSP Group, prepared for Werner Bromberg Limited certified by Erich Rueb O.L.S., dated February 2021, File No. 31T-19001, Project No. 17202, as red-line amended, which shows a total of 54 single detached residential lots, 8 semi-detached residential lots, 10 multi-residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets.
  2. **This approval of the draft plan applies for 7 years, and if final approval is not given by that date, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.**
  3. **The road allowances included in this draft plan shall be shown on the face of the plan and dedicated as public highways.**
  4. **The street(s) shall be named to the satisfaction of the Manager of Planning.**

5. **The municipal address shall be assigned to the satisfaction of the Manager of Planning.**
6. **Prior to final approval, the Owner shall submit to the Approval Authority a digital file of the plan to be registered in a format compiled to the satisfaction of the City of Stratford and referenced to NAD83UTM Zone 17 horizon control network for the City of Stratford mapping program.**
7. **Prior to final approval, appropriate zoning shall be in effect for this proposed subdivision.**
8. **The Owner shall satisfy all the requirements, financial and otherwise, of the City of Stratford in order to implement the conditions of this draft approval.**
9. **That prior to final approval the Owner shall pay in full all financial obligations/ encumbrances owing to the City on the said lands, including property taxes and local improvement charges.**
10. **The subdivision agreement between the Owner and the City of Stratford shall be registered against the lands to which it applies.**
11. **The Owner shall grant to the appropriate authorities such easements and/or land dedications as may be required for utility, road, drainage or other municipal purposes.**
12. **Phasing of this subdivision (if any) shall be to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services.**
13. **Prior to submitting a request to the City to prepare the subdivision agreement, an updated draft plan showing the redline amendments (if applicable) is to be provided to the City to the satisfaction of the Manager of Planning.**
14. **Prior to the receiving a clearance for building permits from the Manager of Engineering for each construction stage of this subdivision, all servicing works for the stage must be completed and operational, all to the specification and satisfaction of the City.**
15. **The entire plan shall be registered in one plan of subdivision.**
16. **Prior to any grading on the site, the Owner shall decommission and permanently cap any abandoned water wells located on the property,**

in accordance with the Ontario Water Resources Act and the Ministry of Environment Conservation and Parks requirements and file the necessary reports with the Ministry of Environment Conservation and Parks and the City of Stratford.

17. The Owners professional engineer shall provide inspection services for all work during construction by its professional engineer for all works to be assumed by the City or dedicated to the City, and have its professional engineer supply the City with a certificate of compliance upon completion in accordance with the plans approved by the Manger of Engineering.
18. The Owner shall comply with all City of Stratford standards, guidelines and requirements in the design of this draft plan including required engineering drawings. Any deviation to the City's standards, guidelines, or requirements shall be completed to the satisfaction of the Director of Infrastructure and Development Services.

#### **PARKLAND**

19. Prior to the City executing the Subdivision Agreement or final approval, the Owner shall make a cash-in-lieu payment of the 5% parkland dedication to the City pursuant to the provisions of Section 51.1 of the *Planning Act*. In order to determine the value of the land, the Owner shall submit an appraisal completed by a qualified individual to the satisfaction of the City. All costs associated shall be borne by the Owner.
20. The subdivision agreement shall contain a provision outlining that the cash-in-lieu payment parkland dedication must be paid to the City prior to the initial registration to the satisfaction of the Manager of Planning.

#### **FENCING**

21. Within one year of final approval of the plan, the Owner shall fence all lots adjacent to Block 73 (Lots 38-50), with a 1.8 metre chain link fence with no gates. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.
22. The Subdivision Agreement shall contain a provision requiring the Owner to construct an board on board fence of similar design, and height that is a minimum height of 1.8m along the rear of Blocks 65-71 and 72 within this subdivision, through the site plan approval process when these blocks are developed, to the satisfaction of the Manager of Planning.



## **TREE PRESERVATION**

- 23. The Owner shall take measures to protect trees on abutting properties during construction. To satisfy this requirement, the Owner shall submit a Tree Preservation Report, prepared by a qualified individual, to the satisfaction of the Manager of Engineering and Manager of Planning. Measures recommended by the accepted Tree Preservation Report, if any, shall be shown on the engineering drawing and form part of Subdivision Agreement.**

## **WALKWAYS**

- 24. Concurrent with final approval, the Owner shall convey Block 74 (3m wide) and Block 75 (6m wide) to the City of Stratford as a pedestrian walkway. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements within one year of registration to the satisfaction of the Manager of Engineering.**

## **PARKING PLAN**

- 25. As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Block 63- Block 71 to the satisfaction of the Manager of Engineering. The accepted parking plan required for each registered phase of development and will form part of the subdivision agreement for the registered plan.**

## **STREET TOWNHOUSES**

- 26. For residential blocks proposed for street townhouse dwellings, the Owner shall as part of the final approval of the plan make the necessary legal arrangements to establish a minimum of a one (1.0) metre maintenance easement where the units to be built do not provide direct access to the rear yard from the garage for "internal unit" (not "end unit") Owners.**

## **ACCESS**

- 27. The subdivision agreement shall include a clause requiring the Owner to design Street 'A' between Britannia Street and the north boundary Street 'B' abutting Lot 30 to accommodate emergency vehicles. The design is to be submitted in conjunction with the submission of engineering drawings to the satisfaction of the Director of Infrastructure and Development Services.**

## **SANITARY**

- 28. In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a sanitary servicing report that at the minimum shall include a sanitary drainage area plan confirming drainage area limits, to the satisfaction of the Director of Infrastructure and Development Services.**
- 29. Prior to final approval, the Owner shall engage the City's consultant to prepare a sanitary servicing report and modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.**

## **STORMWATER SERVICING**

- 30. Concurrent with final approval of the plan, the Owner shall provide all required land dedications related to the stormwater works, including Block 73, at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services.**
- 31. In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a pedestrian sidewalk design to connect the pedestrian walkway on Block 74 to the pedestrian walkway on Briarhill Drive to the satisfaction of the Manager of Engineering. All costs associated with the construction of the pedestrian sidewalk will be at the cost of the Owner.**
- 32. In conjunction with the submission of the engineering drawings, the Owner shall have their consulting engineer submit a stormwater servicing report/plan (functional report where facilities are proposed) satisfactory to the Director of Infrastructure and Development Services and Upper Thames River Conservation Authority. This report shall include identification of the major stormwater overland flow route through the development to the satisfaction of the Director of Infrastructure and Development Services. The Owner shall be responsible for any costs associated with the design and construction of the overland flow route to an appropriate outlet.**
- 33. In conjunction with the submission of Engineering drawings, the Owner shall submit an erosion/sediment control plan that will identify all erosion and sediment control measures for the subject lands in accordance with City of Stratford and Ministry of Environment Conservation and Parks standards and requirements, all to the**

**satisfaction of the City and Upper Thames River Conservation Authority. This plan is to include measures to be used during all phases on construction. Prior to any work on the site, the Owner shall implement these measures satisfactory to the Director of Infrastructure and Development Services. The City may install or rectify failing erosion and sediment control if the Owner fails to do so within 10 working days upon written request to do from the City.**

- 34. The Owner shall have their professional engineer submit semi-annual monitoring reports to the Manager of Engineering demonstrating that the stormwater facility performs in accordance with the approved design criteria. The reports are to provide test results on the volume and nature of the sediment accumulating in the works. The timing and content of the monitoring reports is to be in accordance with the City's Infrastructure Standards and Specifications manual. The Owner shall ensure that the monitoring program commences when building permits have been issued on fifty percent (50%) of the lots in the plan and shall continue until assumption.**
- 35. The Owner shall address forthwith any deficiencies of the stormwater works and/or monitoring program.**
- 36. The subdivision agreement shall include a clause requiring the Owner prior to the issuance of a building permit to construct and have operational stormwater servicing works and major overland flow routes satisfactory to the Director of Infrastructure and Development Services.**
- 37. Prior to assumption, the Owner shall operate, monitor and maintain the works. The Owner shall ensure that any removal and disposal of sediment is to an approved site satisfactory to the Director of Infrastructure and Development Services.**
- 38. The stormwater management facility shall be constructed in one phase to the satisfaction of the Manager of Engineering and shall include the storm sewer outlet from the Rotary Complex lands to the satisfaction of the City at the sole cost of the Owner.**
- 39. Prior to final approval, the Owner's consulting engineer shall certify that increased and accelerated stormwater runoff from this subdivision will not cause damage to downstream lands, properties or structures beyond the limits of this subdivision. Notwithstanding any requirements of the City, or any approval given by the Manager of Engineering, the Owner shall indemnify the City against any damage or**

**claim for damages arising out of or alleged to have arisen out of such increased or accelerated stormwater runoff from this subdivision.**

#### **TEMPORARY STORMWATER WORKS**

- 40. In the event that the Owner constructs temporary stormwater works, all works shall be to the satisfaction of the Manager of Engineering, and at no cost to the City. The Owner is responsible for all costs related to the construction and removal of all temporary works including decommissioning and any redirection of sewers and overland flow routes.**

#### **OUTLET SEWERS**

- 41. The Owner shall construct all municipal services for the subject lands at the sole expense of the Owner to the satisfaction of the Director of Infrastructure and Development Services.**

#### **WATER**

- 42. In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a water servicing report to the satisfaction of the Manager of Environmental Services.**
- 43. The Owner shall have its professional engineer deliver confirmation that the water main system has been looped to the satisfaction of the Director of Infrastructure and Development Services.**
- 44. As part of the water servicing report, the Owner shall have its professional engineer determine if there is sufficient water turnover to ensure water quality and determine how many homes need to be built and occupied to maintain water quality in the water system. If the water quality cannot be maintained in the short term, the Owner shall install automatic blow offs, where necessary, to the satisfaction of the Manager of Environmental Services, or make suitable arrangements with Water Operations for the maintenance of the system in the interim.**
- 45. The subdivision agreement shall include the requirement for the Owner to have their consulting engineer submit a chlorine residual maintenance plan to the satisfaction of the Manager of Environmental Services at the cost of the Owner.**

46. **The Owner shall maintain the water system to the satisfaction of the City until assumption to the satisfaction of Manager of Environmental Services.**
47. **Prior to final approval, the Owner shall engage the City's consultant to prepare a hydraulic assessment with modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.**

## **TRANSPORTATION**

48. **The Owner shall construct all roads shown in this plan of subdivision such that alignments match joining roads and driveways outside this plan to the satisfaction of the Director of Infrastructure and Development Services as the cost of the Owner.**
49. **The Owner shall terminate Street 'B' at the north limit of this Plan to the satisfaction of the Director of Infrastructure and Development Services.**
50. **The Owner shall construct a 1.5 metres (5') sidewalk on the outside of the following streets within a time-frame as directed by the Manager of Engineering:**
  - i) **east side of Street 'A' ending at the north terminus of Lot 31**
  - ii) **north side of Street 'A' along the frontage of Lot 41-49**
  - iii) **north side of Street 'B' along the frontage of Lots 24-30**
  - iv) **west side of Street 'B' from Lot 24 until the terminus of the public road.**
51. **In conjunction with the submission of the engineering drawings the Owner shall submit an AODA compliant walkway connection design from 230 Britannia Street to the sidewalk on Street 'A' to the satisfaction of the Manager of Engineering. All costs associated with the design and construction will be at the cost of the Owner.**
52. **The subdivision agreement will require the Owner to comply with traffic management standards during construction to the satisfaction of the Director of Infrastructure and Development Services for any construction activity that will occur on existing public roadways needed to provide services for this plan of subdivision.**
53. **Should temporary turning facilities for vehicles be required by the Director of Infrastructure and Development Services, they shall be provided as easements concurrent with the registration of the phase.**

**These easements shall be granted to the City of Stratford until the temporary turning facility is no longer required to the satisfaction of the Director of Infrastructure and Development Services. The Owner is responsible for all costs associated with obtaining the easement, the release of the easement and the construction and removal of all temporary turning facilities.**

- 54. Owner shall keep private and City Streets clean of construction debris to the satisfaction of the Director of Infrastructure and Development Services. Failure to clean road right-of-way with two (2) working days upon written notice from the City will result in the City conducting cleaning activities at the cost of the Owner.**

#### **HYDRO**

- 55. Prior to the entering into a subdivision agreement, the Owner shall obtain approval from Festival Hydro for an electrical layout. Any new addition and/or relocation of existing electrical infrastructure will be at the Owner's expense.**

#### **FIRE**

- 56. The Owner shall not burn any materials on site.**

#### **OTHER**

- 57. The subdivision agreement shall make provision for the physical location of Community Mail Boxes which satisfies the requirements of Canada Post and the City.**
- 58. Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein contained, the Owner shall file with the Approval Authority a complete submission consisting of all required clearances, fees, and final plans, and to advise the Approval Authority in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the Approval Authority, such submission will be returned to the Owner without detailed review by the City.**
- 59. For the purpose of satisfying any of the conditions of draft approval herein contained, the Owner shall file, with the City, complete submissions consisting of all required studies, reports, data, information or detailed engineering drawings, all to the satisfaction of the Manager of Planning and the Director of Infrastructure and**

**Development Services. The Owner acknowledges that, in the event that a submission does not include the complete information required by the City, such submission will be returned to the Owner without detailed review by the City.**



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Jeff Leunissen, Planner



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Alyssa Bridge, Manager of Planning



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Joan Thomson, Chief Administrative Officer

## Zoning By-law

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BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision Development in the City of Stratford

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**WHEREAS** authority is given to the Council of The Corporation

**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 201-2000, as amended, known as the Zoning By-law, be further amended.

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

1. That Schedule "A", Map 1 to By-law 201-2000 as amended, is hereby amended:

by adding those lands outlined in heavy solid lines and described as Residential First Density with site specific regulations R1(5)-45, First Density with site specific regulations R1(5)-46, Residential Second Density with site specific regulation R2(2)-49, Residential Second Density with site specific regulation R2(2)-50, Residential Fourth Density with site specific regulations R4(2)-27 and R4(2)-28, and Park (P) on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as 236 Britannia Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.45, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.45        a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)



R1(5)-45 as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard Width: 1.5 m
- e) Minimum Lot Depth: 30 m
- f) Maximum Height: 11.5m
- g) General Use Regulations:
  - i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
  - ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
  - iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
  - i) A minimum sight triangle of 3m by 3m shall apply.

3. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.46, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.46 a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R1(5)-46 as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard Width: 1.5 m

e) Minimum Lot Depth: 30 m

f) Maximum Height: 11 m

g) General Use Regulations:

i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.

ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.

iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)

iv) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 6.4.49, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.4.49 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R2(2)-49 as shown on Schedule "A", Map 1

b) Minimum Front Yard Depth: 3 m

c) Minimum Exterior Side Yard Width: 3 m

d) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a

common wall provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

e) Maximum Height: 11.5 m

f) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) A minimum sight triangle of 3m by 3m shall apply.

5. That By-law 201-2000 as amended, be further amended by adding to Section 6.4.50, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.4.50 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R2(2)-50 as shown on Schedule "A", Map 1

b) Minimum Front Yard Depth: 3 m

c) Minimum Exterior Side Yard Width: 3 m

d) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a

common wall provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

e) Maximum Height: 11. m

f) General Use Regulations:

- iv) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- v) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- vi) A minimum sight triangle of 3m by 3m shall apply.

6. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.27, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.27 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R4(2)-27 as shown on Schedule "A", map 1

b) Permitted Use:

- street townhouse dwelling

c) Maximum Height: 11m

d) Minimum Front Yard Depth: 3 m

e) Minimum Interior Side Yard Width: 1.5 m, except that no side yard width shall be required on the side where individual street

townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

f) General Use Regulations:

- i) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- ii) A minimum sight triangle of 3m by 3m shall apply.
- iii) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- iv) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- v) No side yard width shall be required along the side where individual street townhouse dwelling units on abutting lots are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute such part of such common wall or direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- vi) Where a lot or block in the Residential Fourth Density (R4) zone abuts a lot or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than

providing a planting strip in accordance with the provisions in section 3.14.

7. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.28, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.28 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R4(2)-28 as shown on Schedule "A", map 1

b) Permitted Uses:

- Cluster townhouse dwelling
- Cluster back-to-back townhouse dwelling
- Cluster stacked townhouse dwelling
- Cluster apartment dwelling

c) Definitions:

- i) **"Back-to-back townhouse dwelling"** means a building that has for four (4) or more dwellings units divided vertically, including a common rear wall and side wall(s), where each unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor; dwelling does not include a rear yard.
- ii) **"Stacked townhouse dwelling"** means a residential building containing four (4) or more dwelling units which are horizontally and vertically separated in a split level or stacked manner, where each dwelling unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor.

d) General Use Regulations:

- i) In accordance with Table 8-6
- ii) Where a lot in the Residential Fourth Density (R4) zone abuts a lot in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a

planting strip in accordance with the provisions in section 3.14.

- iii) Where a lot is created through a plan of subdivision, plan of condominium or consent and where such lot creation, causes the lot as reduced, or any building or structure lawfully erected thereon, as of the date of such lot creation to become non-conforming with any of the requirements of this By-law, then the lot as reduced and any building or structure thereon shall be deemed to conform to the general use regulations of the applicable zone, and provided that no building or structure is erected or altered on the lot subsequent to the lot creation except in accordance with this By-law.

**Table 8-6**  
**Residential Fourth Density R4(2)-28**

<b>Block Regulations</b>	<b>Townhouse Dwelling</b>	<b>Back-to-Back Townhouse Dwelling</b>	<b>Stacked Townhouse Dwelling</b>	<b>Apartment Dwelling</b>
Minimum Block Area	800m <sup>2</sup>	800m <sup>2</sup>	1000m <sup>2</sup>	1000m <sup>2</sup>
Minimum Block Frontage	12.2m	12.2m	12.2m	12.2m
Minimum Setback from a Local Road	6m	6m	6m	6m
Minimum Lot Depth	30m	30m	30m	30m
Minimum Side Yard Width	2.5m②	2.5m②	2.5m plus 1.5m for every storey above the second storey②	6m
Minimum Rear Yard Setback	7.5m	7.5m	7.5m	7.5m
Maximum Lot Coverage	35%	35%	30%	30%
Maximum Height	11m	11m	15m	15m
Maximum Density	36 units per hectare	50 units per hectare	50 units per hectare	65 units per hectare
Minimum Landscaped Open Space	30%	30%	35%	35%

Parking	1.5 parking spaces per dwelling unit <sup>①</sup>	1.5 parking spaces per dwelling unit <sup>①</sup>	1.5 parking spaces per dwelling unit <sup>①</sup>	1.5 parking spaces per dwelling unit <sup>①</sup>
Bicycle Parking	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit

Notes:

① 0.25 of the required spaces per dwelling unit shall be designated visitor parking.

② where the wall contains windows or doors to habitable rooms the minimum interior side yard setback shall be 6.0m.

8. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this \_\_\_\_ day of \_\_\_\_\_, 2020

\_\_\_\_\_  
Mayor – Daniel B. Mathieson

\_\_\_\_\_  
Clerk – Tatiana Dafoe



## Schedule A



## **Attachment**

### **Telephone Conference Call Minutes Draft Plan 31T19-001 & Zone Change Z09-19 January 27, 2021, 7:00 pm to 8:00 pm**

#### **Participants**

- Jeff Leunissen – City of Stratford (moderator)
- Alyssa Bridge – City of Stratford Manager of Planning
- Kristen Barisdale – GSP Group (agent)
- Gary Bromberg – Werner Bromberg Limited (applicant)
- Kevin Brown – Werner Bromberg Limited (applicant)
- Members of the Public:
  - a. Beverly Mason
  - b. John Haldane
  - c. Chris Gaylor
  - d. Stuart MacCuaig
  - e. Bonnie Lindsay
  - f. Claudia and Dave Stott
  - g. Ed Ilowski
  - h. Shawn Leasa
  - i. Bill Haggarty
  - j. Marcel Paradis
  - k. Jaren Eydt
  - l. Paul Schuster

#### **Jeff Leunissen**

- Thanked all the participants for attending.
- Asked everyone to identify themselves before speaking.
- Have, if possible, the three options available for the meeting.
- Advised the meeting was not being recorded but we were taking notes.
- Indicated the call would last no longer than one hour.
- Outlined the meeting agenda:
  - Review of background the application process
  - Review of the options circulated
  - Allow for questions of the options
  - Allow for general questions
  - Review of next steps.

## **Background**

Jeff Leunissen

- Draft Plan of subdivision and zone change applications accepted on September 19, 2019.
- Statutory Public Meeting held on November 12, 2019.
- In response to comments from the public, applications were revised. Revisions were made to applications include reducing requested maximum height, change to proposed grading and a change to the location of the access for the multi-family block.
- Notice of Consideration circulated on November 30, 2020.
- Planning Report submitted to Planning and Heritage Committee on December 14, 2020. Staff recommend approval of the applications with numerous conditions.
- Planning and Heritage Committee resolved that staff recommendation be approved.
- Council, on December 21, 2020, referred the matter to staff for further discussions with area residents.

## **Review of Options**

Kristen Barisdale

- Review of submitted Draft Plan and 2 new options.
- Submitted plan contains 50 single detached dwellings, 12 semi-detached dwellings and 42 townhouse dwelling units backing onto Briarhill properties.
- Based on feedback from area residents including concerns about building height and massing for the proposed townhouses, they worked to lower the maximum height and proposed grading.
- Proposed townhouse dwellings would be “sunset lots” – a larger than normal basement window but not a complete walkout.
- Option 1 contains 6 townhouse blocks, each containing 4 townhouse units (for a total to 28 units) and 8 single detached dwellings between Britannia St the access to the stormwater management pond (walkway).
- Option 2 contains 6 townhouse blocks, each containing 4 townhouse units (for a total to 28 units) and 2 semi-detached lots (4 dwelling units) and 5 single detached dwelling lots between Britannia St the access to the stormwater management pond (walkway).

Bonnie Lindsay

- Why not move the townhouses to another part of the subdivision?

Kristen Barisdale

- A combination of reasons including required grading for the subdivision and excessive lot frontage which would result of the proposed townhouse lots. It

would result in large exterior side yards that are out of character with the remainder of the subdivision. Lastly it would result in a loss of unit count.

## Questions

Shawn Leasa

- Why not move the street next to the property line? These proposals will result in towering buildings next to my property.

Jeff Leunissen

- Having a street abutting the property line would result in an unattractive street design as one side of the street would be multiple rear fences. Secondly, the City's affordable housing project was intended to flank a public street.

Shawn Leasa

- There is a big difference between townhouses and single detached dwelling.
- No other property would have a building as close as me.
- Why is there a different setback in Options 1 and 2 as opposed to the original plan - 14.0 m in place of 14.7m?

Kristen Barisadlae

- That is a drafting error.

