



Stratford City Council  
Regular Council Open Session  
AGENDA

**Meeting #:** 4648th  
**Date:** Monday, March 8, 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

To watch the Council meeting live, please click the following link: <https://stratford-ca.zoom.us/j/86204058943?pwd=dm5uZGRuOVhYYVJWUEx5cHF4am8ydz09>

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:**

13 - 47

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

**THAT the Minutes of the Regular Meeting dated February 22, 2021 and the Special Meeting dated February 23, 2021 of Council of The Corporation of the City of Stratford 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 March 8, 2021 be added to the Agenda as printed.**

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

**5.1. From the February 22, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

Appointment of SABA Alternate Representative to fill a mid-term vacancy on the Heritage Stratford Committee

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

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

**Staff Recommendation: THAT Jack M. West be appointed to the Heritage Stratford Committee to fill the vacancy of the alternate SABA representative for the remainder of the two-year term to November 14, 2022, or until a successor is appointed by Council.**

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

- 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);

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

## 6. Hearings of Deputations and Presentations:

### 6.1. Request to waive penalty and interest on 2021 tax installments (COU21-030) 48 - 53

Georgia Steel, resident, has requested to address Council to present a petition for residential property tax penalty relief.

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

**THAT the presentation by Georgia Steel regarding a request for relief from residential property tax penalties, be heard;**

**AND THAT the online petition titled "Covid Relief for Stratford Tax Penalties" be received.**

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

**Staff Recommendation: THAT a waiver on tax penalty and interest not be initiated at this time (Option 1).**

### 6.2. Delegation Request - Patio Request 54 - 57

Jessie Votary, representing Ramshackle Industries, has requested to present patio options for consideration by Council.

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

**THAT the presentation by Jessie Votary regarding patio options for Ramshackle Industries be heard.**

### 6.3. Delegation Request - Ministerial Zoning Order

Mike Sullivan has requested to address Council on behalf of Get Concerned Stratford with respect to the Notice of Motion listed under Section 8.1 of this agenda.

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

**THAT Mike Sullivan, on behalf of Get Concerned Stratford, be heard regarding the Notice of Motion requesting that Council adopt a motion to ask the Minister to rescind the Ministerial Zoning Order on the annexed lands.**

## 7. Orders of the Day:

- 7.1. Resolution - Task Force Update** 58 - 101
- Motion by \_\_\_\_\_
- Staff Recommendation:** THAT the Task Force update and Long-Term Recovery Planning Report be received for information.
- 7.2. Resolution - Patio Boardwalk Project** 102 - 108
- Motion by \_\_\_\_\_
- Staff Recommendation:** THAT City-Owned picnic tables be provided free of charge to restaurants outside the core from May 1st-October 31st, 2021;
- THAT the 2021 Patio Permit & License fees be waived in 2021;
- THAT the businesses using Patio Boardwalks be assessed a fee of \$196/month/parking space for a period of 6 months (May 1st-October 31st) and a flat fee for delivery, installation, disassembly and pick up (not to exceed \$800/boardwalk); and
- THAT the 2021 Patio Season applications open March 22nd, 2021 to ensure all businesses are able to prepare for patios to open May 1, 2021.
- 7.3. Resolution - 2021 Patio Applications – Pop-up Patio Alternative (COU21-031)** 109 - 121
- Motion by \_\_\_\_\_
- Staff Recommendation:** THAT the report titled “2021 Patio Applications – Pop-up Patio Alternative” (COU21-031) be received for information.
- 7.4. Correspondence - AMO 2021 Annual General Meeting and Conference**
- The 2021 Association of Municipalities of Ontario (AMO) Annual General Meeting and Conference is being held virtually on August 15-18, 2021.
- Councillors interested in attending are asked to make arrangements with the CAO's office.
- For the information of Council.
- 7.5. Resolution - Vivian Street Line 37 Road Widening (COU21-025)** 122 - 124
- Motion by \_\_\_\_\_
- Staff Recommendation:** THAT the City of Stratford accept Part 4 Plan 44R-5803 as public highway and dedicate it as forming part of Vivian Street Line 37.

- 7.6. Resolution - Ontario Street Road Widening (COU21-026) 125 - 127

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

**Staff Recommendation:** THAT the City of Stratford accept Part 1 Plan 44R-5820 as public highway and dedicate it as forming part of Ontario Street.

- 7.7. Resolution - 2020 Statement of Council Remuneration and Expenses (COU21-027) 128 - 131

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

**Staff Recommendation:** THAT the report of the Director of Corporate Services dated March 8, 2021 regarding 2020 Statement of Council Remuneration and Expenses (COU21-027) be received for information.

- 7.8. Resolution - 2020 Status Update on the Multi-Year Accessibility Plan (COU21-028) 132 - 150

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

**Staff Recommendation:** THAT the 2020 Status Update on the City of Stratford 2018-2022 Multi-Year Accessibility Plan be received and uploaded to the City's website.

- 7.9. Resolution - Amendments to Schedule 1 Prohibited Stopping on Specified Streets and Schedule 2 Prohibited Parking on Specified Streets of By-law 159-2008 (COU21-029) 151 - 155

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

**Staff Recommendation:** THAT the Traffic and Parking By-law No. 159-2008, Schedule 1 Prohibited Stopping on Specified Streets be amended to extend no stopping restrictions to 10:00 am as follows:

Street	Direction	Restriction Area	Restriction Times
Bedford Drive	East	From a point 49 metres North of the North curb line of Park Lane Drive to a point 165 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	West	From the North curb line of Glendon Road to a point 322 metres North of the North curb line of Glendon Road	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	East and West sides	From the north-east cul-de-sac to Graff Avenue	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bruce Street	North	From the westerly curb line of	8:00 a.m. to 10:00 a.m.,

		Essex Street to a point 56 metres east of the easterly curb line of Taylor Street	11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bruce Street	South	From 35 metres West of the West curb line of Essex Street to a point 128 metres Westerly therefrom	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Cawston Street	North	From Huntingdon Avenue to 17m westerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Cawston Street	South	From Huntingdon Avenue to 100m westerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Huntingdon Avenue	East	From Avon School property boundary to Avon Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Huntingdon Avenue	West	From Avon School property boundary to 58m northerly of Cawston Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Louise Street	West	From a point 51 metres North of the North curb of Whitelock Street to a point 64 metres Northerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Mowat Street	West	From a point 72.5 metres South of the South curb line of West Gore Street to a point 134.5 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Mowat Street	East	From a point 65 metres South of the South curb line of West Gore Street to a point 106.5 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Rebecca Street	South	From a point 138 metres east of the east curb line of Waterloo Street South to a point 36 metres easterly therefrom	8:00 a.m. to 10:00 a.m., and 2:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Strachan Street	East	From a point 30 metres South of the South curb line of West Gore Street to a point 87 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Strachan Street	West	From the South curb line of West Gore Street to a point Southerly therefrom 124.7 metres	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

THAT Schedule 2 Prohibited Parking on Specified Streets be amended to extend no parking restrictions to 10:00 am as follows:

Street	Direction	Restriction Area	Restriction Times
Avondale Avenue	East	From to Charles St.	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

AND THAT the restrictions in Traffic and Parking By-law No. 159-2008, Schedule 1 Prohibited Stopping on Specified Streets be deleted:

Street	Direction	Restriction Area	Restriction Times
Caledonia Street	North	No Standing from 50 metres East of the East curb line of John Street to a point 33.5 metres Easterly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Charles Street	North	From the Easterly curb line of John Street to a point 119.6 metres Easterly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	West	From a point 49 metres North of the North curb line of Park Lane Drive to a point 136.5 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
St. Vincent St. S.	West	From a point 21.2 metres north of the north curb line of Patricia Road (north loop) to a point 110.1 metres southerly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

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

### 8.1. Notice of Motion from Councillor Sebben

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

## 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 March 8, 2021 be adopted as printed.

- 9.1.1. Update on Proposed Short-Term Rental Accommodations (STRA) Regulations (PLA21-006)** 156 - 167

THAT the report regarding consultation with Destination Stratford on proposed Short Term Rental Accommodation regulations in the new Comprehensive Zoning By-law (PLA21-006) be received for information.

**9.2. Report of the Community Services Committee**

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

**THAT the Report of the Community Services Committee dated March 8, 2021 be adopted as printed.**

- 9.2.1. Agreement with The Local Community Food Centre (COM21-001)** 168 - 169

THAT the City enter into a ten-year agreement with The Local Community Food Centre for their use of the lands at Dufferin Park for a community garden;

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

**10. Notice of Intent:**

- 10.1. Notice of Public Meeting - Intent to Permanently Close a Portion of T.J. Dolan Drive** 170

City of Stratford Council will hold a public meeting on Monday, March 15, 2021 at 6:00 pm to hear all interested persons with respect to the permanent closure of T.J. Dolan Drive from St. David Street to Centre Street.

Further details can be found on the attached Notice.

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

Draft By-laws 11.1 to 11.8 require First and Second Readings and Third and Final Readings and could be taken collectively upon unanimous vote of Council present.

Draft By-law 11.9 received First and Second Readings at the February 22, 2021 Regular Council meeting and requires Third and Final Readings.

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

**THAT By-law 11.1 to 11.8 be taken collectively.**

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

**THAT By-laws 11.1 to 11.8 be read a First and Second Time.**

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

**THAT By-laws 11.1 to 11.8 be read a Third Time and Finally Passed.**

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

**THAT By-law 11.9 be read a Third Time and Finally Passed.**

- |              |   |           |
|--------------|---|-----------|
| <b>11.1.</b> | <b>Lease Agreement with The Local Community Food Centre</b>   | 171       |
|              | To authorize the execution of a Lease Agreement with The Local Community Food Centre for the lease of certain lands at 55 Oak Street, more specifically the area behind the Dufferin Arena, for a community garden for a period of ten (10) years to December 31, 2031. |           |
| <b>11.2.</b> | <b>Appointment of an alternate SABA representative to the Heritage Stratford Advisory Committee</b>   | 172       |
|              | To amend By-law 178-2018, as amended, to appoint an alternate SABA representative to the Heritage Stratford Advisory Committee.   |           |
| <b>11.3.</b> | <b>Conveyance from 2598852 of Part 1 on Plan 44R-5820</b>   | 173 - 174 |
|              | To authorize acceptance of a conveyance from 2598852 Ontario Inc. of certain lands described as Part of Lot 44, Registered Plan 47, being part of P.I.N 53099-0008, now designated as Part 1 on Plan 44R-5820.  |           |
| <b>11.4.</b> | <b>Dedication of Part 1, Plan 44R-5820 as public highway forming part of Ontario Street</b>   | 175       |
|              | To dedicate Part 1 on Reference Plan 44R-5820, as a public highway forming part of Ontario Street in the City of Stratford.   |           |
| <b>11.5.</b> | <b>Conveyance from POL Quality Homes of Part 4 on Plan 44R-5803</b>   | 176       |
|              | To authorize acceptance of a conveyance from POL Quality Homes Inc. of certain lands described as Part of Lot 45, Concession 3, P.I.N 53080-0088, now designated as Part 4 on Plan 44R-5803.  |           |
| <b>11.6.</b> | <b>Dedication of Part 4, Plan 44R-5803 as public highway forming part of Vivian Street Line 37</b>  | 177       |
|              | To dedicate Part 4 on Reference Plan 44R-5803 as a public highway forming part of Vivian Street Line 37 in the City of Stratford.   |           |
| <b>11.7.</b> | <b>Stratford City Centre Business Improvement Area 2021 Levy</b>  | 178 - 179 |

To levy a special charge upon the rateable property in the business improvement area for Stratford City Centre Business Improvement Area (BIA) for 2021.

- 11.8. Amend Traffic and Parking By-law 159-2008 to amend no stopping and prohibited parking restrictions** 180 - 183

To amend Schedule 1, Prohibited Stopping on Specified Streets, and Schedule 2, Prohibited Parking on Specified Streets, of the Traffic and Parking by-law 159-2008, as amended, to extend certain restrictions and to delete certain no stopping restrictions.

- 11.9. Amend Zoning By-law with respect to Zone Change Application Z09-19 for 236 Britannia Street** 184 - 191

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.

- 12. Consent Agenda: CA-2021-029 to CA-2021-034** 192 - 199

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 22, 2021.

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

**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];**
- **Infrastructure, Transportation and Safety Committee [3:15 p.m. or thereafter following the Regular Council meeting];**

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

## 15. Council Reconvene:

### 15.1. Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on March 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

### 15.2. Committee Reports

#### 15.2.1. Infrastructure, Transportation and Safety Committee

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

**THAT Item 6.1 of the Infrastructure, Transportation and Safety Committee meeting dated March 8, 2021 be adopted as follows:**

**6.1 Argyle and McKenzie Street Reconstruction (St. David Street to Cambria Street) – Public Engagement and Recommendations (ITS21-005)**

**THAT the description of the proposed design for the Argyle and McKenzie Streets Reconstruction, be received for information;**

**THAT the comments from the online public engagement session, be received for information;**

**AND THAT the proposed design for the project be accepted and authorization given to proceed to tender for construction.**

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

200

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

**By-law 11.10 Confirmatory By-law**

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

**15.4. Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

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

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



## Stratford City Council Regular Council Open Session MINUTES

Meeting #:	4646th
Date:	Monday, February 22, 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, Jodi Akins - Council Clerk Secretary, Stephanie Potter - Policy and Research Associate, Alyssa Bridge – Manager of Planning, Jeff Leunissen - Planner

### **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 22, 2021 Regular Council meeting.

**3. Adoption of the Minutes:**

R2021-62

**Motion by** Councillor Henderson

**Seconded by** Councillor Burbach

**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.**

**Carried**

**4. Adoption of the Addenda to the Agenda:**

R2021-63

**Motion by** Councillor Burbach

**Seconded by** Councillor Ingram

**THAT the Addenda to the Regular Agenda of Council and Standing Committees dated February 22, 2021, to add delegations for Items 7.1 and 7.2, be added to the Agenda as printed.**

**Carried**

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

At the In-camera Session direction was given on the first four items.

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

**6.1 Municipal Modernization Service Delivery Review – Final Report (COU21-024)**

The Chief Administrative Officer provided an overview of the project and stated that Blackline Consulting was retained in the Spring of 2020 to undertake a corporate wide review of efficiencies and service delivery

modernization. Staff have since worked to provide data and feedback to Blackline in order to complete their review. This review is an important first step and many recommendations require further investigation and review to determine implementation. Implementation of the recommendations will be over multiple years.

R2021-64

**Motion by** Councillor Clifford

**Seconded by** Councillor Gaffney

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

**Carried**

Ian Shelley, Blackline Consulting, provided a presentation to Council regarding the Service Delivery Review. Highlights of the presentation included:

- the approach to the service delivery review including extensive consultations with stakeholders;
- generating opportunities and performing detailed analysis to reduce to highest opportunity items; and,
- a summary of the recommended opportunities including reduce use of paper, enhance HR systems, review fleet, consolidate grass maintenance, increase airport revenues, repair fire vehicles internally, consolidate invoicing, and facility maintenance and utilization.

R2021-65

**Motion by** Councillor Ingram

**Seconded by** Councillor Burbach

**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.**

The timeline for implementing these recommendations and if Council can help expedite the process was questioned. The Chief Administrative Officer advised that CLT is committed to looking into the efficiencies identified and all projects will take time over a number of years to implement. Focus will be given to opportunities that can be moved along quickly, especially the recommendation to go paperless. It was stated that moving forward, CLT will be reporting out to the appropriate committee of Council on a regular basis as it relates to Council involvement to ensure we're on track with efficiencies.

Mayor Mathieson called the question on the motion.

**Carried**

## **6.2 Presentation by Rebecca Garlick, Climate Change Coordinator of Stratford's Emission Profile**

R2021-66

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Henderson

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

**Carried**

Rebecca Garlick, Climate Change Coordinator, provided a presentation to Council regarding Stratford's Emission Profile. Highlights of the presentation included:

- the baseline for emissions data being 2017;
- the overall emissions breakdown in the City per contributing categories;
- the potential future for the City in a business as usual scenario;
- a breakdown of the emissions and future inventory recommendations moving forward for categories including transportation, buildings, and solid waste;
- next steps for development of the plan including setting a reduction target;
- review of the community survey and an overview of priorities for the City based on survey responses; and,

- reviewing the draft plan and receiving feedback before presenting the final plan to Council.

A discussion period ensued with respect to:

- the 2017 baseline being set as a result of data available for electricity and natural gas consumption;
- providing clarity on a 10% emissions reduction target based on 2017 data aligning with reduction targets of 30% if based on 1990 data;
- the building emissions from the Community Action Plan including municipal owned buildings;
- more ambitious emissions reduction targets being dependent on available capital and funding opportunities; and,
- the provincial and federal emissions reduction targets being below global standards by comparison.

R2021-67

**Motion by** Councillor Gaffney

**Seconded by** Councillor Sebben

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

Discussion continued with respect to:

- being able to review approximate annual costs to the City based on varying percentages of emissions reduction; and,
- local emissions reporting taking into account an increasing population.

Mayor Mathieson called the question on the motion.

**Carried**

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

### **7.1 Resolution - Stratford Greenhouse Gas Emissions Planning (COU21-023)**

R2021-68

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**THAT the presentations by Mike Sullivan and Anne Carbert be heard.****Carried**

Mike Sullivan advised he is a member of the Energy and Environment Committee and first heard of the proposed 10% target at their last meeting. He reviewed the 'Hill Report' from 2008, which set targets for the City at 6% below 2003 levels for the community and 20% below 2003 levels for corporate. The report further notes that by 2005, the community emissions had dropped 20% and corporate by 11% and that once targets were reached a number of departments were able to raise their emissions. The province had also eliminated the use of coal so the coefficient attached to electricity was significantly reduced at this time.

He advised that given this information, 2005 should become the baseline with a target of 30% reduction by 2030 and 80% reduction by 2050. Recommendations in the 2008 report were educational for the community but no documented strategy. The City met its target through the methane gas collection system but he advised he was not sure what happened to other recommendations. The target needs to be higher to take into consideration the Province of Alberta being permitted to increase emissions and the continued growth rate. Setting a target should be deferred until the Energy and Environment Advisory Committee can review and provide more guidance.

Anne Carbert advised that she was pleased to see so much detail being provided in the reports being presented. She further stated that she spoke at Council a year ago when the climate declaration was being considered and has the same sense today about the climate crisis. Concerns have been raised about the 10% reduction target and that a decision should be deferred until the climate action plan is ready. The Climate Change Coordinator's plan is for the County with recommendations for each municipality. It is understood that the difference in baseline data is creating a difference in percentage reduction targets across municipalities.

In a climate emergency, consideration needs to be given to what is possible to achieve beyond 10%. Ms. Carbert provided an overview of the simulator prepared by the Climate Change Coordinator. The simulator provided participants the opportunity to create their own plan and she ended up selecting a 30% reduction plan for the community that did not

appear difficult to achieve. Concern was expressed that the proposed 10% reduction is not ambitious.

Ms. Carbert requested that consideration be given to doing everything the municipality can be instead of being stuck on setting targets. She suggested asking what we can do to mitigate as much as we can by 2030 and reaching carbon neutrality by 2050. She advised community members are ready to take significant climate action and support the City. The target to be set for 2030 will make a big difference for the future. Discussion ensued with respect to setting a minimum target and being able to do more but potentially not being inspiring for the community.

The Deputy Clerk stated this report had been prepared in response to motions passed by Council in 2020. Those motions referred a number of items to staff for review and to develop a report on reducing the City's greenhouse gas emissions. Staff understand the reduction target of 10% appears as a lower percentage compared to other municipalities and levels of government due to the difference in baseline data years. This target has received support from the Climate Change Coordinator and other partner municipalities across the County as a feasible target to reach in the next 10 years. The Deputy Clerk advised the best practice is for the target to be set before a plan is adopted and that more ambitious targets can be revisited as the City approaches 2030.

Those involved in preparation of the report were thanked. It was also noted that new options exist under the current grant, pending approval from the Government of Canada, that would see the expiration date for the contract of the shared Climate Change Coordinator extended until February 28, 2022. At a minimum, if not approved, FCM will work with partner municipalities to adjust the funding schedule to permit extension by a couple of months. Overall, this should end up reducing the City's costs that had been previously allocated towards this contract through the 2021 budget.

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

- reviewing the corporate and community initiatives and being able to set separate targets for each;
- forecasting options for higher reduction targets and what is required to reach different targets; and,

- deferring the approval of a reduction target until the shared Climate Change Coordinator can present the Community Action Plan to Council.

R2021-69

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**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;**

**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.**

Discussion continued with respect to:

- highlighting past successes implemented by the City as it relates to climate change and the environment;
- the impact of current projects such as the green bin program and the renewable natural gas project as it relates to setting a target;
- the report from staff being compiled with assistance from the Climate Change Coordinator but being separate from the current Community Action Plan currently being drafted;
- waiting to adopt corporate and community initiatives in principle until more quantitative analysis can be completed through the delivery of the Community Action Plan; and,
- receiving input from investStratford as it relates to industrial and commercial growth, and the environment.

Mayor Mathieson called the question on the motion.

**Carried**

R2021-70

**Motion by** Councillor Vassilakos**Seconded by** Councillor Burbach**THAT the following motions be deferred for consideration:****THAT the Corporate and Community Initiatives identified in 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;****AND THAT the City of Stratford set a 10% emissions reduction target, based on 2017 levels, by the year 2030.**

Discussion ensued with respect to further investigating the adoption of corporate and community initiatives in principle and the impact on setting a target.

Mayor Mathieson called the question on the deferral motion.

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

R2021-71

**Motion by** Councillor Gaffney**Seconded by** Councillor Bunting**THAT the presentation by Kristen Barisdale of GSP Group be heard.****Carried**

The Planner provided a presentation to Council regarding the staff recommendation. Highlights of the presentation included:

- reporting back to Council following deferral at the December 21, 2020 Regular Council meeting and recommending further at the January 25, 2021 Regular Council meeting to complete consultation with area residents before moving forward;
- a telephone conference call having been completed with area residents to present options for review;

- area residents having expressed concerns with all three options presented;
- the applicant having formally requested their application be changed to option two, resulting in approximately 148 dwelling units in various forms;
- staff identifying the site as suitable for the revised request as it conforms with all policies, regulations, and appropriate zoning;
- recommending a redline revision to the draft plan to adjust an error that notes block 47 but should be identified as block 74; and,
- that no further notice be required.

Kristen Barisdale, GSP Group, advised that they have been in discussions with residents and the City as it relates to the development and concerns raised by members of the public. Concepts were investigated that would move townhouses central to the site but are restricted as a result of the street pattern. Other issues also arose including grading, terracing, overages, and frontages that were not consistent with the rest of the neighborhood. Concepts prepared for the City provide for an overall reduction in townhouse block lengths and therefore reduces the overall area of length of all townhouse blocks. Semi-detached and single detached have been intermixed. GSP Group has no concerns or objections with the staff recommendation.

A question and answer period ensued with respect to:

- moving the townhouse blocks to back onto the stormwater pond being difficult to accommodate due to grading and drainage challenges;
- keeping the townhouse blocks together being best from a design and construction perspective;
- existing fences near property lines being reviewed in more detail during the approval process to assess replacement in each block;
- trees being removed to accommodate grading on site and reviewing opportunities for tree planting during the design and approval process;
- water and drainage concerns with tree planting along perimeter line of existing resident backyards to increase privacy; and,

- townhouses being placed where they are to best mimic preliminary designs but adjusted due to street patterns and sale of portion of the property.

A member moved the staff recommendation with the following additional condition:

- that an additional condition requiring a development agreement to be registered on title requiring all purchase and sale agreements and/or disclosure statements to include a warning clause that all townhouse units and semi-detached units with a 3m front yard setback will be provided with 1 parking space in the garage, and 1 parking space in the driveway, with no overnight on-street parking, and limited provisions for visitor on-street parking.

R2021-72

**Motion by** Councillor Ingram

**Seconded by** Councillor Clifford

**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:**

- 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 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.**
- 60. The subdivision agreement shall include a clause requiring all purchase and sale agreements and/or disclosure statements to include a warning clause that all townhouse units and semi-detached units with a 3m front yard setback will be provided with 1 parking space in the garage, and 1 parking space in the driveway, with no overnight on-street parking, and limited provisions for visitor on-street parking.**

Discussion continued with respect to street widths allowing for limited on-street parking but not being wide enough for bike lanes.

Mayor Mathieson called the question on the motion.

**Carried**

### **7.3 Resolution - Memorandum of Understanding – Southwest Community Transit Association (COU21-017)**

R2021-73

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**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.**

**Carried****7.4 Resolution - Lease Agreement with Vanmeurs Farms Ltd. (COU21-018)**

R2021-74

**Motion by** Councillor Ritsma**Seconded by** Councillor Gaffney

**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.**

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

R2021-75

**Motion by** Councillor Beatty**Seconded by** Councillor Bunting

**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.**

The Director of Infrastructure and Development Services, in response to a question regarding the increase in fees, advised that it is not a significant increase and was a clerical error related to interpretation. The fee being proposed is more in line with what it has been in previous years.

Mayor Mathieson called the question on the motion.

**Carried**

**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)**

R2021-76

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**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.**

**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:**

R2021-77

**Motion by** Councillor Ritsma

**Seconded by** Councillor Gaffney

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

**Carried**

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

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.

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

R2021-78

**Motion by** Councillor Sebben

**Seconded by** Councillor Ingram

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

**Carried**

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

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 required First and Second Readings and Third and Final Readings and could have been taken collectively upon unanimous vote of Council present:

A member requested that By-law 11.5 be taken separately.

R2021-79

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Henderson

**THAT By-laws 18-2021 to 22-2021 be taken collectively.**

Mayor Mathieson called the question on the motion.

**Carried** unanimously

R2021-80

**Motion by** Councillor Ingram

**Seconded by** Councillor Sebben

**THAT By-laws 18-2021 to 22-2021 be read a First and Second Time.**

**Carried** two-thirds support

R2021-81

**Motion by** Councillor Gaffney

**Seconded by** Councillor Bunting

**THAT By-laws 18-2021 to 22-2021 be read a Third Time and Finally Passed.**

**Carried**

R2021-82

**Motion by** Councillor Ingram

**Seconded by** Councillor Henderson

**THAT By-law 11.5 be read a First and Second Time.**

**Carried**

The First and Second reading of By-law 11.5 was carried but did not receive two-thirds majority vote of the members of Council present and entitled to vote in accordance with the Procedure By-law. As the By-law did not received two-thirds majority it could not move to third and final readings.

**Motion by** Councillor Gaffney

**Seconded by** Councillor Henderson

**THAT the rules of procedure be suspended to consider the Third and Final Reading for By-law 11.5.**

**Defeated**

By-law 11.5 will be listed for third and final reading at the next Regular Council meeting on March 8, 2021.

**11.1 Agreement for Display Advertising for Notices and Non-Statutory Ads - By-law 18-2021**

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 - By-law 19-2021**

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 - By-law 20-2021**

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 - By-law 21-2021**

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**

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 - By-law 22-2021**

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

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

### **12.1 CA-2021-022**

R2021-83

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**THAT CA-2021-022, being 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, be endorsed.**

**Carried**

### **12.2 CA-2021-024**

R2021-84

**Motion by** Councillor Ingram

**Seconded by** Councillor Bunting

**THAT CA-2021-024, being a Resolution from the Township of Guelph/Eramosa regarding advocacy for reform of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), be endorsed.**

**Carried**

### **12.3 CA-2021-027**

**Motion by** Councillor Ingram

**Seconded by** Councillor Henderson

**THAT CA-2021-027, being a 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, be endorsed.**

Discussion ensued with respect to:

- the undue interference and constitutionality of the request;

- being aware of non-expunged criminal offences of individuals running for Council;
- not ignoring the Human Rights Code; and,
- criminal offence inequality and not having the resources to get records expunged.

Mayor Mathieson called the question on the motion.

**Defeated**

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

#### **13.1 School Zone Traffic and Parking Enforcement**

A member expressed concern around pedestrian safety in school zones due to traffic congestion and illegal parking. Previous solutions in the past involved working with schools and the Active Transportation Advisory Committee to educate members of the public. Enforcement has also proven difficult in the past due to complaints received as a result of ticketing. The member requested Council take leadership and show support for staff and police enforcement of these issues.

R2021-85

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Gaffney

**THAT staff be directed to work with Stratford Police Services, local school boards and Huron Perth Public Health, to educate and enforce the City's Traffic and Parking By-law 159-2008 around schools to increase safety;**

**THAT Stratford City Council endorses and supports enforcement of the Traffic and Parking By-law around schools to increase safety;**

**THAT staff, with input from Stratford Police Services, review signage, no-parking zones and the hours of no-parking including a review of parking on both sides, around schools to optimize safety and decrease congestion;**

**THAT a short, concise and targeted information campaign to inform parents and caregivers that the City will be actively enforcing no-parking and no-stopping infractions around schools be developed;**

**AND THAT staff be directed to coordinate Traffic and Parking By-law enforcement around the schools, focusing on those where issues have been reported and then moving to enforcement at all locations, with Stratford Police Services and the City's Parking Enforcement Officers.**

Discussion ensued with respect to:

- no-parking and no-stopping rules currently in effect at schools and needing to enforce both;
- staff continuing to work on a report back to Council regarding a review of school safety zones;
- attempting to educate before enforcing and improving the consistency of signage for no-parking and no-stopping areas;
- getting school boards, Huron-Perth Public health, and Stratford Police Services involved in educating members of the public;
- parking farther away from schools and letting kids walk;
- no-stopping signage typically being right in front of school areas and only during certain times when kids are being dropped off or picked up; and,
- ensuring access for school bus and mobility bus drop off and pick up.

Mayor Mathieson called the question on the motion.

**Carried**

### **13.2 Coldest Night of the Year Event**

A member thanked residents and members of Council for their support of the Coldest Night of the Year Event in Stratford. \$93,800 had been raised which represented 134% of the fundraising goal.

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

The next Regular Council meeting is March 8, 2021.

R2021-86

**Motion by** Councillor Burbach

**Seconded by** Councillor Beatty

**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.**

**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 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

No declarations of pecuniary interest were made by a member at the February 22, 2021 Council reconvene meeting.

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

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

#### **By-law 11.7 Confirmatory By-law - By-law 23-2021**

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

R2021-87

**Motion by** Councillor Ingram

**Seconded by** Councillor Henderson

**THAT By-law 23-2021 be read a First and Second Time.**

**Carried** two-thirds support

R2021-88

**Motion by** Councillor Gaffney

**Seconded by** Councillor Vassilakos

**THAT By-law 23-2021 be read a Third Time and Finally Passed.**

**Carried**

### **15.3 Adjournment of Council Meeting**

R2021-89

**Motion by** Councillor Clifford

**Seconded by** Councillor Beatty

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

**Carried**

Meeting Start Time: 3:00 P.M.

Meeting End Time: 5:26 P.M.

Reconvene Meeting Start Time: 5:37 P.M.

Reconvene Meeting End Time: 5:39 P.M.