Shawn Leasa

- The design doesn't reflect the neighbourhood.
- We are not asking for anything different than currently exists.

Claudia Stott

- Who donated the existing trees?

Bonnie Lindsay

- We love the trees.
- We are not objecting to single detached dwellings or semi-detached dwelling.
- We object to losing sunlight.
- Property values will decrease. No one will convince me otherwise.
- We are opposed to the proposal.
- We will appeal any decision.

John Haldane

- What about the greenspace? We are concerned about the removal of trees.

Jeff Leunissen

- Existing trees need to be removed to grade the lands to deal with stormwater management. Need to get flows into proposed stormwater management pond.

Shawn Lease

- I am concerned how the development will affect services on my property.

Marcel Paradis

- What about the existing chain link fence?

Jeff Leunissen

- There is a condition of draft plan approval that a 6 ft high board-on-board fence be erected on the proposed townhouse blocks.

Marcel Paradis?

- A 6 ft high fence will not provide any privacy.

Shawn Leasa

- My existing shrub crossed the property line by 1 ft. What will happen to by shrub?

Stuart MacCuaig

- I have a question about the proposed sunshine dwellings.
- There will be no privacy with the proposed fencing.
- There are other examples of Bromberg townhouses on O'Loane St. Do We want that.

Beverly Mason

- What will be the cost of a townhouse unit?

Gary Bromberg

- Very difficult to say. They will be market value. Perhaps somewhere between \$400,000 & \$450,000.

Dave Stott

- What is the width of the proposed driveways?

Jeff Leunissen

- Driveway widths will be approximately 2.8 m. Each townhouse dwelling unit will contain 2 parking spaces. One may be in the garage. Additional visitor parking will be available on street. We will ensure there is some visitor parking spaces on the street through the review process.

Dave Stott

- We are concerned there won't be enough parking and will result in cars parked on Briarhill Drive.
- Are they going to park on the round-about? Can the road accommodate the additional traffic?

Jeff Leunissen

- A traffic study was submitted with the application and it did not identify any traffic problems in the immediate area, including the round-about, as a result of this development. The traffic study considered recent new developments. The traffic

study was reviewed by our Engineering Division and was accepted. The additional traffic will not affect the functionality of Britannia St or the round-about.

Jeff Leunissen

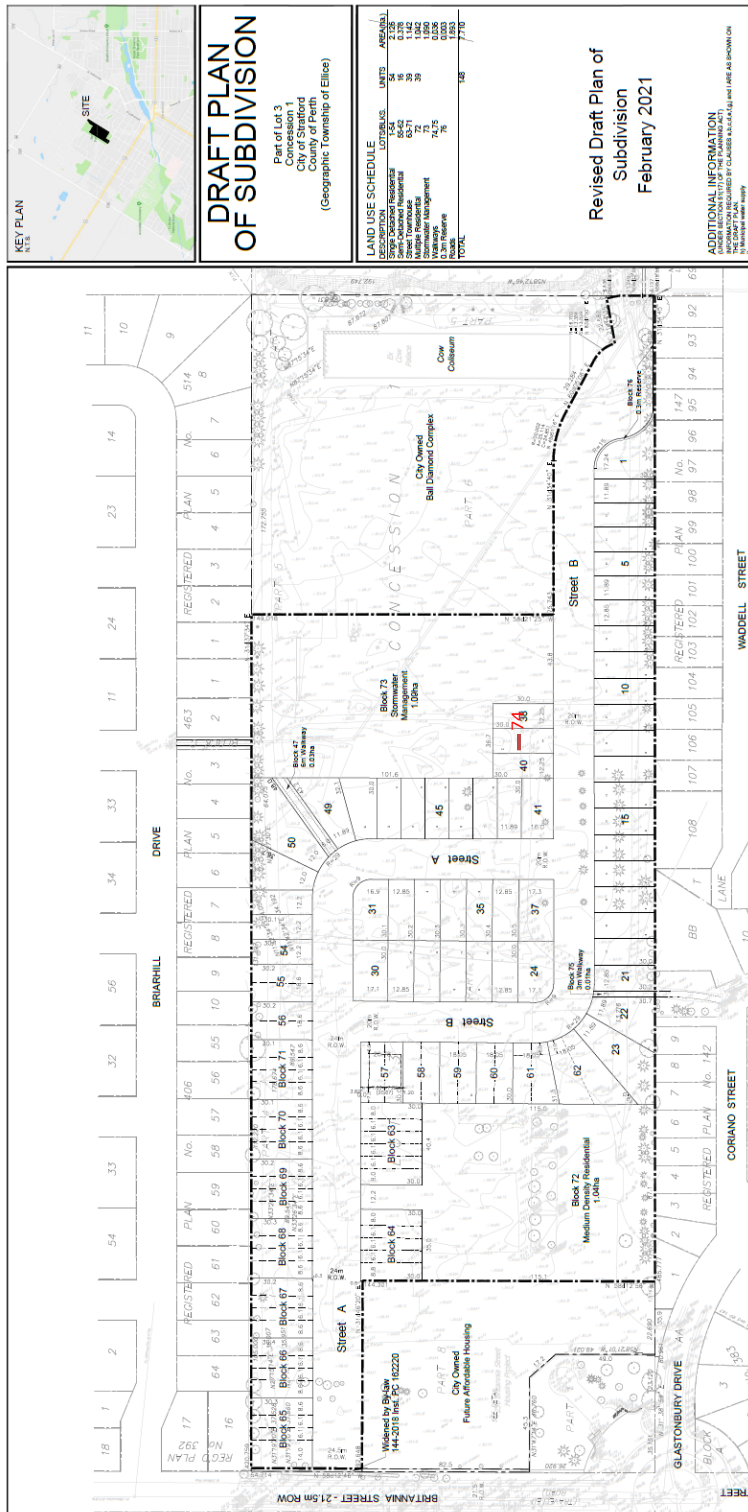
- Outlined next steps including that there will be a report to Council.
- Given Council deadlines, I don't expect any report going to Council before February 22, 2021.
- If participants send me their email, I will send you a copy of the report.

Bonnie Lindsay

- Will you include in the report that we are opposed to the plan? We are opposed to because:
  - the height of the buildings,
  - that it will affect visibility,
  - it will block out sun (there will be a wall effect),
  - they will remove existing trees,
  - we will be seen in our back yards by 70 or 80 people.
- Why not put greenspace along the back of our properties? We are turning into Mississauga.

Prepared by: Jeff Leunissen

## Recommended Red Line Amended Draft Plan





## MANAGEMENT REPORT

<b>Date:</b>	December 4, 2020
<b>To:</b>	Mayor and Members of Council
<b>From:</b>	Jeff Leunissen, Interim Manager of Planning
<b>Report#:</b>	PLA20-009
<b>Attachments:</b>	None

**Title:** Planning Report on Draft Plan of Subdivision 31T19-001 and Zone Change application Z09-19 at 236 Britannia Street

**Objective:** The purpose of this report is to provide staff's evaluation and recommendation on the Draft Plan of Subdivision Application (our file 31T19-001) and Zone Change Application (our file Z09-10) from GSP Group on behalf of Werner Bromberg Limited for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street.

On September 19, 2019, the following applications were deemed complete and accepted.

### Zoning By-law Amendment

The proposed zone change application is to change zoning on the above-described subject lands from an Institutional/Future Residential-Special (IN/FR-1) Zone to a Residential Second Density R2(2) Special Provision Zone, a Residential Fourth Density R4(2) Special Provision Zone and a Park (P) Zone.

Special provisions to the R2(2) regulations have been requested to allow single and semi-detached dwellings to have: a minimum front yard depth of 4.5m, an exterior side yard width of 3m, a minimum interior side yard width of 1.5m, a maximum lot coverage of 50%, and a maximum height of 12m.

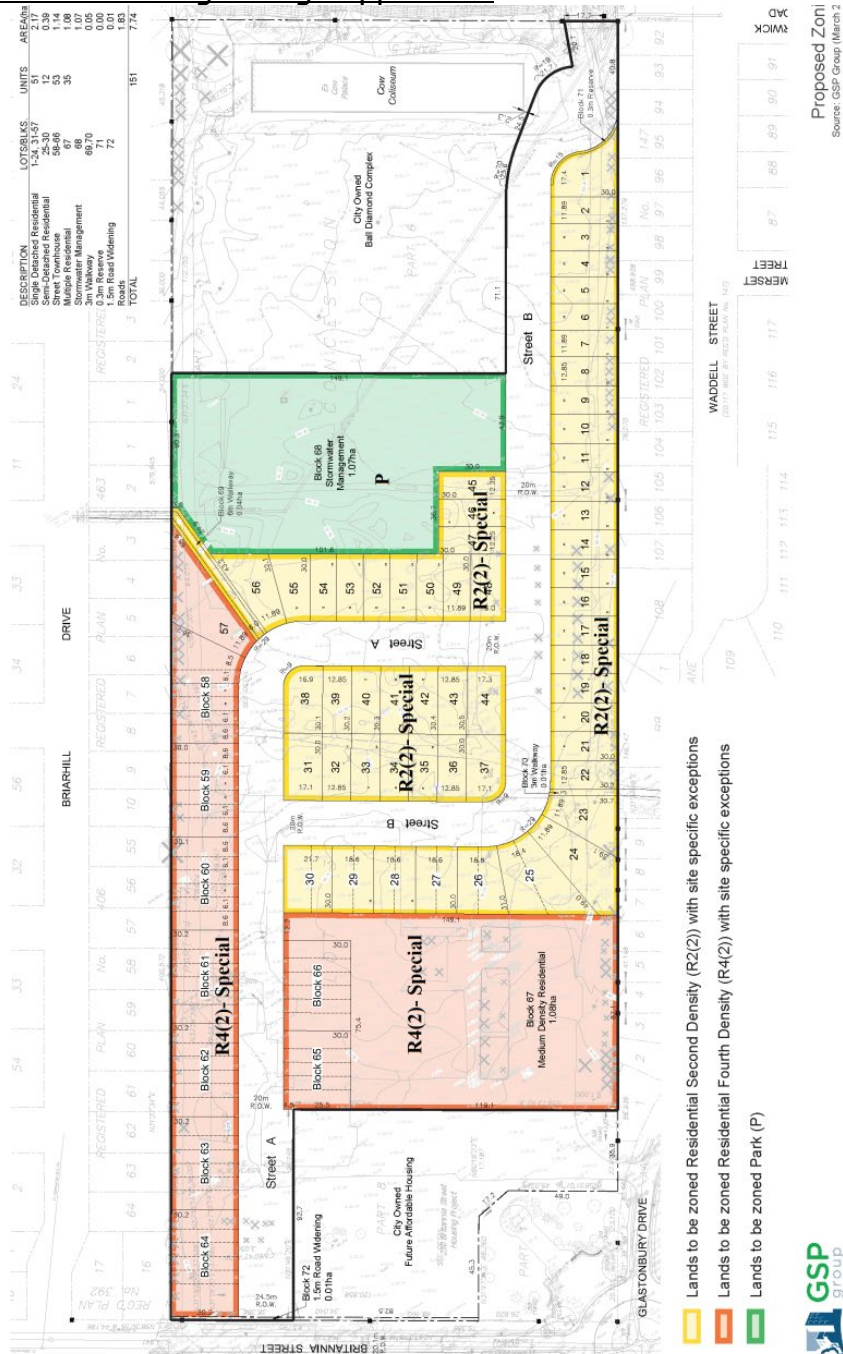
Special provisions to the R4(2) regulations have been requested to allow townhouse dwellings to have a minimum lot depth of 25m, a minimum front yard setback of 4.5m, a minimum exterior side yard of 3m, a minimum side yard width of 1.5m, a minimum rear yard setback of 6m, a maximum lot coverage of 55%, a maximum height of 12m and to allow street townhouse dwellings to have a minimum front yard setback of 4.5m, a minimum exterior side yard setback of 3m, a minimum interior side yard setback of 1.5m, maximum lot coverage of 55% and maximum height of 12m.



## Draft Plan of Subdivision

The proposed plan of subdivision contains 51 single detached dwelling lots, 6 semi-detached lots, 9 street townhouse blocks, 1 multi-unit residential block, 1 stormwater management block, 1 0.3m reserve block and 2 walkway blocks all served by 2 new local roads. The lands are projected to be able to accommodate approximately 151 dwelling units. The lot frontages for single detached dwelling lots range from approximately 11.9m-17.4m.

## Original Draft Plan and Zoning Change Application



Supporting material:

- Planning Justification Report: Stratford Fairgrounds, prepared by GSP July 2019
- Preliminary Servicing Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, June 2019
- Preliminary Stormwater Management Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, June 2019
- Traffic Impact Study: Stratford Fairgrounds, prepared by Paradigm Transportation Solutions, December 2018
- Overall Vegetation Management Plans, Stratford Fairgrounds, prepared by GSP March 2019

The applicant, on July 17, 2020, November 17, 2020, and November 26, 2020, requested revisions to the Zone Change Application. Specifically, the revised Zone Change Application is to following Zones:

- R1(5)-A - minimum front yard depth of 3 m (9.8 ft), minimum interior side yard depth of 1.5 m (4.9 ft) and a maximum height of 11 m (36 ft);
- R1(5)-B - minimum front yard depth of 3 m (9.8 ft), minimum interior side yard depth of 1.5 m (4.9 ft) and a maximum height of 11.5 m (37.5 ft);
- R2(2)-A - minimum front yard depth of 3 m (9.8 ft), minimum interior side yard depth of 1.5 m (4.9 ft) and a maximum height of 11.5 m (36 ft);
- R4(2)-A - minimum front yard depth of 3 m; and a maximum height of 11 m (36 ft); and,
- R4(2)-B - a mix of regulations intended to accommodate cluster housing including townhouse dwellings to a maximum density of 36 units per hectare (12 unit per acre) and a maximum height of 11 m (36 ft); back-to-back townhouse dwellings to a maximum density of 50 uph (20 upa) and a maximum height of 11 m (36 ft); stacked townhouse dwellings to a maximum density of 50 uph (20 upa) and a maximum height of 15 m (49.2 ft); and apartment dwellings to a maximum density of 65 uph (26.5 upa) and a maximum height of 15 m (49.2 ft). Parking shall be at a rate of 1.5 parking spaces per dwelling unit.
- the proposed stormwater management facility will continue to be zoned Park (P). (Planning Note – the proposed Zone letters listed above will be replaced with numbers when incorporated into the City’s Comprehensive Zoning By-law.)

On October 27, 2020, a revised proposed plan of subdivision was submitted. The revised plan contains major changes: 50 single detached dwelling lots in place of 51 single detached dwelling lots and Street “A” between Block 64 and Street “B” has a width of 24.0 m in place of 20 m. Minor changes included revised 0.3 m reserve blocks and There were two changes to Plan.



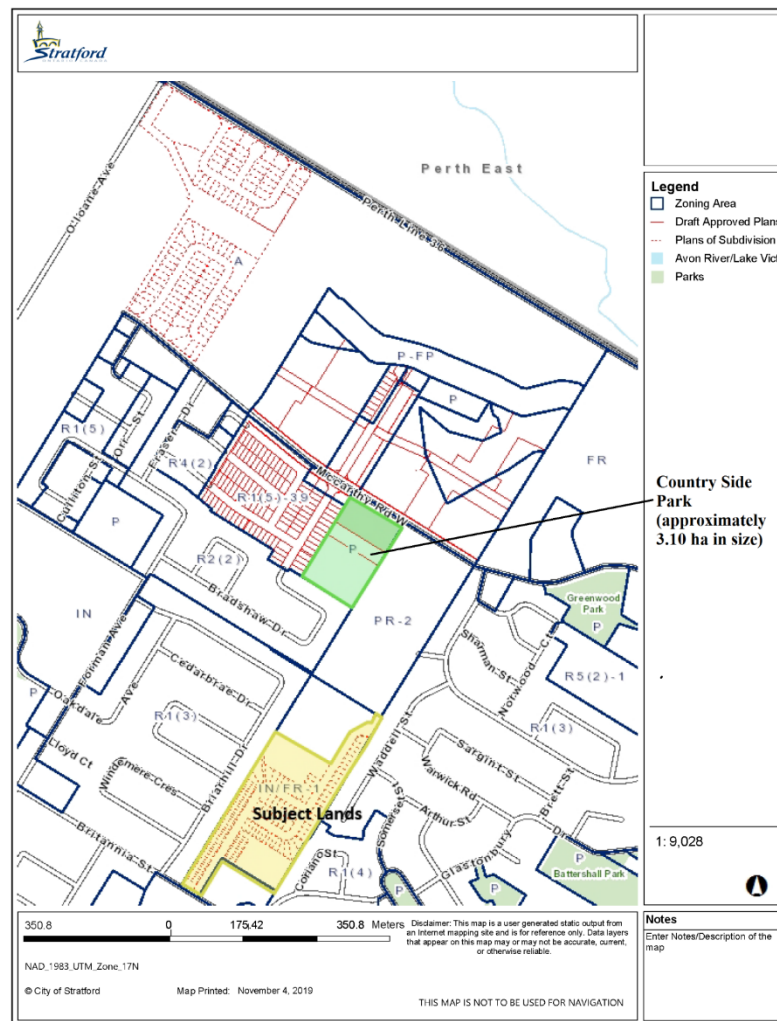
### Additional supporting material:

- Preliminary Servicing Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, Revised April 2020
- Preliminary Stormwater Management Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, Revised April 2020
- Traffic Impact Study: Stratford Fairgrounds, prepared by Paradigm Transportation Solutions, December 2018/August 2020
- Street cross-sections, prepared by Meritech Engineering, May 2020

### Background:

**Subject Site:** The subject lands are located on the north side of Britannia Street between Churchill Circle and Briarhill Drive. The Draft Plan of Subdivision and Zoning By-law Amendment applications affect a 7.71 ha property legally described as Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 in the City of Stratford. The lands are municipally known as 236 Britannia Street.

### Location Map showing additional lands





Site Characteristics:

Existing Use: vacant land (formally the Stratford Fairgrounds)  
 Frontage: Britannia Street 54.7m (179.46 ft)  
 Depth: approximately 420m (1,377.95 ft)  
 Area: 7.71 ha (19.05 ac)  
 Shape: Irregular

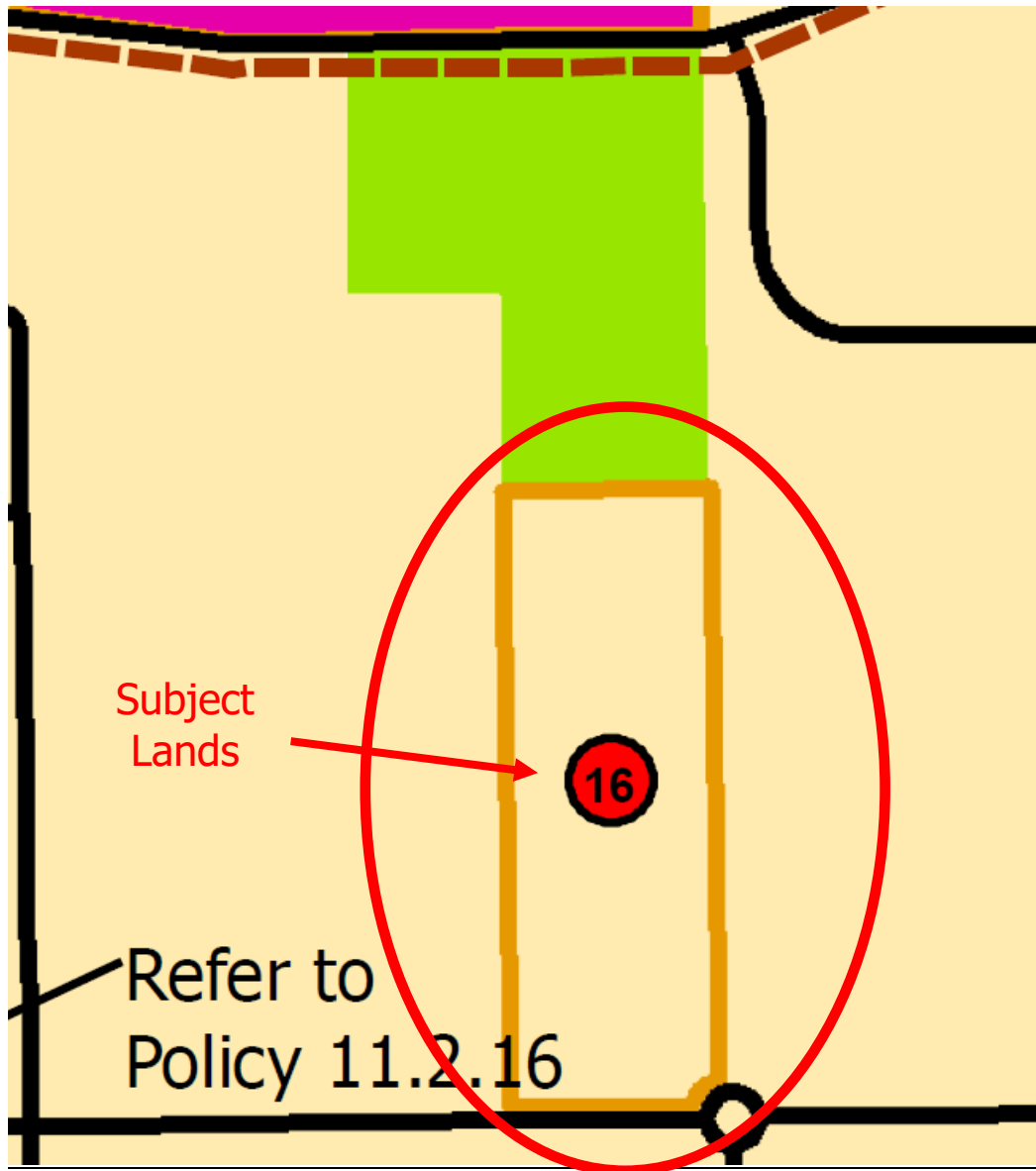
Surrounding Land Uses:

North: Rotary Complex (City Owned Lands)  
 East: Single Detached Dwellings and Apartment Dwelling (Residential)  
 West: Single Detached Dwellings (Residential)  
 South: Apartment Dwellings (Residential)

Subject lands, taken from Britannia Street (October 2019)Official Plan

The lands are designated 'Residential Area-Special Policy 16' in the Official Plan. The special policy also outlines that, in addition to the Residential Area policies of Section 4.5, future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings, and future development shall provide a public road access to the City of Stratford Rotary Complex. Britannia Street is classified as a collector road.