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Mayor - Daniel B. Mathieson

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Clerk - Tatiana Dafoe



## Stratford City Council Special Council Open Session MINUTES

Meeting #:	4647th
Date:	Tuesday, February 23, 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 Ritsma, Councillor Sebben, Councillor Vassilakos
Regrets:	Councillor Ingram
Staff Present in Council Chambers:	Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Chris Bantock - Deputy Clerk
Staff Present Electronically:	Ed Dujlovic - Director of Infrastructure and Development Services, Kim McElroy - Director of Social Services, David St. Louis - Director of Community Services, John Paradis - Fire Chief, Alyssa Bridge - Manager of Planning, Jeff Bannon – Planner, Jodi Akins – Council Clerk Secretary, Nancy Bridges – Recording Secretary

### 1. Call to Order:

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

**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 Thereof

No declarations of pecuniary interest were made by a member at the February 23, 2021 Special Council meeting.

**3. Adjournment to Public Meeting - Statutory Public Meeting Report for 4117 Perth Line 36, proposed Official Plan Amendment OPA01-21, Draft Plan of Subdivision Application 31T21-001 and Zone Change Application Z01-21 (COU21-022)**

R2021-90

**Motion by** Councillor Ritsma

**Seconded by** Councillor Vassilakos

**THAT the Special Council Meeting adjourn to a Public Meeting under the Planning Act, to hear from members of the public 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, to reconvene following the Public Meeting.**

**Carried**

\*The Special Council meeting adjourned to a public meeting at 3:01 p.m., and resumed at 3:22 p.m.

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

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

**4.1 - Confirmatory By-law – By-law 24-2021**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on February 23, 2021.

R2021-91

**Motion by** Councillor Vassilakos

**Seconded by** Councillor Burbach

**THAT By-law 24-2021 be read a First and Second Time.**

**Carried** two-thirds support

R2021-92

**Motion by** Councillor Gaffney

**Seconded by** Councillor Clifford

**THAT By-law 24-2021 be read a Third Time and Finally Passed.**

**Carried**

**5. Adjournment:**

R2021-93

**Motion by** Councillor Sebben

**Seconded by** Councillor Henderson

**THAT the February 23, 2021 Special Council Meeting adjourn.**

**Carried**

Meeting Start Time: 3:00 P.M.

Meeting End Time: 3:22 P.M.

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Mayor - Daniel B. Mathieson

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Clerk - Tatiana Dafoe

Georgia Steel  
 [REDACTED]

Stratford, Ontario [REDACTED]

February 16, 2021

Tom Clifford  
 Councillor and Chairman of the Finance Committee for Stratford  
 City of Stratford  
 1 Wellington St.  
 Stratford ON  
 N5A 2L3

Dear Councillor Clifford:

**Subject: 'Covid Relief' from punitive residential property tax penalties.**

I'm writing to you on behalf of my fellow 'Petitioners' with regard to a Covid Relief Plan especially as it pertains to *residential property tax penalties and Interest*.

As we all know, the pandemic broke out last winter and has resulted in numerous lockdowns and businesses being shut down and many people being forced to stop working.

We are in need of relief from punitive residential property tax penalties.

I understand that Stratford's Tax Department offered one month of relief last April. While we are all grateful for that gesture and are glad that council realized there was a need, the response was not sufficient and not in keeping with what other townships and municipalities have offered.

It's understood that the city has its own bills to pay and that funds (generated from property taxes) are needed for the ongoing operations of Stratford. This is why we understand that we must figure out a way to continue to pay our regular property tax bill even though many of us have been forced to stop working. This in itself is a hardship for many.

However, it seems to me that the addition of punitive penalties is excessive given our current circumstance. These penalties also seem to be a 'conflict of interest' and a catch 22 of sorts.

After all, if it is the gov't itself that has decided to enact measures to curb the pandemic that require a lockdown and/or for (small!) businesses to shut down, venues to be closed, gatherings to be disallowed, but at the same time seeks to punish us for not being prompt with our payments when we have no way of earning the funds that would enable us to stay on top of our bills, is that not a conflict of interest as well as a catch 22?

Councillor Tom Clifford  
 February 17, 2021  
 Page 2

Therefore, we are asking for some kind of recognition of the need for Covid Relief. This could at minimum look like what the *'Township of North Perth'* has done:

**A minimum of 5 to 6 months total relief from penalties and interest as well as a reduction in the current interest rate on overdue bills from 1.25% to .375%.**

It should also be noted that many, many other entities have stepped up and offered various forms of relief:

**Federal Gov't** – has many plans in place to help people, but most of these plans simply cover the bare minimum and by no means cover anyone's normal debt load or all of their non-deferrable obligations.

**Banks & Mortgage Lenders** – Many of these entities are deferring mortgage payments without any further penalty or interest other than the interest that would normally be a part of a mortgage payment.

**Phone Companies and Utilities** have various Covid Relief plans.

**CRA:** if offering relief from interest and penalties on overdue tax bills for both businesses and personal income taxes if one applies.

...and the list goes on.

**Other Counties & Townships:**

**Cambridge:** Offered 4 months of no interest or penalties in 2020.

**Waterloo:** Offered 3 months of no interest or penalties in 2020.

**Township of Wellesley:** 3 months of no interest or penalties in 2020.

**Township of North Perth:** Offered total relief from penalties last April, May, June, & July. Also, as of September 2020 they reduced the interest rate from 1.25% to .375%.

**Municipality of West Perth:** Offered full relief of Penalties from last March to October.

**St. Marys:** Offered full relief from penalties from March to September of last year.

It should be mentioned that the counties, townships, and municipalities that have not – as of yet - offered relief to their property tax payers stated as the reason they had not:

“because no one has asked” – this was the response across the board every time I asked.

~ Well we are asking.

---

Councillor Tom Clifford  
February 17, 2021  
Page 3

*Does Stratford count on monies collected through penalties?* Idk, but the question begs to be asked, 'Has there not been some savings from the fact that offices have been closed, and therefore costs associated with meetings, travel, per diems, property maintenance and cleaning services have decreased?' ~ perhaps these savings (if there are any, can be passed along to the very people that normally bear the brunt of paying for the operations of the city: the property tax payers.

Thank you for your consideration regarding this matter. Please find below a link to the Petition that was started on Change.org a few weeks ago to address this need. I am aware that there is a normally a formal and legal structure by which Council receives Petitions. However, these are not normal times and the option to collect signatures with addresses etc.. in person is simply not available. Therefore, I am asking that council accepts this petition as authentic since it is freely available for anyone to view online at Change.org. and most of the people that have signed it have been directed there via the various Stratford social media pages (this also can be verified). Every post with regard to this issue was overwhelmingly received with a positive supportive response.

Sincerely,

Georgia Steel  
Property Tax Payer &  
Spokesperson for the Petition for  
Residential Property Tax Penalty Relief for the City of Stratford

Enclosure: link to the online petition  
<https://www.change.org/CovidReliefforStratfordTaxPenalties>

CC:  
Janice Beirness, Director of Corporate Services  
Chris Bantoch, City Clerk




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## MANAGEMENT REPORT

**Date:** March 8, 2021  
**To:** Mayor and Members of Council  
**From:** Janice Beirness, Director of Corporate Services  
**Report#:** COU21-030  
**Attachments:** None

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**Title:** Request to waive penalty and interest on 2021 tax installments

**Objective:** To provide Council with information following a request to waive penalty and interest on 2021 taxes.

**Background:** When the COVID-19 pandemic began in the Spring of 2020, one of the many initiatives of the City was to waive penalty and interest related to the April 9, 2020 property tax installment until August 31, 2020. In 2020 the City collected \$444,682 in penalty and interest on overdue taxes. We found that a number of taxpayers took advantage of the no interest period but paid their taxes before August 31, 2020.

The total outstanding taxes at December 31, 2020 was less than it was the prior year.

The February 2021 installment date has passed. The January 2021 interest revenue was \$29,672 and the February 2021 interest revenue was \$27,127.

To date in 2021 the City has waived the fee for Bed and Breakfast licenses at a cost of approximately \$31,000 and offered 2 hours of free parking from Monday to Friday until January 31, 2021.

**Analysis:** In January 2021, County of Lennox and Addington asked Municipalities what relief efforts they were implementing in 2021. There were 36 responses. Most responses offered relief in 2020 but are not considering relief in 2021 at this time. Three Municipalities moved their first 2021 installment date forward one month. One Municipality has waived interest and penalty until March 31, 2021 and one has waived interest and penalty until April 30, 2021.

The upper levels of Government have also implemented a number of COVID-19 programs for individuals including:

- Canada Emergency Response Benefit (CERB)
- Canada Emergency Student Benefit (CESB)
- Canada Recovery Benefit (CRB)
- Canada Recovery Caregiving Benefit (CRCB)
- Canada Recovery Sickness Benefit (CRSB)

There have also been a number of COVID-19 programs for businesses, most recently the Ontario Small Business Support Grant to help businesses that were required to close or significantly restrict business under the Province wide shut down effective December 26, 2020.

**Financial Impact:** It's difficult to know the effect of waiving interest since it's dependent on the amount of outstanding taxes in a given month. However, from May 2020 to August 2020 our interest revenue was \$5,000 less per month from the previous year. We can anticipate the same monthly loss in 2021.

Interest and penalty relief on taxes was not considered in the 2021 budget.

There are three options that Council may want to consider:

Option 1- waive tax penalty and interest;

Option 2 – waive penalty and interest on the April 2021 installment only until August 31, 2021 at a cost of approximately \$20,000; or

Option 3 - waive all monthly penalty and interest on taxes beginning April 1, 2021 at a cost of approximately \$30,000 per month.

**Alignment with Strategic Priorities:**

**Not applicable:** Offering tax penalty and interest relief is unique during a pandemic and not part of Council's strategic priorities.

**Staff Recommendation: THAT a waiver on tax penalty and interest not be initiated at this time (Option 1).**




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Janice Beirness, Director of Corporate Services

A handwritten signature in black ink that reads "Joan Thomson". The signature is written in a cursive, flowing style.

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Joan Thomson, Chief Administrative Officer

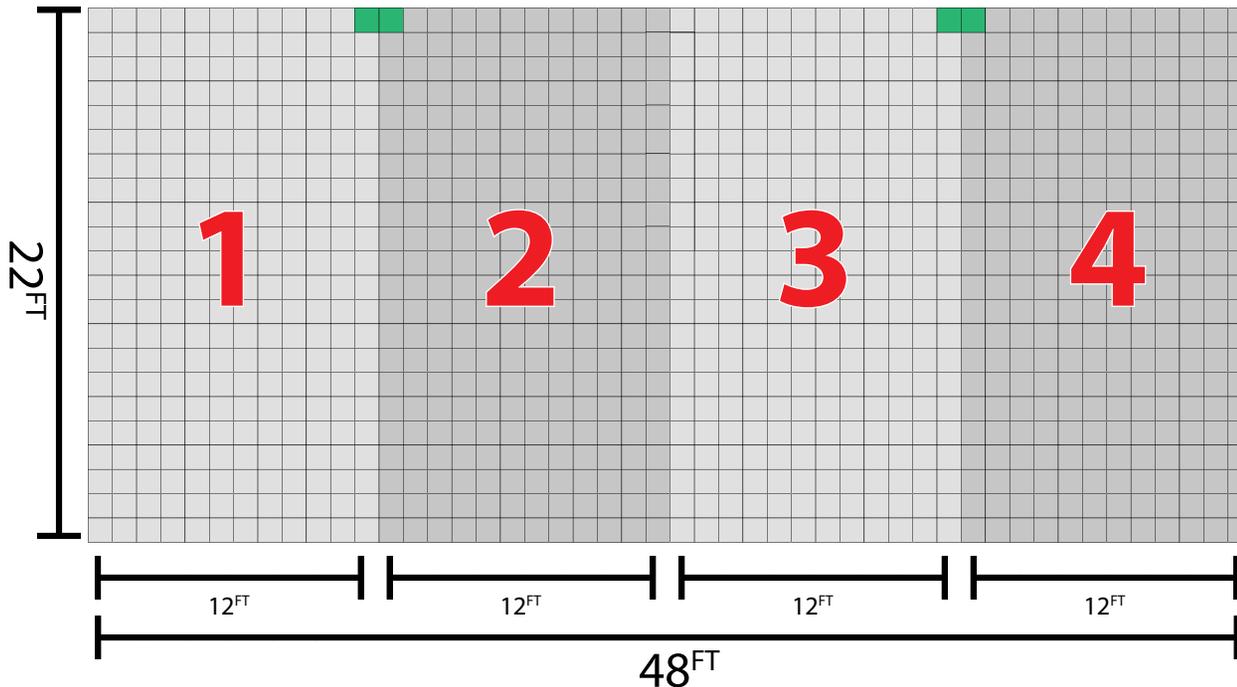
# PATIO SAFETY PLAN



## REQUEST OF 4 PARKING SPACES

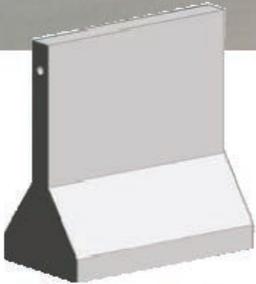
To be shared by **four** restarants:

- OLD MAN & SON
- POLLO MORTA
- THE RED RABBIT
- AVEC RABBIT



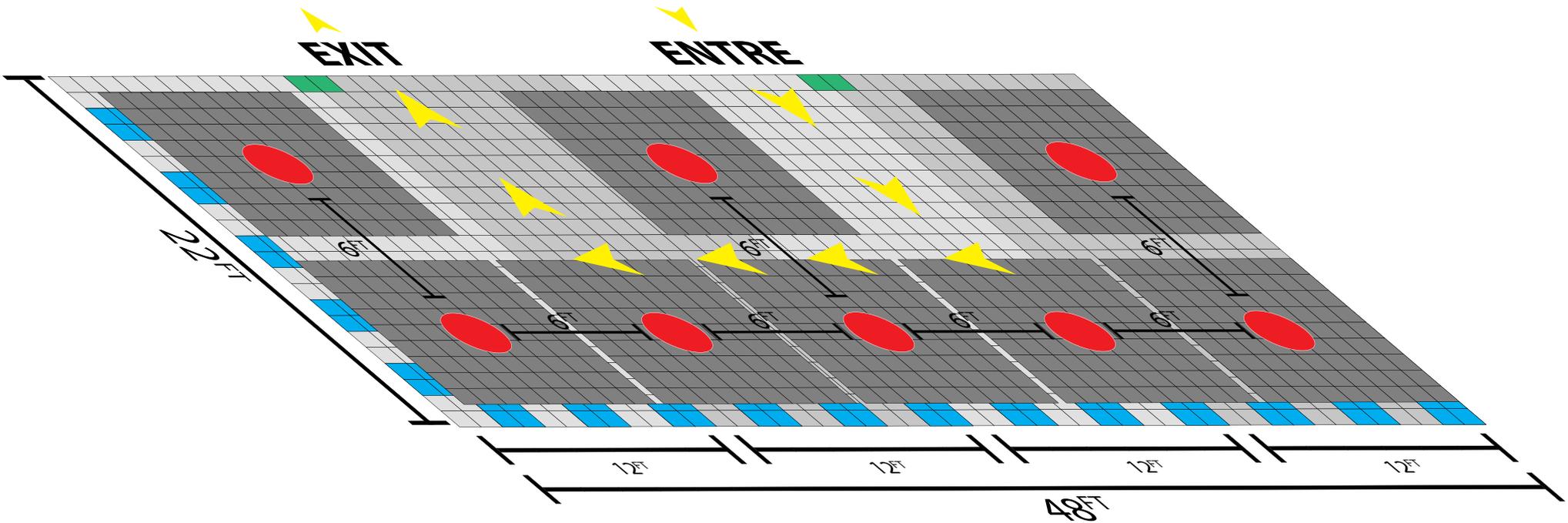
- Represents: **1ft x 1ft**
- Parking Metre

# OPTION 1



Jersey Barrier SMALL |  
WSBS Base 16 x 24" Height 32"

- 55  Represents: 1ft x 1ft
-  Parking Metre
-  Social Distancing Space: 9ft x 9ft Area
-  Outdoor Table: 32" Diameter
-  SMALL Jersey Barrier: 24"L x 16"W x 32"H



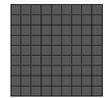
# OPTION 2

56

Represents: 1ft x 1ft



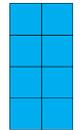
Parking Metre



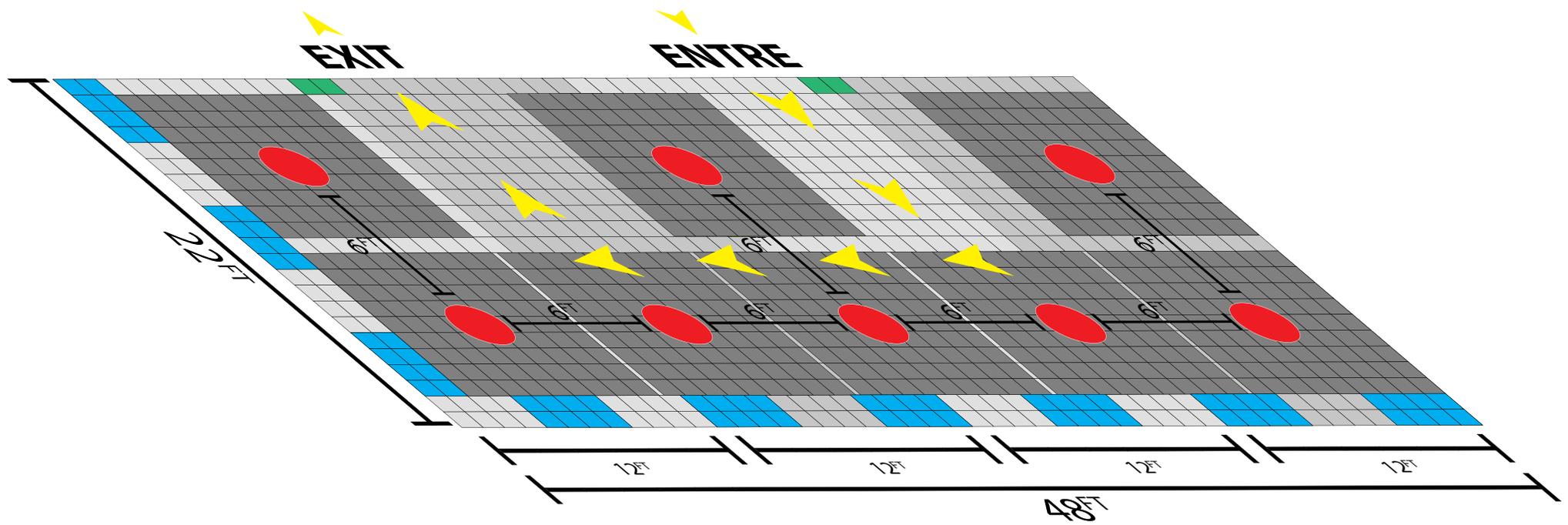
Social Distancing Space: 9ft x 9ft Area



Outdoor Table: 32" Diameter

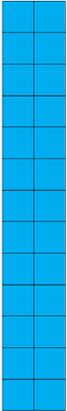


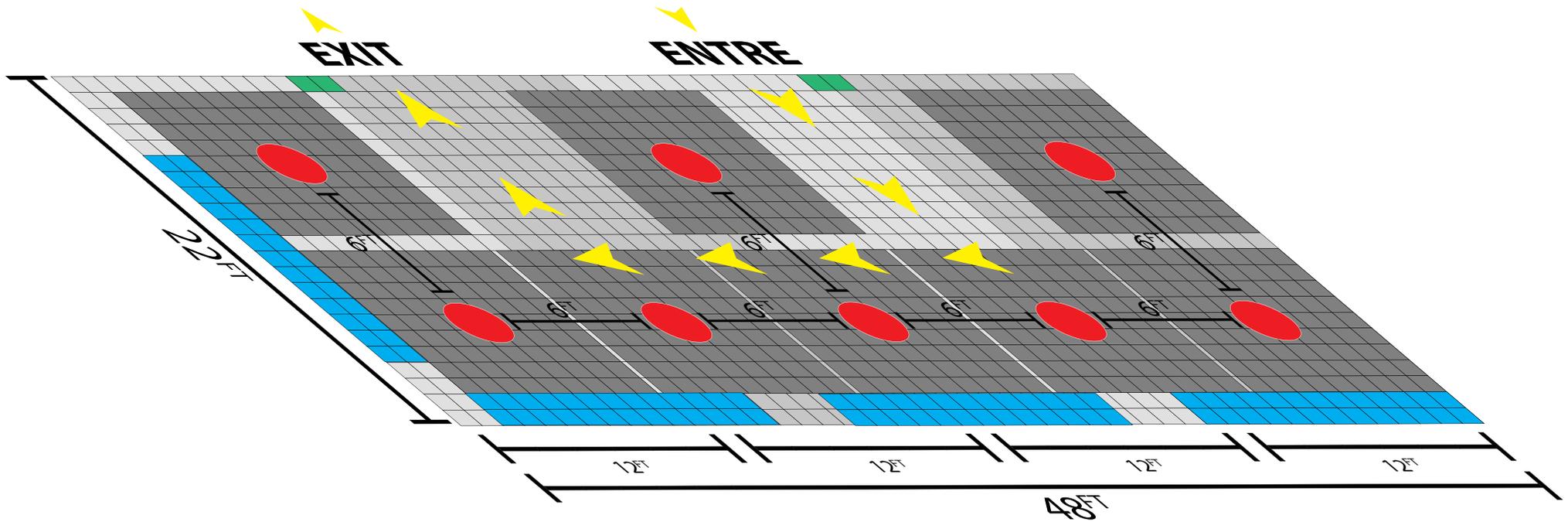
SMALL Barrier: 48"L x 24"W x 24"H



# OPTION 3



-  <sup>57</sup> Represents: **1ft x 1ft**
-  Parking Metre
-  Social Distancing Space: **9ft x 9ft Area**
-  Outdoor Table: **32" Diameter**
-  **LARGE Traffic Barrier: 156" L x 24" W x 32" H**





**Date:** March 8, 2021  
**To:** Mayor and Members of Council  
**From:** Joani Gerber, CEO  
**Attachments:** 2020 Tourism Recovery Summary; Literature Review & Report, 2020.

**Title:** City of Stratford, Recovery Task Force Update & Long-Term Review.

**Objective:** To provide Council with an update of Task Force activities, the Literature Review and Long-Term Recommendations.

**Background:** In April 2020, the Stratford Economic Response & Recovery Task Force was created SEEDCo. (Stratford Economic Enterprise Development Corporation), a non-arms length non-profit corporation owned by the City of Stratford. Bringing together stakeholders and more than 50 volunteers a significant number of projects along with ongoing communications were provided across the City of Stratford to support businesses and non-profit organizations responding to the impact of COVID-19. It is acknowledged that the Federal Government funding programs (Wage & Rent Subsidies, Loan Programs, etc.) had (and continue to have) a significant impact on keeping our businesses open, however the local work done provided essential additional layers of support. Locally \$1,150,000 of FedDev Ontario Funds were invested into local organizations & businesses through investStratford. Additionally, \$863,000 of tourism recovery funding and regional marketing support, including the inaugural year of LightsON Stratford were invested into the community through Destination Stratford.

Early indications suggest that 2021 will be another season of variable limitations for our businesses. The Stratford Festival plans for a significantly reduced and outdoor production season, and we know that rotating lockdowns and colour-coded restrictions will have a direct impact as well. Many of our businesses continue to rely on Federal programs (wage/rent subsidies, currently extended to June 2021) and early reports from the Canadian Federation of Independent Business (recently reported in the Globe & Mail) estimate that on average, businesses have added an additional \$100,000 in debt since April 2020.

Recognizing this, the Task Force steering committee continues to meet (steering committee organizations include: City of Stratford, SEEDCo. Destination Stratford, Stratford City Centre BIA, United-Way, Perth-Huron, Stratford Public Library) and in late 2020 commissioned a long-term recovery report and literature review. Paid for in part by SEEDCo. the Stratford-Perth Community Foundation/Rotary Club of Stratford and Conestoga College, the team interviewed more than 100 business and community members, reviewed National and International response & recovery efforts and provided a series of recommendations for long-term efforts.



**Analysis:** The Tourism Recovery Project wrapped on Dec 31, 2020. Using the \$400,000 provided by FedDev Ontario, 11 projects were funded, creating \$1.7million in local economic impact (details attached).

The Stratford Tourism Alteration & Transformation Project (STAT) has invested \$675,000 directly into 47 local businesses. Also funded by FedDev Ontario, as additional \$570,000 was leveraged and more than 700 temporary and permanent jobs were created or maintained.

\*Final reports are pending.

The Long-Term Recovery Report (attached for reference) highlighted the need for ongoing supports in the community. The steering committee partners reviewed the report and prioritized the recommendations, including which organization might own the project and those that were best suited elsewhere or couldn't be reasonably completed. COVID impacted and limited budgets within all partner organizations and the City as a whole were given close consideration as well. The following projects and initiatives will continue in 2021.

- Beginning in the Spring, Destination Stratford & investStratford will pool resources to hire a coordinator for the projects throughout the City (Al Fresco, Fall/Winter planning & programming, Summer cultural events, etc.)
- Destination Stratford, the Stratford City Centre & RTO4 are exploring a pooling of funds to replicate the Tourism Recovery Project and support cultural events and animations.
- Health & wellness of our entrepreneurs (across the Region) is being funded with support from the City of Stratford, Social Services department.
- Shopping Local and associated marketing campaigns will continue to be highlighted – led by Destination Stratford & City Centre BIA.

### **Financial Impact:**

Internal operating budgets and existing staff are currently managing planning and projects as prioritized for 2021. The organizations have applied for grants & Summer Jobs funding which if approved will add additional human resources for implementation.



**Alignment with Strategic Priorities (delete any that do not apply):**

**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.

**Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT the Task Force update and Long-Term Recovery Planning Report be received for information.**

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Joani Gerber', with a long horizontal line extending to the right.

Joani Gerber  
CEO, investStratford  
[jgerber@investstratford.com](mailto:jgerber@investstratford.com)



**11**  
PROJECTS

**\$400,000** + **\$829,074** + **\$500,000** = **\$1,729,074**  
 2020 FedDev FUNDING      COMMUNITY & IN-KIND      ~AL FRESCO REVENUES      DIRECT ECONOMIC IMPACT

**CREATED 34** PERMANENT & **258** TEMPORARY JOBS · **MAINTAINED 90** PERMANENT & **45** TEMPORARY JOBS

## 2020 TASK FORCE FedDev PROJECT FUNDING



## PROJECT FEEDBACK

*"This sort of support for locally produced content that in turn helps to support local businesses is so critical as we continue to try and navigate our way through the pandemic."*

*"It is difficult for me to put into words what the Circles project has meant for me, for my business, and for our community this year."*

*"I would like to take this opportunity to thank all those involved in the patio extension and Stratford Alfresco project."*

*"It was a worthwhile and meaningful arts and culture endeavour which resonated with so many of our citizens, animated the town in the way it was promised, and provide both employment for its artists-but also served its primary purpose which was to engage tourists and to drive business into retail shops and restaurants."*

*"The speed and open-mindedness of the city and the Economic Development Task Force with these initiatives were game changers in our life."*

*"Not only did you save our business and our livelihood, you saved the livelihoods of almost 20 other Stratford residents."*

*"We went from the uncertainty of wondering if we could open at all to actually feeling like 'Yes! I think we can do this!'."*



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# Task Force Preliminary Review Assessment of Current State and Identified Needs for Longer Term Recovery Planning (November 2020)



## *Community Collaboration Courage*

“COVID-19-19 has created the political space for allowing us to imagine our society differently. Solutions exist for addressing our environmental and health challenges, and this crisis has shown that our governments can reduce health risks, protect vulnerable communities and populations, and ensure that our societies thrive.”<sup>1</sup>

“By failing to prepare, you are preparing to fail.” – Benjamin Franklin

### **Acknowledgements**

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<sup>1</sup> Astrid Brousselle, Chris Kennedy, and Emmanuel Brunet-Jailly “More crises to come: managing risk and fostering resilience with the COVID-19-19 pandemic recovery.”

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## Executive Summary

The early days of the COVID-19 pandemic, from the Government of Ontario's lockdown announcement on March 17th, 2020 into June, can be characterized as a time of great uncertainty. A number of unknowns existed raising many unprecedented questions with complex answers; how do governments and individuals flatten the curve? How long will a lockdown last? How will businesses, organizations, and individuals survive when industries are shut down and supply chains are interrupted? How do businesses open with adequate sanitation and social-distancing protocols? And how does the COVID-19 virus even spread? While questions still remain eight months later, protocols have been adopted to better deal with the crisis, and people, businesses, and organizations have become more resilient. That is not to say challenges do not exist. There are many, and it is the aim of this report to illuminate not just these challenges but also the opportunities. It is more conducive now than at any other point in the pandemic to consider an economic recovery strategy for Stratford in 2021 and beyond.

The Stratford Economic Response & Recovery Task Force (SERRTF) met with stakeholder representatives as well as a variety of stakeholders from agriculture, manufacturing, and the commercial sector; retail, hospitality, and tourism; and social services, not-for-profits, and charities. In total, SERRTF consulted with nearly 100 stakeholder representatives and stakeholders from these sectors between October and November, 2020. Unsurprisingly, a number of sentiments, concerns, and opportunities were identified. These findings were analyzed and categorized into a handful of trends that may be leveraged to drive Stratford's long-term economic recovery and improve the quality of life for its citizens. An ambitious study such as this means that findings are diverse and multi-faceted.

The creation of SERRTF has been a constructive force in propelling Stratford toward greater collective maturity. In bringing together different actors in the business community, consultation was illumined by increased diversity. The creation of sector groupings, led by key stakeholders to stimulate participation, facilitate consultation spaces and create an environment of inclusion served to give business owners a focus beyond the challenges that the pandemic was so vividly presenting.

The Roundtable discussions focused on the critical need to strengthen systems of local cooperation. The stage was set for business owners to take tentative steps to cross-pollinate with surprising results.

## Recommendations

- 1. Create and provide resources for a permanent communications, social and economic development consultant who can lead Stratford's long-term social and economic recovery projects.**
- 2. Make Stratford a year-round destination. Embrace winter and adapt to hosting winter activities as in Scandinavian culture. Leverage the city's heritage, inns, restaurants, spas, and retail to create a unique experience for residents and visitors. Including pet hotels, spas, etc. Encourage the Festival organizers to host winter themed events, host an outdoor Christmas market, popular in Europe.**
- 3. Work with local, provincial and federal partners to increase mental health resources and advocacy and access to mental health resources for the Stratford and area community. Increase the conversation around mental illness in community, schools, and associations to debunk the stigma.**
4. Create a comprehensive database of all business owners in Stratford to communicate with consistency, to all who may wish to lend their voice to the conversation.
5. Create and promote forums that allow business owners to discuss best business practices and mental health concerns in a positive and constructive manner throughout the pandemic and beyond.
6. Collaborate with and support local personal protective equipment (PPE) suppliers that can maintain a sufficient permanent local supply of PPE that is accessible by all Stratford businesses and organizations. Implement cost-sharing initiatives between businesses and organizations to keep PPE costs affordable.
7. Market "shop local" consistently to influence a culture shift toward local businesses and manufacturing in community and online shopping.
8. Improve and streamline communication between local private and public stakeholders including not-for-profit organizations to ensure that everyone is in the loop and has their voice heard.
9. Establish a permanent Economic Task Force that leads the streamlining process in Point 4 and encourages innovation and collaboration between stakeholders.
10. Reintroduce a "Made in Stratford" exhibition that showcases Stratford's manufactured goods, as well as artistic contributions, to external markets.
11. Work closely with local, provincial and federal partners, as well as other stakeholders to alleviate the workforce shortage in manufacturing and agriculture.
12. Openly discuss the housing shortage and work with interested actors to devise an affordable housing strategy that includes underutilized living spaces for rent.

13. Ensure that any economic strategies that are devised are infused with justice, that the Stratford Economic Response & Recovery Task Force does its utmost to lessen the burden of the extremes of wealth and poverty, that fellow Stratford residents have the economic means to live a comfortable and fulfilled life.
14. That the discussions around economic recovery be spaces where young people are included, expressly invited to share their thoughts and opinions and be empowered to collaborate.
15. Ensure that existing institutions that are anchors to Stratford's arts and culture, including the art gallery and museum, are part of the recovery conversation, are consulted for their extensive expertise, and promoted to ensure Stratford's cultural longevity is maintained and constantly growing and innovating.
16. Incentivize locals to shop within Stratford and benefit local businesses by offering parking exemptions for Stratford residents or by reintroducing parking passes to businesses.
17. Prioritize growth and development that is environmentally sustainable and maintains Stratford's rich heritage and community. Hire a planner who specializes in heritage and sustainability.
18. Reach out to individual businesses and organizations to determine their preferred methods of communication in order to ensure that the most efficient means of establishing dialogue between businesses and organizations and Stratford Economic Response & Recovery Task Force is established.
19. Establish a youth task force or committee to integrate Stratford's under 35 population into the long-term recovery conversation and matters pertaining to community involvement, volunteering, innovation, economic growth, and climate action.
20. Work with the Government of Ontario and regional health units to expedite COVID-19 testing times for employees in manufacturing to mitigate financial costs to employer and employee and maximize productivity and production.
21. Ensure that emergency planning as it pertains to pandemic, environmental risks, etc is up-to-date and abides by governmental protocols including Emergency Management Ontario (EMO).

## Economic Overview

Almost overnight COVID-19 and the subsequent response by the public and private sectors drastically altered the global economic, social, and cultural landscape. In Stratford and surrounding Perth County the effects have been particularly pronounced. Stratford is a mid-sized city with a diversified economy. Stratford has a significant tourism-based economy, especially in the summer months. Due to restrictions implemented to curb the spread of COVID-19, Stratford's arts industry has been negatively affected which has consequently impacted the tourism sector including restaurants, retail, accommodators, culture, and many services. The lockdown in spring and early summer 2020 also impacted Stratford's significant manufacturing base. A rapid resumption of manufacturing once the lockdown was lifted has created new challenges and exacerbated existing ones for manufacturers and their employees.

Economic downturn affecting the community coupled with COVID-19-related protocols and uncertainty regarding funding has created challenges for social services, not-for-profits, and charities. Stratford's workforce totaled 15,560 in 2016, according to Statistics Canada.<sup>2</sup> By industry, manufacturing jobs made up just under ¼ or approximately 23 percent of the workforce.<sup>3</sup> The workforce that can be categorized as retail, hospitality, and tourism comprised a further 4,090 or approximately 26 percent of Stratford's workforce.<sup>4</sup> The manufacturing, retail, agriculture, and construction sectors of Perth County each employ over 3,500 people.<sup>5</sup>

Exact unemployment data for Stratford and Perth County is difficult to gauge since it is combined with Huron and Bruce counties. Actual rates in Stratford and Perth County may vary slightly. However, Stratford-Bruce Peninsula currently has a 2020 unemployment average of 7.4 percent as of October 2020 with a low of 4.1 percent in January (0.6 percent lower than the average of the previous three years), and a peak of 9.6 percent in June 2020.<sup>6</sup> The rate has declined two straight months from 8.7 percent in August, 2020 to 7.9 percent in September and 6.4 percent in October. Therefore, recovery can be considered continuous but modest and fragile.

While some aspects of Stratford's economy have improved from its 2020 nadir, significant social and economic challenges still exist, and many will remain into 2021 and the next few years. Even if case counts are low and the COVID-19 virus itself poses little to no health risk in Stratford and Perth County in 2021, its consequences will continue to shape how the people interact with the businesses, organizations, and spaces around them, as well as with each other. The intent of this study is to present a comprehensive analysis of existing challenges and needs, as well as

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<sup>2</sup> "Community Profile." <https://www.investstratford.com/community-profile>

<sup>3</sup> "Community Profile." <https://www.investstratford.com/community-profile>

<sup>4</sup> Figure determined through the aggregate of the following categories: Accommodation, Arts & Entertainment, and Retail.

<https://www.investstratford.com/community-profile>

<sup>5</sup> <https://www.perthcounty.ca/en/doing-business/statistics.aspx>

<sup>6</sup> During this same period in 2019, the unemployment average in Stratford-Bruce Peninsula was 4.6 percent. Chris Montanini, "Stratford area jobless rate down for second straight month to 6.4%," The Stratford Beacon Herald, 6 November, 2020.

<https://www.stratfordbeaconherald.com/news/local-news/stratford-area-jobless-rate-down-for-second-straight-month-to-6-4> ; Community Profile. InvestStratford <https://www.investstratford.com/community-profile>

strengths, of community stakeholders to determine a path toward long-term economic recovery in 2021.

## Study Results

Throughout an eight week period in October and November 2020, the Stratford Economic Response & Recovery Task Force met with a variety of stakeholder representatives and stakeholders from Stratford and Perth County. During weeks one through three, the Task Force met with six stakeholder representatives and one member from City Hall (see Appendix 1.1).

Stakeholder data was gathered primarily with three roundtables hosted by the Stratford Economic Response & Recovery Task Force and the Mayor of Stratford. Roundtable 1 occurred on October 28, 2020 and members of the agriculture, manufacturing, and commercial sectors were consulted. Roundtable 2 occurred on October 29, 2020 and members from the social services, not-for-profits, and charities were consulted. Roundtable 3 occurred on November 4, 2020 and members from the retail, hospitality, and tourism sectors were consulted. All roundtables were held virtually on Zoom. Roundtable participants were asked a series of questions to gather data on concerns, sentiments, needs, and opportunities. Additional one-on-one meetings were held with stakeholders in agriculture, and business and economic development.

Lastly, Stratford Economic Response & Recovery Task Force conducted a handful of socially-distanced one-on-one consultations with local stakeholders. This included meetings with a spa owner, a bookshop owner, a cafe manager, and owners from two retail stores. Two more retail owners responded via email. Furthermore, another five stakeholders were consulted one-on-one via Zoom.

Some significant trends were recognized after the initial meetings with stakeholder representatives. First, collaboration and partnerships between a variety of sectors has proven beneficial for all parties involved. Second, innovation and adaptation, traits that take many forms, have been key to survival during unprecedented times. Third, precariousness about the upcoming winter and the uncertainty about the status of businesses and organizations going into 2021 are significant concerns for stakeholder representatives and stakeholders. A vaccine is regarded as the not-so-inconspicuous *deus ex machina* to resolve the pandemic; however, the logistics and timeline behind its implementation are still uncertain. It is almost certain that recovery efforts will have to continue even with an effective vaccine. COVID-19 has fundamentally altered the economic landscape of Stratford.

As a result of the roundtables and one-on-one consultations, a number of trends became apparent. As with the stakeholder representatives, stakeholders, especially in tourism, hospitality and retail, expressed an interest in partnerships and collaboration. Those businesses and organizations that have innovated and adapted have been able to stay afloat. Despite more certainty at this stage of the pandemic, including hope for a vaccine at some point in 2021, many stakeholders expressed uncertainty regarding the outlook for their business or organization, especially as winter approaches.

The remainder of this study breaks down the roundtable and consultation findings into a series of trends based on feedback that the Stratford Economic Response & Recovery Task Force received. These trends look at sentiments, needs, and more. They are categorized as follows: Dialogue and Mental Health, Strengths, Workforce, Supply Chain, Operations, Communication, Rural Issues, Collaborative Efforts, Advocacy, and Stratford Reimagined. The aim in presenting the analysis of these multifaceted trends is to stimulate policy developments and changes that seek to aid Stratford's long-term recovery and strengthen Stratford to be a model community in Canada.

## Dialogue and Mental Health

Although so much knowledge on mental health is only just being discovered, it is imperative that it is a key part of the conversation on long-term recovery since it affects so many individuals in the community. Mental health resources exist in the Stratford and area community; however, problems exist in accessing adequate care. Through consultations with community stakeholders it is evident that difficulties exist in the community when it comes to knowing how to access mental health service providers. Furthermore, it appears that the availability of sufficient services is stretched thin as social services cope with the increased demand during the pandemic. Social services have noted that the pandemic has revealed or otherwise exacerbated existing issues such as economic hardship, identity loss, domestic violence, and greater uncertainty. Through roundtables and consultations, it has become apparent that there needs to be a more solid bridge between recipients and providers regarding mental health services.

With the onset of winter comes more challenges and potentially volatile situations. Social service stakeholders noted concern with increased domestic violence, especially towards women, as colder weather, COVID-19-related restrictions and continued social and economic uncertainty aggravate precarious situations. For many, the colder weather eliminates the possibility of finding a safe space, even if temporarily, outside of the home. Likewise, shelters, including women's shelters, have limited capacity. Communication on these matters exists between City Hall, first responders, and social services. The fears of increased levels of volatile situations during the coming months suggests that it is more important than ever to maintain communication between these sectors, especially on proactive measures aimed at prevention; at least one stakeholder from the social services sector advised of the need to educate domestic violence offenders to prevent future occurrences.

Amongst business owners and even social service providers there is a general sentiment of exhaustion at this point in the pandemic. Sentiments of exhaustion have been voiced at the city and county levels. Even established business owners and their families are feeling the strain of the pandemic. One stakeholder noted that this has been the most challenging nine months of her career. Exhaustion is being driven by uncertainty. Alongside uncertainty is pressure from constantly having to adjust in order to survive. Many businesses and organizations noted capacity challenges that are not evenly distributed across a given week. As the pandemic persists, these mental health issues may worsen still. Currently, an underlying sentiment from the roundtables suggests that many mental health issues are going undiagnosed as individuals internalize their struggles.

Similarly, members of the agricultural industry face significant mental health challenges. According to one stakeholder, primary agriculture has become the number 1 career for suicide.<sup>7</sup> This stakeholder noted that the high financial stakes involved in agriculture and specific difficulties for some sub-sectors, including beef and pork production, are likely aggravating factors. Furthermore, farming itself is an isolating profession. Locally, some attention to the unique mental health needs of the agricultural community has manifested. For example, through fundraising in 2018, the Listowel Agricultural Society has been able to provide a mental health toolbox geared toward farmers. Initiatives such as this represent some successes on the path toward accessible mental health access in the local community, especially as it targets the particular challenges of an industry.

The need to socially distance has restricted some organized physical activity and person-to-person interaction which can affect mental health. Many people have had to adjust to conducting meetings online or exercising in outdoor spaces when possible. Mental health issues for the community's elderly population are especially acute since they face more isolationism. At the height of the lockdown gyms closed and organized sports ceased completely. There has been a return of some activities such as bingo, volleyball and badminton and even virtual golf in some facilities. However, as Stratford entered the Orange (Restrict) Zone on November 23, 2020 and as COVID-19 cases continue to rise in Ontario, pressure to curtail these activities may occur.<sup>8</sup> Curbing the spread of COVID-19 while mitigating mental health issues is a demonstrable challenge.

Mental health resources are multifaceted and take different forms. Through consultations some business stakeholders expressed interest in a forum that promotes business-to-business contact and discussion. This space may take the form of regular meetings, phone calls or emails whereby business owners exchange ideas and cope together with the challenges that they are facing. Even if discussion on mental health is not at the fore of these meetings, opportunities for people to talk through ideas and have someone listen may implicitly address some mental health concerns. There exists no clear solution to alleviate mental health issues in the community, especially as the pandemic persists. Economically and emotionally it will be a tough winter. Nonetheless, applied attention to mental health is a vital component for long-term recovery. Roundtables and consultations have demonstrated that there needs to be tangible goals and more resources to address mental health in the local community.

## Strengths

Through roundtables and consultations, it has become apparent how much the strength of the “spirit of the community” in Stratford has helped many to cope with and battle the challenges of

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<sup>7</sup> This figure is corroborated with an American study by the Centers for Disease Control and Prevention which found that male “Farm workers, fishermen, lumberjacks, others in forestry or agriculture” had a suicide rate of 85 per 100,000. The next highest suicide rate for males was in “carpenters, miners, electricians, construction trades” at 53 per 100,000. CBC, Worked to death: Isolated professions see higher suicide rates,” 30 June, 2016. <https://www.cbc.ca/news/health/suicide-by-profession-1.3661004>

<sup>8</sup> For specific measures see: <https://www.hpph.ca/en/news/coronavirus-COVID-1919-update.aspx#COVID-19-Level-ORANGE-RESTRICT> and <https://www.ontario.ca/page/COVID-19-response-framework-keeping-ontario-safe-and-open#restrict>

the COVID-19 pandemic. Despite challenges, the social services sector has remained resilient since many organizations are accustomed to managing with little resources. This has allowed organizations the agility to shift operations in response to the new parameters imposed by the pandemic.

Manufacturing has similarly used agility to adapt to the pandemic. As the manufacturing roundtable showed, communication between employers and employees has increased significantly. In at least one instance, communication has occurred through point of contact or lead hands, a Facebook page, an email hub where employees can voice concerns and questions, and televisions deployed throughout the plant. Generally, employers have noticed that employees' concerns are being communicated. Furthermore, employees in Stratford's manufacturing plants have been adaptive to physical distancing and the new norms that have altered the workplace. It is no surprise that many manufacturers noted their most significant strength during the pandemic has been their employees.

Individual members of the community have also stepped up to support Stratford's businesses and organizations. Regarding not-for-profits and charities, some people have stepped up to donate during the pandemic. It is believed that some people are able to donate because they are not spending as much of their disposable income due to travel limitations during the pandemic. It may be strategic to market fundraising campaigns to this demographic.

Customers are remaining loyal to local businesses and local businesses are finding innovative ways to maintain customer service. One retailer noted that he has been gratified to see the community support his business rather than bigger online retailers because they value his store and want him to stay in business. Another retailer noted how beneficial it has been to use a well-constructed website with online shopping, email, social media messaging, and telephone to give customers an online experience that matches the in-store experience as much as possible. Already the shop local narrative has been communicated heading into the holiday season. Roundtables and consultations have shown that this needs to be communicated into 2021, especially after the holiday rush subsides. Overall, the communication during the pandemic has often illustrated disheartening stories. To keep the "spirit of the community" high, it may be beneficial to communicate more success stories to the public.

## Workforce

A major trend in the agriculture, manufacturing and commercial sector roundtable was the workforce shortage that many area producers are facing. This problem appears the most acute in manufacturing where many manufacturers reported a continued shortage in labour. Despite factory shutdowns during the early stages of the pandemic lockdown, many local manufacturers have noted a rapid, capricious recovery through renewed demand. A phenomenon even before the pandemic, many employees are coming from outside Stratford, primarily from the bigger centres of Kitchener, Waterloo, and even London. Manufacturers are hoping for continued support and advocacy to support immigration and training as means to recruit and retain an active labour force that can fill the existing job vacancies that have persisted through the pandemic. A lack of

affordable housing, coupled with lower wages in more affordable places such as London, is contributing to Stratford's workforce shortage. Cost of living and access to affordable housing directly affect manufacturing.

Local agriculture is facing a similar predicament. An agricultural stakeholder noted that a lack of affordable housing, coupled with a lack of entry-level jobs that can support rent or mortgage payments, is making it hard for local agricultural producers and food and beverage processors to attract and retain an adequate workforce. Although Perth County is less reliant on Temporary Foreign Workers (TFWs) than other counties in Southwestern Ontario, some farms cannot meet the new housing requirements expected as a result of COVID-19 outbreaks amongst living quarters for TFWs.<sup>9</sup>

The agriculture industry is finding unique ways to confront a workforce shortage. First, there is a push in Ontario for more robotics throughout the agricultural industry from primary farming through to the supply chain. Portions of \$25.5 million in recent Agri-food Prevention and Control Innovation Program funding announced by the Ontario Government will go toward investments in robotics.<sup>10</sup> Second, the Ontario Federation of Agriculture (OFA) has launched the Feeding Your Future initiative that seeks to bridge qualified candidates from other industries with agriculture and food and beverage producers through skills matching. Evidently, local agriculture is relying on an innovative combination of robotics and skills-matching to fill in labour gaps.

## Supply Chain

Shut downs, physical distancing measures, outbreaks and more have affected many supply chains. Although many of the most severe supply chain issues have since been resolved as restrictions from the first lockdown were lifted, some bottlenecks still exist and may worsen during the second wave. One retailer explained that they have experienced supply shortages that began almost immediately after the initial lockdown in March 2020. The bottleneck from the supplier, a transnational company, has severely limited the variety of this retailer's stock and it is believed that these issues will persist into 2021. Nonetheless, community support for this retailer has helped with sales despite this challenge.

A second retailer also noted similar bottlenecks that appear out of their control. Due to the nature of their business, they have had many buyers during the pandemic and shortages on the supply side have inhibited their ability to reach higher sales. This retailer does not see an end in sight for this supply chain issue. A third retailer noted that uncertainty regarding the volume of holiday shoppers has made seasonal ordering from suppliers difficult to gauge. Uncertainty exists as to whether the retailer can rely on the supplier to consistently provide small orders should stock run out. A fourth retailer noted a similar supply chain constraint since seasonal inventory is booked

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<sup>9</sup> For more information on the input process that continues until December 22, 2020 see here: <https://www.canada.ca/en/employment-social-development/news/2020/10/1.html>

<sup>10</sup> Max Martin, "Ontario farmers get millions for COVID-19 safety, robotics in budget: Hardeman," 6 November, 2020. <https://www.thesudburystar.com/news/local-news/ontario-farmers-get-millions-for-COVID-19-safety-robotics-in-budget-hardeman/wcm/1220d7da-cde1-4342-a1fb-8dd349d74572>

at least six months in advance. This situation is especially precarious should a second lockdown suspend in-store shopping and this retailer is left with excess inventory.

Supply chain issues have also been occurring in the agricultural industry including food and beverage processing. One stakeholder noted that the constancy of agricultural supply chains, which normally make the industry highly efficient, can be problematic when choke points occur. Supply chain bottlenecks pose tremendous challenges for farmers both logistically and mentally, especially for livestock producers. Some agricultural producers have adapted by selling directly to consumers. In many cases this is more profitable, and a stakeholder expressed concern that this may not be reversed after the pandemic. This adaptation may result in supply problems for restaurants that seek to source food locally since they may be priced out.

While many supply chains are complex and global, consistent communication between local businesses and business organizations may alleviate some supply issues through determining alternative avenues. Another strategic solution may be to attract more local manufacturing including food and beverage processing and build closer relationships with existing regional manufacturers to strengthen the supply chain of local businesses and manufacturers. Often domestic manufacturing is equated with higher consumer costs, but closer supply chains add a layer of security for consumers and businesses alike especially during emergencies.

## Operations

Roundtable participants were asked a series of questions through polls on Zoom to provide additional data (See Appendices 1.3, 1.4, 1.5). One of the questions sought to determine the output of businesses and organizations during the pandemic in 2020 compared to 2019. According to respondents, social services have increased output in 2020 compared to 2019. Six out of seven poll respondents noted an increase in their organization's output in 2020 compared to 2019. Three of these respondents reported an increase between 1 to 50 percent while three reported an increase of more than 50 percent. Three out of seven respondents noted that the community's demand for their services is more than 50 percent higher in 2020 than in 2019. These findings suggest that some social services, not-for-profits, and charities are working under greater demands during the pandemic. Stakeholders from the social services noted a need to know that funding will be secured going forward. One recommendation was to consult with experts to train people in the social services and make adjustments to organizations in order to strive for greater efficiency.

Agriculture, manufacturing, and the commercial sector appear to have rebounded strongly whereas output remains low in retail, hospitality, and tourism. Seven out of 13 respondents from the former group, most of which are manufacturers, noted output or sales that matched or exceeded 2019 levels in 2020. Contrarily, no respondents from retail, tourism, and hospitality noted increased output or sales in 2020 compared to 2019. Instead, 15 of 20 respondents noted a decrease in output or sales. The lower output in the retail, hospitality, and tourism suggest that recovery has not yet begun in this cohort.

## Communication

During the roundtables, participants were also asked poll questions regarding communication. Seven out of 15 poll respondents from the agricultural, manufacturing, and commercial sector had participated in three or less pandemic-related conversations prior to the roundtable whereas all respondents (8) from the social services, not-for-profit and charity sector had participated in four or more. Fourteen of 19 from hospitality, tourism, and retail had participated in 10 or more such conversations. These figures suggest that pandemic planning may be less capricious in the agricultural, manufacturing, and commercial sector as it is in the other two sectors. In other words, there is less cause for meeting regularly in the agricultural, manufacturing, and commercial sector due to less day-to-day changes. On the other hand, the structure of communications in this sector may look different than regular, formal meetings.

Roundtables between the Stratford Economic Response & Recovery Task Force (SERRTF) and stakeholders are the preferred communication preference according to 14 out of 40 respondents from all three roundtables combined. A further 15 prefer regular email contact while 5 prefer surveys and 4 prefer one-on-one telephone conversations. Only one participant prefers one-on-one in person conversation, likely because of the time and social-distance constraints imposed by COVID-19. These figures represent only a sample of the communications preferences of Stratford businesses and organizations. A more concerted effort to reach as many businesses and organizations as possible is a potential next step to determine preferred methods of communication. Consistent communication is critical to promote information sharing and gather important data. Regular communications may contain updates, analysis of relevant policy, success stories and more. One stakeholder also mentioned a need to bridge the gap between financial organizations that offer relevant grants and loans, and businesses in need of finances. Enhanced communication may alleviate issues like this.

## Rural Issues

Surrounding Stratford, Perth County is facing many issues that are uniquely rural. Perth County's rich agricultural productivity attracts tourists to its shops and local businesses. Due to rising COVID-19 case numbers in more populated regions, Perth County has had to scale back its interregional marketing which will likely affect its tourism and retail sector. Greater still is the persisting issue of poor broadband connectivity throughout parts of the county. While an issue before the pandemic, the need to work from home and conduct business virtually has revealed the disparity in reliable internet connectivity. Insight from consultations suggest that broadband initiatives such as SWIFT can address "Last Mile" issues. A best case scenario would be to launch infrastructure projects of this nature in 2021 to benefit rural residents and increase prosperity and quality of life going forward.<sup>11</sup> Not only will better broadband connections help make rural businesses more efficient, it will also better connect rural residents to other communities and

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<sup>11</sup> The deadline for requests for proposals was initially November 20, 2020, however, this has been pushed to January 8, 2021. <https://swift-ruralbroadband.ca/swift-releases-rfp-to-bring-faster-internet-to-perth-county/#:~:text=As%20part%20of%20its%20expansion,closes%20on%20November%2020%2C%202020>

address the unique and serious concerns of rural isolation and the mental health challenges associated with that. Understanding the unique challenges and nuances in rural settings are crucial to ensure equal access to the services of modern society.

## Collaborative Efforts

Collaboration has played a key role in the battle against the negative economic consequences of the pandemic. In Stratford, the Al Fresco outdoor dining areas and the patio extensions and boardwalks during Summer 2020 are a few examples of initiatives that involved stakeholder consultation and were launched by the Stratford Economic Response & Recovery Task Force (SERRTF). At the county level, Perth County implemented a travel and deal wheel that incentivized local shopping throughout the entire county. Evidently, collaboration entered economic recovery planning early in the pandemic.

Through the roundtables and consultations many interesting ideas about collaboration sprouted. Many stakeholders, especially in the retail, hospitality, and tourism sector, were open to continued collaboration efforts. Due to their own commitments and challenges, the consensus was that collaboration should have a top-down approach led by community leaders rather than business owners themselves. One stakeholder representative noted that collaborative efforts need to be agile and adaptive rather than prescriptive. Stakeholders echoed this sentiment. The stakeholder representative further stated the importance of keeping collaboration cost-effective with a clear return on investment determined beforehand. Furthermore, it has been noted that the effectiveness of previous collaborative efforts including Al Fresco was due, in part, to the SERRTF's ability to vet proposals before these reached city council. This process streamlined decision making and therefore made decisions at City Hall more efficient.

It is important to explore a few collaborative ideas that stakeholders voiced. First, using big community spaces that are otherwise underutilized during the capacity to expand restaurant dining and safely accommodate patrons. Closely related, these same community spaces may provide a setting for artists to showcase their work or retailers to hold markets in a way that is conducive to pandemic-related protocols.

Second, a stakeholder expressed the need and benefit of bridging Stratford's artists, key components of this city, with businesses and business organizations to help promote both businesses and artists. Another stakeholder in the arts community stressed the importance of using Stratford's strong artistic and cultural elements to create experiences for locals and tourists alike that are unrivalled for a community of this size. This stakeholder noted the importance of understanding that Stratford is anchored not only by its world-class theatre but also its museum and art gallery. It was remarked that these well-established institutions attract tourists and play a role in promoting education to the community to people of all socio-economic backgrounds. As these institutions are on the periphery of the city, it was stressed that the artistic community as a whole is consulted with regardless of geographic location in and around Stratford. A solution to bring the artistic community holistically into the recovery conversation may be the establishment of an cultural subcommittee at the City Hall level or the formation of an arts and culture

organization that can advise business organizations and city council on effective ways to include the arts in Stratford's recovery.

Third, costly delivery fees from services such as Skip the Dishes affects the razor-thin profits of the restaurants that use them. Implementing a local citywide delivery service for restaurants may be a possible alternative that does not negatively impact restaurants. Lastly, although marketing for tourism has been scaled back as COVID-19 response levels have intensified, staycations may be considered as a long-term collaboration piece. Staycations may involve immersive packages that include overnight stays at an accommodation; retail, restaurant and spa credits and more. Each participating business would receive its share of the staycation price. Overall, there is a general sentiment that businesses are open for collaboration but there needs to be an overarching body that organizes these projects.

One stakeholder raised the importance of getting young people involved in the community. Collaboration offers a tremendous opportunity to add younger Stratford residents to the conversation to help shape how Stratford recover in 2021 and beyond. It is important to include younger people under the age of 35 since they are the community's future. Based on this input, it may prove beneficial to establish a youth committee or youth task force that meets regularly. Meetings may involve brainstorming ideas; introducing new, innovative methods of collaboration amongst Stratford's public and private sectors; debate around climate action; and calls to action to recruit more volunteers. Regular visits by community leaders to Stratford's high schools and University of Waterloo satellite campus may be an effective method to inspire young people to get involved. Generally, there exists tremendous opportunities between Stratford's clustered networks to collaborate on projects that benefit the local economy and stimulate community building.

## Advocacy

Some issues that were brought up in the roundtables and consultations transcend the municipal jurisdiction to the provincial or federal level. Many small businesses - especially those that require costly overhead to operate - have noted the crucial benefits of both the Canada Emergency Wage Subsidy (CEWS) and Canada Emergency Commercial Rent Assistance (CECRA) to alleviate costs associated with staffing and rent. As many businesses are especially reliant on CEWS and CECRA moving forward into Winter 2021, it may be beneficial to advocate at the federal level the need to continue these programs.

COVID-19 has revealed the need to have personal protective equipment (PPE) on hand and many businesses and organizations will continue to require PPE to keep people safe. For small and large businesses and organizations alike, PPE is a costly necessity during a pandemic. Supply chain issues have shown the precariousness of procuring PPE in a timely and cost-effective manner. Going forward, it may be strategic to cultivate relationships with regional sources in order to establish a secure supply of PPE that can be deliverable in a timely manner to avoid logistical issues at international borders, plants or warehouses. At the municipal level, it may be advisable to consolidate the purchase of PPE to one organization on behalf of area businesses to purchase wholesale, uniform PPE and therefore lower costs and ensure only high quality PPE is used. As

part of emergency planning, it may be wise to consider purchasing and warehousing surplus PPE in the community to have on hand in a timely manner.

## Stratford Reimagined

Roundtables and consultations with business owners and stakeholders in the tourism industry have shown the immense benefit of brainstorming in a team environment. Many ideas have emerged that speak to Stratford's creativity, ability to maneuver through challenges and ultimately improve for the future. This last trend embodies the desire that businesses and organizations have expressed to reimagine Stratford; interaction with its spaces, the partnerships between private and public sector, and ideas to generate more civic prosperity.

A key takeaway is the desire to reimagine Stratford as a year round destination. Typically, Stratford's tourism industry has concentrated most heavily on summer. However, there exists in Stratford an opportunity to embrace winter and explore ways to combine the charm of snowfall; a rich built and cultural heritage; a wealth of talented, diverse artists; and some of Canada's finest restaurants, shops, and accommodations.

As Canadians have battled through this pandemic many long for memorable, life-changing experiences. Stratford can offer that. What this looks like remains to be seen, but ideas have floated around tents and heaters in Stratford's Market Square, snowshoeing through Stratford's beautiful parklands, and creating experiences that showcase Stratford's artisans, artists, producers, and service providers that exist throughout the city, while simultaneously benefiting charities, not-for-profits, and social services through fundraising and community involvement. While winter is typically regarded as the "off-season" for Stratford, many of its existing institutions, including its art gallery and museum, remain open destinations for exploration. An abundance of sports facilities also provides potential for sport-related attractions. Therefore, there exists an opportunity for Stratford to take advantage of this market into 2021 and beyond, especially when health risks lower as a vaccine rolls out.

## COVID-19 strategy

According to Emmanuel Brunet-Jailly there are four recognized approaches against COVID-19 that have been deployed by states across the world, *Crowd-immunity (or “do-nothing”)*, the *mitigating strategy*, *suppressing the spread*, and *eliminating the virus*.<sup>12</sup> These strategies can be regarded in order from the least resource-intensive, least hands-on approach by governments to the most resource-intensive, most hands-on approach.

Generally, Canada has adopted the *mitigating strategy* to cope with COVID-19 transmission. This strategy has aimed “to flatten the curve to slow the transmission rate and number of deaths and to protect an overflow at medical health facilities.”<sup>13</sup> The mitigating strategy involves greater governmental and societal action than the *crowd-immunity (or “do-nothing”)* strategy that Sweden has adopted and the United States has discussed.<sup>14</sup> Although Sweden has focused on social distancing and hand-washing protocols thereby challenging the “do-nothing” notion of crowd-immunity.<sup>15</sup>

Canada has, to some degree, implemented a *suppression strategy* through its adoption of the COVID-19 tracking application. However, this measure is not mandatory, and citizens may choose not to use the application or delete it from their smartphone. As of November 25, 2020, the app has been downloaded 5,439,415 times and is being used in eight provinces and territories.<sup>16</sup> However, in Ontario, as of October 20, 2020, it has only been used to report 5 percent of the province’s cases, suggesting that it is not a ubiquitous tool yet.<sup>17</sup> The optionality to use the app poses a limitation to understanding and tracking the spread of COVID-19 in Canada.