Excerpt of Schedule A of the Official Plan



**Legend**

**General Land Use Class**

- Agricultural Area
- Commercial Area
- Downtown Core
- Gateway Mixed-Use Area
- Industrial Area
- Medium Density Residential
- Medium Density Residential Special
- Parks and Open Space
- Residential Area
- High Density Residential

- Special Study Area Section 11.2.16
- Factory District Area (Section 4.9)
- Grand Trunk Anchor District Overlay (Refer to Section 4.11)
- Built Boundary
- Municipal Boundary
- Gateway Areas
- Regulatory Flood Hazard
- Special Policy Areas

### Zoning By-law

The subject lands are currently zoned Industrial/Future Residential-Special (IN/FR-1). The Institutional/Future Residential-Special (IN/FR-1) zone permits a trailer camp and all of the uses permitted in the Institutional IN Zone such as an auditorium, business office, hospital, post-secondary school, recreation park, etc.

### Agency Comments

Circulation of the application to various agencies produced the following comments:

#### City of Stratford Infrastructure and Development Services Department – Engineering Division:

##### *Zone Change:*

- Engineering has the following concerns with the proposed amendments:
  - Staff has no objection to reducing the front yard setback in the Zoning By-law provided all garages are set back 6 m from the road allowance. There is no parking over the sidewalk or boulevard.

##### *Draft Plan of Subdivision Comments:*

- General:
  - The 0.3m reserve, Block 71, should extend across the rear of existing lots 92, 93, 94 Registered Plan No. 147 (Waddell Street to the east of Block 71).
- Preliminary Servicing Report, Former Stratford Fairgrounds Subdivision Redevelopment, Meritech, June 2019:
  - Watermain design - the Developer will be responsible for the costs of a hydraulic assessment completed by the City's consultant.
  - The Street A entrance at Britannia Street shall be designed with a centre median to the satisfaction of the City. Prior to preparing conditions of draft approval, a concept of the entrance from Britannia Street to show how it fits in the road allowance and how it impacts the townhouse lots is required.
  - Sanitary Servicing – the information provided does not support servicing the subdivision by gravity at this time. For staff to prepare conditions of draft approval that do not require a pumping station, revisions to the preliminary servicing report are required. If a pumping station is required, revisions to the draft plan are required to show a pumping station block.
- Traffic:
  - Sidewalks will be required on at least one side of the street on local roads.
  - The Traffic Impact Study does not include traffic resulting from the connection to the Rotary Complex. Prior to preparing draft plan conditions, the traffic study shall be updated to:
    - include traffic from the Rotary Complex;
    - confirm if Street B will function as a local road, and
    - identify any design recommendations to ensure the street functions as intended.
- Preliminary Stormwater Management Report, Meritech, June 2019:

- The stormwater management facility will be required to be wholly constructed in one phase, although some of the typical plantings required of a wet facility may be delayed until after the facility has been cleaned out.
- Minor technical revisions required to the report may be accommodated during design.
- Storm servicing – major overland flow routes must be provided for all rear yards. Major overland flow routes shall not negatively impact adjacent existing properties.

#### Revised Comments – June 25 and July 27, 2020

##### Preliminary SWM Report, June 2020

- technical revisions required to the report may be accommodated during design
- works will be required on lands external to the subdivision (Rotary complex lands) to provide the ultimate overland flow route

##### Preliminary Servicing Report, April 2020

- Technical revisions are required to the report, and may be accommodated during design
- Proposed servicing will result in a small number of units requiring grinder pumps to provide sanitary servicing
- Works will be required on lands external to the subdivision (Rotary complex lands) to provide second watermain connection
- Entrance design – the concept must be revised to remove curbface sidewalk and replace with standard sidewalk

##### Traffic Impact Study

- The TIS is acceptable. Engineering accepts the proposed addition to the TIS addressing the function of Street B during day-to-day use and large events.

Engineering Division has reviewed the revised Draft Plan, Reports and conditions of Draft Plan approval and has no objections. Engineering Division has no objection to the revised Zone Change.

#### Huron-Perth Catholic District School Board

- No concerns

#### Upper Thames River Conservation Authority – October 28, 2019

- No objection to the draft plan of subdivision and zoning by-law amendment. While we have no objection to the applications, we have yet to complete our review of the Stormwater Management Report. Comments will be provided relating to stormwater management once they have been finalized.



Upper Thames River Conservation Authority - November 2, 2020

- The UTRCA has no objections to the draft plan provided the Owner complies with City & MECP (Ministry of Environment, Conservation and Parks) requirements.

Township Of Perth East

- The Township of Perth East has received the City of Stratford Planning Department Circulation (Stratford file nos. 31T19-001 and Z09-19) and will provide formal comments, if any, to the City of Stratford following review and consideration of the above-noted applications by Council for the Township of Perth East at its regular scheduled meeting on November 5, 2019.

Bell Canada

- The following paragraph is to be included as a condition of approval:  
"The Owner shall indicate in the Agreement, in words satisfactory to Bell Canada, that it will grant to Bell Canada any easements that may be required, which may include a blanket easement, for communication/telecommunication infrastructure. In the event of any conflict with existing Bell Canada facilities or easements, the Owner shall be responsible for the relocation of such facilities or easements".
- We hereby advise the Developer to contact Bell Canada during detailed design to confirm the provision of communication/telecommunication infrastructure needed to service the development.

Canada Post

- Canada Post will provide mail delivery service to the subdivision through centralized Community Mail Boxes (CMBs).
- Canada Post will provide mail delivery to any apartments through a centralized Lock Box Assembly.
- Where there are any multi-unit buildings with common indoor entrance(s) the developer must supply, install and maintain the mail delivery equipment within these buildings to Canada Post's specifications.
- Please provide Canada Post with the excavation date for the first foundation/ first phase as well as the date development work is scheduled to begin. Finally, please provide the expected installation date(s) for the CMB pads.

Hydro One

- No comments or concerns at this time.

Public Comments:

Notice of Application and of the Public Meeting was sent to 211 abutting property owners on October 8, 2019. Notice was also published in the Beacon Herald on October 12, 2019. A Public Meeting was held on November 12, 2019. Seven responses, 6 letters and one petition with 20 signatures from 15 properties were received prior to the public meeting. Concerns with the proposal have been grouped into the following areas: concerns with the loss of greenspace, concerns with special provisions to the zoning by-law, lot sizes (they are smaller than in the abutting neighbourhood), the mix of uses (townhouses), grading,

utilities/services, and traffic. Others expressed concerns it would alter the quality of life in the neighbourhood.

At the Public Meeting six individuals addressed Council on this matter. The six individuals raised the need for pedestrian access, concerns with the size of lots, concerns with the height and massing (particularly of the townhouse dwellings proposed for the west side of Street "A"), concerns with increased traffic, concerns about the possibility of flooding, concerns with the proposed grades, lack of privacy, the request to keep as many trees as possible and that the townhouses would not be in keeping with the character of the area.

On November 30, 2020 Notice of Consideration was sent to those individuals who replied to the Notice of Application, signed the petition or signed in at the public meeting. As of the date this report was prepared, several individuals responded to the Notice of Consideration. Two new issues were raised in response to the Notice of Consideration: possible impacts with the hydro service along the west boundary of the subject lands and impact on property values.

A more detailed review of the public comments is included in the Analysis section of this report.

#### History

On March 8, 2011 a Record of Site Condition certification was issued for the former subject lands. The Record of Site Condition identified the future use as Residential.

In May 2013, the City issued a Request for Proposals for the former Stratford Fairground lands. No bids were received. In response the City undertook a Stormwater Management Study, a Sanitary Servicing Study and initiated a review of the Official Plan policies for the site. The Stormwater Management and Servicing Studies were completed in February 2015. On July 26, 2016, Council adopted site specific Official Plan policies for these lands. The site specific policy, Special Policy Area No. 16, provides additional guidance on these lands are to be developed.

On August 23, 2017, the City issued a second Request for Proposals for the former Stratford Fairground lands. Six bids were received and Werner Bromberg Limited was the successful bidder.

On February 12, 2018, the City adopted a Zoning By-law Amendment for a portion of the former Fairground lands fronting onto Britannia Street from Institutional/Future Residential Special to Residential Fifth Density -Special R5(1)-17 to permit apartment buildings to a maximum density of 100 units per hectare (40 units per acre) and a maximum height of 15 m (49.2 ft). There were no appeals to this Decision. This portion of the lands were subsequently severed and developed for a 35-unit apartment building by the City of Stratford.

### **Analysis: Existing Situation**

The subject lands are vacant of buildings and structures, flat, and have an area of 7.71 h (19.05 ac). The lands have approximately 54.7 m (179.4) of frontage on Britannia Street. Numerous trees of various sizes and in a range of conditions can be found along the perimeter of the property. When large gatherings occur at the Rotary Complex, the subject lands are used for temporary parking.

Surrounding the lands are a mix of uses including single detached dwellings, apartment dwellings, and a large institutional use (Rotary Complex). Country Side Park is situated within 300 m of the subject lands. Avalon Park and Glastonbury Park are also located in near the subject lands. Both elementary and secondary schools can be found in the vicinity of the subject lands. St. Aloysius Catholic Elementary School is located approximately 200 m south of the subject lands and Stratford District Secondary School is approximately 500 west of the subject lands.

Full municipal services are available to the subject lands.

There are no site characteristics that prohibit development of the subject lands. The subject lands are considered suitable for residential development.

### **Provincial Policy Statement**

The Province of Ontario has issued a Provincial Policy Statement (PPS) under Section 3 of the Planning Act. The PPS came into effect on May 1, 2020. Generally, planning applications not decided before this date "shall be consistent with" the May 2020 PPS.

Applications 31T19-001 and Z09-19 must be reviewed against, and deemed to be consistent with, the May 2020 PPS in order to be approved by Council.

The PPS provides policy direction on matters of provincial interest related to land use planning and its policies are separated into three categories: Building Strong and Healthy Communities, Wise Use and Management of Resources and Protecting Public Health and Safety. Each of these areas will be reviewed below.

**Building Strong and Healthy Communities** – The collection of policies in this section of the PPS promote efficient land use and development patterns. These policies direct growth to identified growth areas; promote the efficient use of land including intensification, redevelopment and compact urban form; avoidance between major facilities and sensitive land uses and if avoidance is not possible, mitigation; to provide for an appropriate range and mix of housing options to meet the need of current and future residents of the regional market area; promoting healthy, active communities; adequate public services including sewage, water and stormwater; and promoting safe, energy efficient transportation systems. Numerous Building Strong and Healthy Communities policies are applicable to the proposed development as it is within an identified settlement area, it will allow for the intensification of vacant institutional lands, it contains a mix of housing types which will broaden the housing options in the community, it is in close proximity to park and

institutional uses, it will be on full municipal services; and it will have good transportation connections, including a connection to Stratford Transit. The proposed development is considered in keeping with the Building Strong and Healthy Communities policies of the PPS.

Wise Use and Management of Resources - The collection of policies in this section of the PPS outline provincial interest in the areas of natural heritage, water, agriculture, minerals and petroleum, mineral aggregate resources and cultural heritage and archaeology. The existing vegetation on site does not meet the PPS definition of natural heritage system. No archaeological assessment was requested with this application because the lands were previously disturbed when developed, and occupied, as the Stratford fairgrounds. There are no Wise Use and Management of Resources policies applicable to this proposal.

Protecting Public Health and Safety – The collection of policies in this section of the PPS promote prosperity, environmental health and social well-being by directing development away from natural and human made hazards. There are no natural hazards applicable to the subject land. Upon completion of a Record of Site Condition for residential development in 2011, it can be confirmed there are no man-made hazards which would impact the environmental health or social well-being of future residents. There are no Protecting Public Health and Safety policies applicable to this proposal.

The proposed development is considered to be consistent with the May 2020 Provincial Policy Statement.

#### Official Plan

As noted above, the lands are designated 'Residential Area - Special Policy Area 16' in the Official Plan. The primary use of lands designated 'Residential Area' shall be single detached, semi-detached and duplex dwellings. In addition, medium density residential uses including small lot single detached, semi-detached, duplex, triplex and townhouse dwellings; low rise apartments; and back-to-back and stacked townhouse dwellings may be permitted subject to the policies of Section 4.5.3. Lands within Special Policy Area 16 are subject to the following additional policies:

- New residential development shall have a minimum net density of 25 units per hectare (10 units per acre);
- Future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings; and,
- Future development shall provide a public road access to the City of Stratford Rotary Complex.

Britannia Street is classified as a collector road.

As the applicant has submitted both a draft plan of subdivision application and a zone change application, both applications will be evaluated against the policies of the Official Plan, specifically Special Policy Area 16, Section 4.5 Residential Area and Section 4.5.3.2 New Residential Areas.

Zone Change – Special Policy Area 16 directs that future residential development shall have a minimum net density of 25 units per hectare (10 units per acre). The revised requested zoning to allow a mix of single detached, semi-detached, street townhouse and cluster dwellings will allow residential development to a net density of approximately 32 units per hectare (13 units per acre). Single detached dwelling to the east of the subject lands generally have a lot area that range from 367 m<sup>2</sup> to 525 m<sup>2</sup> and on the west side of the subject lands approximately 625 m<sup>2</sup>. These result in net densities of 27.2 units per hectare, 19 units per hectare and 16 units per hectare respectively. If the entire subdivision were to consist of small-lot single detached dwellings, it would meet the required minimum density requirement of Special Policy Area 16. However, doing so would not satisfy the Official Plan policies of providing for a range of housing types and housing forms in each community. In order to meet, or exceed, the minimum density provision, the lands would be expected to contain a mix of dwelling types including small-lot single detached dwellings, duplex dwellings, semi-detached dwellings, and multi-dwelling buildings such as townhouse dwellings or low rise apartment buildings.

Special Policy Area 16 requires future buildings to have a form, massing and appearance that is consistent with the character of adjacent buildings. Surroundings lands contain a mix of single detached and apartment dwellings and the City's Rotary Complex. These buildings vary in height and mass. Single detached dwellings along the east side of the subject lands are predominately 1 storey dwellings with some 1½ dwellings. Along the west side of the subject lands, the dwelling types are predominately 1½ and 2 storey buildings and including side splits, back splits and raised ranches. The revised requested zoning would allow a range of multi-unit housing forms in the southern third of the subject lands and along the west side of Street "A". Locating multi-unit dwellings along the southern third of the property, near to Britannia Street, will result in future buildings having a form, mass and appearance that is consistent with existing buildings on both sides of Britannia Street.

Multi-unit dwellings proposed along the west side of Street "A" can have a form, massing and appearance that is comparable with adjacent buildings on Briarhill Drive if appropriate zoning regulations are applied. Properties along Briarhill Drive properties are zoned to permit a maximum height of 10 m and proposed street townhouse dwellings on the west side of Street "A" are proposed to have a maximum height of 11 m. The applicant has requested an increase in maximum height because regrading of the subject lands is necessary to accommodate stormwater to City standards. Allowing a small difference in maximum height in the Zoning By-law does result in non-conformity with the Special Policy Area. The Residential First Density R1(3) Zone applied to the properties on Briarhill Drive and the recommended R4(2) \_\_ Special Provision Zone applied to the street townhouse blocks on the west side of Street "A" require a minimum rear yard depth of 7.5 m (26.6 ft)

In addition to zoning provisions, ensuring future buildings have a form, mass and appearance that is consistent with the character of the area will be achieved through conditions of draft plan approval and site plan approval. The separation distance between

buildings on Briarhill Drive varies from 3 m to 7.5 m, building exteriors are comprised of a mix of brick and siding and most properties have surface parking along one side of the building. (Some properties containing detached garages.) Property boundaries are delineated by a variety of fence types. Through the recommended conditions of draft approval and a future site plan approval process, staff and the property owner will be required to incorporate many of these elements including, minimum separation between buildings and a mix of building materials and fencing. It is staff's belief that it is not the intent of the Special Policy Area 16 that future buildings mirror the form, massing and appearance adjacent buildings but rather that they contain similar elements.

It is expected future street townhouse dwellings will contain a built-in garage. While this trait differs from existing dwellings units in the area, it can result in a positive change as it will minimize the amount of surface parking between the building and street. Additional zoning regulations are recommended to ensure any future garages and driveways do not dominate the streetscape and allows for on-street parking opportunities. Existing provisions in the By-law will prevent widening of driveways that do not lead to a parking space.

The requested and recommended zoning regulations, together with appropriate conditions of draft approval and site planning, will result in residential development that is considered to be in conformity with Special Policy Area 16.

The Goals and Objectives of Residential Areas, as outlined in Section 4.5, require development to adhere to sound planning principles including servicing, traffic, site design, having new residential neighbourhoods create a sense of identity and that there be parks and open space within a convenient safe walking distance. The recommended zoning and conditions of draft plan of subdivision approval will ensure the proposed development is adequately serviced, in compliance with City standards and does not impact traffic flows on area roads beyond their designed intent. Similar special provisions to the zoning are being applied throughout the subdivision to strengthen its sense of identity. Parks and community facilities are near the subject lands. The recommended zoning by-law amendment is considered to be in conformity with Section 4.5 of the Official Plan.

Section 4.5.3.2 of the Official Plan requires significant redevelopment applications to contain a mix of development forms and densities and include primarily street-oriented in design. The recommended zoning amendment contains a special provision to permit buildings 3 m (9.8 ft) from the front lot line. Similar front yard setbacks have been applied successfully in other municipalities to encourage street-oriented design. While this standard has not been applied to a subdivision in Stratford, the subject lands are considered a good location to test whether this standard can achieve a street-oriented design that is encouraged by the Official Plan as it is a relatively small subdivision and this standard will be applied to all lots and street townhouse blocks.

Britannia Street is classified as a collector street. The Official Plan encourages multi-unit forms of housing to be directly accessible or in close proximity to collector streets. The

recommended zoning will permit multi-unit forms of housing in close proximity to Britannia Street in conformity with the Official Plan.

The recommended Zoning By-law Amendment is considered to be in conformity with the policies of the Official Plan.

Draft Plan of Subdivision -The proposed Draft Plan contains a mix of lots/blocks which would support a mix of housing types. The total number of dwelling units expected is approximately 152, which would result in a net density of approximately 32 units per hectare (13 units per acre). Street and cluster townhouse dwellings are proposed predominately along the southern third of the subdivision near apartment dwellings situated along Britannia Street. Street townhouse dwellings are also proposed along the west side of Street "A" abutting single detached dwelling lots on Briarhill Drive. It is not uncommon for street townhouse dwelling lots to abut single detached dwelling lots in Stratford. For example, street townhouse dwellings abut single detached dwellings on Davidson Drive. Situating street townhouse and single detached dwellings next to each other can be compatible provided appropriate zoning regulations and site planning is undertaken.

The proposed draft plan does provide a road connection to the City's Rotary complex.

The proposed draft plan is considered in conformity with Special Policy Area 16.

The Goals and Objectives for Residential Areas, as set out in Section 4.5.1 iii), include achieving a mix in housing types in order to provide, among other things, maintenance of municipal services and facilities. To achieve this requirement, Standards have been adopted by the City to manage stormwater and sanitary sewers. The recommended conditions of draft plan approval will ensure the proposed development is built in accordance with these Standards and appropriately manages stormwater by directing flows to a new stormwater management facility within the proposed plan (Block 67).

Section 4.5.3.2 of the Official Plan directs significant redevelopment areas contain a mix of development forms and densities, be street oriented, adjacent to collector roads, parks and community facilities, contain a modified rectangular road pattern, and contain linkages to parks and community facilities. The proposed draft plan satisfies the policies of Section 4.5.3.2 as it contains a mix of development forms and densities, it has frontage on a collector road, is in close proximity to County Side Park and the City's Rotary complex and is interconnected to parks and community facilities through a combination of public streets and walkways. The proposed draft plan is considered to be in conformity with Section 4.5.3.2 of the Official Plan.

#### Zoning By-law Amendment

The Applicant has requested several site-specific zoning regulations. It is not uncommon to apply site specific regulations in new subdivisions to: 1) ensure consistent standards throughout the development; and, 2) to reflect current standards in subdivision design.

(Note: one of the reasons the City is undertaking a comprehensive review of it's Comprehensive Zoning By-law is to apply new standards in conformity with the updated Official Plan and to reflect current practices.) The most noteworthy special provisions are reviewed below:

Front Yard Depth – As noted above, it is recommended the minimum front yard depth be 3 m (9.8 ft) for lots and street townhouse blocks. This standard is recommended to encourage street-oriented development.

### Building Cross-Section



Height - The applicant is requesting an increase in the maximum height. Allowing an increased maximum height is, in part, necessary to recognize changes in the grade to allow the development to be serviced in accordance with City standards. As shown on the adjacent building cross-section, the maximum building height would be approximately 10m were it not for the need to alter grades to manage stormwater. Increased maximum building heights have been applied elsewhere in the City including the proposed subdivision on the west side of O'Loane Avenue (opposite Sobeys) and the proposed townhouse development at 355 & 365 Douro Street and is considered appropriate. The requested increase in maximum building height to 11 m (36 ft) will allow for the proper servicing of the site and is considered appropriate.

Exterior Side Yard Depth – Exterior side yard setbacks assist in maintaining sightlines and a streetscapes, particularly where a rear lot line abuts a side lot line. Where a rear yard lot



line abuts another rear lot line there are no sightlines to maintain. Allowing a reduced exterior side yard depth where rear lot line abuts another rear lot line is considered a more efficient use of land and is an example of a standard proposed to be, but not yet, included in the City's Comprehensive Zoning By-law. The recommended exterior side yard depth special provision will match the front yard depth on adjacent lands which will result in a consistent streetscape and sightlines.

Garage Projections/Garage Area – Current development practices for single detached, semi-detached and street townhouse dwellings often include attached garages. While attached garages meet new buyer's expectation and can result in improved streetscapes because they provide an opportunity to screen a vehicle from view, they can negatively impact streetscapes when the garage dominates the front façade. In order ensure the garages do not the streetscape, staff is recommending provisions in the zoning which limit the width of the garage as a percentage of the front façade. While it is recommended building setback be 3 m, garages must be set back 6m to allow a vehicle to be parked between the garage and the road allowance. The recommended special provisions are considered appropriate to meet the needs of the future residents, protect the streetscape and implement the policies of the Updated Official Plan.

Zoning Regulations for Cluster Block 66 - Current development practices for cluster housing are not reflected in the Residential Fourth Density R4 Zones of the Comprehensive Zoning By-law and as a result staff is recommending a set of special provisions for this Block. The site specific zoning regulations will permit townhouse dwellings to a maximum density of 36 units per hectare (15 units per acres), back-to-back townhouses and stacked townhouses to a density of 50 unit per hectare (20 units per acre) and apartment dwellings to a maximum density of 65 units per hectare (26.5 units per acre). Townhouses and back-to-back townhouses would be permitted to a maximum height of 11 m (36 ft) and stacked townhouses and apartment dwellings to a height of 15 m (49.2 ft). The adjacent lands to the south zoned Residential R5(1)-17 developed by the City (230 Britannia St) permit apartment dwellings to a density of 65 units per hectare (26.5 units per acre) and a height of 15 m (49.2 ft).