On November 9, 2020, Pfizer Inc. gave a glimpse into the testing phase of its vaccine noting that it may have an effectiveness against COVID-19 of 90 percent. The effectiveness rate may change as more data is analyzed and the timeline for a vaccine’s arrival to the public is late 2021, according to authorities. Pfizer’s vaccine is one of seven that the Canadian government has ordered for possible usage. The 20 million orders would be used to vaccinate 10 million Canadians with the necessary two dosages.<sup>18</sup> Similarly, Moderna announced on November 16, 2020 that its vaccine is believed to have a 94.5 percent effectiveness.<sup>19</sup> These announcements signal that promising vaccinations are on the horizon and should be available at some point in 2021. However,

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<sup>12</sup> Emmanuel Brunet-Jailly et al, “International boundaries, borders, and the Coronavirus pandemic: a new era in border policy and public administration research?” *Canadian Public Administration/Administration Publique Du Canada*, Volume 63, No. 3 (September/Septembre 2020): Pp. 388. <https://onlinelibrary.wiley.com/doi/10.1111/capa.12388>

<sup>13</sup> Emmanuel Brunet-Jailly et al, “International boundaries, borders, and the Coronavirus pandemic,” Pp. 388. <https://onlinelibrary.wiley.com/doi/10.1111/capa.12388>

<sup>14</sup> Emmanuel Brunet-Jailly et al, “International boundaries, borders, and the Coronavirus pandemic,” Pp. 385.

<sup>15</sup> <https://www.bbc.com/news/world-europe-54391482>

<sup>16</sup> <https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-COVID-19/COVID-19-alert.html>

<sup>17</sup> Mike Crawley, “Just 5% of Ontario coronavirus cases used COVID-19 Alert app to report infection,” 20 October, 2020. <https://www.cbc.ca/news/canada/toronto/COVID-19-ontario-cases-COVID-19-alert-app-1.5768033>

<sup>18</sup> The Associated Press, “Pfizer says early data indicates COVID-19 vaccine is effective,” 9 November, 2020. <https://www.cbc.ca/news/health/pfizer-says-early-data-indicates-COVID-19-vaccine-is-effective-1.5794899>

<sup>19</sup> The Associated Press, “Moderna says its coronavirus vaccine appears to be 94.5% effective,” 16 November, 2020. <https://www.cbc.ca/news/health/moderna-vaccine-test-coronavirus-1.5803266>

changes in social distancing and sanitation guidelines, as well as people’s willingness to interact with others comfortably likely will not occur in the near future.

## Pandemic Response

It is difficult to easily compare the response of various levels of governments across various regions and countries. Differences exist in law, culture, and state capacity as well as in vulnerability, risk, and exposure regarding the spread and impact of COVID-19. Nonetheless, it is still helpful to look beyond Stratford and Perth County for tools and methods that can be considered and adjusted to address the unique needs of this region.

This section assesses the response that some jurisdictions have taken in reaction to COVID-19 to address the economic impacts and build back better. Assessment begins with regional actors at the provincial level and moves toward national and international levels. At the provincial level, care has been taken to assess the impacts of jurisdictions that have: a similar population size to Stratford (and when applicable Perth County), a similar economy, initiatives that can more readily be scaled to Stratford’s size, or any combination of these factors. The aim is to show how Stratford has addressed the pandemic in relation to other jurisdictions and to determine effective strategies that can be adopted, tweaked, and mobilized to drive Stratford’s long-term economic and social recovery.

### Provincial

Ontario municipalities have had to triage and respond to the economic and social impacts that COVID-19 has created or exacerbated. COVID-19 has affected the functionality of businesses and the outlook of business owners across Ontario. According to data gathered for the Ontario Chamber of Commerce, 62 percent of businesses report an opportunity to thrive in the community (58 percent in Stratford-Bruce Peninsula).<sup>20</sup> However, just forty-five percent reported business confidence. Moreover, respondents noted that the pandemic has resulted in the permanent dismissal of approximately 22 percent of workforce numbers in Ontario and 29 percent in Stratford-Bruce Peninsula.<sup>21</sup> Only 17 percent of Ontario businesses reported growth in the past six months and that number shrunk to 13 percent of businesses in Stratford-Bruce Peninsula.<sup>22</sup> These numbers suggest that the functionality of Ontario businesses have been precarious since the start of the pandemic.

Similar precariousness exists in businesses’ outlook. One-third of respondents’ outlook forecasted business growth in the next six months while one-third forecasted contraction during this same time period. In Stratford-Bruce Peninsula, only 20 percent of businesses expect growth

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<sup>20</sup> Data was conducted between September 3 and September 23, 2020 with a total of 1,0888 responses. It is important to note that neither “business opportunity” nor “business confidence” were defined in the survey results. “2021 Ontario Economic Report Preview – Ontario Chamber of Commerce.” <https://occ.ca/economic-snapshot-views-from-ontarios-business-community/>

<sup>21</sup> “2021 Ontario Economic Report Preview – Ontario Chamber of Commerce.”

<sup>22</sup> “2021 Ontario Economic Report Preview – Ontario Chamber of Commerce.”

in the next 6 months. It is important to note that Stratford-Bruce Peninsula is a vast geographic region with a diverse economy and rural and urban population. Nonetheless, these figures suggest that many of the challenges that businesses are facing now will continue into 2021. To get a better illustration of how to best approach long-term recovery it is necessary to assess the responses and planning of select municipalities.

This section examines the following six jurisdictions at the provincial level: Belleville, Brampton, Collingwood, the Regional Municipality of Niagara, Orillia, and Prince Edward County. In some instances, these municipalities have been chosen for their tourism-based economies. This is the case for Collingwood, Niagara, Orillia, and Prince Edward County. With the exception of Brampton and Niagara, these regions have similar population sizes that can be considered small-to-medium sized municipalities. Belleville also has a sizable manufacturing base and was found to have a well-articulated long-term economic recovery plan. Brampton was chosen for its successful community garden program, which is an example of a morale boosting initiative with community and social value.

## Orillia

Located approximately the same distance from the Greater Toronto Area, with an almost identical population as Stratford, and a seasonal tourist economy, Orillia is perhaps the most comparable city to Stratford. In April and early May 2020 Orillia's Economic Recovery Task Force (ERTF) initiated consultations with a number of sectors including Culture, Festival and Event Organizers, Hotel and Accommodators, Manufacturers, Non-Profit Organizations, and Restaurants.<sup>23</sup> The City of Orillia Emergency Management Committee has led three phases of COVID-19 pandemic response. Phase 1 involved mobilization and waived "tax and water penalties," established "a \$100,000 fund for assistance to social service organizations," cancelled "transit and parking fees," and extended "the deadline for the second intake of the Downtown Tomorrow Community Improvement Plan to June 30, 2020."<sup>24</sup>

Furthermore, in Phase 1, the ERTF "advocated on behalf of Orillia area businesses" to senior levels of government.<sup>25</sup> It kickstarted a shop local campaign and "has developed a collaborative initiative to help businesses learn to adapt their businesses for online sales, and to guide consumers who are new to online shopping in navigating this new retail environment."<sup>26</sup> Evidently, the ERTF played a strong role in helping businesses navigate through uncharted territory.

It was anticipated that Phase 2 would involve more opportunities to support businesses as the economic restrictions were lifted, providing Personal Protective Equipment (PPE) to businesses, and promoting Orillia as a safe destination for visitors.<sup>27</sup> Phase 3 was anticipated to

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<sup>23</sup> Consultation Summary - Public Use [https://www.orillia.ca/en/resources/Consultation-Summary\\_Public-Use.pdf](https://www.orillia.ca/en/resources/Consultation-Summary_Public-Use.pdf)

<sup>24</sup> "City of Orillia Economic Recovery Task Force Consultation Overview and Preliminary Action Plan," 6 May, 2020, 12. <https://www.orillia.ca/en/doing-business/resources/ERTF-Consultation-Overview-and-Preliminary-Action-Plan-FINAL-COMBINED.pdf>

<sup>25</sup> "City of Orillia Economic Recovery Task Force Consultation Overview and Preliminary Action Plan," 6 May, 2020, 12.

<sup>26</sup> "City of Orillia Economic Recovery Task Force Consultation Overview and Preliminary Action Plan," 6 May, 2020, 12.

<sup>27</sup> "City of Orillia Economic Recovery Task Force Consultation Overview and Preliminary Action Plan," 6 May, 2020, 12.

involve the leveraging of earlier policy action made during the lockdown period “to help Orillia area businesses strengthen, enhance and diversify their business models” and ultimately support long-term economic recovery.<sup>28</sup> The ERTF has not released updates on the status of these phases or any further economic recovery initiatives since the end of August, 2020. However, it appears initiatives are continuing into winter.<sup>29</sup>

## Prince Edward County

A significant tourist destination, Prince Edward County (PEC) has looked internally for support to supplement its retail economy. The Prince Edward County Chamber of Commerce alongside other partners, has launched the “Keep it in the County” campaign which fittingly seeks to promote the importance of local spending within the county.<sup>30</sup> As part of the campaign, businesses can pick up “printed posters, colouring pages and even yard signs” from the PEC Chamber of Commerce.<sup>31</sup> A supplementary website contains a sign up portal for a county shopping spree and the “Top Ten Reasons to Support Local Businesses.” Similarly, Perth County has initiated the “Take the Pledge” campaign in which participants “pledge to do at least 70% of your holiday shopping locally this year.”<sup>32</sup> The PEC has also supported “A Four Season County” which is a publication produced by local creative talent to promote the region’s rich year-round landscape.<sup>33</sup> Regarding health and safety, the PEC Chamber of Commerce has launched the PPE Procurement Portal that connects local businesses that have and need PPE as well as a donation section and a volunteer enlistment section.<sup>34</sup> While the portal appears to be inactive for the last four months, it is an example of a centralized forum for local businesses to connect.

## Niagara

The Regional Municipality of Niagara region, being part of the Golden Horseshoe, has experienced a rebound in investment for residential and commercial construction that is spurring its economic recovery. In fact, investment and building permit values in 2020 are expected to surpass the record-breaking levels set in 2019.<sup>35</sup> The restrictions imposed by the response to COVID-19 appear to have marked a brief market disruption in what has otherwise been a five-

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<sup>28</sup> “City of Orillia Economic Recovery Task Force Consultation Overview and Preliminary Action Plan,” 6 May, 2020, 12.

<sup>29</sup> Tyler Evans, “Light Up Orillia, spread joy and you could win big bucks in contest,” 18 November, 2020. <https://www.orilliamatters.com/local-news/light-up-orillia-spread-joy-and-you-could-win-big-bucks-in-contest-2883774>

<sup>30</sup> “Keep It In The County!” <https://www.pecchamber.com/Your%20%20Voice/keep-it-in-the-county> ; See also: “County of Prince Edward partners launch shop local campaign,” 25 June, 2020. <https://www.municipalworld.com/press-releases/county-of-prince-edward-partners-launch-shop-local-campaign/>

<sup>31</sup> “Keep It In The County!”

<sup>32</sup> <https://perthcounty.formbuilder.ca/CAO/Ecdev-and-Tourism/Take-The-Pledge>

<sup>33</sup> <https://www.pecchamber.com/Your%20%20Voice/a-four-season-county>

<sup>34</sup> “LOCAL PPE PROCUREMENT PORTAL by the Prince Edward County Chamber of Commerce.” <https://haveyoursay.thecounty.ca/chamber-ppe-portal>

<sup>35</sup> Planning and Economic Development Committee, “COVID-19 Impact on Investment and Development in Niagara,” 14 Oct, 2020. <https://niagaracanada.com/wp-content/uploads/sites/7/2020/10/ED-13-2020-COVID-19-Impact-on-Investment-and-Development-in-Niagara.pdf>

year-long construction boom in the Niagara region.<sup>36</sup> Evidently, the effects of COVID-19 on residential and commercial construction was only temporary.

Construction, however, is only one aspect of Niagara's economy and the Niagara region has taken measures to alleviate the effects of COVID-19 on local businesses. Similar to Orillia, Niagara has deferred taxes and utility fees while assisting businesses with online services and personal protective equipment (PPE) access. Furthermore, steps have been made to waive "various penalties and interest on outstanding accounts." These initiatives can be regarded as steps to cushion the financial costs associated with the pandemic.

Lastly, shop local campaigns have been launched. Shop local campaigns have involved better communication to customers of which businesses are open.<sup>37</sup> On October 22, 2020, Niagara-on-the-Lake launched phase one of its Business Directory Initiatives which encourages businesses to submit their contact information to an online directory that seeks to connect businesses to both local and visiting patrons.<sup>38</sup> Similar directories exist from the Stratford & District Chamber of Commerce, Destination Stratford, and Stratford City Centre, as well as from Shop Stratford.

Niagara is planning a number of actionable items - some of which are already in place - essentially to build back better. Going forward, Niagara will "continue to monitor the economic indicators to better understand the impact of COVID-19 on the local economy compared to previous years, and determine where resources could best be utilized to maximize ongoing economic development programming."<sup>39</sup> Niagara is seeking to be prepared for "future emergencies that may impact the regional economy" by developing an economic emergency communications plan.<sup>40</sup> It is also supporting collaboration on a continual basis between local Economic Development Offices, Chambers of Commerce, Niagara Workforce Planning Board, Niagara Industrial Association and more.<sup>41</sup> Put simply, Niagara is seeking to leverage economic data, emergency communications planning, and continued collaboration between business and commerce agencies to aid economic recovery and to mitigate risk in future emergencies.

## Collingwood

In June 2020, the Collingwood Economic Support & Recovery Taskforce, composed of five staff from the Town of Collingwood and nine Collingwood business and organization stakeholders, developed a 6-item action plan for economic recovery. A shop local incentive is also part of its action plan. Importantly, item 1 looks to measure economic impact metrics including a livability index and tourism visitor recovery tracking.<sup>42</sup> Like Stratford, Collingwood is

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<sup>36</sup> Planning and Economic Development Committee, "COVID-19 Impact on Investment and Development in Niagara," 14 Oct, 2020.

<sup>37</sup> Niagara ERRRT's Draft Economic Recovery Plan <https://pub-niagararegion.escrimetings.com/filestream.ashx?DocumentId=9923>

<sup>38</sup> Lauren Kruitbosch, "Niagara-on-the-Lake Launches First Phase of Business Directory Initiative," 22 October, 2020 <https://notl.civicweb.net/document/18325>

<sup>39</sup> Valerie Kuhns, "COVID-19 Response and Business Continuity in Economic Development," 15 July 2020, 3.

<sup>40</sup> Valerie Kuhns, "COVID-19 Response and Business Continuity in Economic Development," 3.

<sup>41</sup> Valerie Kuhns, "COVID-19 Response and Business Continuity in Economic Development," 3.

<sup>42</sup> Collingwood Economic Recovery & Support Task Force, June 25, 2020. <https://www.collingwood.ca/building-business/economic-recovery-support-task-force>

encouraging roundtables and “team of team” huddles to share information and aid business recovery.<sup>43</sup> Furthermore, the plan outlines the establishment of low cost events that have potential for high returns on investment, shop local incentives to keep money in the local economy, and a “Collingwood Foundation.” aimed at supporting social services.<sup>44</sup> Evidently, Collingwood’s Economic Support & Recovery Taskforce seeks to leverage data-driven metrics and local spending while understanding the need for adequate social services.

## Belleville

In July 2020, the City of Belleville put together a comprehensive COVID-19 Pandemic Economic Recovery Plan.<sup>45</sup> Amongst this 17-point plan are a handful of themes that may provide inspiration to Stratford. Belleville is seeking to address its workforce issues by raising awareness of its “Work in Belleville” program that seeks to connect the actively unemployed with employers.<sup>46</sup> By identifying skills gaps and collaborating with Loyalist College and other training institutions, Belleville and its economic development partners are hoping to provide tools that encourage individuals to retrain for the workforce.<sup>47</sup> Moreover, Belleville seeks to host virtual job fairs.<sup>48</sup> Stratford faces a workforce shortage and focus on these areas may better position people for available jobs, especially in the agricultural, manufacturing, and commercial sectors.

The second theme that Belleville’s COVID-19 Pandemic Economic Recovery Plan seeks to present is a number of initiatives to support local businesses. This looks as simple as expanding its “Shop Belleville - Support Belleville - Experience Belleville” campaign which may involve an open-air sale involving the community and local businesses.<sup>49</sup> Belleville is also considering virtual events and experiential tourism products such as guided tours and workshops.<sup>50</sup> For restaurants, mention is made of promoting local restaurants with themes such as a “Fall Harvest” menu.<sup>51</sup> Certainly many of these points have likely been discussed as possible initiatives in Stratford, but seeing Belleville discuss them may give some encouragement to move forward with them.

The third theme is municipal support. Municipal support may look like encouraging an entrepreneurial spirit by supporting start-ups or streamlining the process for outdoor dining to assist local restaurants.<sup>52</sup> Moreover, Belleville aims to support building and maximize the use of available spaces. It seeks to “provide additional resources to the planning approvals and building permit processes” and address the affordable housing concerns through adjustments in planning

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<sup>43</sup> Collingwood Economic Recovery & Support Task Force, June 25, 2020.

<sup>44</sup> Collingwood Economic Recovery & Support Task Force, June 25, 2020.

<sup>45</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” July 2020. All 17 points can be accessed here: <https://inquinte.ca/uploads/Business-Recovery-Plan-EDDC-Draft.odt>

<sup>46</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 2.

<sup>47</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 2-3.

<sup>48</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 4.

<sup>49</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 3.

<sup>50</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 3-4.

<sup>51</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 4.

<sup>52</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 5.

policy that converts vacant commercial property into housing.<sup>53</sup> Lastly, it recommends maintaining the lowest rates possible for industrial and commercial property taxes and utilities.<sup>54</sup> As has been the case with other cities' recovery plans, Belleville outlines some ambitious strategies. While it is possible that not all of these strategies will come to fruition, they are nonetheless useful considerations for Stratford not only in terms of economic recovery but to build back stronger and better than ever.

## Brampton

On April 15, 2020 the City of Brampton launched a Backyard Garden Program, an extension of its Community Gardens program. The Backyard Garden Program was open to all residents and “supplied residents with soil, packages of seeds, and growing advice for their new gardens.”<sup>55</sup> Over 6,000 Brampton residents signed up within the first three days to grow their own backyard gardens, and “Staff and volunteers delivered 3,057 yards of bulk soil; 8,553 bags of soil; and 15,162 packets of seeds to participants.”<sup>56</sup> While residents could keep their harvest, over 10,000 pounds of produce were donated to various local food banks and organizations. This initiative also helped support physical and mental health and offered residents an opportunity to learn a new hobby.

## Canada

### Calgary, Alberta

While the City of Calgary's “State of Downtown 2019” report was drafted before the COVID-19 pandemic as a status update on Calgary's downtown, it provides transferable insight into tangible urban improvements designed to improve the quality of life of urban residents. Some key takeaways come from Calgary's environmental focus. Calgary boasts an urban canopy of 1,879 trees per sq. km.<sup>57</sup> The abundance of trees in Calgary's downtown are intended to improve and complement the landscape. Trees “maintain the historic aesthetics of downtown streets and parks, create a sense of safe gathering spaces, and create natural areas along the river” while naturally providing shade and cooling.<sup>58</sup> While Stratford, too, boasts of rich greenery, it may be beneficial to plant urban friendly, native plants in Stratford's downtown core. Trees can complement Stratford's aesthetically pleasing Victorian downtown just as they enhance the heritage of Stratford's oldest neighbourhoods.

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<sup>53</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 4.

<sup>54</sup> Economic And Destination Development Committee, “COVID-19 19 Pandemic Economic Recovery Plan,” 5.

<sup>55</sup> Christine Sharma, “Brampton's Backyard Garden Program provides more than 10,000 lbs of produce for residents in need,” 20 October, 2020 <https://www.brampton.ca/EN/City-Hall/News/Pages/Media-Release.aspx/812>

<sup>56</sup> Christine Sharma, “Brampton's Backyard Garden Program provides more than 10,000 lbs of produce for residents in need.”

<sup>57</sup> The City of Calgary, “State of Downtown Calgary 2019,” Q2 2020, 12.  
<https://www.calgary.ca/content/dam/www/pda/pd/documents/downtown-strategy/State%20of%20Downtown%20Calgary%20Report%202019.pdf>

<sup>58</sup> The City of Calgary, “State of Downtown Calgary 2019,” 12.

Calgary has also observed an increase in pedestrians, cyclists, and public transit users. Calgary has observed a 117 percent increase in pedestrians measured over three-week periods from 1996 to 2019.<sup>59</sup> Similarly, a 252 percent increase in cyclists, an 8 percent decrease in the number of occupants by car, and a 96 percent increase in transit has been observed.<sup>60</sup> Like other North American cities, Calgary has adopted demand-based pricing for parking. As designated parking operates on variable rates based on demand, underutilized parking areas are incentivized for drivers as lower cost alternatives.<sup>61</sup> While the supply of parking spaces in downtown Stratford is limited, demand-based pricing may ensure that all available parking is utilized and parking revenue is generated.

A denser urban canopy, especially in downtown Stratford, may support the city's mandate to fight climate change. Pedestrian friendly streets and sidewalks may spark an increase in pedestrians and cyclists in Stratford which can further mitigate our impact on the local environment and help create a cleaner, healthier setting for Stratford's residents. While there is still a necessity for vehicle traffic downtown, smarter parking options may ensure that parking spaces are adequately utilized. Calgary's initiatives demonstrate timely and beneficial environmental considerations as Stratford plans its own long-term recovery and places climate change and quality of life at the forefront.

## Prince Edward Island

Comparable in size to Stratford, Charlottetown, Prince Edward Island, has minimized COVID-19 cases.<sup>62</sup> In fact, as of November 24, 2020 the entire island has had only 69 cases, one of which is active.<sup>63</sup> Certainly geography alongside stringent entry policies have safeguarded Prince Edward Island from COVID-19. However, even with low case counts, PEI has still been economically impacted leading its provincial government to implement measures aimed at assisting businesses, especially those in the tourism sector. The provincially implemented Tourism Interest Relief Program provides income relief for tourism-related businesses that have experienced “a) a minimum 30% decrease in tourism related revenues compared to the same month in the prior year; or b) that the operation had no tourism revenue for that month.”<sup>64</sup> It is likely that

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<sup>59</sup> The City of Calgary, “State of Downtown Calgary 2019,” 13.

<sup>60</sup> The City of Calgary, “State of Downtown Calgary 2019,” 13.

<sup>61</sup> The City of Calgary, “State of Downtown Calgary 2019,” 14.

<sup>62</sup> As of 2016 Stratford, Ontario has a population of 33,717 while Perth County's population is 75,112. Charlottetown proper has a population of 36,094 and a metropolitan population of 78,568. Statistics Canada, “Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries.” ; Statistics Canada, “Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries.” <https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=1710013501>

<sup>63</sup> PEI COVID-19 Case Data, As of 24 November, 2020. <https://www.princeedwardisland.ca/en/information/health-and-wellness/pei-covid-19-case-data>

<sup>64</sup> Furthermore, The Tourism Interest Relief Program “will provide assistance to Island tourism operators through a joint partnership of Finance PEI and Tourism PEI. Subject to the terms noted below, assistance provided will equal the amount of interest expense incurred or paid on term debt, for each month from April 1, 2020 to September 30, 2021.” Government of Prince Edward Island, “Tourism Interest Relief Program,” 2020. <https://www.princeedwardisland.ca/en/service/tourism-interest-relief-program>

this will benefit Islanders as real GDP is down 4 percent, which is better than most provinces but still worse than the provincial decrease in the Great Recession.<sup>65</sup>

Planning for future emergencies, PEI has outlined “The Provincial Disaster Financial Assistance Program.” Aligning with the federal program, it will provide “emergency, non-repayable financial assistance to Prince Edward Island residents, small business, from the commercial, agriculture and aquaculture/fisheries sectors, and not for profit organizations for uninsurable loss and damage caused by significant events deemed eligible under the federal DFAA program.”<sup>66</sup> While a provincial initiative, it is useful to consider the need for emergency planning to ensure that Stratford is prepared for future emergencies.

## Nanaimo, British Columbia

The City of Nanaimo has a handful of beneficial fiscal policies in place designed to mitigate the financial risk that municipalities are facing during the pandemic. First, Nanaimo can “borrow up to \$50 million to access funds for cash flow in the event the City experiences low property tax collection” based on a bylaw approved by the Revenue Anticipation Borrowing Council.<sup>67</sup> Risk from low revenue or unexpected expenditures is also mitigated through the General Financial Stability Reserve fund introduced in 2019.<sup>68</sup> This fund allows the city the ability to deliver its required services. Additionally, a 2019 surplus of \$2.8 million was added to the Special Initiatives Reserve to specifically support COVID-19 related funding.<sup>69</sup> Alongside other municipalities in BC, Nanaimo can cover revenue shortfalls by borrowing from existing capital reserves interest-free with a five-year repayment ceiling.<sup>70</sup> These policies are intended to cushion the impacts of COVID-19 and other emergencies on Nanaimo’s municipal government.

## International

### Germany

With Europe in the midst of an aggressive second wave, it is difficult to assess the outcomes of its nation-states’ various policy decisions regarding economic responses to COVID-19. One possible observation in keeping cases low and reacting is how quickly action is taken to respond to issues.<sup>71</sup> Although cases have steeply risen in Germany, it has arguably been the most effective

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<sup>65</sup> Kevin Yarr, “P.E.I. economic recovery 'going to be slow': APEC,” 30 October, 2020. <https://www.cbc.ca/news/canada/prince-edward-island/pei-economic-outlook-apec-1.5783375>

<sup>66</sup> PEI Public Safety Division, “PEI Disaster Financial Assistance Guide,” September 2020. [https://www.princeedwardisland.ca/sites/default/files/publications/pei\\_provincial\\_dfa\\_guidelines\\_092320.pdf](https://www.princeedwardisland.ca/sites/default/files/publications/pei_provincial_dfa_guidelines_092320.pdf)

<sup>67</sup> City of Nanaimo, “COVID-19 RECOVERY PLAN A Planning Framework for Municipal Operations,” 13 July, 20, 11. <https://www.nanaimo.ca/NewsReleases/NR200714CityOfNanaimoReleasesCOVID-1919RecoveryPlan/Attachments/city-of-nanaimo-COVID-19-recovery-plan.pdf>

<sup>68</sup> City of Nanaimo, “COVID-19 RECOVERY PLAN A Planning Framework for Municipal Operations,” 9.

<sup>69</sup> City of Nanaimo, “COVID-19 RECOVERY PLAN A Planning Framework for Municipal Operations,” 9.

<sup>70</sup> City of Nanaimo, “COVID-19 RECOVERY PLAN A Planning Framework for Municipal Operations,” 9.

<sup>71</sup> Kevin Connolly “Coronavirus: How to tell which countries are coping best with COVID-19,” 5 October, 2020.

western European country to control the spread of COVID-19 while mitigating the effects on businesses and organizations. As of November 25, 2020, Germany has the lowest weekly per capita case rate of 22 per 100,000 compared to the highest populated western European countries, France (25 per 100,000), Britain (28 per 100,000), Spain (26 per 100,000), and Italy (51 per 100,000).<sup>72</sup> It is difficult to assess just why Germany has had more success dealing with COVID-19. German scientist “Christian Drosten says a population that feels well-informed is more likely to comply with government instructions or requests.”<sup>73</sup> Decisions of this nature in Canada have typically fallen under provincial jurisdiction, with implementation, education, and enforcement by public health. It is, however, imperative that Stratford’s business owners, residents, and visitors stay informed and comply with governmental instructions from the federal level to the municipal. Likewise, clear, cohesive messaging is important.

Although numbers are by no means low, Germany has been able to implement a partial lockdown that permits interactions between two houses up to a total of 10 people and keeps shops, hairdressers, daycares, and schools open.<sup>74</sup> In comparison, France is in full lockdown and those leaving their homes must justify their purpose through a written note, and Spain is under nightly curfew from 11:00 p.m. to 6:00 a.m. until May 2021.<sup>75</sup> Italy has red, orange, and green zones ranked by severity from most to least infections, but museums, theatres, cinemas, gyms and swimming pools are closed in all.<sup>76</sup> As of late November, 2020 Germany’s partial lockdown appears to be the least economically disruptive of these countries.

## Australia

Like Prince Edward Island, Australia has the good fortune of being an isolated landmass, in this case from other states. Australia has also implemented some of the most restricted lockdowns in the world. Responding to an outbreak of 191 cases on July 7, 2020, the state of Victoria implemented a lockdown two days later that lasted 113 days.<sup>77</sup> Australia’s lockdowns seem to have helped lower the spread of COVID-19. Currently the country is averaging 12 cases per day at an exceptionally low rate of less than 0.1 per 100,000 people.<sup>78</sup> However, despite this success, the collateral damage has been significant. In Victoria alone, about 1,200 jobs were lost

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<sup>72</sup> Figures as of November 25, 2020 at 2:04 p.m. E.T. Of these five countries, Germany is the highest populated. It has the lowest aggregate case count of approximately 961,320. These five countries have seen improvements from the first data pull on November 17, 2020 at 2:19 p.m. E.T. During that time rates were as follows: Germany 22 per 100,000, France 39 per 100,000, Britain 38 per 100,000, Spain 35 per 100,000, and Italy 58 per 100,000. “COVID-19 World Map: Tracking the Global Outbreak,” *The New York Times*, 17 November, 2020. <https://www.nytimes.com/interactive/2020/world/coronavirus-maps.html>

<sup>73</sup> Kevin Connolly “Coronavirus: How to tell which countries are coping best with COVID-19,” 5 October, 2020. Connolly added “health outcomes in this crisis won’t ultimately depend merely on what our governments tell us to do and not to do. They’ll depend just as much if not more on the choices we choose to make about what we’re told.”

<sup>74</sup> Germany has a 7-day average of 18,231 cases per day as of November 19, 2020 at 2:10 a.m. E.T. “COVID-19 World Map: Tracking the Global Outbreak,” *The New York Times*, 17 November, 2020. ; BBC, “COVID-19: What are the lockdown measures in place across Europe?” <https://www.bbc.com/news/explainers-53640249>

<sup>75</sup> BBC, “COVID-19: What are the lockdown measures in place across Europe?”

<sup>76</sup> BBC, “COVID-19: What are the lockdown measures in place across Europe?”

<sup>77</sup> Bartley Kives, “Lessons from Australia: Victoria shows the world what a real lockdown looks like,” 17 November, 2020. <https://www.cbc.ca/news/canada/manitoba/victoria-australia-manitoba-analysis-1.5804343#>

<sup>78</sup> As of November 25, 2020 at 2:04 p.m. E.T. “COVID-19 World Map: Tracking the Global Outbreak,” *The New York Times*, 25 November, 2020.

per day while there's been a 30 percent increase in demand for mental health services, according to estimates by the Australian government.<sup>79</sup> Still, Victorians abided by government-imposed lockdown and had trust in expert advice.<sup>80</sup> Certainly the economic effects of COVID-19 are well understood. Therefore, the key takeaway of Australia's lockdown policy is the apparent effect that the pandemic has had on mental health, especially when individuals are confronted with economic challenges.

## Macro Level Trends, Challenges, & Strategies

While the impact, response, and shifts spurred by COVID-19 have been unprecedented, the pandemic has had the tendency to reveal underlying structural issues and behaviours while influencing or exacerbating, existing trends.

### Canadians' Willingness to Receive a Vaccine

For many people, the accessibility and implementation of a vaccine is viewed as the key toward the path beyond COVID-19. Two-thirds of participants in a July 7, 2020 study by Statistics Canada "indicated that they were very likely to get a COVID-19 vaccine when one becomes available."<sup>81</sup> Differences in willingness to get a vaccine stemmed from participants' "levels of trust in government and public health authorities."<sup>82</sup> It remains to be seen with the eventual implementation of an actual vaccine how many Canadians willingly receive it. It is expected that Canada's most vulnerable populations will receive a vaccine first.

### Regional Housing

With the pandemic hot real estate markets have extended to a wider circumference from the Greater Toronto Area. Crisis and economic hardship often prolong consumers' decisions for "big ticket purchases" and housing prices typically fall during such times.<sup>83</sup> According to the New Housing Price Index housing prices in 23 out of 27 cities, including nearby Kitchener-Cambridge-Waterloo and London have increased since the pandemic began.<sup>84</sup> The effects of working from home which have disrupted the typical need for closer commutes between home and work have

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<sup>79</sup> Sybilla Gross, Jason Scott, and Jason Gale, "City Locked Down for Three Months Has Bleak Lessons for the World," 27 October, 2020. <https://www.bloomberg.com/news/articles/2020-10-28/city-locked-down-for-three-months-has-bleak-lesson-for-the-world>

<sup>80</sup> Sybilla Gross, Jason Scott, and Jason Gale, "City Locked Down for Three Months."

<sup>81</sup> <https://www150.statcan.gc.ca/n1/daily-quotidien/200707/dq200707a-eng.htm>

<sup>82</sup> <https://www150.statcan.gc.ca/n1/daily-quotidien/200707/dq200707a-eng.htm>

<sup>83</sup> Rohit Verma and Rehma Husain, "The resilience and strength of the new housing market during the pandemic." [https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00080-eng.htm?utm\\_source=clients1&utm\\_medium=email&utm\\_campaign=statcan\\_ppd\\_2020](https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00080-eng.htm?utm_source=clients1&utm_medium=email&utm_campaign=statcan_ppd_2020)

<sup>84</sup> Rohit Verma and Rehma Husain, "The resilience and strength of the new housing market during the pandemic."

driven this trend.<sup>85</sup> This trend may continue if working from home is continuously leveraged and people tweak their mobility when the option is available.<sup>86</sup> Demand may further exceed supply.

COVID-19 and adaptations between people and spaces have affected the Stratford and Perth County housing market. In September 2020 over 220 homes were sold in Huron and Perth counties, which marked a 20 percent increase from the previous year. Prices have increased 14.7 percent from September 2019 to September 2020 to an average price of \$461,451.<sup>87</sup> This trend has continued into October 2020 as 231 units were sold in Huron-Perth, marking a 32.8 percent increase compared to October 2019. At \$478,674, average prices for residential properties are 13.9 percent higher in October 2020 compared to October 2019.<sup>88</sup> Evidently, Huron-Perth's real estate market has increased during the pandemic compared to 2019. These rapid increases in housing prices may negatively affect younger people and people with lower incomes from accessing the housing market in Huron-Perth.

## Economic Toll

The economic fallout from COVID-19 and the subsequent shut down and restrictions have had a significant impact on the Canadian economy from the national to the local level. Provincial estimates from Limestone Analytics of Kingston and economists at Queen's University projected that the effects of COVID-19 reduced Ontario's GDP by "9.4 per cent in March, 23.7 per cent in April, and 26 per cent in May compared to what would have been expected."<sup>89</sup> As a dollar value these reductions imply a provincial loss of more than \$40 billion.<sup>90</sup> Perhaps the biggest shortfall locally is the Stratford Festival's \$20 million budget shortfall.<sup>91</sup> While it is difficult at this time to access further economic data on Stratford, it is highly likely that the cancellation of the Stratford Festival's 2020 season, coupled with other factors, has had an adverse effect on the city's economic output.

## Adapting Urban Spaces

As COVID-19 has altered the economic and social landscape of society, one must be willing to adapt and overcome the challenges associated with these changes. In a climate characterized by

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<sup>85</sup> Rohit Verma and Rehman Husain, "The resilience and strength of the new housing market during the pandemic."

<sup>86</sup> OECD, "Cities Policy Responses," 23 July, 2020, 12. [https://read.oecd-ilibrary.org/view/?ref=126\\_126769-yen45847kf&title=Coronavirus-COVID-19-Cities-Policy-Responses](https://read.oecd-ilibrary.org/view/?ref=126_126769-yen45847kf&title=Coronavirus-COVID-19-Cities-Policy-Responses)

<sup>87</sup> Cory Smith, "Huron-Perth housing market stays hot, sets another record," <https://www.stratfordbeaconherald.com/news/local-news/huron-perth-housing-market-stays-hot-sets-another-record>

<sup>88</sup> Cory Smith, "Huron-Perth home sales set records for fifth straight month," 10 November, 2020. <https://www.stratfordbeaconherald.com/news/local-news/huron-perth-home-sales-set-records-for-fifth-straight-month>

<sup>89</sup> Anne Craig, "Examining COVID-19's economic impact on Ontario," June 8, 2020. [https://www.queensu.ca/gazette/stories/examining-COVID-19-s-economic-impact-ontario?utm\\_source=e-queens-gazette\\_staff&utm\\_medium=e-newsletter](https://www.queensu.ca/gazette/stories/examining-COVID-19-s-economic-impact-ontario?utm_source=e-queens-gazette_staff&utm_medium=e-newsletter)

<sup>90</sup> Anne Craig, "Examining COVID-19's economic impact on Ontario," June 8, 2020.

<sup>91</sup> David Friend, "Stratford Festival faces \$20-million budget shortfall despite cost cutting," 22 May, 2020. <https://www.thestar.com/entertainment/stage/2020/05/22/stratford-festival-faces-20-million-budget-shortfall-despite-cost-cutting.html#:~:text=Stratford%20Festival%20faces%20%2420%2Dmillion%20budget%20shortfall%20despite%20cost%20cutting,-DF&text=The%20Stratford%20Festival%20says%20despite,hole%20in%20its%20annual%20budget.>

cold, snowy winters this means a reevaluation of how one interacts with spaces in colder months. One possible method involves a culture shift that embraces Scandinavian and northern European sentiments regarding winter. The Danish word *Hygge* has entered the English lexicon in recent years. Essentially, it is the notion of feeling comfort, coziness and contentment, and appreciating the small things in life. The German word *Gemütlichkeit* embodies a similar notion of warmth, friendliness and a sense of being.

So what might Hygge or Gemütlichkeit look like in Stratford? For Stratford's citizens and tourists alike it may mean bundling up to enjoy Stratford's Victorian Heritage Conservation District with its plentiful shops and restaurants as well as architectural walks through Stratford's old neighbourhoods and nature walks amongst Stratford's rich parkland and TJ Dolan conservation area. From a business side it may look like winter patios set up on sidewalks accompanied with fleece blankets, heaters, and windbreaks and complemented by winter sunshine. Underlying these sentiments of Hygge or Gemütlichkeit in the context of Stratford is the goal to "create places people want to be."<sup>92</sup>

The Lights On initiative, which commenced November 19, 2020 and continues to February 14, 2021, may help take the edge off of winter by not only giving a morale boost to the Stratford community but through attracting visitors, when it is safe to do so, to stay, shop, and dine. Going forward considerations may be given to more initiatives that "create places people want to be, give them a way to get there, and create 'sticky' events."<sup>93</sup> Through winter and into spring, it is imperative to consider the benefits of *tactical urbanism*, which involves cost-effective means to liven up urban spaces and shift people's mindset to be more open-minded in their interactions with Stratford's unique landscape. One example of tactical urbanism in Stratford may involve consistent snow removal from Market Square and the setting up of ornamental grasses, local artwork and lighting to bring people to this space (which receives an abundance of sunshine) as well as effective means to block wind, snow, and cold to keep people there. Having a similar Al Fresco style space to enjoy warm beverages and comfort food may be a way to encourage local businesses to participate in a space such as this.

Between June 5, 2020 and August 31, 2020, the City of Stratford implemented full street closures alongside the Avon River from Lakeside Drive between Waterloo Street and Queen Street beginning at 3:30 p.m. Fridays to 7:00 a.m. Monday morning. These closures encouraged pedestrians and cyclists to enjoy Stratford's park space in a safe and responsible way that promoted social distancing. Considerations could be made to extend street closures in the downtown core to encourage pedestrian traffic to and from small businesses downtown. While this would detract from some street parking if one or more downtown streets were closed, there exists considerable parking space available between street parking on alternate streets and municipal lots off Albert Street, Erie Street, and St. Patrick Street.

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<sup>92</sup> Simon O'Byrne, "Winter city design: 3 ways to save our small businesses this COVID-19 winter," 13 October, 2020 <https://building.ca/feature/winter-city-design-3-ways-to-save-our-small-businesses-this-COVID-19-winter/>

<sup>93</sup> Simon O'Byrne, "Winter city design."

Street closures in commercial areas have occurred elsewhere during the pandemic. Tampa implemented street closures – and extended restaurant patios onto the street.<sup>94</sup> Many restaurateurs reported revenue levels near the pre-pandemic level.<sup>95</sup> Similarly, Fort Lauderdale closed a lane on Beachfront State Road, a road lined with resorts, restaurants, and bars.<sup>96</sup> This modification of urban space has been recognized as “an opportunity to identify long-term, maybe permanent urban mobility strategies in the future.”<sup>97</sup> Stratford, of course, implemented patio extensions on downtown sidewalks. Certainly, Stratford’s winter climate, and the need for snow removal and pedestrian safety, challenge a project as ambitious as this during part of the year. Preliminary evidence suggests that the summer patio extension initiative was popular. It is important to analyze the success of this initiative further to determine the feasibility and effectiveness of expanding this, even partially, onto designated sections of downtown streets come spring and summer 2021.

Tactical urbanism, which involves employing low-cost, cost-effective measures to improve the built environment, is crucial during this time when municipal budgets are constrained to the need for critical spending. One significant area to continue with existing improvements is safe, low-cost methods to promote cycling in Stratford. COVID-19 has revealed how car-dependent Canada is and Stratford is no exception. In fact, Stratford’s average walkability score is 42 out of 100 meaning that “Stratford is a Car-Dependent city” and that “most errands require a car.”<sup>98</sup> However, this score improves to about 80 at the periphery of the downtown core. To address this shortfall, “cities have been promoting cycling as one of the favoured options for the post-confinement period as part of the tactical urbanism movement.”<sup>99</sup> This initiative involves the development of cost-effective bike lanes alongside public service campaigns geared toward educating motorists about sharing the road with cyclists and the environmental and physical benefits of cycling. The return on investment may come in reduced emissions, less traffic congestion, and healthier citizens. Better cycling infrastructure is climate friendly and may alleviate some concerns regarding public transportation usership in the midst of a pandemic. Naturally winter poses challenges for cyclists and cycling infrastructure. However, it may be valuable to assess the progress of the Bike and Pedestrian Master Plan and study in greater detail the benefits of increasing cycling infrastructure in Stratford for 2021.

## Confronting Fees

Food delivery services from companies like Uber Eats and Skip the Dishes have been a blessing and a curse for many restaurants. On one hand, they have charged restaurants upwards of 30

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<sup>94</sup> Fabian De La Espriella, “Adapting Public Spaces During COVID-19: 3 Examples of Tactical Urbanism Projects.” <https://www.kittelson.com/ideas/adapting-public-spaces-during-COVID-19-3-examples-of-tactical-urbanism-projects/>

<sup>95</sup> Fabian De La Espriella, “Adapting Public Spaces During COVID-19.”

<sup>96</sup> Fabian De La Espriella, “Adapting Public Spaces During COVID-19.”

<sup>97</sup> Fabian De La Espriella, “Adapting Public Spaces During COVID-19.”

<sup>98</sup> <https://www.walkscore.com/CA-ON/Stratford>

<sup>99</sup> OECD, “Cities Policy Responses,” 23 July, 2020, 13. [https://read.oecd-ilibrary.org/view/?ref=126\\_126769-ven45847kf&title=Coronavirus-COVID-19-Cities-Policy-Responses](https://read.oecd-ilibrary.org/view/?ref=126_126769-ven45847kf&title=Coronavirus-COVID-19-Cities-Policy-Responses)

percent of the bill for processing fees which lowers the already slim profit margin of restaurants.<sup>100</sup> On the other hand, it has been argued that a sale, even with a fee, is better than no sale at all.<sup>101</sup> UberEats has not yet penetrated the Stratford and area market. However, 41 restaurants and fast-food joints utilize Skip the Dishes.<sup>102</sup> Although dining-in has not been restricted again in this region, cooler weather negates patio usage and capacity restrictions limit the ability of restaurants to capitalize on dining-in. Concerted efforts may be made by restaurants and the Task Force to promote pick-up services while the community must be aware of these fees and do its part to support restaurants directly. Alternatively, community organizations may seek to create a favourable delivery service that cuts out third-party companies and keeps revenue in Stratford.

## Retail

Retailers must still navigate a treacherous market landscape. Retail sales at the national level increased for four months since April with a \$192 million or 0.5 percent increase in August compared to July. Increases in retail sales have not occurred evenly across the market. In fact, significant decreases were apparent in industries that characterize Stratford's small business landscape. Clothing sales decreased by \$1 million, health and personal care decreased by \$17 million while general merchandise stores experienced a \$43 million decrease followed closely by a \$43 million decrease in sport hobby, book and music retail spending.<sup>103</sup> Moreover, recovery may be slowing as preliminary figures for September showed a flattening of sales.<sup>104</sup> Contrarily, holiday spending may boost retail sales through the end of 2020. Although this macro-level assessment does not precisely show the state of local retail, it indicates that consumer spending has shifted away from some of retail industries that local retail is categorized under.

## Conclusion

The Taskforce blazed a trail, for Stratford realized its resilient capacity and ability to solve challenges collectively. In accepting the commonalities faced by businesses and organizations and acknowledging essential unity, new possibilities opened up. Opportunities arose where stronger partnerships were forged to overcome adversity. It is clear that the machinery of local politics has to be increasingly directed toward cooperation and unity. The imperative need for this moment is to see one another as part of the same human family.

The pandemic has exposed a stage in human history which is unparalleled and more complex levels of integration become not only possible, but necessary. Stratford has seen new and

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<sup>100</sup> Pete Evans, "Food delivery apps cut some restaurant fees amid surging demand due to COVID-19 Social Sharing," 16 October, 2020. <https://www.cbc.ca/news/business/food-delivery-apps-fees-1.5765790>

<sup>101</sup> Pete Evans, "Food delivery apps cut some restaurant fees."

<sup>102</sup> Twenty-eight of which are franchises, suggesting that many local restaurants cannot afford or do not find value in the delivery service offered by Skip the Dishes. <https://www.skipthedishes.com/stratford/restaurants>

<sup>103</sup> "Retail sales grew for 4th straight month in August — but September looks flat," 21 October, 2020. <https://www.cbc.ca/news/business/retail-sales-august-1.5770668>

<sup>104</sup> "Retail sales grew for 4th straight month in August — but September looks flat," 21 October, 2020.

more pressing challenges emerge, and the body politic is compelled to devise new arrangements that address the needs of the time through greater inclusivity, coherence, and collaboration. The demands of the present moment are pushing existing structures for facilitating deliberations among sectors of business, social services and health, as well as systems of conflict resolution beyond their capacity for effectiveness.

A framework has emerged that accommodates diversity of approach built on a commitment to unity and a shared ethic of justice. We have seen how the ingrained habits of contest and blame have given way to a culture of cooperation and exploration and a willing acceptance of setbacks and missteps as inevitable aspects of the learning process. We cannot afford to approach the common good as a secondary objective, commendable but only to be pursued after narrower interests are secured. The merits of any future proposal or plan of action, leaders and policy makers must ask the critical question: will this will benefit the community in its entirety?

## Appendices

### Appendix 1.1

#### **Stakeholder Representatives Consulted:**

Eddie Matthews, *General Manager, Chamber of Commerce*;  
 Jeff Orr, *Orr Insurance and Chair of investStratford*  
 Joan Thomson, *CAO, City of Stratford*;  
 John Kastner, *General Manager, Stratford-Perth Museum*;  
 Rebecca Scott, *General Manager, Stratford City Centre Committee*;  
 Shelley Stevenson, *Administrative Director, Stratford Festival*;  
 Zac Gribble, *Executive Director of Destination Stratford*;

### Appendix 1.2

#### **Individual Stakeholders Consulted:**

Doug MacDougald, *DVM, South West Ontario Veterinary Services*  
 Lori Gansevles, *Account Manager for Small Business, Business Development Canada*  
 Sarah Franklin, *Economic Development/Communications Officer*; Justin Dias, *Manager of Economic Development and Tourism, Corporation of the County Perth*  
 Vicki Lass, *Agriculture and Rural Economic Development Advisor Huron & Perth Advisory Services West, Business Development Branch, Ontario Ministry of Agriculture, Food and Rural Affairs*

**Businesses/Organizations Consulted:**

Fanfare Books; Gallery Stratford; Grace the Boutique; Ilume Wellness Spa; Ross' Bike Works;  
The Livery Yard; The Milky Whey; Treasures

**Town Hall Registrants and Participants**

Amanda Hatton	Andrea O'Shea	
Anne Campion	Jenny MacLean	Theresa Albert
Anthony Jordaen	Jessie Votary	Tom Van Oosterhout
April Murray	Jillian Chambers	Vicki Lass
Barb Ford	Jo Gordon	Zac Gribble
Bill Windsor	John Wolfe	Bill Boon
Bruce Whitaker	Judy Matheson	Bob Allen
Chris Sharpe	Kristene Steed	Brian Jutzi
Christina Phillips	Krista Moore	Christy Bertrand
Christine Shantz	Larry McCabe	Vicki Lass
Christy Bertrand	Leigh Cooney	Corey Hamilton
Claire Chapple	Liz Payne	Dave Martin
Craig Foster	Mark Simone	Debbie Colclough
Craig Thompson	Matt Staffen	DUANE
Danna Link	Meghan Seaman	Eddie Matthews
David Martin	Michele Boniface	Heidi Culliton
Dianne Krampien	Michelle Webber	Laura Gibson
Dayna Manning	MJ Thomson	Kim Campbell
Eddie Matthews	Nancy Stotts Jones	Kiyoshi Horiuchi
Elke Bidner	Pete Watson	Marty Rops
Erla Boyer	Randy Garfield	Mike Anderson
Heidi Culliton	Rebecca Scott	Mike Heisz
Karen Hartwick	Rob Russell	Mike Pullen
Kim Griffiths	Rob Wigan	Paul DeCorso
Kim Cosgrove	Shaella Near	Rick Roes
Kim Kevin Gormley	Sarah Hamza	Robert MacDonald
Jennifer Birmingham	Shelley Stevenson	Rose Anderson
Jenny Evans	Shelley Windsor	
Ryan Erb	Heidi Culliton	Paul Almas
Tara Ross	Kate Aarssen	Sarah Franklin
Christy Bertrand	Kim McElroy	Tina Allishaw
Deb Hotchkiss	Lisa Wilde	Tracy Aylwar
Elke Bidner	Meghan Marshall	
Guy Chadsey	Nancy Adams	

## Appendix 1.3

### **Roundtable 1: Agriculture, Manufacturing, and Commercial Sector - October 28, 2020**

#### Questions:

1. What is the biggest challenge that your business is facing right now?
2. What has been your business's most significant strength during the pandemic? Give us some examples of this strength in action (this is to gauge their successes).
3. What are your business's top three needs in 2021?

#### Poll Questions:

1. How many Town Hall/Roundtables have you attended?
  - A. This is the first
  - B. 1 other
  - C. 2 or more
2. Which of the following best classifies your business?
  - A. Agricultural
  - B. Manufacturing
  - C. Commercial Sector
3. How would you assess your output or sales in 2020 compared to 2019?
  - A. Cannot say
  - B. More than 50% lower
  - C. 1-50% lower
  - D. About the same
  - E. 1-50% higher
  - F. More than 50% higher
4. How would you assess your business's experience in relation to the challenges posed by the pandemic from August 2020 to the present?
  - A. Cannot say
  - B. Poor
  - C. Satisfactory
  - D. Neutral
  - E. Good
  - F. Excellent
5. Which method of communication do you prefer from the Economic Recovery Task Force?
  - A. Town Hall
  - B. Survey
  - C. One-on-one telephone conversation

- D. One-on-one in-person meeting
- E. Regular email contact
- F. Other

## Appendix 1.4

### Roundtable 2: Social Services, Not-for-Profits, and Charities - October 29, 2020

#### Questions

1. From your experience what are some of the challenges that the community has faced around this time of year?  
From your observation will these improve or worsen with the effects of the pandemic?
2. What is the biggest challenge that your organization is facing right now?
3. What has been your organization's most significant strength during the pandemic? Give us some examples of this strength in action (this is to gauge their successes).
4. What are your organization's top three needs in 2021?

#### Poll Questions

1. How many conversations have you participated in that dealt with the pandemic and/or recovery?
  - A. 0-3
  - B. 4-6
  - C. 7-9
  - D. 10+

Which of the following best classifies your organization?

  - A. Social Service
  - B. Not-for-profit
  - C. Charity
  - D. Other
2. How would you assess your organization's output of services in 2020 compared to 2019?
  - A. Cannot say
  - B. More than 50% lower
  - C. 1-50% lower
  - D. About the same
  - E. 1-50% higher
  - F. More than 50% higher
3. How would you assess the community's demand for your organization's services in 2020 compared to 2019?
  - A. Cannot say
  - B. More than 50% lower

- C. 1-50% lower
  - D. About the same
  - E. 1-50% higher
  - F. More than 50% higher
4. Which method of communication do you prefer from the Economic Recovery Task Force?
- A. Town Hall
  - B. Survey
  - C. One-on-one telephone conversation
  - D. One-on-one in-person meeting
  - E. Regular email contact
  - F. Other

## Appendix 1.5

### Roundtable 3: Hospitality, Tourism, and Retail - November 4, 2020

#### Questions

1. What is the biggest challenge that your business is facing right now?
2. What has been your business's most significant strength during the pandemic? Give us some examples of this strength in action.
3. What are your business/organization's top three needs in 2021?

#### Poll Questions

1. How many conversations have you participated in that dealt with the pandemic and/or recovery?
  - A. 0-3
  - B. 4-6
  - C. 7-9
  - D. 10+
2. Which of the following best classifies your business/organization?
  - A. Retail
  - B. Hospitality
  - C. Tourism
  - D. Other
3. Does your business/organization actively use a website?
  - A. Yes
  - B. No
  - C. Cannot say
4. Does your business/organization actively use social media?
  - A. Yes
  - B. No

- C. Cannot say
5. How would you describe your level of confidence in your business/organization's outlook in 2021?
- A. Cannot say
  - B. Poor
  - C. Satisfactory
  - D. Neutral
  - E. Good
  - F. Excellent
6. Which method of communication do you prefer from the Economic Recovery Task Force?
- A. Town Hall
  - B. Survey
  - C. One-on-one telephone conversation
  - D. One-on-one in-person meeting
  - E. Regular email contact
  - F. Other

## Appendix 2

### Related Links

<https://thehappy.city.com/project/bbms/>

### **Economic, Consumer & Workforce Statistics**

Manufacturing Aug 2019/Aug 2020

<https://www150.statcan.gc.ca/n1/daily-quotidien/201016/t001b-eng.htm>

Online Spending

<https://www150.statcan.gc.ca/n1/daily-quotidien/201014/dq201014a-eng.htm>

Gross domestic product by industry, July 2020

<https://www150.statcan.gc.ca/n1/daily-quotidien/200930/dq200930a-eng.htm>

Labour Force Survey, September 2020

<https://www150.statcan.gc.ca/n1/daily-quotidien/201009/dq201009a-eng.htm>

### **Financial Support**

#### **Federal**

<https://www.canada.ca/en/department-finance/economic-response-plan.html#businesses>

#### **Business Development Canada**

Some financings options for small businesses are particularly favourable due to low interest rates. For example, BDC's small business loan application offers a maximum of \$100,000. This particular loan is an open loan (meaning it is repayable at any time), has no loan processing fee, has a current interest rate of 3.55 percent, and the entire application process is online.

#### **Provincial**

<https://www.ontario.ca/page/COVID-19-support-people>

Provincial Rural Funding

<https://www.stratfordbeaconherald.com/news/local-news/province-extends-financial-help-to-rural-municipalities>

<https://www.thesudburystar.com/news/local-news/ontario-farmers-get-millions-for-COVID-19-safety-robotics-in-budget-hardeman/wcm/1220d7da-cde1-4342-a1fb-8dd349d74572>



**Date:** March 8, 2021  
**To:** Mayor and Members of Council  
**From:** Joani Gerber, CEO

**Title:** City of Stratford, Patio Boardwalk Project Review & Recommendations for 2021.

**Objective:** To provide Council with recommendations for 2021 for Patios (standard patios, extensions, boardwalks)

**Background:** In 2020, the Patio Boardwalk project was funded by the Tourism Recovery Project (FedDev Ontario) managed by the Stratford Economic Response & Recovery Task Force. Upon approvals from Council and working collaborately with City Staff, Vendors and Volunteers, 20 boardwalks were built and installed in the Downtown Core. Complying with the existing patio agreements, the boardwalks are picked up and stored (at a facility provided in-kind by the Stratford-Perth Museum) for the winter.

In 2020, the parking spaces were free (downtown parking was free from April-August 30, 2020 as a COVID-19 response). No patio application or licencing fees were required and the boardwalk construction, installation, removal and storage were provided at no cost to the business owners.

In the fall of 2020, City Council was provided an update on the project including survey results from downtown businesses and those that participated in the Boardwalk project (attached for reference). A highlight: The patio boardwalk program created 59 permanent & temporary jobs, and maintained 96 permanent and temporary jobs. The program was directly responsible for more than \$245,000 in additional sales – for many this was equal to 25-30% of their overall summer revenue.

Early indications suggest that 2021 will be another season of variable limitations to indoor seating and customer capacity. The Stratford Festival plans for a significantly reduced and outdoor production season. We know that rotating lockdowns and colour-coded restrictions have a direct impact on our restaurants (and by extension to the overall tourism sector). The need for expanded spaces and outdoor dining options will continue to be critical for economic recovery in 2021.

The Task Force acknowledges that retail establishments are also subject to ongoing limitations and restrictions and recommend the ongoing “meter hood for curbside pickup” program through 2021.



**Analysis:** Working together with the City Initiatives team, the City Clerks office and the Manager of Forestry, the Task Force submits the following plan for consideration.

For restaurants outside of the downtown core – once again the Forestry team will provide businesses up to 5 picnic tables free of charge to create outdoor patios. The businesses will be responsible for compliance with their property owners, AGCO (liquor license) and public health & safety regulations. The program can begin anytime after May 1<sup>st</sup>, ending on/before Oct 31, 2021. Delivery & pick-up to be coordinated between the Manager of Forestry & the business owner.

For restaurants within the downtown core

- Outdoor Café Permit Fees and License - Patio permits and licenses are required for all restaurants. The average patio license and permit fee is \$1925. The task force recommends that all fees associated with patio permits **be waived in 2021**. This applies to all businesses, regardless of patio size or location. Patios can be in place starting May 1<sup>st</sup>, 2021 subject to all paperwork and permits being approved by the City Clerk.
- Patio Boardwalks – Patio Boardwalks were constructed using Task Force Recovery funds in 2020 and are currently being stored in-kind by the Stratford-Perth Museum. The Task Force recommends Patio Boardwalks be re-instated again in 2021 with a fee structure that offsets a portion of lost parking revenue and the delivery, installation & pickup charges. Based on a daily metered rate (Monday-Saturday) and a 58% occupancy (an estimate based on 2019 & 2020 usage), the monthly rate per parking space is \$196. In 2020 the Boardwalks absorbed, on average, 2.75 parking spaces each. In 2020 a sub-contractor was hired with the appropriate equipment to uninstall, disassemble and pick up the boardwalks. That cost was \$400/boardwalk. In summary, the cost range of each Boardwalk from May 1<sup>st</sup> – October 31<sup>st</sup> is \$3,152 to \$4,328. (\$525-\$721/month)
  - \$3,352 (2 parking space) to \$3,528 (3 parking spaces) for 6 months
  - \$800 – delivery, installation, disassembly & pickup

The Boardwalk fee will be determined by the number of parking spaces absorbed. The design of the Boardwalk shall conform to City of Stratford standards, and partially absorbed parking spaces will be considered fully absorbed.

The City of Stratford Finance Department has confirmed that a monthly payment plan is acceptable for businesses wishing to participate.

- Other Patio Configurations – the Task Force acknowledges that not all businesses conform to, nor choose to participate in Boardwalk-style expansion. Clerks staff are currently exploring the plausibility of a pop-up style patio extension that would permit the placement of patios in parking spaces adjacent to the restaurant. Understanding the close proximity to moving traffic, consideration must be sought from a legal and insurance perspective, in addition to effective and



safe design requirements from building, planning, engineering and fire. Interested businesses would be required to submit an application and drawing/sketch of their proposed design. City Staff would review all design concepts to ensure universal accessibility and public safety, including fire and separation from traffic. Should approval be granted for a pop-up patio, an agreement will be entered into between the applicant and the City which will outline the responsibilities and requirements. All businesses would continue to require compliance with the provisions contained in the City's Business License By-law and Policy P.3.3, including the removal of all street furniture by November 1<sup>st</sup> to allow for municipal snow clearing operations.

The Task Force recommends that the same rate (\$196/space/month) be used for the absorption of parking spaces and that all permit and license fees be similarly waived. City staff are not recommending the use of municipal parking lots for any patio extension alternatives at this time.

Should Council approve the recommendations contained herein, City staff will proceed to communicate and distribute necessary information for the awareness of downtown businesses in proceeding with 2021 patios. In doing so, time will not only be required for businesses to prepare but also for staff to review applications and perform inspections to ensure adherence to the established guidelines and requirements for all patio types. Understanding this, City staff are recommending that the application period for the 2021 patio season open on March 22, 2021 with an anticipated start date for approved patios being May 1, 2021. This time period is also reflected above in the consideration of approximate costs related to patio boardwalks and other configurations. Notwithstanding this, downtown businesses applying for a standard Outdoor Café may still be permitted, if approved, to open after March 31<sup>st</sup> in accordance with Policy P.3.3. Municipal Property, Boulevards and Sidewalks.

### **Financial Impact:**

The Task Force believes the City of Stratford is a critical partner in the success of the businesses impacted most and slowest to recover from COVID-19.

An approximate in-kind contribution to providing City-Owned patio picnic tables is approximately \$2,000. This is inclusive of staff time and minor repairs & maintenance.

The approximate loss of revenue in Patio permits and fees is \$17,600.

Parking revenues are more difficult to estimate. Parking capacity in 2019 averaged 65%, while in 2020 was reduced to 40%.



In conclusion, the re-instatement of the Patio Boardwalk economic recovery initiative is a key component in successfully navigating the pandemic crisis. Taken holistically with other recommended outdoor dining initiatives and cultural programming, Stratford will be well positioned to make the most of an uncertain and volatile summer and fall tourism season.