Council has previously adopted similar site specific regulations to permit cluster housing elsewhere in the City, Examples of where site specific regulations have been applied include lands on the west side of O'Loane Avenue, opposite Sobeys; and lands on the north side of McCarthy Road West and opposite Country Side Park/the Rotary Complex. As the Draft Comprehensive Zoning By-law reflects current development standards, fewer special provisions are expected in the future.

The recommended Zoning By-law Amendment is considered good planning.

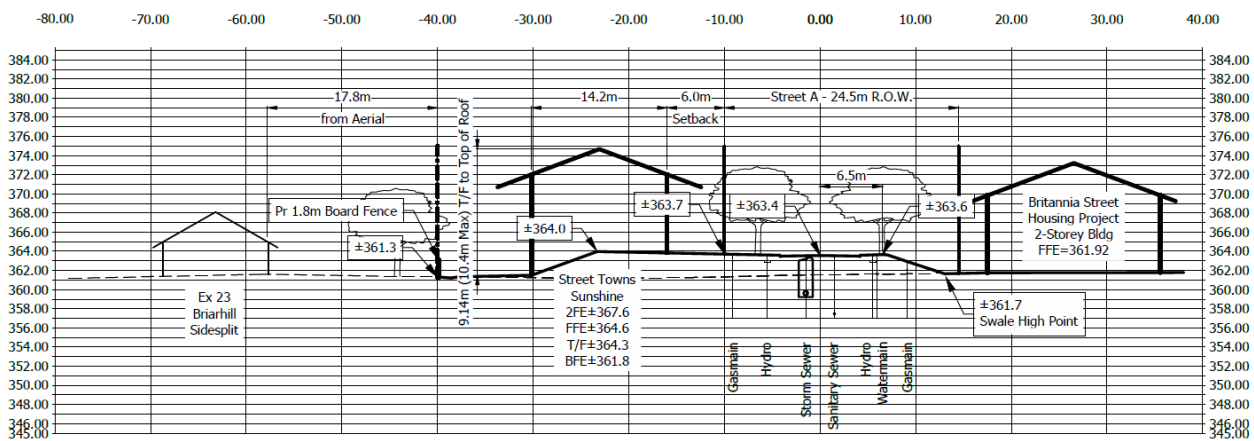
#### Draft Plan of Subdivision

The proposed revised plan of subdivision contains 50 single detached dwelling lots, 6 semi-detached lots, 9 street townhouse blocks, 1 multi-unit residential block, 1 stormwater management block, 1 0.3m reserve block and 2 walkway blocks. The lots and blocks are

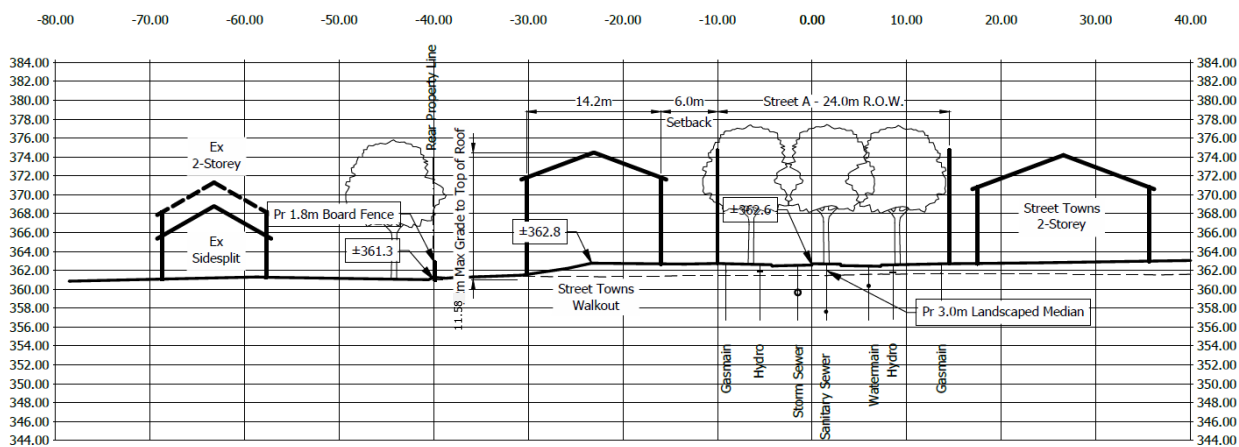
proposed to be served by 2 new streets and will provide a direct road connection to the City's Rotary Complex. The proposed stormwater management facility has been sized to service both the subdivision lands and the Rotary Complex lands. (In accordance with the proposed Offer of Purchase and Sale, the stormwater management facility has been sized to allow for the removal of the dry stormwater management facility on the Rotary Complex lands).

The initial submission anticipated a need to increase grades for portions of the subdivision by over 2 m. Revised submissions have demonstrated the grade need only be increased by approximately 1.2 m (see cross-sections below) "A". It is not possible to reduce the grade further and manage stormwater to City Standards.

### Original Cross-Section



### Revised Cross-Section



Section A-A

The proposed draft plan contains two walkways to facilitate pedestrian movement to both the east and west of the subject lands. It is not possible, or desirable, for road connections to these abutting lands.

Block 66 is considered of sufficient size and shape to accommodate multi-unit development with vehicular and pedestrian connections to Street "A".

The proposed revised draft plan and recommended conditions of draft approval will result in a future residential development that is compatible with existing surrounding uses, that provides a valuable new link to the Rotary Complex and which will meet the needs of future residents and the City of Stratford. The proposed draft plan and recommended conditions of draft approval is considered sound planning.

#### Public comments

Below are the generalized concerns raised by the public and the manner in which they have been addressed:

Loss of Greenspace – While the lands are currently vacant, they are not considered greenspace. The subject lands are comprised primarily of the demolished fairgrounds and are occasionally used for temporary parking. When Council decided to sell the land in 2013, they determined the lands were not needed for park purposes. Further, when selling the lands Council determined the parkland dedication for these lands would be satisfied as cash-in-lieu of parkland. As noted above, there are numerous parks in the area. The road pattern and walkways will facilitate convenient access to parkland and community facilities for both area residents and future residents of the subdivision.

Special Zoning Provisions – It is not uncommon to have special provisions to the zoning in new subdivisions. This is due in part because new development standards are not reflected in the City's current Comprehensive Zoning By-law, such as the policy encouraging street-oriented design. Where appropriate, Council often approves special zoning provisions to facilitate development.

Lot Sizes Too Small / Mix of Uses / Character of Area – People have expressed concerns the lots are too small, they are concerned about the introduction of townhouse dwellings into the area and that the proposed development will change the character of the area. Council has adopted Official Plan policies to achieve a mix of housing types, diversity in housing stock and to protect communities. Protecting communities does not mean homogenous neighbourhoods but rather by providing for a full range of housing choices in both form and affordability. Permitting a mix of lot sizes and uses will protect the needs of the people of Stratford by satisfying the needs of a range of current and future residents and by allowing for residents to age in place.

Special Policy Area No. 16 requires the future development of these lands to be at minimum net density of 25 units per hectare (10 units per acres). It is only possible to achieve the minimum density required by the Official Plan if the development contains a mix of lot sizes and uses.

Grading / Flooding – Area residents raised concerns with the existing drainage problems, the potential for future drainage problems, and the difference in grades between their property and the proposed grades within the subdivision. Since the plan was submitted, changes to the proposed grades have been made which lower proposed grades significantly. In some locations, proposed grades are 1.2 m lower than originally submitted.

All subdivision developments in the City of Stratford are reviewed to ensure they manage their own stormwater in accordance with City Standards. The recommended conditions of draft plan approval require the submission of lot grading and drainage plans. These plans and reports will ensure the subdivision is designed in accordance with City standards. The Owner will enter into a Subdivision Agreement and provide security for this development. The conditions of the Subdivision Agreement do not permit the security to be released until the subdivision is built in accordance with the accepted plans. Staff believe the subdivision review, approval and construction process will ensure future grades will not impact abutting properties.

The Upper Thames River Conservation Authority has not expressed any concerns about flooding on these lands.

Traffic – The applicant was required to submit a Traffic Impact Study (TIS) as part of a complete application. The TIS concludes the following:

- Existing area streets are operating within acceptable Level of Service values;
- The proposed development is expected to generate 83 and 107 new trips during weekday AM and PM peak hours respectively;
- In 2028, background traffic increases are expected to impact the Huron/Forman intersection during the AM peak hour and Huron/Huntingdon intersection during PM peak hours. Total traffic projected for Huron and Huntingdon for northbound movements is expected to operate at Level of Service F;
- No auxiliary turn lanes are warranted through to 2028; and,
- Street “B” will provide emergency access to the Rotary Complex and should be temporarily closed for large events to prevent a large influx of traffic through the development.

The City’s Engineering Division has reviewed the Traffic Impact Study and accepted its recommendations.

The increase in traffic from the proposed development is not significant and will not significantly impact area roads provided the Street “B” connection to the Rotary Complex is temporarily closed during large crowd events.

Height and Mass of Building – Area residents raised concerns with the proposed height and mass of proposed buildings, particularly those abutting Briarhill Drive properties. Since the initial submission, there have been two significant changes affecting height and massing and they are the following:

- 1) the applicant is no longer requesting a special provision to permit maximum height of 12 m. The applicant is requesting an 11 m maximum height, and,
- 2) the proposed grade for the subject lands has been revised, lowering the finished grade by over 1 m in places.

The increase in maximum building height is, in part, required to engineer the site to direct stormwater to the stormwater management facility in accordance with City Standards.

Staff believe the changes noted above will lessen any height and massing impacts on abutting residents.

Lack of Privacy – Area residents expressed concerns with a lack of privacy resulting from the proposed development. Staff believe some of the concerns about lack of privacy relates to original grades and building heights. As noted above, grades and building heights have changes from the original submission.

The Official Plan supports the protection of privacy as it is an objective within Residential Areas to maintain essential neighbourhood qualities of quiet enjoyment and privacy. While the Official Plan does not define “privacy”, it is not intended to mean residents have an expectation that neighbouring properties will not be able to see, for example, into a rear yard. It is intended to mean residents are permitted to use their lands as they wish without interference, provided they comply with municipal by-laws and standards.

The proposed development will permit development within accepted norms and will not interfere with the normal enjoyment of abutting lands for residential purposes. The proposed development will not result in a loss of privacy.

Trees – Comments were received requesting existing trees on the property be retained. Most trees are located along the periphery of the property. Unfortunately given the requirement that all stormwater from the development flow into the proposed stormwater management pond, significant regrading of the subject lands is required. As such it will not be possible to retain existing trees. The Owner will be required to plant street trees. Additionally, through the site plan approval process, the Owner will be required to plant trees on multi-family blocks. Lastly, the recommended conditions of draft approval require the Owner to protect trees on abutting lands.

#### Hydro Service

One resident inquired how the hydro service along the west limit of the subject lands will be impacted by any future development. Notice of the applications were circulated to Festival Hydro and they posed no objections to the applications.

There are no overhead wires along the west side of the subject lands and prior to transferring the lands to Werner Bromberg Limited, an easement in favour of Stratford Hydro along the western boundary of the subject lands was removed.

If any Festival Hydro infrastructure does remain, the recommended conditions of draft approval No. 55 requires 1) the Owner to enter into an agreement with Festival Hydro, and 2) to re-locate any existing electrical infrastructure at the Owner’s expense.

#### Property Values

Several respondents to the Notice of Consideration expressed concerns about loss in property values because of the street townhouses proposed along the west side of Street “A”. No evidence was submitted that demonstrates the proposed street townhouses will

impact property values. According to the Municipal Guide for Responding to NIMBY, prepared by Affordability and Choice Today, 26 studies were completed across Canada and the United States on the impacts of affordable housing on housing prices. Of the 26 studies, 25 concluded that there were no impacts on housing prices and the 26th study was inconclusive. While affordable housing is not proposed in this instance, the conclusions from the Guide would suggest property values will not be impacted by the citing of street townhouses on the west side of Street "A".

#### Revisions to the Draft Plan of Subdivision and Zone Change

Staff has reviewed the proposed revised Draft Plan of Subdivision and revised requested Zone Change and is of the opinion the any changes from the original submission are in response to public feedback and relatively minor. It is common for combined draft plan of subdivision/zone change application to be revised after submission but before being submitted for approval. Staff is of the opinion no further public notice is required.

**Financial Impact:** Municipal expenditures will be required to decommission the existing Stormwater Management Facility on the Rotary Complex. The exact cost of such work will be undertaken during preparation of the Subdivision Agreement. Engineering Division is confident the long-term saving of only having to maintain one stormwater management will exceed short-term decommissioning costs of the Rotary Complex dry stormwater management facility.

The Owner will be required to pay cash-in-lieu of parkland dedication. This amount will be calculated during preparation of the Subdivision Agreement.

Development charges expected from this development are as follows:

-single and semi-detached dwellings -	\$14,540 <sup>1</sup> per unit x 62 units =	\$ 901,480
-townhouse dwellings -	\$10,558 <sup>1</sup> per unit x 90 units =	\$ <u>950,220</u>
Total		\$1,851,700

<sup>1</sup> 2020 Development Charges Rates

### **Alignment with Strategic Priorities**

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

#### **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act;**

**THAT Zoning By-law No. 201-2000 be amended for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street (file Z09-19) from an Institutional/Future Residential-Special (IN/FR-1) Zone to Residential First Density with site specific regulations R1(5)-\_\_\_\_\_ Zone, a Residential First Density with site specific regulations R1(5)-\_\_\_\_\_ Zone, a Residential Second Density with site specific regulation R2(2)-\_\_\_\_\_ Zone, a Residential Fourth Density with site specific regulations R4(2)-\_\_\_\_\_ Zone, a Residential Fourth Density with site specific regulations R4(2)-\_\_\_\_\_ Zone and, Park (P) Zone following reasons:**

- public interest was considered;
- the zone change is consistent with the Provincial Policy Statement;
- the zone change is consistent with the City of Stratford Official Plan, including Special Policy Area 16;
- the recommended zone change will facilitate development that is appropriate for the lands, will not impact surrounding lands and is considered to be sound land use planning;
- it will provide a wide range of housing types to meet the needs of the existing and future residents; and
- the recommended zone change will encourage efficient use of land and infrastructure.

**AND THAT plan of subdivision application 31T19-001, submitted by Werner Bromberg Limited, for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street, that contains 50 single detached residential lots, 6 semi-detached residential lots, 10 multi residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets be granted draft approval pursuant to Section 51(31) of the Planning Act subject to the conditions listed below for the following reasons:**

- public interest was considered;
- the application was circulated to the public and regard for their response was had in the recommended plan and conditions of approval;
- the plan of subdivision is consistent with the Provincial Policy Statement;
- the plan of subdivision is consistent with the City of Stratford Official Plan, including Special Policy Area 16;
- the plan of subdivision will result in sound land use planning and is considered appropriate for the development of the lands;
- it will provide a wide range of housing to meet the needs of the existing and future residents; and
- it will encourage efficient use of land and infrastructure

**31T19-001 Conditions of Draft Approval**

1. **This draft approval applies to Plan of Subdivision 31T-19001 submitted by GSP Group, prepared for Werner Bromberg Limited certified by Erich Rueb O.L.S., dated October 27, 2020, File No. 31T-19001, Project No. 17202, which shows a total of 50 single detached residential lots, 6 semi-detached residential lots, 10 multi residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets.**
2. **This approval of the draft plan applies for 7 years, and if final approval is not given by that date, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.**
3. **The road allowances included in this draft plan shall be shown on the face of the plan and dedicated as public highways.**
4. **The street(s) shall be named to the satisfaction of the Manager of Planning.**
5. **The municipal address shall be assigned to the satisfaction of the Manager of Planning.**
6. **Prior to final approval, the Owner shall submit to the Approval Authority a digital file of the plan to be registered in a format compiled to the satisfaction of the City of Stratford and referenced to NAD83UTM Zone 17 horizon control network for the City of Stratford mapping program.**
7. **Prior to final approval, appropriate zoning shall be in effect for this proposed subdivision.**
8. **The Owner shall satisfy all the requirements, financial and otherwise, of the City of Stratford in order to implement the conditions of this draft approval.**
9. **That prior to final approval the Owner shall pay in full all financial obligations/ encumbrances owing to the City on the said lands, including property taxes and local improvement charges.**
10. **The subdivision agreement between the Owner and the City of Stratford shall be registered against the lands to which it applies.**
11. **The Owner shall grant to the appropriate authorities such easements and/or land dedications as may be required for utility, road, drainage or other municipal purposes.**



12. **Phasing of this subdivision (if any) shall be to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services.**
13. **Prior to submitting a request to the City to prepare the subdivision agreement, an updated draft plan showing the redline amendments (if applicable) is to be provided to the City to the satisfaction of the Manager of Planning.**
14. **Prior to the receiving a clearance for building permits from the Manager of Engineering for each construction stage of this subdivision, all servicing works for the stage must be completed and operational, all to the specification and satisfaction of the City.**
15. **The entire plan shall be registered in one plan of subdivision.**
16. **Prior to any grading on the site, the Owner shall decommission and permanently cap any abandoned water wells located on the property, in accordance with the Ontario Water Resources Act and the Ministry of Environment Conservation and Parks requirements and file the necessary reports with the Ministry of Environment Conservation and Parks and the City of Stratford.**
17. **The Owners professional engineer shall provide inspection services for all work during construction by its professional engineer for all works to be assumed by the City or dedicated to the City, and have its professional engineer supply the City with a certificate of compliance upon completion in accordance with the plans approved by the Manger of Engineering.**
18. **The Owner shall comply with all City of Stratford standards, guidelines and requirements in the design of this draft plan including required engineering drawings. Any deviation to the City's standards, guidelines, or requirements shall be completed to the satisfaction of the Director of Infrastructure and Development Services.**

## **PARKLAND**

19. **Prior to the City executing the Subdivision Agreement or final approval, the Owner shall make a cash-in-lieu payment of the 5% parkland dedication to the City pursuant to the provisions of Section 51.1 of the *Planning Act*. In order to determine the value of the land, the Owner shall submit an appraisal completed by a qualified individual to the satisfaction of the City. All costs associated shall be borne by the Owner.**
20. **The subdivision agreement shall contain a provision outlining that the cash-in-lieu payment parkland dedication must be paid to the City prior to the initial registration to the satisfaction of the Manager of Planning.**

## **FENCING**

21. **Within one year of final approval of the plan, the Owner shall fence all lots adjacent to Block 67 (Lots 44-56), with a 1.5 metre chain link fence with no gates. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.**
22. **The Subdivision Agreement shall contain a provision requiring the Owner to construct an board on board fence of similar design, and height that is a minimum height of 1.5m along the rear of Blocks 57-63 and 66 within this subdivision, through the site plan approval process when these blocks are developed, to the satisfaction of the Manager of Planning.**

## **TREE PRESERVATION**

23. **The Owner shall take measures to protect trees on abutting properties during construction. To satisfy this requirement, the Owner shall submit a Tree Preservation Report, prepared by a qualified individual, to the satisfaction of the Manager of Engineering and Manager of Planning. Measures recommended by the accepted Tree Preservation Report, if any, shall be shown on the engineering drawing and form part of Subdivision Agreement.**

## **WALKWAYS**

24. **Concurrent with final approval, the Owner shall convey Block 69 (3m wide) and Block 68 (6m wide) to the City of Stratford as a pedestrian walkway. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements**

**within one year of registration to the satisfaction of the Manager of Engineering.**

## **PARKING PLAN**

25. **As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Block 57- Block 65 to the satisfaction of the Manager of Engineering. The accepted parking plan required for each registered phase of development and will form part of the subdivision agreement for the registered plan.**

## **STREET TOWNHOUSES**

26. **For residential blocks proposed for street townhouse dwellings, the Owner shall as part of the final approval of the plan make the necessary legal arrangements to establish a minimum of a one (1.0) metre maintenance easement where the units to be built do not provide direct access to the rear yard from the garage for "internal unit" (not "end unit") Owners.**

## **ACCESS**

27. **The subdivision agreement shall include a clause requiring the Owner to design Street 'A' between Britannia Street and the north boundary Street 'B' abutting Lot 30 to accommodate emergency vehicles. The design is to be submitted in conjunction with the submission of engineering drawings to the satisfaction of the Director of Infrastructure and Development Services.**

## **SANITARY**

28. **In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a sanitary servicing report that at the minimum shall include a sanitary drainage area plan confirming drainage area limits, to the satisfaction of the Director of Infrastructure and Development Services.**
29. **Prior to final approval the Owner shall engage the City's consultant to prepare a sanitary servicing report and modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.**

## **STORMWATER SERVICING**

30. **Concurrent with final approval of the plan, the Owner shall provide all required land dedications related to the stormwater works, including Block 67, at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services.**
31. **In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a pedestrian sidewalk design to connect the pedestrian walkway on Block 68 to the pedestrian walkway on Briarhill Drive to the satisfaction of the Manager of Engineering. All costs associated with the construction of the pedestrian sidewalk will be at the cost of the Owner.**
32. **In conjunction with the submission of the engineering drawings, the Owner shall have their consulting engineer submit a stormwater servicing report/plan (functional report where facilities are proposed) satisfactory to the Director of Infrastructure and Development Services and Upper Thames River Conservation Authority. This report shall include identification of the major stormwater overland flow route through the development to the satisfaction of the Director of Infrastructure and Development Services. The Owner shall be responsible for any costs associated with the design and construction of the overland flow route to an appropriate outlet.**
33. **In conjunction with the submission of Engineering drawings, the Owner shall submit an erosion/sediment control plan that will identify all erosion and sediment control measures for the subject lands in accordance with City of Stratford and Ministry of Environment Conservation and Parks standards and requirements, all to the satisfaction of the City and Upper Thames River Conservation Authority. This plan is to include measures to be used during all phases on construction. Prior to any work on the site, the Owner shall implement these measures satisfactory to the Director of Infrastructure and Development Services. The City may install or rectify failing erosion and sediment control if the Owner fails to do so within 10 working days upon written request to do from the City.**
34. **The Owner shall have their professional engineer submit semi-annual monitoring reports to the Manager of Engineering demonstrating that the stormwater facility performs in accordance with the approved design criteria. The reports are to provide test results on the volume and nature of the sediment accumulating in the works. The timing and content of the monitoring reports is to be in accordance with the City's Infrastructure Standards and Specifications manual. The Owner shall**

**ensure that the monitoring program commences when building permits have been issued on fifty percent (50%) of the lots in the plan and shall continue until assumption.**