**Alignment with Strategic Priorities (delete any that do not apply):**

**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.

**Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT City-Owned picnic tables be provided free of charge to restaurants outside the core from May 1<sup>st</sup>-October 31<sup>st</sup>, 2021.**

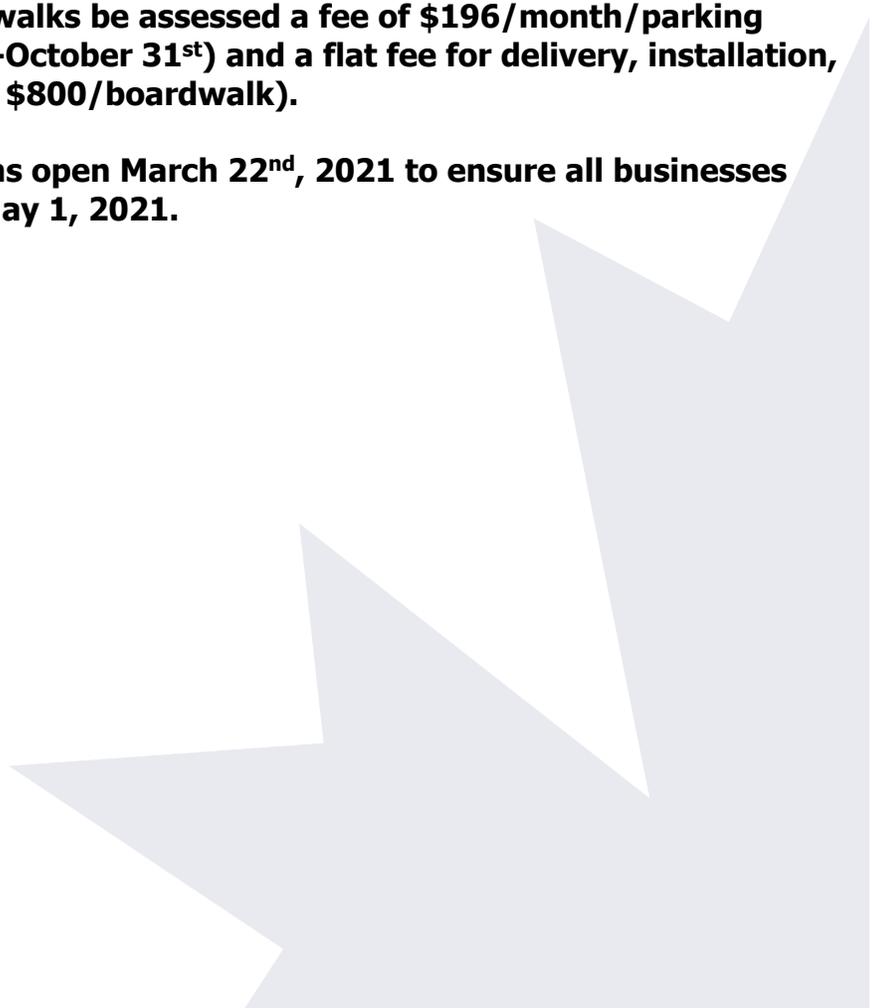
**THAT the 2021 Patio Permit & License fees be waived in 2021.**

**THAT the businesses using Patio Boardwalks be assessed a fee of \$196/month/parking space for a period of 6 months (May 1<sup>st</sup>-October 31<sup>st</sup>) and a flat fee for delivery, installation, disassembly and pick up (not to exceed \$800/boardwalk).**

**THAT the 2021 Patio Season applications open March 22<sup>nd</sup>, 2021 to ensure all businesses are able to prepare for patios to open May 1, 2021.**

Respectfully submitted,

Joani Gerber  
CEO, investStratford  
[jgerber@investstratford.com](mailto:jgerber@investstratford.com)





6 Wellington Street  
Stratford, Ontario, Canada N5A 2L2  
phone 519.305.5055  
toll-free 844.812.5055

**Date:** October 13, 2020  
**To:** Mayor and Members of Council  
**From:** Joani Gerber, CEO  
**Attachments:**

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**Title:** City of Stratford, 2020 Patio Boardwalk Project Review

**Objective:** To provide Council with a Patio Boardwalk project review.

**Background:** The Patio Boardwalk project was funded by the Tourism Recovery Project (FedDev Ontario) and managed by the Stratford Economic Response & Recovery Task Force. Upon approval from Council and working collaboratively with City Staff, Vendors and Volunteers, 20 boardwalks were built and installed in the Downtown Core. Complying with the existing patio agreements, the boardwalks will be picked up and stored (at a facility provided by the Stratford-Perth Museum) for the winter.

In 2020, the parking spaces where the boardwalks were located were free (downtown parking was free from April-August 30, 2020 as a COVID-19 response). No patio application or licencing fees were required and the boardwalk construction, installation, removal and storage were provided at no cost to the business owners. Interested businesses were still required to complete a business licence application and to obtain a business licence from the City.

**Analysis:** A survey of businesses in receipt of a boardwalk, and the downtown core as a whole was completed by the Stratford City Centre Committee & investStratford. The findings, along with project partners and overall economic impact are below.

The project was led by the Task Force – with more than 300 unpaid volunteer hours. The Stratford & Area Builders Association provided contractor coordination. Three local contractors, MTE and Home Hardware (Stratford) provided discounted materials and their time at cost in support of the project. (\$25,000 value). The Art Installation was funded in part by RTO4, allowing all artists to be compensated for their work (\$11,000 value).

The City of Stratford waived the application and license fees and provided the pick up service of the boardwalks (\$28,000 value). The Stratford-Perth Museum will store the boardwalks over the winter (\$1,000 value).



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 phone 519.305.5055  
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The time and materials cost, art installation, engineering and legal services were provided by FedDev Ontario (\$72,372).

In total the project value is \$137,372 (\$91,372 cash & \$46,000 in-kind).

A survey was provided to the 20 participating businesses – 17 responded.

The patio boardwalk program created 59 permanent & temporary jobs, and maintained 96 permanent and temporary jobs. The program was responsible for more than \$245,000 in additional sales – for many this was equal to 25-30% of their summer revenue.

When asked, all 17 indicated they would participate again in 2021 even if a fee was required. 14 would pay the application fees and a delivery fee. Only 3 would compensate for parking revenue. All requested a package price for the fees.

Additionally, a survey was provided to all BIA/Stratford City Centre Members on the impacts and experience with the program. 82 responded:

- 96% either loved or liked the program. 3.75% disliked the program.
- 80 of 82 respondents felt that the program made a neutral, positive or very positive impact on downtown recovery.
- Most respondents felt neutral to the impact on their business – 29 businesses felt the project made a positive or very positive impact. One business felt the project had a very negative impact on their business.
- 86% of respondents would like the patio boardwalk project extended in 2021.

### **Financial Impact:**

With the generous support of the project partners, volunteers and the City of Stratford and funding from FedDev Ontario, there were no direct costs to business owners in 2020. The 20 boardwalks were placed over 55 parking spaces, a 6.8% absorption of paid parking lot inventory. In 2021 and beyond there will be cost attributed to the business owners and City staff will provide a financial analysis for the Boardwalk project in early 2021 for the Summer Season.

### **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.

#### **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.



6 Wellington Street  
Stratford, Ontario, Canada N5A 2L2  
phone 519.305.5055  
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**Staff Recommendation: THAT the 2020 Patio Boardwalk Project Review be received for information, and;**

**THAT staff and investStratford prepare a report for the 2021 Patio Boardwalk Season for Council consideration in January/February 2021.**

Respectfully submitted,

Joani Gerber  
CEO, investStratford  
[jgerber@investstratford.com](mailto:jgerber@investstratford.com)






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## MANAGEMENT REPORT

**Date:** March 8, 2021  
**To:** Mayor and Members of Council  
**From:** Chris Bantock, Deputy Clerk  
**Report#:** COU21-031  
**Attachments:** 1 – Outdoor Patio Guidelines

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**Title:** 2021 Patio Applications – Pop-up Patio Alternative

**Objective:** To provide Council with information related to the availability of a pop-up patio alternative for interested and eligible downtown core restaurants during the 2021 patio season.

**Background:** For the 2020 patio season, Council approved the following resolution at the June 22, 2020 Regular Council meeting:

**THAT the Patio Extensions and Boardwalk Installation program be approved to:**

- **Permit the extension of patios over the sidewalk space adjacent to a restaurant building, and the**
- **Installation of a boardwalk, a wooden causeway, over municipal parking spaces for the 2020 patio season until November 1, 2020;**

When the patio extension and boardwalk installation program was being considered for approval in 2020, there was interest raised related to placing patio extensions directly in parking spaces. At that time, however, outstanding safety concerns surrounding this resulted in the boardwalks being a more suitable patio extension alternative. Following the 2020 patio season, and after receiving feedback from stakeholders, staff have completed a review and are prepared to accept applications for patio extensions in parking spaces for the 2021 patio season.

**Analysis:** Staff recognize that not every business has the means or eligibility to have a boardwalk installed at their building front, whether due to a lack of space or municipal infrastructure. While patio-boardwalk extensions will again be an option for the 2021 season, pop-up patios in parking spaces will also be an available option. The purpose of this alternative is to provide a similar opportunity to establishments which may not

qualify for a standard outdoor café or a patio-extension boardwalk. To this extent, however, eligible businesses cannot be approved for both a patio-extension boardwalk and pop-up patio.

In speaking with the Alcohol and Gaming Commission of Ontario (AGCO), staff have verified that there is nothing which would restrict the setup of a patio extension in parking spaces, if approved by the City, as it relates to the sale and consumption of alcohol in a temporary physical extension of a licensed premises. While the extension must still be adjacent to the establishment, City staff have noted that only servers or staff of the licensed establishment are permitted to carry alcohol across the sidewalk (or unlicensed area) to the "licensed" extended patio. Furthermore, while the patio must be adjacent to the establishment, a pop-up patio may be permitted to extend beyond parking spaces of the business frontage, provided that notice is given to the owner/tenant of the adjacent business and no concerns are received within a reasonable amount of time from the owner or tenant.

Clerks staff have also been working with staff from Planning, Engineering, Fire, and Huron-Perth Public Health (HPPH) to establish a set of guidelines (see Attachment #1) for businesses to reference when applying to receive an outdoor patio license. Included in this are several design requirements as it relates to pop-up patios, recognizing that an increased number of specifications are required for approval to ensure an appropriate degree of safety for setting up a patio next to vehicle movement areas. In further reviewing eligible areas within the downtown core, staff have also identified that establishments along Ontario Street and Erie Street would not be eligible for a pop-up patio due to these roads being defined as connecting links to provincial highways.

Similar to the patio-extension boardwalks, pop-up patios will require submission of a business license application, detailed drawings/sketches of patio plans, proof of insurance, and a current AGCO approved liquor license if alcohol is to be sold. Both patio-extension boardwalks and pop-up patios will also have permitted usage in 2021 between May 1 and October 31.

**Financial Impact:** As noted in the project review and recommendations report from investStratford, it is being recommended that all fees associated with patio permits be waived in 2021. This would include any approved pop-up patio requests. All approved businesses will be responsible for their own pop-up patio set up, including any fencing and barriers, in accordance with the City's Outdoor Patio Guidelines and subject to visual inspection from HPPH, Building, and Fire.

Also recommended in the report from investStratford, each parking space absorbed by an approved pop-up patio will require payment of a fee in the amount of \$196/parking space per month.

**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.

**Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT the report titled "2021 Patio Applications – Pop-up Patio Alternative" (COU21-031) be received for information.**



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Chris Bantock, Deputy Clerk



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer



## City of Stratford Outdoor Patio Guidelines

The City of Stratford has prepared this outdoor patio fact sheet to help guide restaurants and bars in obtaining City permits for outdoor patios and to ensure the proper safety and accommodations for patrons and staff in such outdoor areas.

### General Permitting Requirements

The requirements listed below must be met and agreed to by all establishments, regardless of the type of outdoor patio being requested.

### Applications

- The City will review all applications and design concepts from businesses to ensure universal accessibility and public safety (including fire and separation from traffic).
- All applications are required to comply with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).
- Drawings or sketches required as part of an application can be done by the applicant but must be legible and done with a straight edge. Should any discrepancies exist a qualified designer may be required to evaluate the layout. As required by each license type, the following specifics are required to be included for submissions of interior and exterior drawings:
  - Interior - floor plan layout including all areas of the indoor restaurant, seating layout, permitted occupant load, number and location of washroom(s) onsite, and exit locations; and,
  - Exterior – proposed outdoor patio and surrounding area including the location of seating locations, proposed occupant loads, entrance and exit locations from the patio, existing street furniture, parking meters, location of fencing/ropes and stanchions, any municipal furniture or infrastructure that would be impacted by the patio, and table placement outlining the required dimensions to meet the requirements set out by the AGCO for social distancing.
- If the application is approved by the City, an agreement will be entered into between the applicant and the City which outlines the responsibilities and requirements of each party.



- **Note:** Following approval but prior to the issuance of a license, all patio types will require visual inspection by the following:
  - Huron-Perth Public Health (HPPH) to review appropriate distancing in compliance with provincial regulations;
  - Chief Building Official or designate to review compliance with building regulations such as ensuring barrier free path(s) of exit; and,
  - Fire Prevention Officer or designate to review access for emergency response including access to any fire and emergency infrastructure or equipment.

### **Health and Safety**

- In cases where minimum distancing requirements for patio seating cannot be met, HPPH may permit reduced distancing if impermeable barrier(s) can be installed.
- No patio shall interfere with the ability of first responders to access the front of the building or access areas of the building where there are residential dwellings in the same building for any emergency response.
- If a building with an approved patio is equipped with City Fire Department connections, no patio furnishings or partitions shall block the connection.
- Should furnishings be stored inside the restaurant during none occupied times they must not block any fire alarm panels, manual pull stations, fire extinguishers or fire doors, and that no access to exits are impeded for occupants or access for fire department personnel is hindered in any way.

### **Patio Furniture**

- Patio furniture may remain outside overnight provided the furniture is secured together.
  - **Note:** Boardwalk participants shall be responsible for ensuring that patio areas accessible by the public which may contain trip hazards are closed off during times when the establishment is closed.
- At no time are any objects, such as umbrellas or flower boxes, permitted to extend or overhang beyond the area indicated as the outdoor patio.



- Should businesses wish to utilize heaters at any point during the patio season, the type of heater and its location on the patio must be included for the City to review.

### Regulatory Compliance

- All businesses must comply with the provisions contained in the City's Business License By-law 187-2004 and Policy P.3.3. – Use of Municipal Property, Boulevards, and Sidewalks.
- Any required license fees are set in accordance with the City's Business License By-law.
- Should an establishment be eligible, it is possible to apply for and be permitted the use of more than one patio type in accordance with the table below:

<b>Patio Type Combinations</b>				
	No Standard Outdoor Cafe	Standard Outdoor Cafe	Patio-Boardwalk Extension	Pop-up Patio
No Standard Outdoor Cafe			✓	✓
Standard Outdoor Cafe			✓	✓
Patio-Boardwalk Extension	✓	✓		
Pop-up Patio	✓	✓		



## **Standard Outdoor Café**

### **About the Program**

- Outdoor Cafés are licensed by the City of Stratford to permit restaurants to provide outdoor seating on municipal property, including a sidewalk, for the purpose of serving or consuming food or beverage.

### **City Permitting Requirements**

- Permits must be obtained annually regardless of whether they have been previously approved by the City.
- Street furniture placed on municipal sidewalks and boulevards shall be removed by November 1st of each year and cannot be placed out the following year until after March 31st to allow for municipal snow clearing operations.

### **Eligibility**

- Outdoor cafés on municipal property are restricted to C3 zones and to other areas where there is a zero set-back requirement.

### **Application**

- The following documentation is required for all standard outdoor café licenses:
  - a business license application for an outdoor café;
  - a copy of the current certificate of insurance for the business;
  - Master Business License/Vendor's Permit;
  - approved AGCO Liquor License (if applicable) and,
  - detailed drawing or sketch of interior and exterior plans as identified in the general permitting requirements section of these guidelines.

### **Liability**

- Proof of liability insurance on municipal property to indemnify and hold the City harmless is required on an annual basis, at a minimum of \$2 million or as required by the City's insurer.



## **Patio-Boardwalk Extensions**

### **About the Program**

- The program is designed to permit the extension of a patio onto an existing sidewalk through the conversion of parking areas into a boardwalk/causeway.
- The Alcohol and Gaming Commission of Ontario (AGCO) will not require licensees to apply or pay a fee for temporary extensions however licensed establishments must ensure they have the City of Stratford's approval and satisfy all other applicable requirements.

### **City Permitting Requirements**

- Boardwalks for a single establishment cannot take up more than 3 parking spaces or be located in "No Parking" zones.
- All approved patio-boardwalk extensions, including patio furniture, are permitted for use no earlier than May 1<sup>st</sup> and shall be removed by November 1<sup>st</sup> each year unless otherwise permitted by the City.

### **Eligibility**

- Businesses may be eligible to obtain a patio-boardwalk extension as long as it will not encroach onto a pedestrian corridor, or impede or close off accessible parking spaces, fire hydrants, emergency routes, other municipal infrastructure, or obstruct sight triangles.
- Businesses already approved for a pop-up patio are not eligible to receive a patio-boardwalk extension.

### **Application**

- Eligible businesses must submit:
  - a business license application for an outdoor café;
  - a copy of the current certificate of insurance for the business;
  - a copy of the current AGCO approved liquor license if alcohol is available; and,
  - detailed drawing or sketch of interior and exterior plans as identified in the general permitting requirements section of these guidelines.



## Liability

- Proof of liability insurance on municipal property to indemnify and hold the City harmless is required on an annual basis, at a minimum of \$2 million or as required by the City's insurer.
- The City is liable for all constructed boardwalks, including the responsibility of installation, removal, and any repairs/maintenance.
- Should a business' standard patio be permitted to remain partially over the sidewalk, after the removal of the boardwalk/causeway by November 1<sup>st</sup>, the business would remain responsible for keeping the sidewalk clear of snow and ice while maintaining the minimum 1.5m clearance for AODA standards.
  - **Note:** A minimum 2m clearance is required on Ontario Street.

## Pop-Up Patios

### About the Program

- This program is designed to offer an alternative patio extension opportunity to establishments which may not qualify for a standard outdoor café or patio-boardwalk extension.
- The Alcohol and Gaming Commission of Ontario (AGCO) will not require licensees to apply or pay a fee for temporary extensions however licensed establishments must ensure they have the City of Stratford's approval and satisfy all other applicable requirements.

### City Permitting Requirements

- All pop-up patios must be located within on-street parking spaces only and be adjacent to the establishment.
- The fenced area of a single pop-up patio cannot take up more than 3 parking spaces or be located in a "No Parking" zone and must be located at least 15 metres from an intersection controlled by traffic signals or 10 metres from any other intersection.
- All approved pop-up patios, including patio furniture, are permitted for use no earlier than May 1<sup>st</sup> and shall be removed by November 1<sup>st</sup> each year unless otherwise permitted by the City.



- Pop-up patios, including any required barriers, may be permitted to extend beyond parking spaces of the business frontage, provided that notice is provided to the owner/tenant of the adjacent business and no concerns are received within a reasonable amount of time from the owner or tenant.
  - Any pop-up patio which is approved to extend beyond the spaces of the business frontage must maintain a portion of the fenced patio area in parking spaces in front of their own business and cannot be fully located in the parking spaces of an adjacent business.

### **Eligibility**

- Pop-up patios are not permitted to encroach onto a pedestrian corridor, or impede or close off accessible parking spaces, fire hydrants, emergency routes, other municipal infrastructure, or obstruct sight triangles.
- Businesses already approved for a patio-boardwalk extension are not eligible to receive a pop-up patio.
- Establishments which front onto portions of Ontario Street or Erie Street, which are defined by the MTO as connecting links to a provincial highway, are not eligible for a pop-up patio.

### **Application**

- Eligible businesses must submit:
  - a business license application for an outdoor café;
  - a copy of the current certificate of insurance for the business;
  - a copy of the current AGCO approved liquor license if alcohol is available; and,
  - detailed design proposal as noted below.
- Design proposals for all pop-up patios must:
  - include detailed drawing or sketch of interior and exterior plans as identified in the general permitting requirements section of these guidelines;
  - indicate fencing to define the space and be capable of withstanding at least 200 feet of horizontal force;



- provide vertical elements that make the patio visible to traffic such as flexible posts, bollards or landscape planters, but which are a minimum height of 0.91m (36”) and a maximum height of 1.07m (42”);
- include reflective elements to make the patio visible at night;
- be buffered by a wheel stop or other approved barrier at a desired distance of 1.2m (48”) from each end of the patio to ensure visibility to moving traffic and parked cars;
- be a minimum of 4.5m from the edge of the patio to the street centerline;
  - Notwithstanding the above, establishments located on one-way streets are only required to provide a minimum perimeter setback of 0.5m from any adjacent traffic lane, drive aisle, or active parking.
- must not obstruct or interfere in any way with a municipal sidewalk, accessible path of travel, or traffic lane.

### **Liability**

- Proof of liability insurance on municipal property to indemnify and hold the City harmless is required on an annual basis, at a minimum of \$2 million or as required by the City’s insurer.
- Only servers/staff of the licensed establishment can carry alcohol across the sidewalk (or unlicensed area) to the “licensed” extended portion of the patio.

### **2021 AGCO Permitting Requirements**

#### **Registrar’s 2021 Patio Policy for Eligible Liquor Sales Licensees including Boat Operators and “By the Glass” Licensees**

- Once the amendments to Regulation 719 are in force, and once permitted to open for on-site consumption, liquor sales licensees including premises that are boats and “By the Glass” licensees are authorized to temporarily extend or add a temporary physical extension of their premises, as of January 1, 2021 and until January 1, 2022 at 3:00 a.m., if the following criteria are met, as applicable:
  1. The physical extension of the premises is adjacent to:
    - the premises to which the licence to sell liquor applies; or



- a dock to which the boat is attached and may include land adjacent to the dock; or
  - the licensed premises under the “By the Glass” licence.
2. The municipality in which the premises is situated has indicated it does not object to an extension;
  3. The licensee is able to demonstrate sufficient control over the physical extension of the premises;
  4. There is no condition on the licence prohibiting a patio;
  5. The capacity of the temporary extension, allows for at least 1.11 square metres per person; and,
  6. In the case of “By the Glass” licensees, the sale and service of the wine, beer and/or spirits manufactured by the manufacturer within the physical extension of the premises is primarily aimed at promoting the manufacturer’s product and either providing an enhanced tourist experience or fulfilling an educational purpose.
- Licensees are not required to submit any documentation to the AGCO to demonstrate compliance with the above criteria. However, licensees are required to produce such documentation, if requested by the AGCO.
  - Licensees that do not meet the above criteria are required to follow the usual application process for a temporary extension of premises and apply through [iAGCO](#).

## **Patio Tents**

- Outdoor tents require a building permit when:
  - They are greater than 60m<sup>2</sup>;
  - They are attached to a building; and,
  - When they are constructed less than 3m from other structures or property lines.
- No matter the size or occupant load, all tents for a restaurant patio will require a design to be completed by a P.Eng.



- Tents will only be permitted for fall/spring/summer seasons, any tents that are proposed for winter time use will require a separate permit to be obtained and a design from a P.Eng provided.
- Fabric structures located on buildings, such as awnings, curtains etc. would not be considered a tent, but still must comply with the City of Stratford Sign By-Law.
- Tents must be located 3m from property lines, other tents, buildings, or other structures on the same property
- If tents are attached to a building or closer than 3m they would require a design completed by a P.Eng and would be treated as if it was an addition to the building. All fire safety requirements from the Ontario Building Code would be required to be complied with.
- Permits will not be issued for tents that cross property lines and will need to be wholly contained within the applicant's property and maintain the 3m setbacks as outlined in the Ontario Building Code.
- Tents are not permitted to be placed on any City owned portion of a patio extension.
- If an outdoor dining area at the establishment is covered by a roof, canopy, tent, awning or other element, at least two full sides of the entire outdoor dining area must be open to the outdoors and must not be substantially blocked by any walls or other impermeable physical barriers.
- If the outdoor dining area at the establishment is equipped with a retractable roof and the roof is retracted, at least one full side of the outdoor dining area must be open to the outdoors and must not be substantially blocked by any walls or other impermeable physical barriers.
- All approvals for the use of patio tents are subject to any additional public health requirements as may be required in accordance with the Reopening Ontario (A Flexible Response to COVID-19) Act, 2020, O. Reg. 364/20.



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## MANAGEMENT REPORT

**Date:** March 8, 2021  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report#:** COU21-025  
**Attachments:** Plan 44R-5803

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**Title:** Vivian Street Line 37 Road Widening

**Objective:** To accept and declare as a public highway, a road widening on Vivian Street Line 37, as required by Site Plan Agreement 03-20.

**Background:** Site Plan Agreement 03-20 for 3194 Vivian Street Line 37 allows the owner to develop the property with two 14-unit apartment buildings. One of the requirements of the site plan agreement is that the owner dedicate a portion of lands fronting Vivian Street Line 37 as a road widening. The owner has prepared a reference plan to describe the road widening.

**Analysis:** The road widening, Part 4 Plan 44R-5803, is required as a condition of SPA03-20, and complies with the City's policy of obtaining road widenings where existing streets do not have the minimum recommended width.

**Financial Impact:** None.

**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 City of Stratford accept Part 4 Plan 44R-5803 as public highway and dedicate it as forming part of Vivian Street Line 37.



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Nancy Roulston, Manager of Engineering



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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:** March 8, 2021  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report#:** COU21-026  
**Attachments:** Plan 44R-5820

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**Title:** Ontario Street Road Widening

**Objective:** To accept and declare as a public highway, a road widening on Ontario Street, as required by Site Plan Agreement 02-20.

**Background:** Site Plan Agreement 02-20 for 609 Ontario Street allows the owner to develop the property as a fourplex. One of the requirements of the site plan agreement is that the owner dedicate a portion of lands fronting Ontario Street as a road widening. The owner has prepared a reference plan to describe the road widening.

**Analysis:** The road widening, Part 1 Plan 44R-5820, is required as a condition of SPA02-20, and complies with the City's policy of obtaining road widenings where existing streets do not have the minimum recommended width.

**Financial Impact:** None.

**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 City of Stratford accept Part 1 Plan 44R-5820 as public highway and dedicate it as forming part of Ontario Street.**



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Nancy Roulston, Manager of Engineering



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Ed Dujlovic, Director of Infrastructure and Development Services



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Joan Thomson, Chief Administrative Officer

**SURVEYOR'S CERTIFICATE:**

I CERTIFY THAT:  
1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.  
2. THE SURVEY WAS COMPLETED ON THE 23RD DAY OF SEPTEMBER, 2020.

November 17 2020  
DATE

*Peter G. Moreton*  
PETER G. MORETON  
ONTARIO LAND SURVEYOR

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT  
DATE November 17 2020  
*Peter G. Moreton*  
PETER G. MORETON, O.L.S.

PLAN 44R-5820  
RECEIVED AND DEPOSITED  
DATE 2020-11-17  
**'M.L. GREEN'**  
REPRESENTATIVE FOR LAND REGISTRAR FOR THE LAND TITLES DIVISION OF PERTH (No. 44)

SCHEDULE				
PART	LOT	REG'D PLAN	P.I.N.	AREA (m <sup>2</sup> )
1	PT OF 44	47	PT OF 53099-0008 (LT)	99.6

PART 1 COMPRISES PART OF P.I.N. 53099-0008 (LT)

ONTARIO STREET  
(ORIGINAL ROAD ALLOWANCE BETWEEN THE TOWNSHIPS OF NORTH EASTHOPE AND SOUTH EASTHOPE) (WIDTH VARIES)  
P.I.N. 53098 - 0002 (LT)

**PLAN OF SURVEY**  
OF PART OF  
**LOT 44**  
**REGISTERED PLAN No. 47**  
IN THE  
**CITY OF STRATFORD**  
**COUNTY OF PERTH**  
SCALE 1:150  
  
**MTE OLS LTD.**  
ONTARIO LAND SURVEYORS

**NOTES:**

BEARINGS ARE UTM GRID, DERIVED FROM GPS OBSERVATIONS USING THE CAN-NET NETWORK AND ARE REFERRED TO UTM ZONE 17, NAD83 (CSRS v6) EPOCH 2010.00.  
DISTANCES ON THIS PLAN ARE GROUND DISTANCES AND CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999547930.

ALL COORDINATES ARE DERIVED FROM GPS OBSERVATIONS USING THE CAN-NET NETWORK AND ARE REFERRED TO UTM ZONE 17, NAD83 (CSRS v6) EPOCH 2010.00 TO AN URBAN ACCURACY IN ACCORDANCE WITH SEC. 14 (2) OF O.REG. 216/10

POINT ID	NORTHING	EASTING
ORP A	4802013.583	503036.368
ORP B	4802009.725	503117.356

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN

**LEGEND:**

- DENOTES PLANTED MONUMENT
- DENOTES FOUND MONUMENT
- SIB DENOTES STANDARD IRON BAR
- SSIB DENOTES SHORT STANDARD IRON BAR
- IB DENOTES IRON BAR
- IB# DENOTES ROUND IRON BAR
- CC DENOTES CUT CROSS
- CP DENOTES CONCRETE PIN
- OU DENOTES ORIGIN UNKNOWN
- WIT DENOTES WITNESS
- MEAS DENOTES MEASURED
- MTE DENOTES MTE OLS LTD.
- 1840 DENOTES MCNEIL SURVEYING LIMITED, O.L.S.'s
- 1245 DENOTES DONALD W.J. MCNEIL LIMITED, O.L.S.'s
- 674 DENOTES F.J.S. PEARCE, O.L.S.
- AGM DENOTES ARCHIBALD, GRAY & MCKAY, O.L.S.'s
- RP DENOTES REGISTERED PLAN
- P1 DENOTES PLAN BY F.J.S. PEARCE REF: 190-47-ST.
- P2 DENOTES PLAN OF SURVEY BY D.W.J. MCNEIL FILE No: 87-2595
- P3 DENOTES PLAN OF SURVEY BY D.W.J. MCNEIL FILE No: 96-5592
- P4 DENOTES PLAN 44R-2457
- P5 DENOTES PLAN OF SURVEY BY D.W.J. MCNEIL FILE No: 92-4518
- P6 DENOTES PLAN 44R-1492

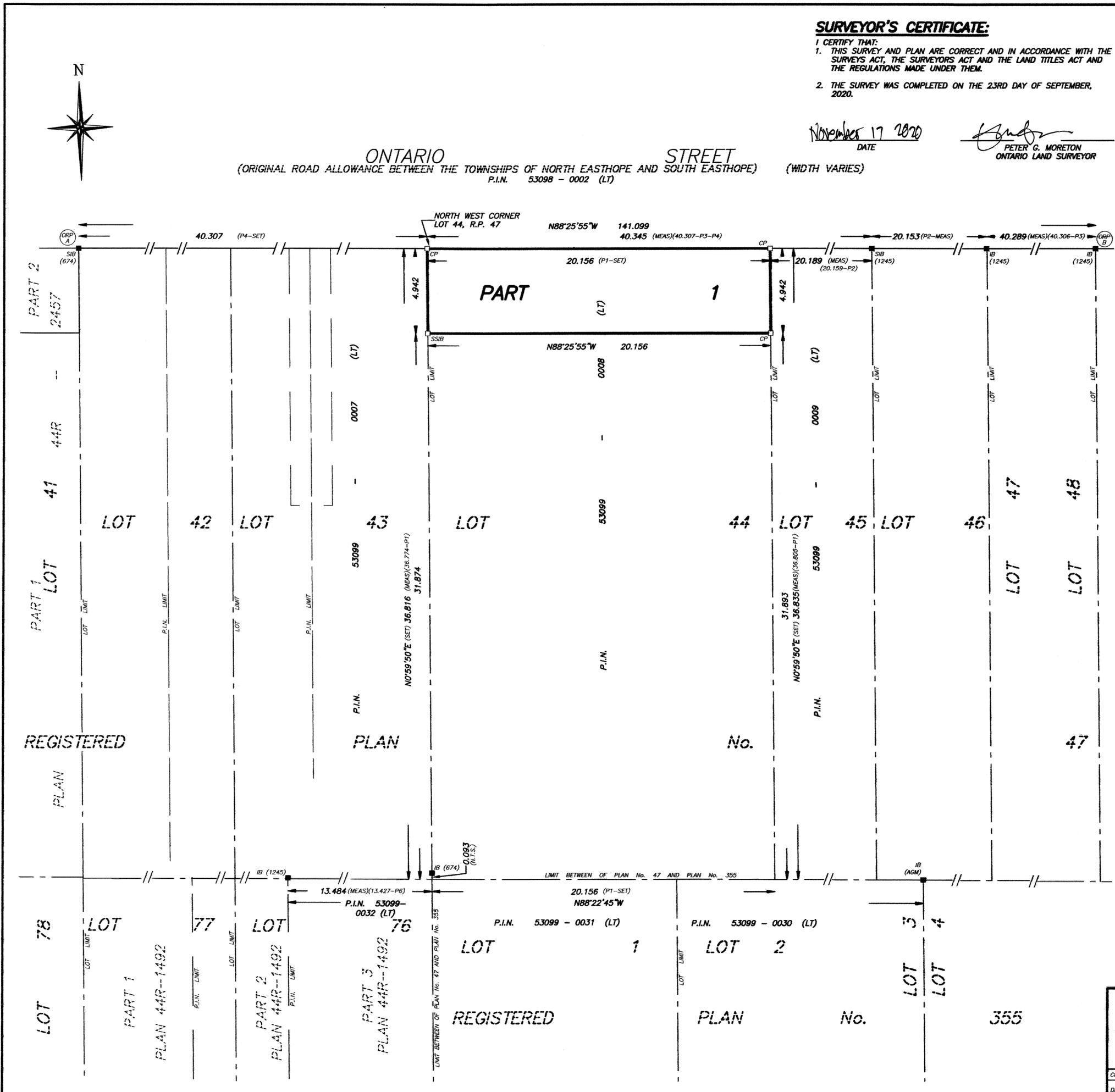
**METRIC:**

DISTANCES AND CO-ORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.