35. **The Owner shall address forthwith any deficiencies of the stormwater works and/or monitoring program.**
36. **The subdivision agreement shall include a clause requiring the Owner prior to the issuance of a building permit to construct and have operational stormwater servicing works and major overland flow routes satisfactory to the Director of Infrastructure and Development Services.**
37. **Prior to assumption, the Owner shall operate, monitor and maintain the works. The Owner shall ensure that any removal and disposal of sediment is to an approved site satisfactory to the Director of Infrastructure and Development Services.**
38. **The stormwater management facility shall be constructed in one phase to the satisfaction of the Manager of Engineering and shall include the storm sewer outlet from the Rotary Complex lands to the satisfaction of the City at the sole cost of the Owner.**
39. **Prior to final approval, the Owner's consulting engineer shall certify that increased and accelerated stormwater runoff from this subdivision will not cause damage to downstream lands, properties or structures beyond the limits of this subdivision. Notwithstanding any requirements of the City, or any approval given by the Manager of Engineering, the Owner shall indemnify the City against any damage or claim for damages arising out of or alleged to have arisen out of such increased or accelerated stormwater runoff from this subdivision.**

#### **TEMPORARY STORMWATER WORKS**

40. **In the event that the Owner constructs temporary stormwater works, all works shall be to the satisfaction of the Manager of Engineering, and at no cost to the City. The Owner is responsible for all costs related to the construction and removal of all temporary works including decommissioning and any redirection of sewers and overland flow routes.**

## **OUTLET SEWERS**

41. **The Owner shall construct all municipal services for the subject lands at the sole expense of the Owner to the satisfaction of the Director of Infrastructure and Development Services.**

## **WATER**

42. **In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a water servicing report to the satisfaction of the Manager of Environmental Services.**
43. **The Owner shall have its professional engineer deliver confirmation that the water main system has been looped to the satisfaction of the Director of Infrastructure and Development Services.**
44. **As part of the water servicing report, the Owner shall have its professional engineer determine if there is sufficient water turnover to ensure water quality and determine how many homes need to be built and occupied to maintain water quality in the water system. If the water quality cannot be maintained in the short term, the Owner shall install automatic blow offs, where necessary, to the satisfaction of the Manager of Environmental Services, or make suitable arrangements with Water Operations for the maintenance of the system in the interim.**
45. **The subdivision agreement shall include the requirement for the Owner to have their consulting engineer submit a chlorine residual maintenance plan to the satisfaction of the Manager of Environmental Services at the cost of the Owner.**
46. **The Owner shall maintain the water system to the satisfaction of the City until assumption to the satisfaction of Manager of Environmental Services.**
47. **Prior to final approval, the Owner shall engage the City's consultant to prepare a hydraulic assessment with modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.**

## **TRANSPORTATION**

48. **The Owner shall construct all roads shown in this plan of subdivision such that alignments match joining roads and driveways outside this**

**plan to the satisfaction of the Director of Infrastructure and Development Services as the cost of the Owner.**

49. **The Owner shall terminate Street 'B' at the north limit of this Plan to the satisfaction of the Director of Infrastructure and Development Services.**
50. **The Owner shall construct a 1.5 metres (5') sidewalk on the outside of the following streets within a time-frame as directed by the Manager of Engineering:**
  - i) **east side of Street 'A' ending at the north terminus of Lot 37**
  - ii) **north side of Street 'A' along the frontage of Lot 47-55**
  - iii) **north side of Street 'B' along the frontage of Lots 30-36**
  - iv) **west side of Street 'B' from Lot 36 until the terminus of the public road.**
51. **In conjunction with the submission of the engineering drawings the Owner shall submit an AODA compliant walkway connection design from 230 Britannia Street to the sidewalk on Street 'A' to the satisfaction of the Manager of Engineering. All costs associated with the design and construction will be at the cost of the Owner.**
52. **The subdivision agreement will require the Owner to comply with traffic management standards during construction to the satisfaction of the Director of Infrastructure and Development Services for any construction activity that will occur on existing public roadways needed to provide services for this plan of subdivision.**
53. **Should temporary turning facilities for vehicles be required by the Director of Infrastructure and Development Services, they shall be provided as easements concurrent with the registration of the phase. These easements shall be granted to the City of Stratford until the temporary turning facility is no longer required to the satisfaction of the Director of Infrastructure and Development Services. The Owner is responsible for all costs associated with obtaining the easement, the release of the easement and the construction and removal of all temporary turning facilities.**
54. **Owner shall keep private and City Streets clean of construction debris to the satisfaction of the Director of Infrastructure and Development Services. Failure to clean road right-of-way with two (2) working days upon written notice from the City will result in the City conducting cleaning activities at the cost of the Owner.**

**HYDRO**

55. **Prior to the entering into a subdivision agreement, the Owner shall obtain approval from Festival Hydro for an electrical layout. Any new addition and/or relocation of existing electrical infrastructure will be at the Owner's expense.**

**FIRE**

56. **The Owner shall not burn any materials on site.**

**OTHER**

57. **The subdivision agreement shall make provision for the physical location of Community Mail Boxes which satisfies the requirements of Canada Post and the City.**
58. **Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein contained, the Owner shall file with the Approval Authority a complete submission consisting of all required clearances, fees, and final plans, and to advise the Approval Authority in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the Approval Authority, such submission will be returned to the Owner without detailed review by the City.**
59. **For the purpose of satisfying any of the conditions of draft approval herein contained, the Owner shall file, with the City, complete submissions consisting of all required studies, reports, data, information or detailed engineering drawings, all to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services. The Owner acknowledges that, in the event that a submission does not include the complete information required by the City, such submission will be returned to the Owner without detailed review by the City.**

**NOTES TO DRAFT APPROVAL**

1. **It is the Owners/Developers responsibility to fulfill the conditions of draft approval and ensure that the required clearance letters are forwarded by the appropriate agencies to the City of Stratford, Development Services Division.**



- 2. All plans are to be prepared using total station survey and compatible with the latest version of AutoCAD. The final plan submitted for registration, engineered design drawings and construction record drawings are to be provided in print and digital format referenced to a control network compiled to the satisfaction of the City of Stratford Infrastructure and Development Services Department in accordance with Ontario Basic Mapping (U.T.M. Grid 1:2000), for future use within the City's geographical information system.**
- 3. The final plan approved by Corporation of the City of Stratford must be registered within thirty (30) days or the Corporation may withdraw its approval under Section 51(59) of the Planning Act, R.S.O. 1990 as amended.**
- 4. All plans of subdivision are to be prepared and presented in metric units.**
- 5. If final approval is not given to this Plan, within seven 7 years of the draft approval date, and no extensions have been granted, draft approval shall lapse under subsection 51(32) of the Planning Act, R.S.O., 1990. If the Owner wishes to request an extension to draft approval, a written explanation, together with a resolution from the local municipality, must be received by the Approval Authority 60 days prior to the lapsing date.**

**Please note that an updated review of the plan, and revisions to the conditions of approval, may be necessary if an extension is to be granted.**



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Jeff Leunissen, Interim Manager of Planning



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Ed Dujlovic, Director of Infrastructure and Development Services

A handwritten signature in cursive script that reads "Joan Thomson".

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Joan Thomson, Chief Administrative Officer

## Zoning By-law

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BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision Development in the City of Stratford

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**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 201-2000, as amended, known as the Zoning By-law, be further amended.

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

1. That Schedule "A", Map 1 to By-law 201-2000 as amended, is hereby amended:

by adding those lands outlined in heavy solid lines and described as Residential First Density with site specific regulations R1(5)-\_\_\_\_, First Density with site specific regulations R1(5)-\_\_\_\_, Residential Second Density with site specific regulation R2(2)-\_\_\_\_, Residential Fourth Density with site specific regulations R4(2)-\_\_\_\_ and R4(2)-\_\_\_\_, and Park (P) on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as 236 Britannia Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.\_\_\_\_, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.\_\_\_\_ a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 30-55\*

R1(5)-\_\_\_\_ as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard: 1.5 m
- e) Minimum Lot Depth: 30 m
- f) Maximum Height: 11.5m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- i) A minimum sight triangle of 3m by 3m shall apply.

3. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.\_\_\_\_, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.\_\_\_\_ a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 1-23 and 56\*

R1(5)-\_\_\_\_ as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard: 1.5 m
- e) Minimum Lot Depth: 30 m

f) Maximum Height: 11 m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- iv) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 6.3.\_\_\_\_, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.3.\_\_\_\_ a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 24-29\*

R2(2)-\_\_\_\_ as shown on Schedule "A", Map 1

b) Exterior Side Yard Width: 3 m

c) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a common wall provided that any wall which does not constitute part of such common wall or a direct

extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

d) Maximum height: 11.5 m

e) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.\_\_\_\_\_, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.\_\_\_\_ a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Blocks 57-65\*

R4(2)-\_\_\_\_\_ as shown on Schedule "A", map 1

b) Permitted Use:

- street townhouse dwelling

c) Maximum Height: 11m

d) Minimum Front Yard Depth: 3 m

e) Minimum Interior Side Yard Width: 1.5 m, except that no side yard width shall be required on the side where individual street townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots,

provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

f) General Use Regulations:

- i) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- ii) A minimum sight triangle of 3m by 3m shall apply.
- iii) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- iv) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- v) No side yard width shall be required along the side where individual street townhouse dwelling units on abutting lots are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute such part of such common wall or direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- vi) Where a lot or block in the Residential Fourth Density (R4) zone abuts a lot or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.

5. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.\_\_\_\_\_, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.\_\_\_\_ a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Block 66\*

R4(2)-\_\_\_\_\_ as shown on Schedule "A", map 1

b) Permitted Uses:

- Cluster townhouse dwelling
- Cluster back-to-back townhouse dwelling
- Cluster stacked townhouse dwelling
- Cluster apartment dwelling

c) Definitions:

- i) **"Back-to-back townhouse dwelling"** means a building that has for four (4) or more dwellings units divided vertically, including a common rear wall and side wall(s), where each unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor; dwelling does not include a rear yard.
- ii) **"Stacked townhouse dwelling"** means a residential building containing four (4) or more dwelling units which are horizontally and vertically separated in a split level or stacked manner, where each dwelling unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor.

d) General Use Regulations:

- i) In accordance with Table 8-\_\_\_\_\_
- ii) Where a lot in the Residential Fourth Density (R4) zone abuts a lot in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.
- iii) Where a lot is created through a plan of subdivision, plan of condominium or consent and where such lot



creation, causes the lot as reduced, or any building or structure lawfully erected thereon, as of the date of such lot creation to become non-conforming with any of the requirements of this By-law, then the lot as reduced and any building or structure thereon shall be deemed to conform to the general use regulations of the applicable zone, and provided that no building or structure is erected or altered on the lot subsequent to the lot creation except in accordance with this By-law.

**Table 8- \_\_\_\_**  
**Residential Fourth Density R4(2)-**

<b>Block Regulations</b>	<b>Townhouse Dwelling</b>	<b>Back-to-Back Townhouse Dwelling</b>	<b>Stacked Townhouse Dwelling</b>	<b>Apartment Dwelling</b>
Minimum Block Area	800m <sup>2</sup>	800m <sup>2</sup>	1000m <sup>2</sup>	1000m <sup>2</sup>
Minimum Block Frontage	12.2m	12.2m	12.2m	12.2m
Minimum Setback from a Local Road	6m	6m	6m	6m
Minimum Lot Depth	30m	30m	30m	30m
Minimum Side Yard Width	2.5m②	2.5m②	2.5m plus 1.5m for every storey above the second storey②	6m
Minimum Rear Yard Setback	7.5m	7.5m	7.5m	7.5m
Maximum Lot Coverage	35%	35%	30%	30%
Maximum Height	11m	11m	15m	15m
Maximum Density	36 units per hectare	50 units per hectare	50 units per hectare	65 units per hectare
Minimum Landscaped Open Space	30%	30%	35%	35%
Parking	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①

Bicycle Parking	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit
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## Notes:

- ① 0.25 of the required spaces per dwelling unit shall be designated visitor parking.
- ② where the wall contains windows or doors to habitable rooms the minimum interior side yard setback shall be 6.0m.

6. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

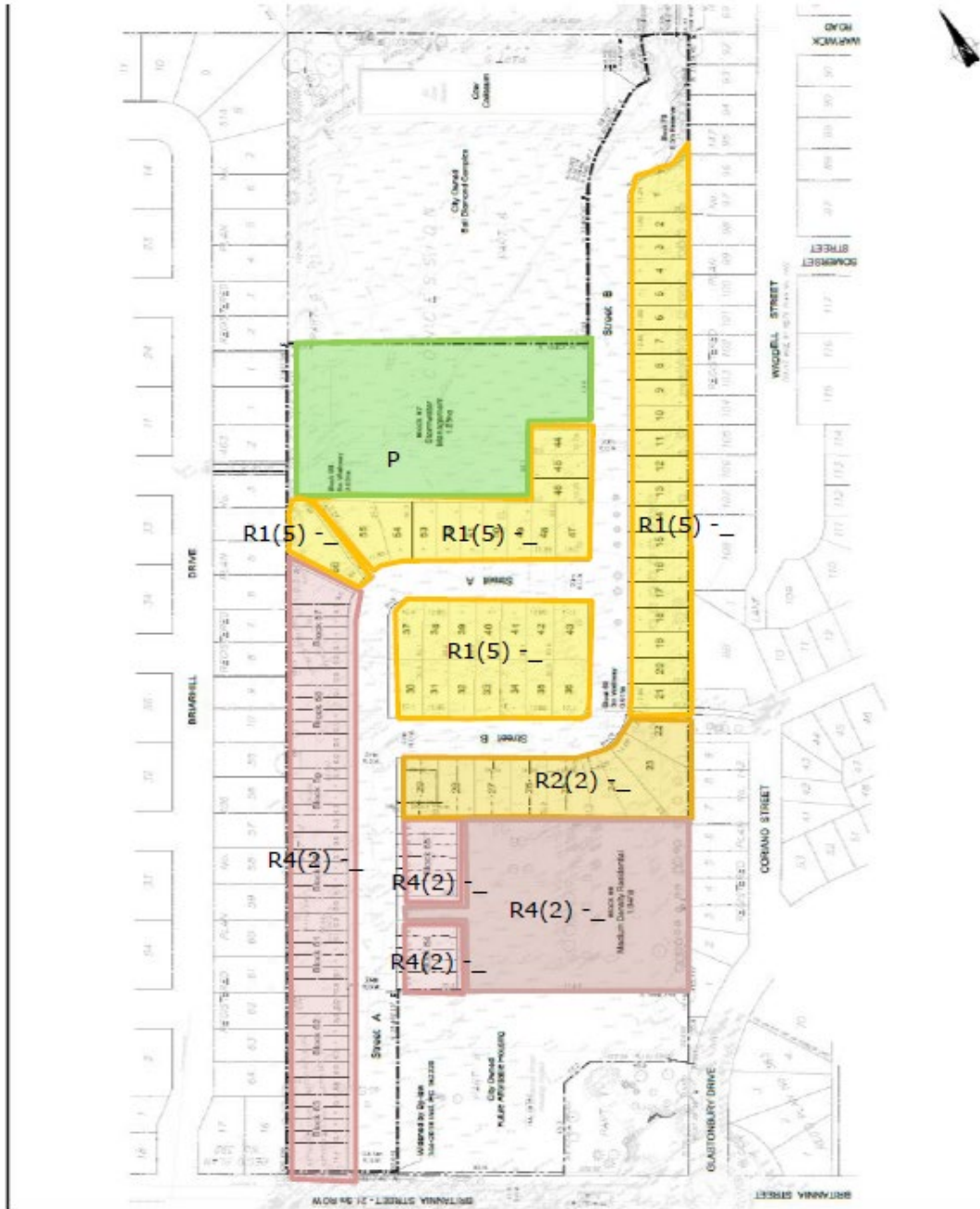
FINALLY PASSED this \_\_\_\_ day of \_\_\_\_\_, 2020

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Mayor – Daniel B. Mathieson

\* Reference to Lots and Blocks to be removed when zone variations numbers applied.

## Schedule "A" to By-law \_\_\_\_-2020






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## MANAGEMENT REPORT

**Date:** January 29, 2021  
**To:** Mayor and Council  
**From:** Stephanie Potter, Policy and Research Associate  
**Report#:** COU21-017  
**Attachments:** SCOR Letter to Council Re: SCT Fees

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**Title:** Memorandum of Understanding – Southwest Community Transit Association

**Objective:** To recommend entering into a Memorandum of Understanding (MOU) with the South Central Ontario Region Economic Development Corporation (SCOR) to become a member of the Southwest Community Transit Association (SCT) in support of the Community Transportation Pilot Project.

**Background:** Community Transportation grants have been awarded to several municipalities in southwestern Ontario, including Perth County, Tillsonburg, Middlesex County, Strathroy, Owen Sound, and Lambton Shores – all of whom have chosen Voyago as their service provider. These municipalities have been sharing best practices and exploring joint purchasing opportunities (e.g. for a ride booking application), as well as prospects for the creation of an integrated interregional transportation network for southwestern Ontario. The South Central Ontario Region Economic Development Corporation (SCOR) has proposed organizing these municipalities and other interested area partners into the Southwest Community Transit Association (SCT) to better enable the creation of an integrated intercommunity transportation network in Southwestern Ontario.

In 2020, SCOR invited Stratford and Perth County to attend a virtual meeting to discuss entering into a Memorandum of Understanding (MOU) to create the SCT with other regional Community Transportation grant recipients (and other interested parties – e.g. Oxford County). The intent is to create a voluntary unincorporated Association that will function as a non-binding advisory board to help facilitate the creation of a connected and sustainable regional transportation network, share best practices, explore opportunities for joint purchasing, and to advocate for continued funding/project extensions to the government of Ontario. The MOU has been provided for Council's consideration.

The following municipalities have signed the MOU:

- Huron Shores
- Middlesex County
- Huron County
- Oxford County
- Strathroy-Caradoc
- Tillsonburg
- Perth County (approved by Council on 14 January 2021)
- Lambton Shores will be recommending participation to their Council in early 2021.

Staff have reviewed MOU with our municipal partners in St. Marys and North Perth.

At present, SCT has issued a Request for Expressions of Interest from technology service providers for a mobile app to assist with Inter Community Transit services that could be used to enable digital bookings for PC Connect. They have launched a website that would feature Stratford and the PC Connect project if Council wishes to proceed with the MOU: <http://ride-sct.ca/>

### **Analysis:**

#### a) Mandate

The Mandate of the SCT is to:

- Provide a seamless and integrated customer experience for passengers using each of the Member inter-community public transportation services;
- Promote inter-community connections between the Member public transportation services;
- Identify and share best practices, operating and ridership data and Key Performance Indicators (KPIs) to be used in the planning and delivery of inter-community public transportation services;
- Identify potential operating efficiencies and capital savings that may arise from Members combining their resources or purchasing as a single entity;
- Present a unified voice to the Province of Ontario and other key stakeholders with regard to matters that deal with the long-term sustainability of inter-community public transportation service in Southwestern Ontario.

#### b) Governance

- SCOR will lead the administrative functions of the SCT;

- SCT will be governed by an Executive Committee made up of a single senior level representative (or designate) selected by each Member. Decisions of the Executive Committee are to be reached through unanimous consensus by vote, and is to meet four (4) times annually;
- The Executive Committee will be supported by a Technical Committee comprised of a single representative from each Member. Decisions of the Technical Committee are to be reached through consensus or majority vote, and is to meet four (4) times annually.

c) Term of Membership

- Membership terms are three years;
- An existing member can leave the association at any time by providing three months written notice to the Chair of the Executive committee.

d) Authority

The SCT is to function as a non-binding advisory board. Therefore, decisions made by the SCT are non-binding. Member municipalities and their Councils would continue to have full approval and decision making authority over their own Community Transportation Pilot Projects, and can choose to accept or reject the advice and/or initiatives of the SCT at their discretion.

**Financial Impact:** There is no cost to participate in the SCT. The MOU outlines a \$2000 membership fee for non-SCOR members that has since been waived, per the attached letter from SCOR. Staff time will be required to fulfill the Executive and Technical Committee positions.

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

#### **Mobility, Accessibility and Design Excellence**

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

#### **Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

**Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT Stratford becomes a member of the Southwest Community Transit Association (SCT) by entering into a Memorandum of Understanding with the South Central Ontario Region Economic Development Corporation (SCOR);**

**AND THAT the CAO be authorized to sign the MOU and to appoint staff representatives to the Southwest Community Transit Association (SCT) Executive Committee and Technical Committee.**



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Stephanie Potter, Policy and Research Associate



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Joan Thomson, Chief Administrative Officer



August 29, 2020

Dear Members of Council,

As you are aware lack of community transportation has been an issue across southwestern Ontario for a number of years. The SCOR EDC Board of Directors was pleased at the investment of the Community Transportation Pilot Grants offered through the Province last year.

As one of the communities in receipt of the funding we were so pleased to be able to collaborate with you and other communities in sharing information, expertise and aligning systems to make the most of the funding provided. Through these efforts the Southwest Community Transportation Association was born.

To provide a framework for sharing and continued collaboration a Memorandum of Understanding was developed for the collaborating communities.

Within the MOU there is reference to membership fees to be forthcoming to SCOR EDC on an annual basis. I can confirm that SCOR EDC will waive these annual membership based fees of \$2,000 as laid out in the MOU for a period of at least 12 months from date of signing. This will allow members sufficient time and participation to realize full benefits of the association and gauge value in continued participation.

We hope that you will continue to be an active partner in moving this initiative forward and signing the MOU developed by the collective group.

Regards,

Stephen Molnar  
SCOR EDC  
Chair





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## MANAGEMENT REPORT

**Date:** February 22, 2021  
**To:** Mayor and Council  
**From:** John Paradis, Fire Chief  
**Report#:** COU21-018  
**Attachments:** Map of Lands

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**Title:** Lease Agreement with Vanmeurs Farms Ltd.

**Objective:** To consider entering into an agreement with Vanmeurs Farms Ltd., for the lease of farmland located adjacent to the Stratford Municipal Airport.

**Background:** Vanmeurs Farms Ltd., has been farming and maintaining the 160 acres of agricultural land, described as Part of Lots 39, 40, 41, Concession 5 and Parts of Lots 38, 39, 40 and 41 Concession 6, located adjacent to the Stratford Municipal Airport since 1986. Approximately 100 acres of that land is farmable.

In 1990, a tender was issued for the lease of the land which resulted in zero bids being submitted. It is believed the lack of bids was a result of the following restrictions:

1. Transport Canada restricts the types of crops that can be grown near an airport.
2. The land is odd-shaped and difficult to maintain.
3. No other parties lived close enough to the airport without having to transport farm equipment to the site.
4. Anyone bidding must undergo training as to Transport Canada Air Transportation rules and regulations.