**MTE** MTE ONTARIO LAND SURVEYORS LTD.  
365 HOME STREET  
STRATFORD, ONTARIO, N5A 2A5  
TEL: 519-271-7952

Cad File: P:\P\46334\100\46334-100-R1.DWG  
COGO: 46334-100-UTMGROUND.CSV  
Drawn By: T. SHULMAN  
Checked By: P. MORETON, OLS  
File No: 46334-100-R1 (M)






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## MANAGEMENT REPORT

**Date:** March 8, 2021  
**To:** Mayor and Members of Council  
**From:** Janice Beirness, Director of Corporate Services  
**Report#:** COU21-027  
**Attachments:** 2020 Statement of Council Remuneration and Expenses

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**Title:** 2020 Statement of Council Remuneration and Expenses

**Objective:** To report on Council remuneration and expenses paid in 2020 in accordance with S.284(1) of the Municipal Act.

**Background:** In accordance with the Municipal Act, 2001:

*284 (1) The treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on remuneration and expenses paid in the previous year to,*

*(a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of council;*

*(b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and*

*(c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.*

**Analysis:** See attached statement. Payments to Mayor and Members of Council were authorized by City By-law # 20-98, as amended by By-law # 179-2019 on November 12, 2019.

**Financial Impact:** There is no financial impact. This report is presented in accordance with S.284 of the Municipal Act.

**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 March 8, 2021 regarding 2020 Statement of Council Remuneration and Expenses (COU21-027) be received for information.**



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer



**2020 STATEMENT OF REMUNERATION AND EXPENSES  
CITY OF STRATFORD  
MAYOR & COUNCILLORS**

	<sup>1</sup> BASE REMUNERATION	<sup>2</sup> PER DIEMS	MILEAGE	CONFERENCE & <sup>3</sup> MEETING EXP	CONFERENCES/ GUEST SPEAKER	TOTALS
Mayor Dan Mathieson	81,477		684	3,525		85,686
Deputy Mayor Martin Ritsma	25,762			691		26,453
Councillor Brad Beatty	24,025	840				24,865
Councillor Jo-Dee Burbach	24,025	2,640		743		27,408
Councillor Tom Clifford	24,025	1,350		80		25,455
Councillor David Gaffney	24,025	1,320		80		25,425
Councillor Bonnie Henderson	24,025	3,690				27,715
Councillor Graham Bunting	24,025	2,130	159	492		26,806
Councillor Danielle Ingram	24,025	2,040				26,065
Councillor Cody Sebben	24,025	360				24,385
Councillor Kathy Vassilakos	24,025	6,540				30,565
<b>TOTALS MAYOR &amp; COUNCILLORS</b>	<b>\$ 323,464</b>	<b>\$ 20,910</b>	<b>\$ 843</b>	<b>\$ 5,611</b>	<b>\$ -</b>	<b>\$350,828</b>

<sup>1</sup> includes all meetings of Council, Standing Committees & Sub-Committees

<sup>2</sup> includes meetings of local Boards & Committees, except as noted below

<sup>3</sup> includes cell phone costs for Mayor Mathieson of \$1,621.

**LOCAL BOARDS & COMMITTEES**

	BASE REMUNERATION	PER DIEMS	MILEAGE	CONFERENCE & MEETING EXP	CONFERENCES/ GUEST SPEAKER	TOTALS
<u>Committee of Adjustments:</u>						
Roger Black	292					292
George Brown	208					208
Gerry Reynolds	125					
Charlene Gordon	417					417
	\$ 1,042	\$ -	\$ -	\$ -	\$ -	\$ 917
<u>Festival Hydro Inc.:</u>						
Mayor Dan Mathieson	3,000	570				3,570
Councillor Brad Beatty	3,000	690				3,690
Councillor Graham Bunting	3,000	510				3,510
Geraldine Guthrie	8,000	8,550	964	4,725		22,239
Wally Malcolm	10,000	10,050	392			20,442
Susan Nickle	5,070	1,500				6,570
David Scott	6,000	6,330				12,330
John Tapics	6,000	6,780	504			13,284
	\$ 44,070	\$ 34,980	\$ 1,860	\$ 4,725	\$ -	\$ 85,635
<u>Festival Hydro Services Inc.:</u>						
Mayor Dan Mathieson		240				240
Councillor Brad Beatty		300				300
Councillor Dave Gaffney		540				540
Ron Kurtz		2,520				2,520
Wally Malcolm	500	1,140				1,640
Geoff William		2,460				2,460
	\$ 500	\$ 7,200	\$ -	\$ -	\$ -	\$ 7,700

	<b>BASE REMUNERATION</b>	<b>PER DIEMS</b>	<b>MILEAGE</b>	<b>CONFERENCE &amp; MEETING EXP</b>	<b>CONFERENCES/ GUEST SPEAKER</b>	<b>TOTALS</b>
<u>Police Services Board:</u>						
Mayor Dan Mathieson	4,116			92		4,208
Councillor Graham Bunting	3,388					3,388
Tim Doherty	3,388			305		3,693
Rosemary Tanner	3,388			305		3,693
Steven Cousins	1,272					
Peter Hyde	2,185					2,185
	\$ 17,737	\$ -	\$ -	\$ 702	\$ -	\$ 17,167
<u>Huron Perth Health Unit:</u>						
Kathy Vassilakos		\$ 2,240				
	\$ -	\$ 2,240	\$ -		\$ -	\$ -
<u>Stratford Public Library Board:</u>						
Michael Corbett			\$ 95	\$ 1,557		
	\$ -	\$ -	\$ 95		\$ -	\$ -
<u>Upper Thames River Conservation Authority:</u>						
Joe Salter		\$ 836	\$ 184			1,020
	\$ -	\$ 836	\$ 184		\$ -	\$ 1,020
<b>TOTALS LOCAL BOARDS &amp; COMMITTEES</b>	<b>\$ 63,349</b>	<b>\$ 45,256</b>	<b>\$ 2,139</b>	<b>\$ 5,427</b>	<b>\$ -</b>	<b>\$ 112,439</b>

*This statement is in accordance with the Municipal Act 2001, section 284(1), and City of Stratford By-law # 20-98 as amended.*



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## MANAGEMENT REPORT

**Date:** March 8, 2021  
**To:** Mayor and Members of Council  
**From:** Tatiana Dafoe, City Clerk  
**Report#:** COU21-028  
**Attachments:** 2020 Status Update to the City of Stratford 2018-2022 Multi-Year Accessibility Plan

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**Title:** 2020 Status Update on the Multi-Year Accessibility Plan

**Objective:** To update Council on the progress made in 2020 on the City's 2018-2022 Multi-Year Accessibility Plan.

**Background:** The Accessibility for Ontarians with Disabilities Act (AODA) was enacted by the provincial government in 2005. Pursuant to the Integrated Accessibility Standards Regulation (IASR) adopted under that Act, the City is required to adopt a Multi-Year Accessibility Plan and provide annual updates to Council on the progress made.

The 2018-2022 Multi-Year Plan was adopted on October 9, 2018. This is the second annual report since adoption. The City is committed to providing equal treatment to people with disabilities with respect to the use and benefit of services, programs, goods and facilities in a manner that respects their dignity, independence, and integration, and is equitable in relation to the broader public. This commitment extends to residents, employees, visitors and other stakeholders with visible and non-visible disabilities.

**Analysis:** The 2020 Status Update, attached to this report, provides an overview of the initiatives completed in 2020, how the City has maintained compliance with the legislation, as well as goals for 2021 through to 2022. The Status Update was circulated to the Accessibility Advisory Committee for review no significant changes were requested.

The next status update will be provided in 2022.

**Financial Impact:** There are no financial impacts to be reported as a result of this report.

**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.

**Staff Recommendation: THAT the 2020 Status Update on the City of Stratford 2018-2022 Multi-Year Accessibility Plan be received and uploaded to the City's website.**



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Tatiana Dafoe, City Clerk



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer



## **2020 Status Update: City of Stratford Multi-Year Accessibility Plan**

**A summary of progress achieved in 2020 on the City's  
Multi-Year Accessibility Plan (2018 – 2022)**

Requests for this document to be provided in an alternative format, such as large print or computer file, can be made to the City Clerk's Office by calling 519-271-0250 extension 5237 or by emailing [clerks@stratford.ca](mailto:clerks@stratford.ca).

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# Multi-Year Accessibility Plan Status Update - 2020

## Introduction

The Accessibility for Ontarians with Disabilities Act (AODA) was passed by the Ontario government in 2005. It called for the development of standards and regulations to make Ontario fully accessible to people with disabilities by the year 2025. A series of accessibility standards have been developed since that time and are all incorporated under the Integrated Accessibility Standards Regulation (IASR), Ontario Regulation 191/11. There are standards for Customer Service, Information and Communications, Employment, Transportation and Design of Public Spaces.

The IASR requires the development of a multi-year accessibility plan, as well as annual status updates to the accessibility plan. This is the third status update to the 2018-2022 Accessibility Plan. The 2018-2022 Accessibility Plan reflects the proposed intentions of the City of Stratford for meeting the regulations under the AODA, and for identifying, removing and preventing barriers for people with disabilities in City programs, services and facilities.

Using a web browser you will find the accessibility policy and plan documents on the [Accessibility Page](#)<sup>1</sup> of the City of Stratford's website.

## Stratford's Accessibility Commitment

The City of Stratford will make reasonable efforts to ensure that its policies and practices are consistent with the following principles:

- People with disabilities must have equal opportunity to obtain, use or benefit from the City's goods and services, which will be provided in a manner that respects their dignity and independence and is integrated with non-disabled people unless an alternative accommodation measure is necessary.
- The City will prevent and remove barriers that impede access by people with disabilities.
- The City will communicate with a person with a disability in a manner that takes into account their needs and abilities.
- People with disabilities may make use of an assistive device, service animal and/or a support person to access information, goods and services.

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<sup>1</sup> <https://www.stratford.ca/en/inside-city-hall/accessibility.aspx>

- The City will continue to meet the requirements for consultation with persons with disabilities and the Accessibility Advisory Committee as established under various sections of the IASR.

## **The Accessibility Advisory Committee (AAC)**

Council appoints consumers, people with disabilities, and a City Councillor to the Accessibility Advisory Committee (AAC). All AAC members are trained on all standards under the AODA and the Ontario Human Rights Code, as it pertains to people with disabilities.

The Accessibility Advisory Committee advises Stratford City Council about the accessibility of City services, programs and facilities, including:

- Accessibility plans
- Bus stops and shelters
- Accessible taxicabs
- Recreational trails
- Outdoor play spaces
- Exterior paths of travel
- On-street parking spaces
- Site plan reviews

## **The Accessibility Steering Committee (ASC)**

The Accessibility Steering Committee (ASC) represents all City Departments and manages the City's AODA compliance process.

Monthly reports are provided to the ASC on issues relating to AODA compliance.

## **Compliance Status**

In 2020, the City of Stratford submitted a fully compliant accessibility report for 2019, as per legislative requirements.

## **Compliance Overview for 2020**

The following outlines the City of Stratford's commitments and progress in 2020 in meeting the accessibility standards in five key areas:

- Customer Service
- Information and Communications
- Employment
- Transportation

- Design of Public Spaces (and Built Environment)

There are also a number of general requirements (see below) that apply across all of the accessibility standards.

New goals established by the City under each of the accessibility standards in the coming years will be reflected in the Annual Status Updates to the 2018-2022 Accessibility Plan.

## **General Requirements**

### **Procurement**

People with disabilities will be treated equitably with respect to the procurement, use and benefit of City services, programs, goods and facilities in a manner that respects their dignity, independence and integration. This commitment extends to residents, employees, visitors and other stakeholders with visible and non-visible disabilities. Furthermore, the City will ensure that accessibility is integrated into all City initiatives, business practices, boards, committees, departments and divisions. Where it is not practicable to incorporate accessibility criteria and features into the procurement of goods, services or facilities, an explanation will be provided, upon request.

### **Reporting**

Reports will be produced annually on the progress and implementation of the multi-year Accessibility Plan, and this information will be posted on the City's website and will be available in alternate formats, upon request. The multi-year Accessibility Plan will be reviewed and updated once every five years. Compliance Reports will be filed bi-annually with the Accessibility Directorate. The 2019 report was submitted and the next report must be completed by December 31, 2021.

### **Training**

All employees, volunteers and persons developing policies for the City of Stratford are trained on the requirements of the accessibility standards in the IASR and on the Human Rights Code. Persons who provide goods, services or facilities on behalf of the City must also be trained.

All members of Stratford City Council are trained on accessible customer service and how to interact with people with different disabilities.

The Corporate Accessibility Policy is updated to reflect changes to any of the standards and training is provided in order to ensure an understanding of any changes.

Records will continue to be maintained for training provided on accessibility, including the dates of the training and the number of individuals who attended.

## **Feedback**

The City welcomes input from the public in order to help identify ways to improve accessibility in facilities, goods and services. Members of the public are encouraged to share their comments or suggestions by contacting the City of Stratford or completing the Contact Us section on the City of Stratford's website.

Accessible formats and communication supports are available, upon request.

Phone: 519-271-0250 ext. 5237

Email: [clerks@stratford.ca](mailto:clerks@stratford.ca)

Mail: City of Stratford  
City Clerk's Office, City Hall,  
P.O. Box 818,  
Stratford, ON N5A 6W1

## **Integrated Accessibility Standards Regulation (IASR)**

### **Customer Service Standard**

The City of Stratford continues to meet requirements under the Customer Service Standard, including:

- Gathering feedback on the goods and services it provides and acting on that feedback to improve services to persons with disabilities.
- Ensuring that the feedback process is accessible by providing or arranging for accessible formats and communication supports, on request.
- Posting notices regarding service disruptions.
- Allowing service animals to accompany their owners into City facilities, except into areas not allowed by law.
- Allowing support persons to accompany persons with disabilities into City facilities, and in some cases, requiring a person with a disability to be accompanied by a support person for health or safety reasons.
- Ensuring that all employees, volunteers and persons developing policies for the City of Stratford are trained on the requirements of the accessibility standards in the IASR and on the Human Rights Code. Ensuring that persons who provide goods, services or facilities on behalf of the City must also be trained.
- Ensuring that any new policies created with regards to customer service will consider the principles of dignity, independence, integration and equal opportunity for all persons.

### **2020 Initiatives for Accessible Customer Service**

- Teleconferencing options and accessible spaces utilized for various Accessibility Committee meetings. Any public consultations for the City of Stratford will continue to be held in accessible locations.
- The Social Services Department has been assisting clients in-person or over the phone to complete paperwork.
- Corporate wide accessible documents training was provided to staff. The purpose of the training was to educate staff on making accessible documents, including accessible fillable PDFs.
- Public Consultations for the Community Transportation Project were held in accessible locations.

## **2021-2022 Goals for Accessible Customer Service**

- The Clerk's office at the City of Stratford will complete the 2022 Election Accessibility Report in 2021.
- Infrastructure & Development Services department will complete a review of the FADS manual review and implementation.
- Accessibility Advisory Committee to continue to progress discussions and ideas to improve accessibility throughout the City.
- The CAO and Mayors office will continue to ensure that public consultations and special events hosted by the City are held in accessible locations.

## **Information and Communications Standard**

The City of Stratford continues to meet the requirements under the Information and Communications standard, including:

### **City Web Site Compliance**

- The City of Stratford's website and the Stratford Public Library's website are compliant with Level AA of the WCAG 2.0 Web Content Accessibility Guidelines, which meets the requirements in the AODA.
- Because the City's website is compliant with Level AA of the WCAG 2.0, all documents added to the website must also meet this standard and comply with City style guidelines.

### **Availability of Accessible Formats**

- The City provides documents in accessible formats upon request, and has notifications to this effect on the City's website.
- The City solicits feedback and undertakes to facilitate feedback from people with disabilities in an accessible format, upon request.
- The City has adopted a policy stating that persons who request a document that cannot be converted to an accessible format will receive an explanation as to why the document is unconvertible, and will receive a description of the document's content from the appropriate City department.

## **2020 Initiatives for Accessible Information and Communications**

- The Corporate Services department has ensured that all content is reviewed and updated on the City's website to ensure it is accessible.

- The City is continuing to offer multiple methods for participating in council meetings, public information centers, etc.
- Administrative staff at the Fire Department are completing updates to make all departmental website documents compliant and accessible.
- The 2020 annual public meeting regarding accessibility of transportation system was held electronically to provide information and to seek feedback from persons with disabilities.
- AODA compliant document training through eSolutions Group.
- Adapting complex application forms into compliant and accessible versions for the Social Services Department website.
- Ensured that documents/reports generated in the Mayor and CAO's Office were in an accessible format and ran an accessibility checker to correct errors and warnings (where possible) for posting of documents/reports on the City website and paperless Council agenda system (eScribe).
- Online communications created by the City are offered in an accessible format, including social media (ex. videos created by the City are closed captioned).
- Phone system upgrades/enhancements utilizing accessible technology available on the market.
- Information Technology Services ran an accessibility checker for every tab of the City's website and performed corrections, as required to meet World Content Accessibility Guidelines (WCAG) 2.0 Level AA.

### **2021-2022 Goals for Accessible Information and Communications**

- Continue to apply AODA standards for new documents added to the City's website and modify existing content on behalf of Social Services Department.
- The City is committed to continuing to review and update content on the City's website to ensure that it is accessible.
- The City will continue to offer multiple methods for participating in Council meetings, public information centers, etc.
- 2021/2022 Annual public meeting regarding accessibility of transportation system to be held.
- The Fire Department will complete its documentation update by 2021-2022.

- CAO/Mayor's Office will continue to ensure that documents/reports for the Council agenda system (Escribe) are in an accessible format, where possible.
- 2021 website upgrades will continue to utilize all current accessibility tools available. Full training will be requested from the provider, as needed.
- Human Resources plans on circulating existing or revised accessibility policies, materials or information (ex. bulletin boards, health and wellness newsletter one to two (1-2) times per year, as required).
- Human Resources plans to review the status of existing Workplace Emergency Response Information forms and work with departments to update, as required.
- Continue to update templates and documents for accessibility.
- Continue to consider accessibility needs when planning meetings and events, including accessible formats, multiple forms of engagement and communication supports.
- CAO/Mayor's office will be updating the City of Stratford Emergency Response Plan so that it is in an accessible format.
- Information Technology Services (ITS) will continue to annually run accessibility checker for every tab of the City of Stratford website and fix any errors to ensure the website meets legislative requirements.
- ITS staff to participate in refresher course and any new training as available pertaining to accessibility offered both in-house and externally, such as eSolutions Group.
- ITS: Future phone system upgrades and/or enhancements to utilize the most current accessible technology available on the market and provide accessible phone sets as required accommodating hearing, vision or mobility impairments. Solutions will be shared with other departments, such as Human Resources, as required.

## **Employment Standard**

### **Accommodating the needs of people with disabilities throughout the employment cycle.**

The City of Stratford is committed to making reasonable efforts to accommodate the needs of people with disabilities throughout the employment cycle, including:

- Notifying job applicants that accommodations are available upon request during the recruitment and selection process.
- Informing employees of supports available.
- Consulting with employees with disabilities to provide or arrange for the provision of accessible formats and communication supports.
- Working with employees who may need individualized workplace emergency response assistance.
- Working with City employees with a disability in developing and documenting an individual accommodation plan that considers their needs.
- Implementing and documenting a return to work process for supporting employees who have been absent due to reasons related to their disabilities.
- Applying processes for performance management, career development and redeployment as required, considering the needs of employees with disabilities.

### **2020 Initiatives for the Employment Standard**

- The Corporate Services Department will continue implementation of AODA training for volunteers on Advisory Committees and boards.
- Human Resources department participated in training related to the creation of accessible documents and forms.
- New Employee Orientation Form 11a) adapted by the Human Resources department to include direct link for Accessible Customer Service Policy/IASR.
- Human Resources staff participated in a variety of corporate efforts to ensure a safe and accessible work process and environment for employees and customers during the COVID emergency.

### **2021-2022 Goals for the Employment Standard**

- The Human Resources Department will commence revision of online documents in accordance with compliance standard requirements.

- The Human Resources Department will continue to circulate existing or revised accessibility policies, materials or information to new and existing staff as available or required.
- Continuing to support corporate efforts to ensure compliance with all accessibility and public health standards.

## **Transportation Standard**

The City of Stratford is meeting all of the applicable requirements for Conventional and Specialized Transit.

The Stratford Police Services Board is responsible for licensing taxis in the City of Stratford.

On April 29, 2019, Stratford Council adopted the City of Stratford Strategic Priorities for the 2018-2022 term. Mobility, Accessibility and Design Excellence is one of the priorities which include:

- Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.
- Designing options that are accessible to people of all levels of ability.

### **2020 Initiatives for the Transportation Standard**

- 14 accessible transportation shelters installed throughout the City.
- The PC Connect Community Transportation pilot project launched in November 2020. All vehicles and bus stops are fully accessible.
- The City has eight (8) Nova buses (conventional) with rear facing seats available for persons with disabilities. They have one (1) belt, instead of the four (4) strap harness used in the older buses. This promotes independence for those customers with different needs.
- Stratford Parallel Transit is available at all hours when Stratford Transit is available.
- The new Transit Terminal was completed. Please see [Community Services section of the Design of Public Spaces Standard](#).
- All Stratford Transit and Stratford Parallel Transit operators must complete training required by the Transportation Standard.

- Newly hired staff for Stratford Transit and Parallel Transit must also complete hands-on training on tie-down operation, loading and unloading of customers, the use of the lift and how to position the bus for pick up and drop off.

### **2021-2022 Goals for the Transportation Standard**

- 15 additional accessible bus shelters budgeted for installation in 2021; 14 additional accessible bus shelters budgeted for installation in 2022.
- Roll-out of 6 new conventional buses (40 ft.) and 2 new mobility buses which are sustainable and reliable vehicles.
- Assisting Stratford Police Services with their review of Taxi By-law 3-2004 for the purpose of amending requirements for accessible taxis in the City.
- PC Connect will continue to operate as a fully accessible service moving forward.
- Plan to purchase 6 new forty (40 ft.) foot conventional buses and 2 new mobility buses.

### **Accessible Taxis**

- In 2012 the Police Services Board completed the required consultations with people with disabilities, the general public and members of the taxi sector on the number and availability of accessible taxis in the City, and the other accessible taxi requirements.
- Currently, there are no on-demand accessible taxis in the City of Stratford. A local taxi company had two on-demand accessible taxis in their fleet; however, it was not financially or logistically feasible to continue that service.

### **Design of Public Spaces Standard / Built Environment**

The City of Stratford is meeting the requirements for the Design of Public Spaces Standard. This standard consists of the following Public Spaces, Services and Planning requirements:

- Recreational trails
- Outdoor public use eating areas
- Outdoor play spaces
- Exterior paths of travel
- Accessible parking
- Obtaining services
- Maintenance planning for above public spaces

## 2020 Initiatives for Design of Public Spaces Standard and Built Environment

### a) Corporate Services Department

- Implementing a mobile parking payment system to offer an additional method of payment for parking in 2021.
- Began first phase of wayfinding sign installation, which focused on parking wayfinding signs.

### b) Infrastructure & Development Services

- The Traffic Division installed [Key2Access2](#) improvements. Key2Access is revolutionizing pedestrian mobility with wireless technology that allows users to request a crossing without having to find and reach the button on the pole. Using mobile devices or special key fobs, these hand-held solutions are customized for the visually and mobility impaired but also support the needs of the elderly, parents with strollers and those with an active lifestyle such as runners or cyclists.
- As recommended by the City's AAC and by City staff, curb ramps are retrofitted. Also known as curb cuts, these modifications enable people with mobility impairments and/or a wheeled mobility device to move more easily between the street and the sidewalk.
- The design and tender have been prepared for an accessible reception counter replacement, including enhanced security in the Clerk's Office.
- Plans to generate over 1.4 km of new sidewalk on Erie Street, Mornington Street and West Gore Street.
- The AAC and City staff will continue to identify new projects.

### c) Community Services

- Accessible viewing pathway created around new scattering garden in Avondale Cemetery.
- Accessible platform created around new niche columbarium in Avondale Cemetery.

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<sup>2</sup> <https://key2access.com>

#### **d) Social Services**

- Chair lift installed in a family housing unit in Stratford along with grab bars at entrance of unit.
- Grab bars installed in four housing units.
- Sidewalks at a Listowel and a Stratford family housing unit regraded to allow for step-free transition from driveway to front entrance.
- Accessible kitchen installation at a St. Marys housing unit.
- Installation of a wheelchair accessible bathroom in a Listowel unit along with grab bars throughout.

### **2021-2022 Goals for Design of Public Spaces Standard and Built Environment**

#### **a) Infrastructure and Development Services**

- The City will continue to complete annual and ongoing reviews through public feedback and the Accessibility Advisory Committee (AAC). Identified barriers and required actions will be forwarded and responded to by the appropriate departments.
- Plan to install new tactile warning plates.
- The City will ensure that new curb cuts are located only where they are safe; for example, where there are traffic lights or an established crossing.
- Review of the City of Stratford Accessibility Guidelines began in 2017, with a plan for a new Facility Accessibility Design Manual to be completed in 2021, which will be in line with a new Zoning By-law.

#### **b) Community Services**

- New accessible play structures to be added to new subdivision parks annually (number per year is budget dependent).
- Continue to purchase and replace picnic tables for accessible use (ratio of 5:1), as budget permits.
- Work with Upper Thames to widen/stone dust path along with bank retention work along the river from James St. entrance to Waterloo St.
- Continue to rehabilitate and repair existing paths, as required.

- Accessible aids in viewing areas as well as on floors and stairs in each facility.
- Update the outdoor washroom facilities (Upper Queens park, Tourism Booth/Boathouse, SERC, Allman Arena exterior) to make those washrooms fully accessible.
- Continue to rehabilitate and repair existing paths. The process will include consulting with the public, persons with disabilities and the Stratford Accessibility Advisory Committee, as legislated.
- Continue to hold annual transit public information sessions.
- Ongoing accessibility improvements of existing bus stops and installation of new accessible bus stops in Capital Plan, dependent upon budget approval.

#### **c) Stratford Public Library**

- Renovation of lower floor washrooms planned in 2021 to create barrier-free access.
- The existing Children's floor public service desk is to be replaced with an accessible model in 2021.
- Addition of a power door operator to the rear parking lot door in 2021.

#### **d) Social Services**

- Britannia Street Phase II Development will incorporate accessible features.
- Pending capital budget approval and Government grants, planning to upgrade Perth-Stratford Housing Corporation (PSHC) properties in Listowel and Stratford to provide more accessibility options, including wheelchair accessible units, elevating devices in properties that lack elevators, as well as scooter access and related storage.

#### **e) Corporate Services**

- Will continue to add more accessible parking spaces in the downtown core, where possible.
- Implementation of a comprehensive wayfinding strategy which includes installation of wayfinding signs.
- Will continue to consult with the Accessibility Advisory Committee on further ways to remove barriers to accessibility.

**f) Fire Department**

- Future retrofits of fire stations will include accessibility during the planning.




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## MANAGEMENT REPORT

**Date:** March 8, 2021  
**To:** Mayor and Council  
**From:** Ed Dujlovic, Director of Infrastructure & Development Services  
**Report#:** COU21-029  
**Attachments:** None

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**Title:** Amendments to Schedule 1 Prohibited Stopping on Specified Streets and Schedule 2 Prohibited Parking on Specified Streets of By-law 159-2008

**Objective:** To amend the no stopping and no parking times on various City streets to coincide with school start and stop times.

**Background:** At the February 22, 2021 Council meeting the following motion was passed:

**THAT staff be directed to work with Stratford Police Services, local school boards and Huron Perth Public Health, to educate and enforce the City's Traffic and Parking By-law 159-2008 around schools to increase safety;**

**THAT Stratford City Council endorses and supports enforcement of the Traffic and Parking By-law around schools to increase safety;**

**THAT staff, with input from Stratford Police Services, review signage, no-parking zones and the hours of no-parking including a review of parking on both sides, around schools to optimize safety and decrease congestion;**

**THAT a short, concise and targeted information campaign to inform parents and caregivers that the City will be actively enforcing no-parking and no-stopping infractions around schools be developed;**

**AND THAT staff be directed to coordinate Traffic and Parking By-law enforcement around the schools, focusing on those where issues have been reported and then moving to enforcement at all locations, with Stratford Police Services and the City's Parking Enforcement Officers.**

**Analysis:** City staff have initiated the process and will be meeting with police, public health, and the school boards to address the issues and actions needed as identified in the Council motion. With respect to the review of signage, no parking zones, no stopping zones, and times of restrictions, this will require site reviews for each school in to address each of their unique requirements.