A second tender was then issued and Vanmeurs Farms Ltd., was the only bidder. At that time a lease agreement was entered into in 1996 and was extended for multi-year terms to 2000, and then again in 2005 and 2010 for five-year terms.

During that time, the Vanmeurs family put considerable time and effort into clearing the fields of debris and rehabilitating the land into workable farmland. They also installed drainage tile at their expense valued at approximately \$16,000. The drainage tile has greatly improved the land to the City's benefit.

Negotiations completed in 2015 yielded a 47% increase in rental revenue, as well as the further installation of subsurface tile drainage at a cost of \$12,000 to be completed and fully funded by the tenant. It has been confirmed that the tile has been fully installed to the satisfaction of the Fire Chief.

**Analysis:** The agreement with Vanmeurs Farms Ltd., expired on December 31, 2020. Given the Service Delivery Review (Review) currently being undertaken by the City, staff are recommending a new 3 year agreement with Vanmeurs Farms Ltd., be entered into for the lease of the subject land until December 31, 2023 with the option for two (2) one (1) year extensions. This will allow the City to consider the Review. The agreement will contain an early termination clause that either party can initiate.

**Financial Impact:** If the new agreement is approved, the City will receive \$12,000 in rental income plus \$1,560 HST, for a total revenue to the City in the amount of \$13,560 per year of the agreement.

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

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

**Staff Recommendation: THAT an Agreement with Vanmeurs Farms Ltd. for the lease of 160 acres of farmland described as Part of Lots 39, 40, 41, Concession 5 and Parts of Lots 38, 39, 40 AND 41 Concession 6 for a period of 3 years to December 31, 2023, with the option of two (2) one (1) year extensions, be approved;**

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




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John Paradis, Fire Chief




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Joan Thomson, Chief Administrative Officer










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## MANAGEMENT REPORT

**Date:** February 12, 2021  
**To:** Finance and Labour Relations Committee  
**From:** Johnny Bowes, Manager of Environmental Services  
**Report#:** COU21-020  
**Attachments:** None

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**Title:** Amendment of By-law 167-2020 - Fees and Charges. Schedule "E" - Sewage Service Rate and Minimum Consumption Charge

**Objective:** To amend the "first 3 cubic metres" sewage rate and the "minimum consumption charge" figures in Schedule "E" to reflect the correct amounts.

**Background:** By-law 167-2020 Fees and Charges Schedule "E" Sewage Service Rates was adopted by Council with the "first 3 cubic metres" rate listed at \$1.41/m<sup>3</sup> and the sewage Minimum Consumption Charge was \$4.32.

**Analysis:** There was a misinterpretation of the Rate Study with the Schedule "E" sewage consumption rates are based on. The correct amount for the first 3 cubic metres of the sewage service rate should be adjusted to \$4.22/m<sup>3</sup> and as a result, the minimum consumption charge should be changed to \$12.66.

**Financial Impact:** Failure to amend to the correct amount will result in a loss of revenue to the City at a rate of \$2.81/m<sup>3</sup> for the first 3 m<sup>3</sup> of sewage per month for each customer invoice.

### Alignment with Strategic Priorities

#### Developing our Resources

Correcting this rate is critical in continuing the City's plans for sustainability of Stratford's water and wastewater resources and infrastructure.

**Staff Recommendation: THAT Schedule "E" of By-law 167-2020 be amended to increase the Sewage Service Rate for the first 3 m<sup>3</sup> of sewage used from \$1.41/m<sup>3</sup> to \$4.22/m<sup>3</sup> and the minimum consumption charge from \$4.23 to \$12.66.**



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Johnny Bowes, Manager of Environmental Services



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Ed Dujlovic, Director of Infrastructure and Development Services



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Joan Thomson, Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** February 22, 2021  
**To:** Mayor and Council  
**From:** Kate Simpson  
**Report#:** COU21-021  
**Attachments:** None

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**Title:** 2021 Household Hazardous Waste Agreement between The Corporation of the City of Stratford and Corporation of the Township of Perth East

**Objective:** To consider entering into an extension of the amending agreement with the Township of Perth East with respect to the collection of Household Hazardous Waste (HHW).

**Background:** In February of 2012, Council approved proceeding with obtaining Ministry approval for Household Hazardous Waste to be accepted from the Township of Perth South and the Township of Perth East. Subsequently, agreements have been entered into with the Townships for this purpose.

The current agreement with the Township of Perth East expires on April 15, 2021.

**Analysis:** The City of Stratford provides an invoice to the Township for the operational costs associated with the HHW collection provided to Perth East residents. A contractor transports the HHW after City staff have sorted and packaged it. The invoicing is based upon participation (number of vehicles) and tonnages received. The volume received from Perth East residents is low and can easily be accommodated at the site.

Invoices to the Township of Perth East by year:

2018 - 374 vehicles - \$2,389.54  
2019 - 348 vehicles - \$2,960.49  
2020 - 282 vehicles - \$3,441.12

The current agreement contains a clause providing the option of renewing the agreement for two additional three-year terms upon the City's Director of Infrastructure and Development Services acknowledgement to the Township of their wish to renew

the agreement. Either party may terminate the agreement upon thirty days written notice to the other party. This is the second extension request.

The Township of Perth East has notified the Director of Infrastructure and Development Services that they wish to renew the agreement for HHW with the City of Stratford for an additional three-year term beginning on April 15, 2021 and expiring on April 15, 2024.

**Financial Impact:** Ongoing operational costs associated with Household Hazardous Waste collection from Perth East residents would continue to be invoiced based on participation numbers and tonnages at the given collection days.

### **Alignment with Strategic Priorities**

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

**Staff Recommendation: THAT The Corporation of the City of Stratford enter into an amending agreement with Corporation of the Township of Perth East for the disposal of Household Hazardous Waste generated in the Township to the City of Stratford Landfill Site Household Hazardous Waste Depot;**

**AND THAT the Mayor and Clerk be authorized to execute the necessary amending agreement.**




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Kate Simpson, Waste Reduction Coordinator




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Ed Dujlovic, Director of Infrastructure and Development Services




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Joan Thomson, Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** February 8, 2021  
**To:** Planning and Heritage Committee  
**From:** Alyssa Bridge, Manager of Planning  
**Report#:** PLA21-004  
**Attachments:** None

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**Title:** Zone Change Application Z05-20, 1041 Erie Street

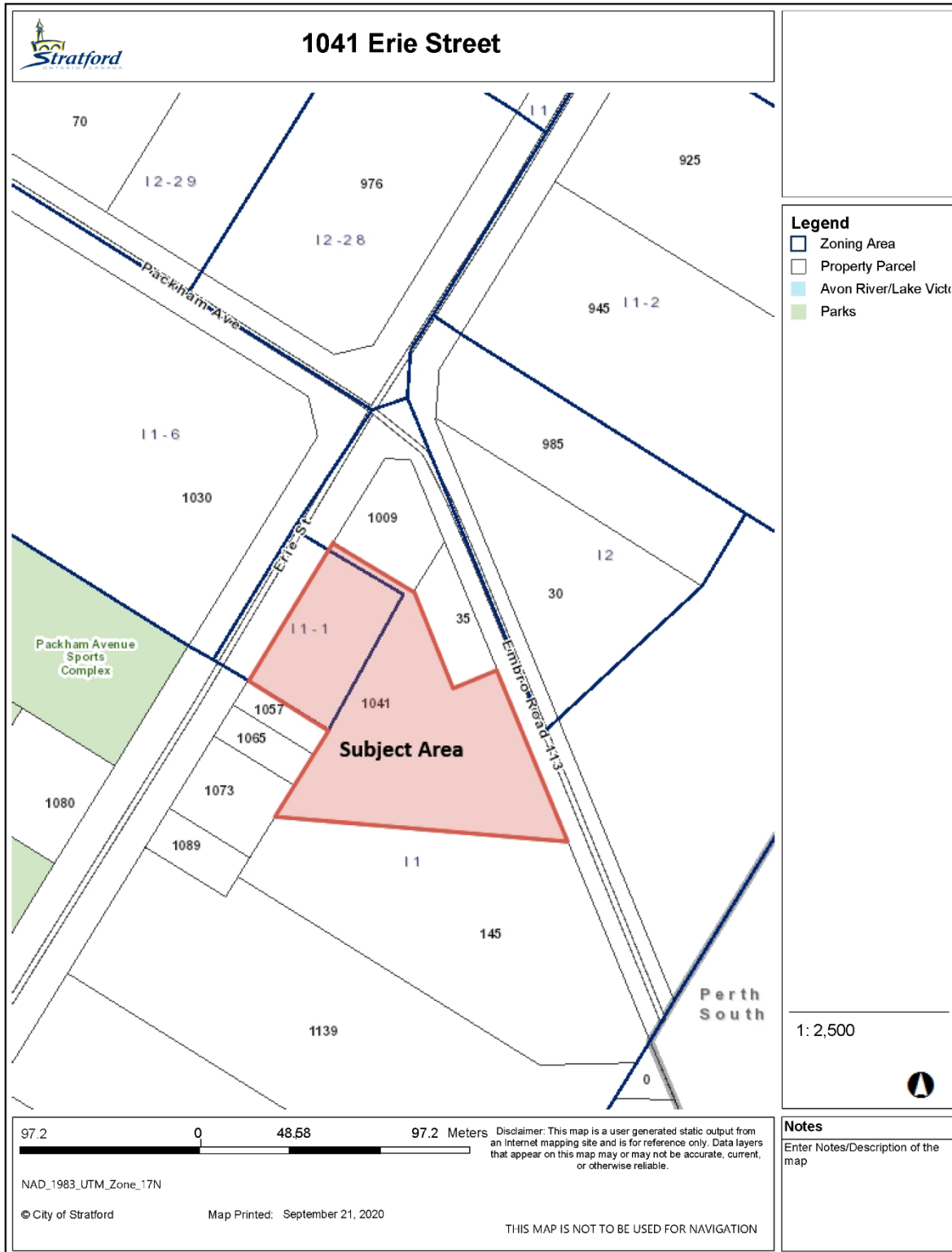
**Objective:** The purpose of this report is to provide staff's recommendation on the Zone Change Application submitted by Michel Eldebs on behalf of 2405222 Ontario Inc. to change the zoning of a portion of the property municipally known as 1041 Erie Street from a Prime Industrial I1-1 zone to a Prime Industrial I1-1 special zone to permit a restaurant with a drive thru, to recognize the existing minimum gross floor area for the main building of 385m<sup>2</sup>, and to recognize the existing reduced setbacks from Erie Street of 13.8m to a building and 2.3m to a canopy.

The application was accepted on September 18, 2020.

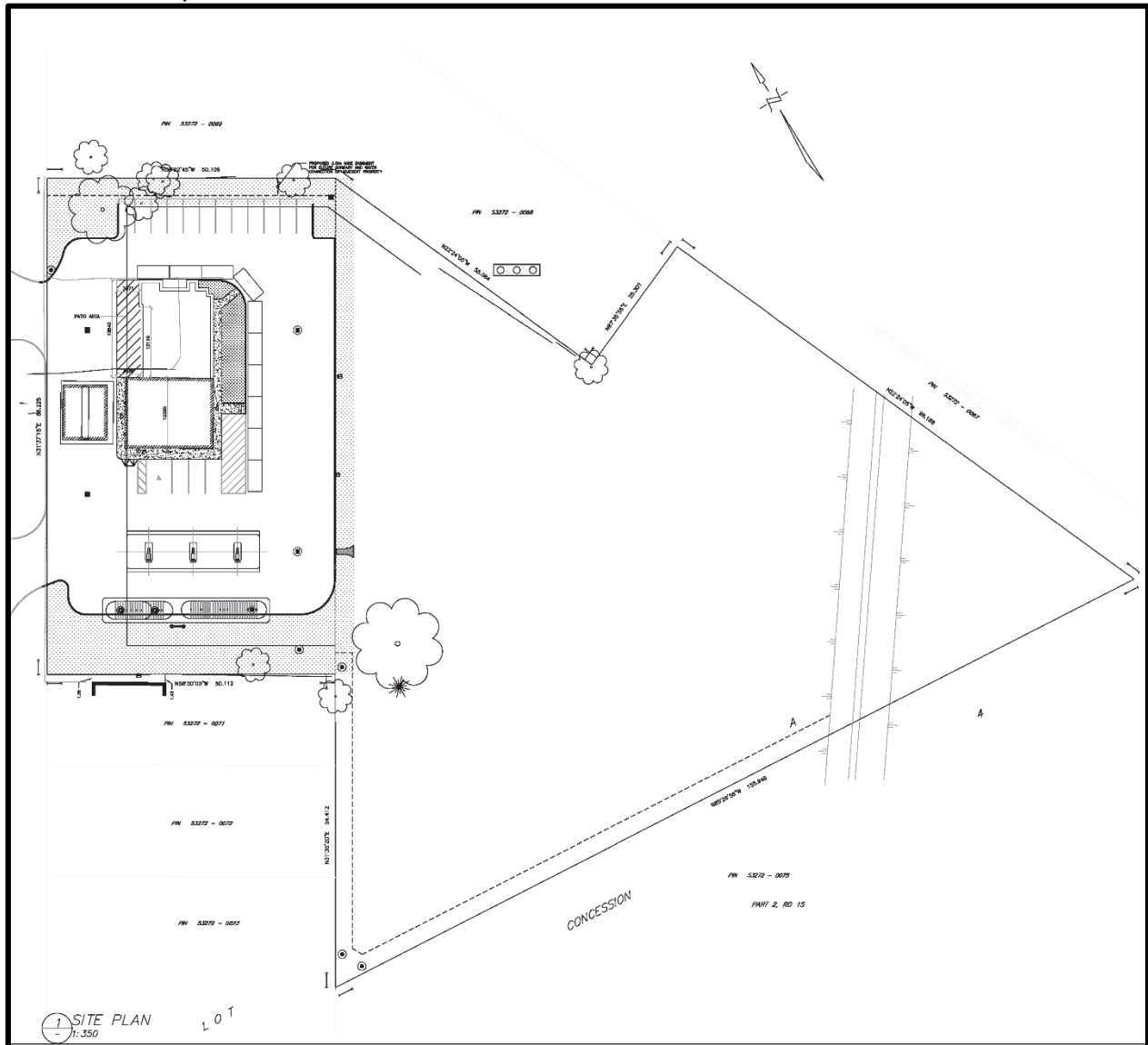
A Planning Justification report and a Functional Servicing Report were submitted with the application.



## Location and Zoning Map



## Z05-20 Concept Plan – 1041 Erie Street



### Agency Comments

Circulation of the application to various agencies produced the following comments to date (January 25, 2021):

### Building Services

- No concerns with the proposed Zone Change Application
- Building permits will be required to be obtained for proposed construction
- Additional comments will be provided at site plan application

### Engineering Services

- The Engineering Department has reviewed the submission for Zone Change application noted above and does not object to the zone change.

- Engineering comments regarding this site have been provided during the formal consultation process. To date the comments provided from Engineering on March 23, 2020 relating to a future site plan application have yet to be addressed.

#### Transit

- No concerns

#### Fire Department

- No concerns

#### Public Comments:

Notice of the application was sent to 12 surrounding property owners on September 28, 2020. Notice was also published in the Beacon Herald on October 3, 2020 and a Public Meeting was held on October 29, 2020.

No comments have been received to date. Any comments received after the completion of this report will be provided to the Planning and Heritage Committee.

#### **Analysis: 2020 Provincial Policy Statement**

The 2020 Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest in three key areas: Building Strong Communities, Wise Use and Management of Resources, and Protecting Public Health and Safety. All decisions on development applications shall be consistent with the Provincial Policy Statement.

Building strong communities is achieved by promoting efficient development and land use patterns and avoiding development patterns that cause environmental, public health or safety concerns.

*Section 1.1.1 of the Provincial Policy Statement states that healthy, liveable and safe communities are sustained by promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term, by avoiding development and land use patterns which may cause environmental or public health and safety concerns and by promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs.*

Section 1.1.2 of the Provincial Policy Statement states: "Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years."

Section 1.1.3.2 of the Provincial Policy Statement states: "*Land use patterns within settlement areas shall be based on densities and a mix of land uses which efficiently use land and resources; are appropriate for, and efficiently use, the infrastructure and public services facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion.*"

Section 1.3.2.3 of the Provincial Policy Statement states: "*Within employment areas planned for industrial or manufacturing uses, planning authorities shall prohibit residential uses and prohibit or limit other sensitive land uses that are not ancillary to the primary employment uses in order to maintain land use compatibility.*"

The requested zoning would allow for a restaurant with a drive thru as an additional permitted use for the subject lands. Full municipal services are available to the lands and the proposed additional use is not expected to have a negative impact on the surrounding industrial operations.

The Provincial Policy Statement provides direction to municipalities to prohibit residential uses and prohibit or limit other sensitive land uses in employment areas that are not ancillary to the primary employment uses in order to maintain land use compatibility. The proposed restaurant use is intended to be ancillary to the permitted industrial land uses on the property.

Wise use and management of resource policies include natural heritage, water, agriculture and cultural heritage and archaeology. Significant built heritage resources, which are defined as significant buildings, structures, monuments, installations or remains associated with architectural, cultural, social, political, economic or military history and identified as being important to the community, shall be conserved. There are no Wise Use and Management of Resources policies applicable to this application.

Protecting public health and safety relate to natural and human made hazards such as areas prone to flooding, mine hazards, oil and gas hazards. Although the subject lands are located within the Upper Thames River Conservation Regulation Limit the area to be rezoned is outside of the impacted area. The area to be rezoned is not located within any hazard areas and there are no significant built heritage resources adjacent to the property.

The zone change request for a restaurant as an additional permitted use on the subject land is consistent with the 2020 Provincial Policy Statement.

#### Official Plan

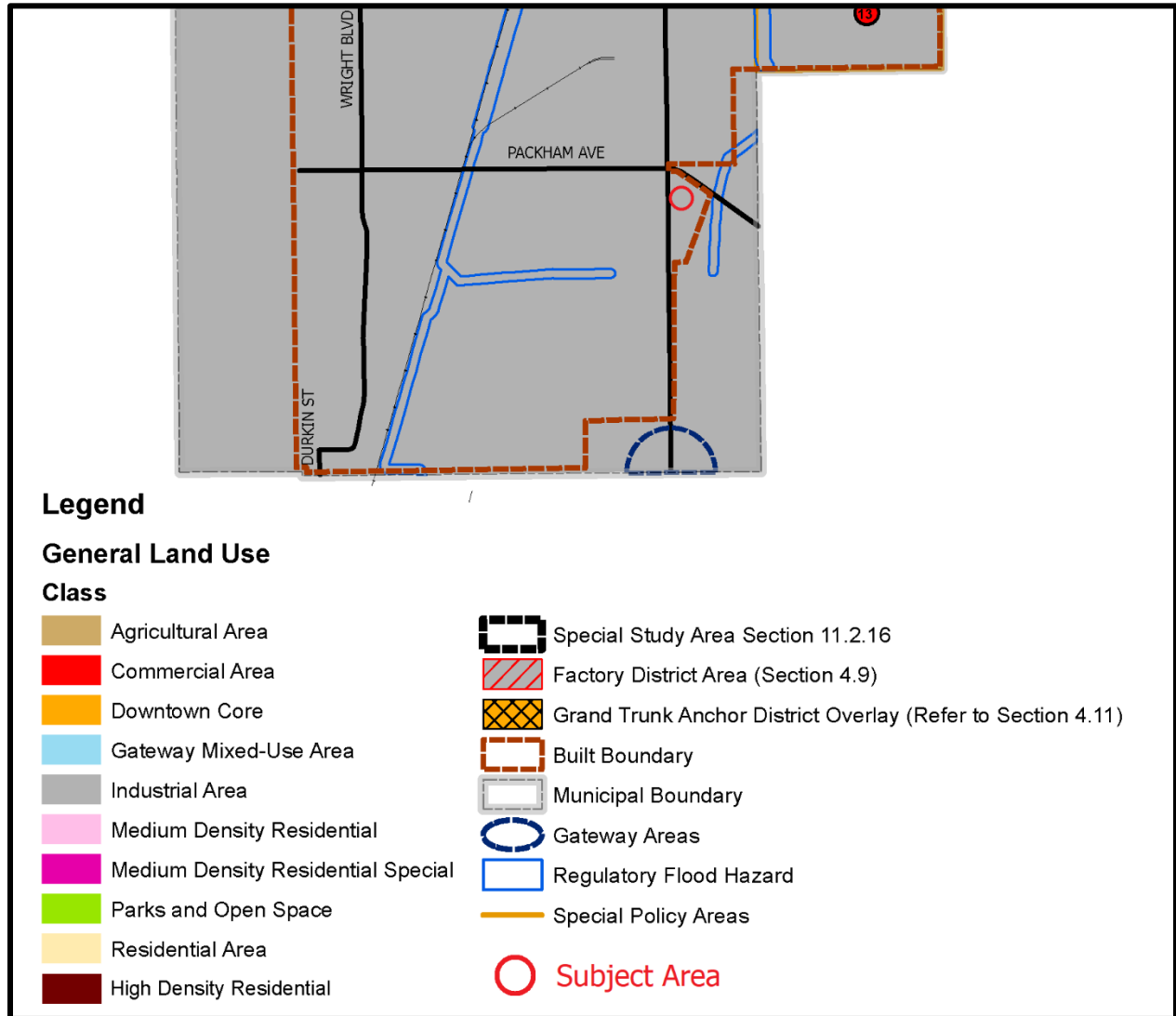
The lands are designated 'Industrial Area' which permits a range of uses including manufacturing, assembling, repair, wholesaling and storage of goods.

Secondary uses that do not detract from the area for industrial purposes nor which would conflict with existing or potential future industrial uses may also be permitted. These uses include: uses which have the characteristics or functional requirements similar to industry;

uses which do not pre-empt the ultimate development of the lands for industrial purposes; motor vehicle sales and service establishments; institutional uses; research and development uses; and education and training other than elementary schools.

### Excerpt of Schedule "A"

#### Land Use of the Official Plan



Section 3.3 of the City's Official Plan states: *"the City will ensure an adequate inventory of designated, zoned and serviced land is available suitable for accommodating the expansion of existing industry and the accommodation of new industry as well as other employment uses"*

The City of Stratford recently completed an annexation of 130 ha of land to allow the City to improve its competitive position in attracting new industrial development. Prior to the annexation the City noted that there was only 98 ha of vacant industrial zoned lands in the City and less than 20 acres of privately owned serviced industrial lands. As a result, the

City would have concerns with any conversion of employment lands to non employment uses. In this case, the rezoning is being requested on the existing I1-1 zoned lands which have frontage on Erie Street and which represent a portion of the subject lands. The land to be rezoned represents a property that similar in size to other parcels that have also been rezoned to allow restaurant uses along the East Side of Erie Street between the City boundary and Lorne Avenue. The City's Official Plan has established permitted uses within employment areas and permits the proposed use as it would not pre-empt the ultimate development of lands for industrial purposes.

The proposed use is intended to be located within the same building as another permitted use. The proposed rezoning impacts only a portion of the subject lands and can be considered to support the future industrial uses that could be developed on the remainder of the subject lands and the surrounding industrial lands. Staff are of the opinion that the proposed use is in conformity with the Official Plan.

#### Zoning By-Law

The subject lands are currently zoned Prime Industrial I1-1 which permits a car wash, gas bar, motor vehicle body or repair shop and a service trade. The applicant has requested that the proposed zoning recognizes the existing building area and setbacks to the building and canopy.

The required front yard setback is 14 m from Erie Street. The existing canopy for the gas pumps is located 2.3 m and the existing building is located 13.8 m from the front lot line. Recognizing the existing setbacks within the proposed zoning would allow for any future repairs or reconstruction to take place on the existing buildings and would allow any building addition to maintain a uniform building line from the front lot line.

The required minimum gross floor area for the main building is the lesser of 1850 m<sup>2</sup> or 15% of the lot area. Where a lot has split zoning, each portion of the lot shall be considered to be a separate lot for the purposes of the Zoning By-Law. The existing area zoned I1-1 has an area of 4600 m<sup>2</sup> and the existing building is 188 m<sup>2</sup> in size. The applicant has requested that the minimum gross floor area of the main building is set at 385 m<sup>2</sup>. The new regulation will bring the size of building into a closer conformity with the intentions of the Prime Industrial I1 Zone.

The existing zoning currently permits commercial uses that include a car wash and gas bar. The area to be rezoned is currently being used for commercial activities and the additional restaurant permission would not detract from the area for industrial purposes and does not conflict with existing or potential future industrial uses. In addition, the proposed use would provide services for employees of the surrounding industrial area.

This Zoning By-law Amendment is consistent with the PPS, is in conformity with the Official Plan provisions, and the intent of the Zoning By-law, is consistent with the City's Strategic Priorities and represents good planning.

Should the Planning and Heritage Committee not approve the staff recommendation, the motion shall include a statement outlining how the recommendation of the Planning and Heritage Committee complies with the Provincial Policy Statement and the City of Stratford Official Plan and how public input was considered.

**Financial Impact:** No municipal expenses are anticipated to support the development.

**Alignment with Strategic Priorities:**

**Strengthening our Plans, Strategies and Partnerships**

Communicating clearly with the public around our plans and activities.

**Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT the zoning of 1041 Erie Street BE CHANGED from a Prime Industrial (I1-1) Zone TO a Prime Industrial (I1-1) Zone which allows for a restaurant with a drive thru, a minimum gross floor area for the main building of 385 m<sup>2</sup>, a setback from Erie Street of 13.8m and setback from Erie Street for a canopy of 2.3 m BE APPROVED for the following reasons:**

- I. the request is consistent with the Provincial Policy Statement;**
- II. the request is in conformity with the goals, objectives and policies of the Official Plan;**
- III. the zone change will provide for a development that is appropriate for the lands;**
- IV. the public was consulted during the zone change circulation and no public input was received.**



Prepared by: Jeff Bannon, MCIP, RPP – Planner



Recommended by: Alyssa Bridge, Manager of Planning



Joan Thomson, Chief Administrative Officer

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BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change Z05-20 to rezone a portion of the lands known municipally as 1041 Erie Street, located on the east side of Erie Street and the west side of Embro Rd south of Packham Avenue to allow for a site specific General Industrial I2-1 Zone.

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**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 201-2000, as amended, known as the Zoning By-law, be further amended.

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

1. That Schedule "A", Map 7 to By-law 201-2000 as amended, is hereby amended:

by changing from a Prime Industrial I1-1 Zone to Prime Industrial Special with site specific regulations I1- 1 Zone those lands outlined in heavy solid lines on Schedule "A", attached hereto and forming part of this By-law, legally described as CON 4 PT LOT A DOWNIE in the City of Stratford and known municipally as 1041 Erie Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 17.4, being the Exceptions of the General Industrial I2 Zone the following:

- "17.4.1      a) Defined Area (1041 Erie St)  
                     I1-1 as shown on Schedule "A", Map 7  
                     b) Permitted Uses
- car wash
  - gas bar



- motor vehicle body shop
  - motor vehicle repair shop
  - service trade
  - restaurant with a drive thru
- c) Minimum Setback from Erie Street
- Main building 13.8m
  - Canopy 2.3m
- d) Minimum gross floor area
- Main building 385 m<sup>2</sup>

e) This By-law shall come into effect upon Final Passage and in accordance with the Planning Act.

Read a FIRST, SECOND AND THIRD TIME AND

FINALLY PASSED this the xx<sup>th</sup> day of xxxxxxxx 2021.

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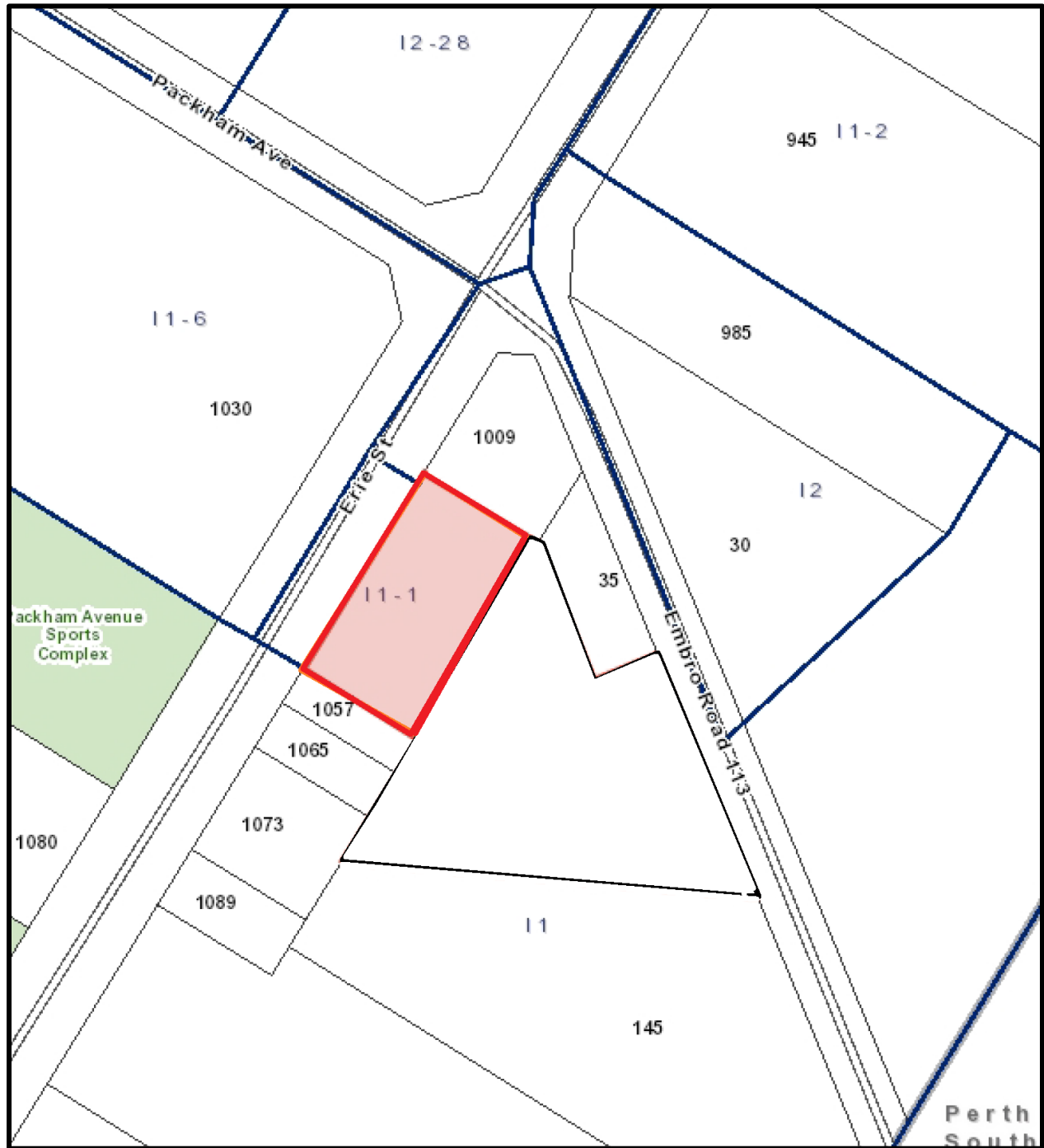
Mayor – Daniel B. Mathieson

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City Clerk – Tatiana Dafoe

# **Schedule "A" to By-law ???-2021**

1041 Erie Street





## CITY OF STRATFORD PUBLIC MEETING MINUTES

A **PUBLIC MEETING** was held on Thursday, October 29, 2020 at 4:09 p.m. via electronic participation to give the public and Council an opportunity to hear all interested persons with respect to Zone Change application Z05-20 relating to 1041 Erie Street in the City of Stratford.

**COUNCIL PRESENT:** Mayor Mathieson – Chair-presiding, Councillors Brad Beatty, Graham Bunting, Jo-Dee Burbach, Tom Clifford, Dave Gaffney, Bonnie Henderson, Danielle Ingram, Martin Ritsma, Cody Sebben, and Kathy Vassilakos.

**STAFF PRESENT:** David St. Louis - Director of Community Services, Ed Dujlovic – Director of Infrastructure & Development Services, Kim McElroy – Director of Social Services, Janice Beirness – Director of Corporate Services, Tatiana Dafoe – City Clerk, Christopher Bantock – Deputy Clerk, Jeff Bannon – Planner, John Paradis – Fire Chief, Jodi Akins – Council Clerk Secretary, Nancy Bridges – Recording Secretary.

**ALSO PRESENT:** Caroline Baker – Baker Planning Group

Mayor Mathieson called the meeting to order and stated the purpose of the meeting is to give Council and the public an opportunity to hear all interested persons with respect to Zone Change application Z05-20 relating to 1041 Erie Street in the City of Stratford.

Mayor Mathieson explained the order of procedure for the public meeting.

### **STAFF PRESENTATION:**

Jeff Bannon, City Planner, noted the Zone Change application was submitted by Michel Eldebs to change the zoning of a portion of the property municipally known as 1041 Erie Street from a Prime Industrial I1-1 zone to a Prime Industrial I1-1 special zone to permit a restaurant with a drive-thru, to recognize the existing minimum gross floor area for the main building of 385m<sup>2</sup>, and to recognize the existing reduced setbacks from Erie Street of 13.8m to a building and 2.3m to a canopy.

The Planner noted the subject lands have an approximate area of 1.46ha. The lands are designated 'Industrial Area' and allows secondary uses that do not detract from the area for industrial purposes nor which would conflict with existing or potential future industrial uses, have the characteristics or functional requirements similar to industry, and do not pre-empt the ultimate development of the lands for industrial purposes.

He stated the subject lands are currently zoned General Industrial I2 which permits a range of uses such as car wash, a motor vehicle service station, commercial school, a factory store, etc.

The application was circulated to various agencies and 12 surrounding property owners. Engineering Services submitted comments during the formal consultation process and these comments have yet to be addressed. There were no comments from the public.

**QUESTIONS FROM COUNCIL:**

Councillor Henderson inquired whether a car wash was in the plans.

The Planner noted a car wash is a permitted use already.

**APPLICANT PRESENTATION:**

No applicant presentation.

**QUESTIONS FROM THE PUBLIC:**

There were no registered delegations.

Staff noted there were no questions submitted via the electronic Q & A.

Mayor Mathieson noted the matter will be considered at a future Planning and Heritage Committee meeting and that a video recording of the meeting would be posted to the City's website.

Mayor Mathieson adjourned the meeting at 4:14 p.m.

**There were no requests to receive further information from the public meeting on October 29, 2020.**



## MANAGEMENT REPORT

<b>Date:</b>	January 19, 2021
<b>To:</b>	Finance & Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN21-001
<b>Attachments:</b>	2021 SCC BIA Budget

**Title:** Consideration of the Stratford City Centre Business Improvement Area (SCC BIA) 2021 Budget

**Objective:** To approve the 2021 operating budget of the Stratford City Centre Business Improvement Area.

**Background:** The Municipal Act, 2001, s. 204 authorizes a municipality to establish a Business Improvement Area to be governed by a board of management.

The Municipal Act, 2001, s. 205 requires that the board of management *shall prepare a proposed budget for each fiscal year by the date and in the form required by the municipality and that the board of management shall submit the budget to council by the date and in the form required by the municipality and the municipality may approve it in whole or in part but may not add expenditures to it.*

The 2021 budget for the SCC BIA is attached for review.

**Analysis:** Representatives from SCC BIA will be attending the meeting electronically to review the budget and answer questions.

It is worth noting that the City provides account services (payables, receivables, cash deposits, bank reconciliations, payment of audit fees and financial statement preparation) to the BIA at no charge.

**Financial Impact:** There is no financial impact for the City, as the approved amount is added to the rateable property in the business improvement area as a special charge when 2021 tax rates are established.

### Alignment with Strategic Priorities

**Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated January 19, 2021, regarding the Stratford City Centre Business Improvement Area 2021 budget (FIN21-001) be received for information;**

**THAT the 2021 budget of the Stratford City Centre Business Improvement Area be approved as submitted in the amount of \$319,750;**

**AND THAT the sum of \$290,750 shall be levied on properties located within the boundaries of the Stratford City Centre Business Improvement Area for the year 2021.**



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer

## Stratford City Centre Business Improvement Area 2021 Budget

<b>REVENUES</b>	
Tax Levy	\$290,750.00
Interest on Accounts	\$2,000.00
HST Rebate	\$12,000.00
Community Collaboration	\$0.00
Destination Animation Fund	\$15,000.00
<b>TOTAL REVENUES</b>	<b>\$319,750.00</b>
<b>EXPENSES</b>	
<b>Operating</b>	
Support Fees – Admin, Animation, Members	\$131,000.00
Office Operations	\$5,000.00
Anti-Racism and Diversity Training	\$6,000.00
Insurance	\$1,200.00
AGM/ Membership	\$1,500.00
Phone	\$900.00
Anticipated Levy Revenue	\$8,600.00
<b>Animation, Marketing and Beautification</b>	
Emergency Expenses	\$0.00
Community Engagement	\$16,000.00
Holiday Animation	\$25,000.00
Directory Sign Maintenance	\$1,500.00
Promotion	\$25,050.00
Website Maintenance and Hosting	\$8,000.00
STA Contribution	\$35,000.00
Beautification	\$40,000.00
Destination Animation Fund	\$15,000.00
<b>TOTAL EXPENSE</b>	<b>\$319,750.00</b>
<b>NET INCOME/EXPENSES CURRENT YEAR</b>	<b>\$0.00</b>



**BY-LAW NUMBER \_\_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to authorize the execution of an Agreement with The Beacon Herald, a division of Postmedia Network Inc. for Display Advertising for Notices and Non-Statutory Ads for a three (3) year term.

---

**WHEREAS** Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the *Municipal Act 2001* provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** the City requires paid display advertising space in a newspaper widely distributed in the City of Stratford as the ability to arrange for notices and non-statutory ads in a newspaper on a timely basis is important to the City's public consultation and notification procedures;

**AND WHEREAS** in 2016, the City issued a request for proposals for such services and RFP16-01 was awarded to the Beacon Herald for a term of 60 months expiring on February 28, 2021;

**AND WHEREAS** the City and The Beacon Herald wish to enter into a new three-year Agreement for display advertising for notices and non-statutory ads under the same terms and conditions set out in RFP16-01;

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

1. That the Agreement between The Corporation of the City of Stratford and The Beacon Herald, a division of Postmedia Network Inc. be entered into for a three (3) year period and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.



Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 22<sup>nd</sup> day of February, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe



**BY-LAW NUMBER \_\_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to authorize the execution of a Lease Agreement with Vanmeurs Farms Ltd. for farmland adjacent to the Stratford Municipal Airport for a further three year term to December 31, 2023.

---

**WHEREAS** Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10.(1) of the *Municipal Act 2001* provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** The Corporation of the City of Stratford is the owner of vacant lands adjacent to the Stratford Municipal Airport and intends to lease the said vacant lands for a further three-year term to December 31, 2023;

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

1. That the Lease Agreement dated the 1st day January, 2021 between The Corporation of the City of Stratford and Vanmeurs Farms Ltd. for the lease of certain vacant lands adjacent to the Stratford Municipal Airport for a further three year term to December 31, 2023, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

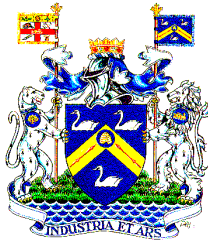
FINALLY PASSED this 22<sup>nd</sup> day of February, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe



**BY-LAW NUMBER \_\_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to authorize the entering into and execution of an amending agreement with The Corporation of the Township of Perth East for the disposal of household hazardous waste generated in the Township to the Stratford Landfill Site Household Hazardous Waste Depot.

---

**WHEREAS** Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the *Municipal Act 2001* provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** The Corporation of the City of Stratford (the "City") is the owner of the Stratford Landfill Site located at 777 Romeo Street South, Stratford;

**AND WHEREAS** The Corporation of the City of Stratford and Corporation of the Township of Perth East (the "Township") entered into an agreement (the "Agreement") dated the 27th day of April, 2015 for a three year term, to set out the terms and conditions for the disposal of Household Hazardous Waste generated within the boundaries of the Township of Perth East, to the Stratford Landfill Site HHW Depot;

**AND WHEREAS** pursuant to the Agreement, the City and the Township entered into an extension agreement dated the 9th day of April, 2018 for a further three year term under the same terms and conditions;

**AND WHEREAS** the Township has advised the City that they wish to continue to dispose of Household Hazardous Waste (HHW), generated within its jurisdiction, at the Stratford Landfill Site – HHW Depot;

**AND WHEREAS** the Council of The Corporation of the City of Stratford has agreed to the renewal of the said Agreement for a further three year term;

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

1. That an amending agreement between The Corporation of the City of Stratford and Corporation of the Township of Perth East, with respect to the disposal of household hazardous waste at the Stratford Landfill Site HHW Depot, be entered into for a further three year term to April 15, 2024 and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said amending agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. That the provision of disposal of household hazardous waste services shall be in accordance with the Agreement dated the 27th day of April, 2015, the amending agreement as approved by this by-law and as further directed by the Director of Infrastructure and Development Services for The Corporation of the City of Stratford.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of February, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe



BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to Zone Change Application Z05-20 to rezone a portion of the lands known municipally as 1041 Erie Street, located on the east side of Erie Street and the west side of Embro Rd south of Packham Avenue to allow for a site specific General Industrial I2-1 Zone.

"17.4.1

a) Defined Area (1041 Erie St)  
I1-1 as shown on Schedule "A", Map 7

b) Permitted Uses

- car wash
- gas bar
- motor vehicle body shop
- motor vehicle repair shop
- service trade

- restaurant with a drive thru
- c) Minimum Setback from Erie Street
- Main building 13.8m
  - Canopy 2.3m
- d) Minimum gross floor area
- Main building 385 m<sup>2</sup>
3. This By-law shall come into effect upon Final Passage and in accordance with the Planning Act.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of February, 2021.

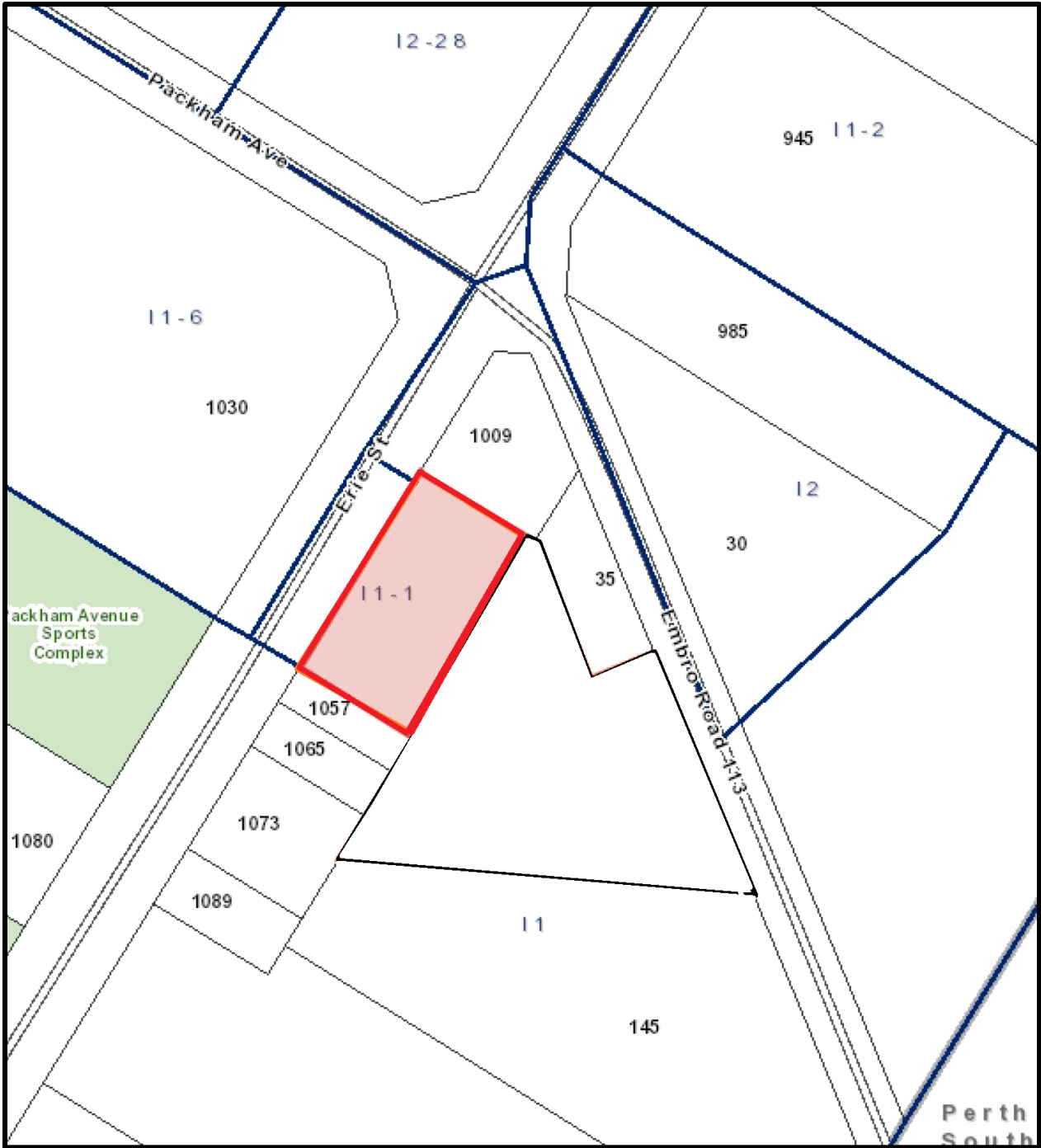
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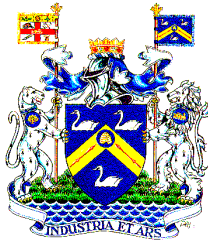
Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe

**Schedule A to By-law \_\_\_\_\_-2021**  
**Adopted this 22<sup>nd</sup> day of February, 2021**





**BY-LAW NUMBER \_\_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to Zone Change Application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision Development in the City of Stratford.