It has been brought to staff's attention that the times for existing no stopping and no parking restrictions need to be modified as the schools now start their day at 9:10 am and the current restrictions only go until 9:00 am. Accordingly, until the individual reviews for each can be completed, staff are recommending that the existing no stopping and no parking times of 8:00 am to 9:00 am at various schools be amended to 8:00 am to 10:00 am. No changes have been identified to adjust the times at the end of the school day.

As a result of school closures stopping restrictions on Caledonia St., Charles St. and St. Vincent can be removed. A deletion is also required for Bedford Drive on the west side because of conflicting descriptions.

**Financial Impact:** To quickly modify the times, stickers will be applied to the existing signs to the recommended extension of no stopping and no parking to 10:00 am. Funding would come from the 2021 Operating Budget.

#### **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.

**Staff Recommendation: THAT the Traffic and Parking By-law No. 159-2008, Schedule 1 Prohibited Stopping on Specified Streets be amended to extend no stopping restrictions to 10:00 am as follows:**

<b>Street</b>	<b>Direction</b>	<b>Restriction Area</b>	<b>Restriction Times</b>
Bedford Drive	East	From a point 49 metres North of the North curb line of Park Lane Drive to a point 165 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	West	From the North curb line of Glendon Road to a point 322 metres North of the North curb line of Glendon Road	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

Bedford Drive	East and West sides	From the north-east cul-de-sac to Graff Avenue	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bruce Street	North	From the westerly curb line of Essex Street to a point 56 metres east of the easterly curb line of Taylor Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bruce Street	South	From 35 metres West of the West curb line of Essex Street to a point 128 metres Westerly therefrom	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Cawston Street	North	From Huntingdon Avenue to 17m westerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Cawston Street	South	From Huntingdon Avenue to 100m westerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Huntingdon Avenue	East	From Avon School property boundary to Avon Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Huntingdon Avenue	West	From Avon School property boundary to 58m northerly of Cawston Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Louise Street	West	From a point 51 metres North of the North curb of Whitelock Street to a point 64 metres Northerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Mowat Street	West	From a point 72.5 metres South of the South curb line of West Gore Street to a point 134.5 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

Mowat Street	East	From a point 65 metres South of the South curb line of West Gore Street to a point 106.5 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Rebecca Street	South	From a point 138 metres east of the east curb line of Waterloo Street South to a point 36 metres easterly therefrom	8:00 a.m. to 10:00 a.m., and 2:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Strachan Street	East	From a point 30 metres South of the South curb line of West Gore Street to a point 87 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Strachan Street	West	From the South curb line of West Gore Street to a point Southerly therefrom 124.7 metres	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

**THAT Schedule 2 Prohibited Parking on Specified Streets be amended to extend no parking restrictions to 10:00 am as follows:**

<b>Street</b>	<b>Direction</b>	<b>Restriction Area</b>	<b>Restriction Times</b>
Avondale Avenue	East	From Hibernia St. to Charles St.	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

**AND THAT the restrictions in Traffic and Parking By-law No. 159-2008, Schedule 1 Prohibited Stopping on Specified Streets be deleted:**

<b>Street</b>	<b>Direction</b>	<b>Restriction Area</b>	<b>Restriction Times</b>
Caledonia Street	North	No Standing from 50 metres East of the East curb line of John Street to a point 33.5 metres Easterly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Charles Street	North	From the Easterly curb line of John Street to a point 119.6 metres Easterly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

Bedford Drive	West	From a point 49 metres North of the North curb line of Park Lane Drive to a point 136.5 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
St. Vincent St. S.	West	From a point 21.2 metres north of the north curb line of Patricia Road (north loop) to a point 110.1 metres southerly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

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Ed Dujlovic, Director of Infrastructure & Development Services

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Joan Thomson, Chief Administrative Officer




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## MANAGEMENT REPORT

**Date:** February 22, 2021  
**To:** Chair and Members of Planning and Heritage Committee  
**From:** Alyssa Bridge, Manager of Planning  
**Report#:** PLA21-006  
**Attachments:** Response from Destination Stratford

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**Title:** Update on Proposed Short-Term Rental Accommodations (STRA) Regulations

**Objective:** To inform Council on the discussions with Destination Stratford regarding proposed Short-Term Rental Accommodation regulations in the Comprehensive Zoning By-law Review.

**Background:** At the January 11, 2021 Planning and Heritage Committee, the Committee adopted the following resolution:

*THAT Section 5.4.3 a) and b) of the draft Comprehensive Zoning By-law be amended to increase the size of Type B accessible parking spaces from 2.4 meter wide to 2.8 meter wide.*

*-and-*

*THAT Council receive for information this report on Comprehensive Zoning By-law Review (PLA21-001);*

*AND THAT staff send Notice of Consideration to consider adoption of a new Comprehensive Zoning By-law to all those who requested receiving such notice.*

During the discussion at the Planning and Heritage Committee on January 11, 2021, members of the Committee requested staff consult with Destination Stratford regarding the proposed short term rental accommodation (STRA) regulations.

On January 25, 2021, Council adopted the resolution of the Planning and Committee. Members of Council have also requested additional information on vacancy rates from Niagara-on-the-Lake and Prince Edward County, where they currently have a short term rental accommodation regulation in place.

Staff consulted with Mr. Zac Gribble, Executive Director of Destination Stratford on January 11 and 20, 2021 regarding the STRA regulations proposed for the new Comprehensive Zoning By-law. During the January 20, 2021 discussion, staff provided additional information regarding the Zoning By-law regulations for "Inns". "Inns", as defined, can include an entire dwelling unit and do not restrict occupancy to the principal resident, are permitted as of right in the current and proposed Mixed Use Residential MUR Zones and the Central Commercial C3 Zones. In addition, property owners can also make an application for an Official Plan Amendment and Zoning Change Amendment for an "Inn" outside of the MUR and C3 zones.

Stratford's regulations regarding "Inns" are similar to Niagara-on-the-Lake's regulations for "vacation apartments": both can be rented for a short period of time and both permit occupancy to individuals other than the principal resident. Both an Inn and Vacation Apartments provide another type of accommodation option. Following the January 20, 2021 discussion, Mr. Gribble submitted the letter attached to this report.

**Analysis:** Several of Destination Stratford's proposed recommendations for short term rental accommodations incorporate components of Niagara-on-the-Lake and Prince Edward County's STRA Licensing By-laws, for example, prohibiting any newly constructed dwelling from operating as a short term rental accommodation for a period of four years and/or placing a maximum number of the short term rental accommodations that can operate within the municipality. Both recommendations are beyond the scope of what is permitted in a Zoning By-law under Section 34 of the *Planning Act*. These type of restrictions can only be regulated by the City under the Municipal Act, 2001 through the implementation of a licensing By-law. Should Council choose, a licensing by-law under the provisions of the *Municipal Act, 2001* governing short term rentals can be adopted by Council.

Notwithstanding the above, there are elements of the Destination Stratford recommendations that relate to zoning and could be incorporated into a Zoning By-law. One such element is Destination Stratford's recommendation that STRA not be restricted to the principal resident.

This approach is contrary to the December 21, 2020, Council resolution that directed staff prepare the STRA provisions to limit short term rental accommodations to the principal resident. In adopting this resolution, Council considered a number of options, summarized below:

ALLOW STRA THROUGHOUT THE CITY, RESTRICT TO PRINCIPAL RESIDENT AND ALLOW OPERATOR TO OPERATE ONE OTHER DWELLING UNIT

- This approach recognized existing uses and operations in Stratford.
- Restricting STRA to principal resident was adopted by City of Toronto and upheld by the Local Planning Appeal Tribunal (LPAT) as satisfying all statutory tests including regard for provincial interests, consistency with the PPS, conformity with the OP, having regard for the decision of Council and representing good

planning. This approach as set out in the decision is currently appealed to the court.

- Allowing the operator of a STRA to operate another STRA would be difficult to regulate as other properties may be held in different legal names. Further, a dwelling unit used as a short term rental accommodation by a person other than the principal resident would be considered a commercial use. The City has no ability to impose residency requirements on commercial uses.

#### ALLOW STRA THROUGHOUT THE CITY AND RESTRICT TO PRINCIPAL RESIDENT

- This approach was adopted by the City of Toronto and upheld by the Local Planning Appeal Tribunal as satisfying all statutory tests including regard for provincial interests, consistency with the PPS, conformity with the OP, having regard for the decision of Council and representing good planning. This approach as set out in the decision is currently appealed to the court.
- This approach would ensure the primary use of the dwelling unit remains residential.
- Some existing operations would not be able to satisfy this requirement.
- Allows for STRA and supports the tourism industry.

#### ALLOW STRA IN A SPECIFIC AREA(S) OF THE CITY

- Requires a boundary that can be justified based on planning grounds to be delineated.
- Sub-committee has expressed concerns with this approach.
- Can limit short term rental accommodations to tourist areas.
- Can limit the impact on rental housing stock.
- Allows for STRA and supports the tourism industry.

#### ALLOW STRA ON SPECIFIC STREETS OR STREET CLASSIFICATION (i.e. arterials and collectors)

- Requires the identification of streets, or part of streets, where short term rental accommodations may be permitted.
- Able to limit short term rental accommodation to streets that have lost some residential amenity because of traffic volumes.
- This approach was presented to the community and there was little support.
- Can limit the impact on rental housing stock.
- The streets where the uses would be permitted must be justified on planning grounds.
- Allows for STRA and supports the tourism industry.

#### ALLOW EXISTING STRA OPERATIONS ONLY

- Staff do not have a comprehensive list of existing STRA operations
- It is unknown how many operations would be able to meet the applicable standards for: health and safety, parking, insurance, etc.
- May be seen as rewarding non-compliance with City By-laws.

- Minimal impact on tourists.
- Difficult to justify on planning grounds.
- Allows for STRA and supports the tourism industry.

#### REGULATE STRA THROUGH A MAXIMUM NUMBER OF LICENCES

- This approach is implemented through combination of zoning (*Planning Act*) and licensing (*Municipal Act, 2001*) by-laws.
- Establishing a number that is too low will encourage illegal operations.
- Establishing a number that is too high results in the regulation being ineffective.
- Easy to increase the number in the future.
- Difficult to reduce the number in the future.
- Limits impacts on rental housing stock.
- No planning grounds to justify location.
- Allows for STRA and supports the tourism industry.

#### REQUIRE A MINIMUM SEPARATION DISTANCES BETWEEN STRA

- Requiring a separation distance can protect neighbourhoods from a cluster of STRAs in any one area.
- Rewards first one to apply.
- Ontario Human Rights Commission has struck down this approach for certain uses (group homes), but if short term rental accommodations are considered a commercial use, this approach may withstand a challenge but that has not yet been determined.
- Allows for STRA and supports the tourism industry.

#### ALLOW STRA THROUGHOUT THE ENTIRE CITY AND ENACT STRIDENT REGULATIONS THAT RESTRICT THE NUMBER OF STRA (For example 1 parking space per bedroom)

- It is difficult to predict how this will impact overall numbers.
- This approach is expected to impact bachelor and 1 bedroom dwelling units the most as each dwelling unit when constructed required either 1 or 1.5 parking spaces (1 space for a converted dwelling, 1.5 spaces for an apartment dwelling). Few two and three bedroom dwelling units have 2 or more legal parking spaces allocated to that unit.
- The greatest demand for rental and affordable housing is 1 bedroom apartments.
- This approach may be difficult to justify on planning grounds.
- Allows for STRA and supports the tourism industry.

#### NO RESTRICTIONS ON STRA

- It is difficult to see how this approach conforms to the Strategic Priorities and Official Plan as it has the potential to significantly impact rental and affordable housing stock. A small percentage of dwelling units being used for short term rentals can have a considerable impact on the supply of rental housing and supply of affordable housing. For example, 1% of apartments (excluding apartments in buildings five storeys in height or greater) used for Short Term

Rental Accommodation would mean 57 dwelling units removed from the housing market<sup>1</sup>.

- In the early 2000's Council decided to regulate Bed and Breakfast Establishments to protect both residents and visitors to the City. This approach is not consistent with the previous decision of Council.
- Little, if any, city resources required for this approach.
- Allows for choice for tourist.
- May be health and safety concerns for some STRA.
- No regulation or oversight and difficult to justify on planning grounds.
- Allows for STRA and supports the tourism industry.

#### PROHIBIT ALL STRA

- Preserves existing rental and affordable housing stock.
- Does not meet the needs of tourists nor does it support the tourism industry.
- Does not meet the needs of performers coming to the City in need of short term accommodation.
- Encourages illegal operations.
- Would require considerable municipal resources to enforce.

Staff has inquired with both Niagara-on-the-Lake and Prince Edward County regarding the impact of STRA on vacancy rates within their respective municipality. Niagara-on-the-Lake does not track vacancy rates and inquiries with Prince Edward County have, unfortunately, not been returned.

During our review, it was also discovered that Niagara-on-the-Lake is in the midst of undertaking a review of their short-term accommodation regulations. In January 2020, Niagara-on-the-Lake Council directed staff consult with a neighbourhood group (The Glendale Working Group) regarding changes to the Short-Term Rental By-law. This review has been initiated in response to several concerns that have been raised regarding their current Short-Term Rental By-law, including noise, parking and the concentration of short-term rentals in certain areas.

On June 15, 2020, Niagara-on-the-Lake Council resolved that a larger working group be established to consider changes to the Short-Term Rental Licensing By-law. On December 14, 2020 staff submitted a report to Council recommending changes to the Short-Term Rental By-law. One of the changes being recommended is that the Town transition short-term rentals to be operated from principal residences only by January 1, 2024. Several members of the public spoke in opposition to this provision. Town Council referred this item to a new Short-Term Rental Advisory Committee and directed that the Committee report back in April 2021.

The proposed approach by Destination Stratford is similar to options on STRA that Council has previously considered and subsequently resolved to limit STRA to principal

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<sup>1</sup> Based on the 2016 Census.

residences for a maximum of 180 days and to incorporate safety inspections as part of the City's licensing process of short term rentals. No further changes to the STRA approach for the Comprehensive Zoning By-law are recommended as a result of the consultation with Destination Stratford.

### **Next Steps**

Staff are in the process of finalizing the Comprehensive Zoning By-law to bring forward for Council's consideration. In accordance with Council Policy on changes to the Zoning By-law, a Notice of Consideration shall be circulated to individuals who requested to be kept up to date on the matter 14 days in advance of any meeting to consider the matter. The next steps for the Comprehensive By-law project are as follows

- Schedule a special meeting of Council to receive a report recommending adoption of the new Comprehensive Zoning By-law, (expected in mid-2021); and,
- Send out Notice of Consideration to the ±180 individuals/organizations who requested to received notice when the By-law would be submitted for adoption.

**Financial Impact:** None.

Note: any appeals of the Comprehensive Zoning By-law will have a financial impact as the City will be required to defend its decision before the Local Planning Appeal Tribunal.

### **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.

#### **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff Recommendation: THAT the report regarding consultation with Destination Stratford on proposed Short Term Rental Accommodation regulations in the new Comprehensive Zoning By-law (PLA21-006) be received for information.**



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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



Destination Stratford  
47 Downie Street, Stratford, ON N5A 1W7  
P: 519.271.5140 T: 1.800.561.7926  
hello@visitstratford.ca

## Short-Term Rentals By-Law Report

January 20, 2021 | version 3.0

### Background

Stratford City Council is preparing to conclude a lengthy process of reviewing and updating the existing Short-Term Rental by-law. The current proposed solution for (residential) Private Short-Term Rentals is that they must be owner-occupied. This is the Short-Term Rental by-law solution adopted in Toronto, which is a significantly different scenario than Stratford, and has resulted in Expedia's VRBO exiting the Toronto market. Other Ontario locations with similar tourism goals to Stratford have taken a different approach, in particular Niagara-on-the-Lake and Prince Edward County. This report is based on active Short-Term Rental by-laws from these jurisdictions as well as interviews/feedback from local short-term accommodators, hoteliers, SABBA, and a variety of tourism stakeholders.

### Objective

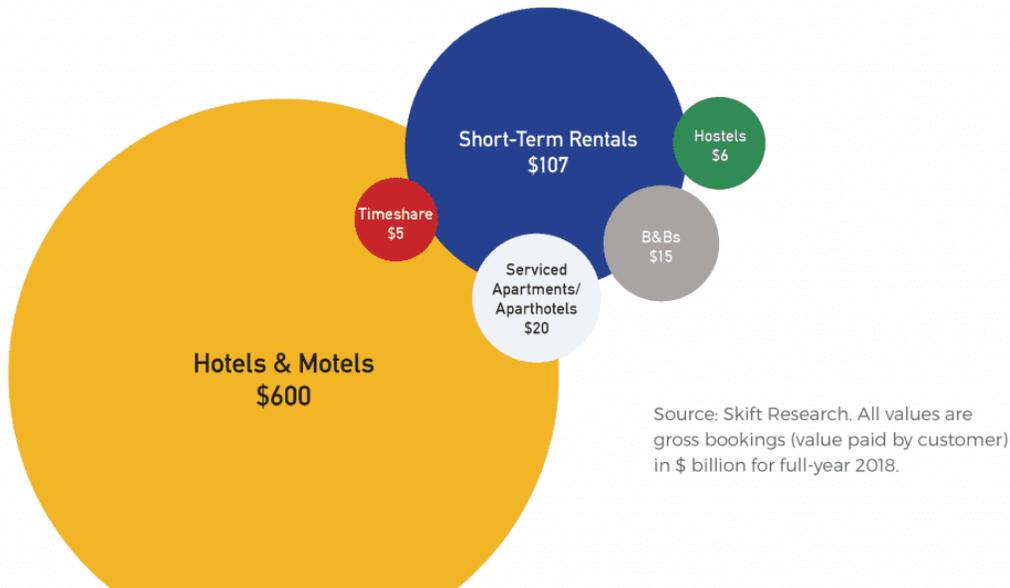
To provide an alternate option to the current proposed Short-Term Rental by-law that meets the needs of both the regional tourism sector and the City's long-term housing goals and that provides an even playing field across all accommodation types, with sensible regulations, licensing and safeguards key to the future prosperity of the community and region.

### Rationale

Recent catastrophic economic events to the tourism industry brought on by the COVID-19 pandemic justify a fresh look at the current proposed by-law. Many existing Short-Term Rentals will not survive this economic disaster, and several have already been converted/sold as private residences and 2<sup>nd</sup> homes. Stratford will need to maintain its inventory of accommodations, across all types, as the local tourism economy recovers and rebounds.

The fastest growing segment of tourism accommodation type is private short-term, and in particular the entire home/apartment:

### Global Market Size (\$B) of Travel Accommodation Sectors 2018



### Total revenue of the private short-term accommodation market, by province and territory, 2015 to 2018

	2015	2016	2017	2018
	thousands of dollars			
<b>Canada</b>	<b>265,190</b>	<b>814,164</b>	<b>1,930,292</b>	<b>2,760,023</b>
Ontario	93,967	257,200	628,405	909,421
<b>Note:</b> Numbers may not add up to totals due to rounding. The values are expressed in current dollars.				
<b>Source:</b> Statistics Canada, special tabulation, 2019.				

The following table outlines the breakdown of listing types within private Short-Term Rentals within Canada:



Destination Stratford  
 47 Downie Street, Stratford, ON N5A 1W7  
 P: 519.271.5140 T: 1.800.561.7926  
 hello@visitstratford.ca

### Breakdown of listing types in Canada, 2015 to 2017

Listing type	2015		2016		2017	
	Total listings	Total revenue	Total listings	Total revenue	Total listings	Total revenue
	%					
Entire home/apartment	64.5	84.6	62.3	85.3	63.7	86.3
Private room	33.5	14.9	35.7	14.2	34.7	13.4
Shared room	2.0	0.6	2.0	0.4	1.7	0.3

**Source:** Statistics Canada, special tabulation, 2019.

The current proposed by-law precludes Stratford from offering this critically important high-growth accommodation type of private home/apartment being demanded by visitors, which results in Stratford being less competitive than other tourism destinations such as Niagara-on-the-Lake and Prince Edward County. It also encourages private home/apartment rentals to go “underground” and operate illegally, an unfair scenario for existing licensed and inspected accommodations, especially since the City is unlikely to have the resources to enforce via staff and legal means.

The majority of existing private short-term rentals within Stratford are marketed and priced towards the high-end of the market, and these properties are unlikely to be well-suited for affordable housing purposes.

Furthermore, private short-term rentals are essential for medium-term rental scenarios including for health care workers, families in quarantine, women’s shelter overflow, medium-term professional job contracts, Chefs School students, those recently separated/divorced.... The current supply of private short-term rentals serve many functions beyond high season tourism.

## Recommendation

In order to achieve an appropriate mix of Short-Term Rental options necessary for supporting a robust local and regional tourism sector while also respecting the need for a variety of long-term housing needs for the community including affordable housing, the following by-law amendments are recommended:

1. Prevent new housing units from being solely for Short-Term Rentals. Niagara-on-the-Lake included the following section within their by-law:

**Only buildings that have been occupied as a single detached dwelling for a minimum of four (4) years shall be eligible for a license. Any additions or extensions to the building that expand the number of rooms will not allow the Licensee to apply to increase the number of guest rooms available for rent until that portion of the addition or extension has been occupied for four (4) years. *For greater clarity, this requirement does not apply to Vacation Apartments.***

**NOTE:** Stratford currently defines short-term rental apartments within mixed-use / commercial zoning as “Inns” which in the example above is the same as “Vacation Apartments”. These would be exempt from the requirement.

2. Place a cap on the total number of Short-Term Rentals allowable within residential zones / neighbourhoods. Prince Edward County created a custom by-law to suit their unique situation and included the following to control the total number of dwelling units permissible for Short-Term Rentals:

**The total number of Short-Term Accommodations is limited to a maximum density of 15% of existing dwelling units:**

- **As measured within a 120 metre radius in settlement areas on full services;**
- **In the Hamlet/Residential Zone, a 220-metre radius;**
- **In other zones/areas, a 500-metre radius.**

**Maximum densities do not apply to Short-Term Accommodations that are also used as principal residences (e.g. bed and breakfasts).**

**NOTE:** This requirement would not apply to “Vacation Apartments”.

The above 2 recommendations can be dialled and fine-tuned for a sensible made-in-Stratford approach that allows for tourism economic recovery towards a viable year-round tourism sector. In addition, the following sections from other jurisdictions provide further safeguards:

- **No person shall advertise or list a Short-Term Rental without a license.**
- **All Short-Term Rentals are required to be inspected annually and are required to pay any applicable user charge for the inspection as per the Fire Department annual user fees and charges.**
- **The license to operate a Short-Term Rental may be revoked, suspended or made subject to special conditions, by the City Clerk for:**
  - **Any breach of the provisions of this by-law; or**
  - **Any breach of the provisions of any other City by-law or regulations; or**
  - **Refusal to comply with any notice of violation within 72 hours**
- **“Good Neighbour Agreement” – a document which acknowledges the commitment between the operator and the City that the operator will make every effort to work with**

the City and its departments to resolve all concerns and conflicts. It outlines the owner's responsibility to address the conduct of their guests.

- "Renter's Code of Conduct" – a document that sets out the roles and responsibilities of the renter, including behavioral expectations as they relate to non-disturbance; which provides a warning related to the making of a disturbance; and, which identifies applicable City by-laws that the renter must comply with including the provisions of this by-law as they relate to, amongst other things, noise, property standards and parking management.
- "Bed and Breakfast Establishment" means a single-detached dwelling with no more than four (4) guest bedrooms for overnight guest lodging, where only breakfast may be included, for the temporary accommodation of the traveling or vacationing public and includes the living accommodation of the residents of the dwelling. The principal use of the dwelling unit shall be for residential purposes and the bed and breakfast establishment shall be an ancillary use to the main residential use.
- If the Short-Term Rental is not occupied by the licensee while managing guests, each Licensee shall provide contact information of the property manager that will be available to attend to the Short-Term Rental at all times within a period of no greater than forty-five minutes from the time of contact by way of telephone or e-mail.
- The maximum number of occupants within a Short-Term Rental shall not exceed a total number based upon two (2) persons per bedroom plus an additional (2) persons. Children aged 13 and under are not included in the requirement.

Additionally, following general feedback was received:

- By-law should specifically define the various accommodation types including hotel, motel, inn, bed & breakfast and vacation apartment.
- "Regarding inspections: Could there be a publishable list of what is expected for compliance? There is no such list so one can prepare which may be a deterrent to those who wish to, and should be enforced to, comply."
- "The **BIG** change we've seen is our guests who used to travel as a couple or with another couple started to bring their family to Stratford. In our case it is mainly that they wanted to have their grandkids experience live theatre in a safe environment." ... "The short-term rental of a whole home as opposed to a B&B make this possible."
- "Current operations who have out-buildings on their principal residence properties should be allowable as STRA's (especially, if they are LICENCED B&Bs)."

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Submitted on behalf of Destination Stratford.

Zac Gribble, Executive Director  
Destination Stratford  
zac@visitstratford.ca




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## MANAGEMENT REPORT

**Date:** February 11, 2021  
**To:** Community Services Committee  
**From:** David St. Louis, Director of Community Services  
**Report#:** COM21-001  
**Attachments:** None

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**Title:** Agreement with The Local Community Food Centre

**Objective:** To approve entering into an agreement with The Local Community Food Centre for the lease of lands at the Dufferin Park for a community garden.

**Background:** In the spring of 2017 funding grants were received by The Local Community Food Centre, from a variety of sources, to create an offsite community garden. Council approved use of the land at Dufferin Park.

The Local approached Council in 2019 asking for a formal, long term commitment from the City for their use of this land. At the December 9, 2019 Council meeting the following motion was passed:

**That staff be directed to have the City Solicitor prepare a draft agreement for Council's consideration.**

**Analysis:** The City Solicitor has drafted an agreement which has also been reviewed and approved by The Local. Highlights of the agreement include:

- Term of the agreement will be January 1, 2021 to December 31, 2031 and may be extended
- The Local shall use the garden land for the purpose of a community garden only
- The City retains the right to terminate the agreement in the event the lands are sold to a third party or if the City deems the garden lands for an alternate use
- The Local is responsible for all utility charges including water use and sewer surcharges and all garbage rates and other services associated with their use of the garden land

- The Local is responsible for the day-to-day maintenance and upkeep of the garden land
- The City is responsible for maintaining the portion of lands not used by The Local and such maintenance shall include grass cutting, removal of dead trees in the forest and regular day-to-day park maintenance
- The Local shall take out and keep in force during the term of the agreement, and any extensions comprehensive commercial general liability insurance in the amount of \$5 million

**Financial Impact:** The Community Services Department provides ongoing in-kind work for The Local such as grass cutting, removal of dead trees in forest, regular park maintenance.

**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 the City enter into a ten-year agreement with The Local Community Food Centre for their use of the lands at Dufferin Park for a community garden;**

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




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David St. Louis, Director of Community Services




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Joan Thomson, Chief Administrative Officer



## Notice of Intent to Permanently Close T.J. Dolan Drive

Notice is hereby given pursuant to section 34 of the *Municipal Act, 2001, S.O. 2001, chapter 25* as amended and pursuant to the Notice Policy C.3.1, that City Council intends to pass a by-law to permanently close T.J. Dolan Drive from St. David Street to Centre Street.

T. J. Dolan Drive is a travelled road between St. David Street and Centre Street and is located on Lots 14 to 23, Plan 77, and part of Lots 13, 24 and 25 Plan 77. A former part of T. J. Dolan Drive was previously closed by By-law 6-84.

City of Stratford Council will hold a public meeting on **Monday, March 15, 2021 at 6:00 pm** to hear all interested persons with respect to the permanent closure of T.J. Dolan Drive from St. David Street to Centre Street.

**This will be an electronic meeting. A link to watch the Council meeting live will be provided on the agenda which will be posted to the City's website. A video of the meeting will also be posted to the City's website once available.**

For those persons who wish to participate orally at the public meeting, please contact the City Clerk at [clerks@stratford.ca](mailto:clerks@stratford.ca) no later than **10:00 am on Monday, March 15, 2021. Following confirmation of the request to speak, details for participating in the meeting will be provided.** During the meeting there will be an active chat function where any member of the public can provide written comments during the meeting. The comments received will be read by the moderator during the public comment portion of the public meeting.

All written comments received will be included with the Council agenda. The deadline for inclusion is Wednesday, March 10th at noon to [clerks@stratford.ca](mailto:clerks@stratford.ca). Any comments received after this date will be listed at a subsequent Council meeting.

A map showing the location of T.J. Dolan Drive is available for viewing in the Clerk's Office, City Hall during regular business hours.

Dated this 23rd day of February, 2021

Tatiana Dafoe, City Clerk  
The Corporation of the City of Stratford  
City Hall, P.O. Box 818  
Stratford ON N5A 6W1  
Tel: 519-271-0250, ext. 5329  
Fax: 519-273-5041  
Email: [clerks@stratford.ca](mailto:clerks@stratford.ca)



**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 The Local Community Food Centre for the lease of certain lands at 55 Oak Street, more specifically the area behind the Dufferin Arena, for a community garden for a period of ten (10) years to December 31, 2031.

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**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 the lands and premises municipally described as 55 Oak Street, being the Dufferin Arena and more specifically the area behind the Dufferin Arena, formerly used as a soccer field;

**AND WHEREAS** The Corporation of the City of Stratford has agreed to lease the subject lands to The Local Community Food Centre for the purpose of continuing the community garden for a period of ten (10) years from January 1, 2021 to December 31, 2031;

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

1. That the Lease Agreement dated the 8<sup>th</sup> day February, 2021 between The Corporation of the City of Stratford and The Local Community Food Centre for the lease of lands at 55 Oak Street, more specifically the area behind the Dufferin Arena, for the continuation of a community garden for a period of ten (10) years to December 31, 2031, 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 8<sup>th</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 amend By-law 178-2018, as amended, to appoint an alternate SABA representative to the Heritage Stratford Advisory Committee.

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**WHEREAS** Council of The Corporation of the City of Stratford adopted By-law 178-2018 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2018 term of municipal office;

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to make further appointments to its Advisory Committees, Committees and Boards;

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

1. That By-law 178-2018 as amended, is further amended by deleting Section 2.9 i) and replacing it with the following new Section 2.9 i):

"2.9 i) That Jack M. West be appointed as the Stratford and Area Builders' Association alternate representative for a two year term to the Heritage Stratford Committee to November 14, 2022, or until successors are appointed."

2. All other provisions of By-law 178-2018 remain in force and effect.

3. This By-law shall come into force and take effect upon final passage thereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 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 acceptance of a conveyance from 2598852 Ontario Inc. of certain lands described as Part of Lot 44, Registered Plan 47, being part of P.I.N 53099-0008, now designated as Part 1 on Plan 44R-5820.

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**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 entered into Site Plan Agreement 02-20 with 2598852 Ontario Inc., with respect to 609 Ontario Street;

**AND WHEREAS** a condition of the Site Plan approval is the conveyance by 2598852 Ontario Inc. of Part 1 on Plan 44R-5820 to The Corporation of the City of Stratford;

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

1. That The Corporation of the City of Stratford shall accept a conveyance of Part of Lot 44, Registered Plan 47, being part of P.I.N 53099-0008, now designated as Part 1 on Plan 44R-5820 for the widening of