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**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 201-2000, as amended, known as the Zoning By-law, be further amended.

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

1. That Schedule "A", Map 1 to By-law 201-2000 as amended, is hereby amended:

by adding those lands outlined in heavy solid lines and described as Residential First Density with site specific regulations R1(5)-45, First Density with site specific regulations R1(5)-46, Residential Second Density with site specific regulation R2(2)-49, Residential Second Density with site specific regulation R2(2)-50, Residential Fourth Density with site specific regulations R4(2)-27 and R4(2)-28, and Park (P) on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as 236 Britannia Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.45, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.45           a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R1(5)-45 as shown on Schedule "A", Map 1

b) Minimum Front Yard Depth:                   3 m

c) Minimum Exterior Side Yard Width:       3 m

d) Minimum Interior Side Yard Width:       1.5 m

e) Minimum Lot Depth:                           30 m



f) Maximum Height: 11.5m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall).
- i) A minimum sight triangle of 3m by 3m shall apply.

3. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.46, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.46 a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R1(5)-46 as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard Width: 1.5 m
- e) Minimum Lot Depth: 30 m
- f) Maximum Height: 11 m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall).
- iv) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 6.4.49, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.4.49 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R2(2)-49 as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a common wall provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- e) Maximum Height: 11.5 m
- f) General Use Regulations:
  - i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
  - ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
  - iii) A minimum sight triangle of 3m by 3m shall apply.

5. That By-law 201-2000 as amended, be further amended by adding to Section 6.4.50, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.4.50 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R2(2)-50 as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required

along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a common wall provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

e) Maximum Height: 11. m

f) General Use Regulations:

- iv) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- v) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- vi) A minimum sight triangle of 3m by 3m shall apply.

6. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.27, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.27 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R4(2)-27 as shown on Schedule "A", map 1

b) Permitted Use:

- street townhouse dwelling

c) Maximum Height: 11m

d) Minimum Front Yard Depth: 3 m

e) Minimum Interior Side Yard Width: 1.5 m, except that no side yard width shall be required on the side where individual street townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback

not less than 1.5m from the side lot line separating such lots.

f) General Use Regulations:

- i) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall).
- ii) A minimum sight triangle of 3m by 3m shall apply.
- iii) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- iv) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- v) No side yard width shall be required along the side where individual street townhouse dwelling units on abutting lots are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute such part of such common wall or direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- vi) Where a lot or block in the Residential Fourth Density (R4) zone abuts a lot or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.

7. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.28, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.28 a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001)

R4(2)-28 as shown on Schedule "A", map 1

b) Permitted Uses:

- Cluster townhouse dwelling
- Cluster back-to-back townhouse dwelling
- Cluster stacked townhouse dwelling
- Cluster apartment dwelling

c) Definitions:

- i) "**Back-to-back townhouse dwelling**" means a building that has for four (4) or more dwellings units divided vertically, including a common rear wall and side wall(s), where each unit egresses directly outside and no egress is provided from the dwelling unit to a

common corridor; dwelling does not include a rear yard.

- ii) **"Stacked townhouse dwelling"** means a residential building containing four (4) or more dwelling units which are horizontally and vertically separated in a split level or stacked manner, where each dwelling unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor.

d) General Use Regulations:

- i) In accordance with Table 8-6
- ii) Where a lot in the Residential Fourth Density (R4) zone abuts a lot in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.
- iii) Where a lot is created through a plan of subdivision, plan of condominium or consent and where such lot creation, causes the lot as reduced, or any building or structure lawfully erected thereon, as of the date of such lot creation to become non-conforming with any of the requirements of this By-law, then the lot as reduced and any building or structure thereon shall be deemed to conform to the general use regulations of the applicable zone, and provided that no building or structure is erected or altered on the lot subsequent to the lot creation except in accordance with this By-law.

**Table 8-6**  
**Residential Fourth Density R4(2)-28**

Block Regulations	Townhouse Dwelling	Back-to-Back Townhouse Dwelling	Stacked Townhouse Dwelling	Apartment Dwelling
Minimum Block Area	800m <sup>2</sup>	800m <sup>2</sup>	1000m <sup>2</sup>	1000m <sup>2</sup>
Minimum Block Frontage	12.2m	12.2m	12.2m	12.2m
Minimum Setback from a Local Road	6m	6m	6m	6m
Minimum Lot Depth	30m	30m	30m	30m
Minimum Side Yard Width	2.5m <sup>②</sup>	2.5m <sup>②</sup>	2.5m plus 1.5m for every storey above the second storey <sup>②</sup>	6m
Minimum Rear Yard Setback	7.5m	7.5m	7.5m	7.5m
Maximum Lot Coverage	35%	35%	30%	30%
Maximum Height	11m	11m	15m	15m
Maximum Density	36 units per hectare	50 units per hectare	50 units per hectare	65 units per hectare

Minimum Landscaped Open Space	30%	30%	35%	35%
Parking	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①
Bicycle Parking	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit

Notes:

① 0.25 of the required spaces per dwelling unit shall be designated visitor parking.

② where the wall contains windows or doors to habitable rooms the minimum interior side yard setback shall be 6.0m.

8. This By-law shall come into effect upon Final Passage and in accordance with the Planning Act.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of February, 2021.

\_\_\_\_\_  
Mayor – Daniel B. Mathieson

\_\_\_\_\_  
Clerk – Tatiana Dafoe

**Schedule A to By-law \_\_\_\_\_-2021**  
**Adopted this 22<sup>nd</sup> day of February, 2021**





**BY-LAW NUMBER \_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend Schedule "E" of the Fees and Charges By-law 167-2020.

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**WHEREAS** the *Municipal Act, 2001, S.O. 2001*, provides that a municipality may pass by-laws imposing fees and charges on any class of persons;

**AND WHEREAS** section 391 of the *Municipal Act* provides that without limiting sections 9, 10 and 11 of the *Municipal Act*, those sections authorize a municipality to impose fees or charges on persons,

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- c) for the use of its property including property under its control.

**AND WHEREAS** section 398 of the *Municipal Act* provides that fees and charges imposed by a municipality or local board on a person constitute a debt of the person to the municipality or local board, respectively;

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to amend the by-law from time to time;

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

1. That Schedule "E" to By-law 167-2020, as amended, is hereby repealed and replaced with Schedule "E" attached hereto and forming part of this By-law to amend certain Infrastructure and Development Services fees.
2. The provisions of this By-law shall come into effect upon final passage.
3. All other provisions of the Fees and Charges By-law 167-2020, as amended, shall remain in force and effect.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of February, 2021.

---

Mayor – Daniel B. Mathieson

---

Clerk – Tatiana Dafoe



**THIS IS SCHEDULE "E" TO BY-LAW 167-2020**

of The Corporation of the City of Stratford  
passed this 22nd day of February 2021.

**To amend By-law 167-2021**

**INFRASTRUCTURE AND DEVELOPMENT SERVICES  
FEES AND CHARGES**

Land transfer inquiries	\$60.00 per land transfer inquiry
Street Permit: Hoarding on City Sidewalk Excavation on Road Allowance	\$50.00
Subdivision Servicing Agreements	Now part of Planning Fee

**Administrative Fees**

New Sewer and/or Water Connections	\$175.00 plus actual cost of the project
Sewer and/or Water Repairs	\$75.00 plus actual cost of the project
Private Sidewalk and Curb: Driveway widenings or relocation Curb or sidewalk replacement Damage deposit and repair	\$75.00 plus actual cost of the project
Sidewalk or Curb Repair for Utility Companies	\$40.00 per location plus actual cost of the project
Miscellaneous Invoice: Damaged sign and traffic signals Street cleaning (mud, fuel, oil) Sewer flushing Garbage pickup Road Closures for MTO, etc.	7% with minimum of \$75.00 Plus actual cost of the activity
Payroll Burden on invoices to the public	45%
Warehouse Fee on the invoices to the public for material taken from stock	15%
Temporary Access Across Municipal Property (Policy P.3.6) Fees and damage deposits subject to annual Consumer Price Index increase	\$50 per application, plus damage deposit of \$100 per metre of private property abutting city property
As Built Drawings	\$25.00 per sheet

THAT the following rates be charged for water starting January 1, 2021:

<b>Consumption Charge</b>	<b>2021</b>
First 3 cubic metres	\$2.60/m <sup>3</sup>
All additional cubic metres	\$1.06/m <sup>3</sup>
Minimum consumption charge	\$7.80

<b>Monthly Flat Charge</b>	<b>2021</b>
Under 1 inch meter	\$7.75
1 inch meter	\$12.20
1½ inch meter	\$15.50
2 inch meter	\$18.85
3 inch meter	\$25.50
4 inch meter	\$33.25
6 inch meter	\$56.50
8 inch meter	\$76.40

THAT the following rates be charged for sanitary sewer starting January 1, 2021:

<b>Sewage Service Rate</b>	<b>2021</b>
First 3 cubic metres	\$4.22/m3
All additional cubic metres	\$1.72/m3
Minimum consumption charge	\$12.66
Fixed monthly charge	\$7.75

AND THAT the following rates be charged for waste management starting January 1, 2021:

<b>Waste Management Rates</b>	<b>2021</b>
Bag Tag	\$3.60
Bag or Can at Landfill Site	\$4.80
Minimum scale rate	\$20.00
Tip Fee – regular – loose loads of waste	\$82.75 per tonne
Tip Fee – regular – more than five (5) bags or cans of waste	\$82.75 per tonne
Tip Fee – regular – loads of recyclables, brush or yard waste 200 kilograms or greater	\$82.75 per tonne
Tip Fee – large hauler – waste haulers bringing in excess of 10,000 tonnes of waste in a twelve-month period	\$77.60 per tonne
Tip Fee – Asbestos	\$165.75 per tonne
Scale down – car	\$20.00
Scale down – truck	\$25.00
Scale down – trailer	\$22.75
Scale down- Roll off	\$11.75/cubic yard
Scale down – Packer	\$16.85/cubic yard
Large Item Tag	\$13.00
Recycle Box	\$7.30
Backyard Composter	\$28.32
White Goods – Freon removal	\$42.00
White Goods – No Freon	\$24.00
Televisions & computer monitors	\$0.00
Commission Fee on sale of garbage bag tags	5%
Finished compost produced through the City’s organic diversion program to Commercial Users and Landscapers	\$3.50/cubic metre

An administrative fee of \$25.00, excluding applicable taxes, shall be charged by the City to provide duplicate copies of tickets for tipping fees when requested to do so.

**Tipping Fees for Eligible Brownfields Sites**

Developers of contaminated properties who are eligible for tax increment-based grant financing under the City's brownfields program will:

- A) pay the tipping fees for the minimum projected quantities of contaminated soil to be removed as recommended in a Phase II Environmental Assessment prepared by a recognized environmental engineering firm, such report to be accepted by the City's Director of Infrastructure and Development Services; and
- B) enter into an agreement with the City to pay the tipping fees, over time, for any quantities of contaminated soil that are actually delivered in excess of the projected minimum amount by agreeing that the City shall deposit the amount of all tax increments, for which the developer would otherwise be entitled to relief by way of grant, to the tipping fee reserve until the balance of the amount owing is paid, with any portion of the tipping fees still owing to the City at the end of the tax increment-based grant financing period to be then immediately due and payable.

Further that the Director of Infrastructure and Development Services be authorized to make arrangements with developers who qualify under this policy to either accept contaminated soil at the Stratford landfill site or divert quantities to another landfill site.



## **STRATFORD CITY COUNCIL CONSENT AGENDA**

February 22, 2021

### **REFERENCE NO.    CONSENT AGENDA ITEM**

CA-2021-022            Correspondence from Statistics Canada advising of the census to take place in May 2021 and requesting municipal support to endorse the census and encourage citizens to participate.

Attachment – Email from Statistics Canada dated February 2, 2021

Endorsement of the resolution is requested.

CA-2021-023            In accordance with By-law 135-2017 the Infrastructure and Development Services Department provides notification that the following streets were temporarily closed to through traffic, local traffic only:

- Ontario Street, from the A&W restaurant at 804 Ontario St. to Pleasant Street, Stratford, will be temporarily reduced to one west bound lane, the second west bound lane will remain open and both east lanes will remain open. This will occur Friday, February 5, 2021 for a sewer repair at 770 Ontario St. (Subway restaurant).

Emergency Services were notified.

CA-2021-024            Resolution from the Township of Guelph/Eramosa regarding advocacy for reform of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Attachment – Resolution from Guelph/Eramosa dated February 8, 2021

Endorsement of the resolution is requested.

CA-2021-025            Notification that the Fire Department intends to call for tender in accordance with the City's Purchasing Policy:

- Replacement of 1992 Aerial Fire Apparatus

CA-2021-026 Notification from the Infrastructure & Development Services Department that they intend to call quotations in accordance with the City's Purchasing Policy for:

- Trucks and Construction Equipment including Competent Operators for short term Municipal Projects

CA-2021-027 Resolution from the Township of Conmee lobbying the Provincial government to amend the Municipal Act and Municipal Elections Act to prevent those with an uncleared criminal record from becoming a candidate in municipal elections.

Attachment – Resolution from Conmee dated January 26, 2021

Endorsement of the resolution is requested.

CA-2021-028 Municipal Information Form for Liquor Licence Application for an outdoor area at 26 Erie Street (Keepin' It Creole).

Section 2 to be completed by the City Clerk.

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application.

Stratford Fire Department and the Planning Department have not expressed concerns with this application.

The Building Department provided the following comments:

- A Building Permit is required for the exhaust ducting for the new smoker. Permit required to be applied for, obtained and work completed prior to sign off from Building Department.
- Floor plan layout required to be submitted to show seating, number of occupants proposed, washroom locations and number of washrooms onsite. Drawing is to be legible and to scale.
- A separate letter from the Building Department will be required to be provided for AGCO approval. A fee of 75.00 is required for this letter.

**From:** censusoutreach.ontario-rayonnementdurec.ontario (STATCAN) <[statcan.censusoutreach.ontario-rayonnementdurec.ontario.statcan@canada.ca](mailto:statcan.censusoutreach.ontario-rayonnementdurec.ontario.statcan@canada.ca)>

**Sent:** February 2, 2021 11:26 AM

**To:** Wendy Partridge

**Subject:** 2021 Census, City of Stratford

**[EXTERNAL EMAIL]** DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Mayor,

I am pleased to inform you that the next census will take place in May 2021. I am writing today to seek your support to increase awareness of the census among residents of your community.

For over a century, Canadians have relied on census data to tell them about how their country is changing and what matters to them. We all depend on key socioeconomic trends and census analysis to make important decisions that have a direct impact on our families, neighbourhoods and businesses. In response to the COVID-19 pandemic, Statistics Canada has adapted to ensure that the 2021 Census is conducted throughout the country in the best possible way, using a safe and secure approach.

Statistics Canada will be hiring approximately 32,000 people across the country to assist with census collection. We would like to work with you and your municipality to ensure that your residents are aware and informed of these job opportunities. Please visit [www.census.gc.ca/jobs](http://www.census.gc.ca/jobs) for more information.

Furthermore, your support in encouraging your residents to complete the census will have a direct impact on gathering the data needed to plan, develop and evaluate programs and services such as schools, daycare, family services, housing, emergency services, roads, public transportation and skills training for employment.

If you would like to express your municipality's support for the census, please share the municipal council resolution text below with your residents:

Be it resolved that:

The Council of the Corporation of (NAME OF CITY/TOWN/MUNICIPALITY) supports the 2021 Census, and encourages all residents to complete their census questionnaire online at [www.census.gc.ca](http://www.census.gc.ca). Accurate and complete census data support programs and services that benefit our community.

Thank you in advance for supporting the 2021 Census.

Sincerely,

Jane Wang

Communications Officer

Census Communications – Ontario Region

Statistics Canada / Government of Canada

[statcan.censusoutreach.ontario@canada.ca](mailto:statcan.censusoutreach.ontario@canada.ca) / Tel: 647-446-7670



[www.census.gc.ca](http://www.census.gc.ca)

[www.recensement.gc.ca](http://www.recensement.gc.ca)

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Agente des communications

Communications du recensement de la région de l'Ontario

Statistiques Canada / Gouvernement du Canada

[statcan.censusoutreach.ontario@canada.ca](mailto:statcan.censusoutreach.ontario@canada.ca) / Tél : 647-446-7670



[www.recensement.gc.ca](http://www.recensement.gc.ca)

[www.census.gc.ca](http://www.census.gc.ca)

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February 8, 2021

**Ministry of Municipal Affairs and Housing**

17<sup>th</sup> Floor, 777 Bay Street  
Toronto, ON  
M7A 2J3

**Attention: The Hon. Steve Clark**

**Re: Advocacy for Reform – MFIPPA Legislation**

At the Township of Guelph/Eramosa's Regular Meeting of Council held on Monday February 1, 2021, the following resolution was put forward and passed:

Be it resolved that the Council of the Township of Guelph/Eramosa has received Clerk's Department Report 21/03 regarding Advocacy for Reform – MFIPPA Legislation; and

That that the following motions be passed in support of a request to review and reform of the Municipal Freedom of Information and Protection of Privacy Act:

WHEREAS the Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990 (MFIPPA) dates back 30 years;

AND WHEREAS municipalities, including the Township of Guelph/Eramosa, practice and continue to promote open and transparent government operations, actively disseminate information and routinely disclose public documents upon request outside of the MFIPPA process;

AND WHEREAS government operations, public expectations, technologies, and legislation surrounding accountability and transparency have dramatically changed and MFIPPA has not advanced in line with these changes;

AND WHEREAS the creation, storage and utilization of records has changed significantly, and the Municipal Clerk of the Municipality is responsible for records and information management programs as prescribed by the Municipal Act, 2001;

AND WHEREAS regulation 823 under MFIPPA continues to reference antiquated technology and does not adequately provide for cost recovery, and these financial shortfalls are borne by the municipal taxpayer;

AND WHEREAS the threshold to establish frivolous and/or vexatious requests is unreasonably high and allows for harassment of staff and members of municipal councils, and unreasonably affects the operations of the municipality;

AND WHEREAS the Act fails to recognize how multiple requests from an individual, shortage of staff resources or the expense of producing a record due to its size, number or physical location does not allow for time extensions to deliver requests and unreasonably affects the operations of the municipality;

AND WHEREAS the name of the requestor is not permitted to be disclosed to anyone other than the person processing the access request, and this anonymity is used by requesters to abuse the MFIPPA process and does not align with the spirit of openness and transparency embraced by municipalities;

AND WHEREAS legal professionals use MFIPPA to gain access to information launch litigation against institutions, where other remedies exist;

AND WHEREAS there are limited resources to assist administrators or requestors to navigate the legislative process;

AND WHEREAS reform is needed to address societal and technological changes in addition to global privacy concerns and consistency across provincial legislation;

BE IT RESOLVED THAT the Ministry of Government and Consumer Services be requested to review the MFIPPA, and consider recommendations as follows:

1. That MFIPPA assign the Municipal Clerk, or designate to be the Head under the Act;
2. That MFIPPA be updated to address current and emerging technologies;
3. That MFIPPA regulate the need for consistent routine disclosure practices across institutions;
4. That the threshold for frivolous and/or vexatious actions be reviewed, and take into consideration the community and available resources in which it is applied;
5. That the threshold for frivolous and/or vexatious also consider the anonymity of requesters, their abusive nature and language in

requests to ensure protection from harassment as provided for in Occupational Health and Safety Act;

6. That the application and scalability of fees be designed to ensure taxpayers are protected from persons abusing the access to information process;
7. That administrative practices implied or required under the Act, including those of the IPC, be reviewed and modernized;
8. That the integrity of the Act be maintained to protect personal privacy and transparent governments.

Please accept this for your information and any necessary action.

Sincerely,



Jenni Spies  
Deputy Clerk

Cc. Ted Arnott, MPP Wellington-Halton Hills  
Michael Chong, MP Wellington-Halton Hills  
Minister of Consumer Services  
Information and Privacy Commissioner of Ontario  
Association of Municipalities of Ontario  
Association of Clerks and Treasurers of Ontario  
Ontario Clerks



19 Holland Rd W. RR.#1  
Kakabeka Falls, ON P0T 1W0

[www.conmee.com](http://www.conmee.com)

**The following resolution was passed by the Council of the Township of Conmee at its regular meeting on January 26<sup>th</sup> 2021:**

**Resolution No. 2021-022**

Moved by: Councillor Arnold

Seconded by: Councillor MacMaster

WHEREAS duly elected Officials of a Municipality, or a Township are expected to be above reproach and to conduct themselves with integrity, truth, justice, honesty, transparency and courtesy.

AND WHEREAS there are people of dubious character who have a Criminal Record, having been convicted of a Federal Offence of any of the Federal Statutes of Canada, but not limited to the Criminal Code or Narcotic Control Act, who are currently on Council of a Municipality or have let their name stand for election for Mayor, Reeve or Councillor as a municipal candidate.

NOT WITHSTANDING the provisions of the Ontario Human Rights Code

THEREFORE BE IT RESOLVED that the Township of Conmee lobby the Provincial Government to amend The Municipal Act and Municipal Elections Act, as may be, so that people with a criminal record who have not had their record cleared from the RCMP Data Base by order of the Governor General of Canada, be prohibited from becoming a candidate in municipal elections.

AND THAT an elected local government official be disqualified from office upon conviction of a serious criminal offense and must resign

AND THAT Council of the Township of Conmee direct the Clerk to send a copy of this resolution to the Ontario Premier Doug Ford, Attorney General Doug Downey, Solicitor-General Sylvia Jones, Minister of Municipal Affairs Steve Clark, Association of Municipalities of Ontario, Rural Ontario Municipal Association, Northern Ontario Municipal Association, Thunder Bay District Municipal League, MPP Judith Monteith-Farrell, and all Ontario municipalities

**CARRIED**



**BY-LAW NUMBER \_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on February 22, 2021.

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**WHEREAS** subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25* as amended, 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 February 22, 2021 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 22nd day of February, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe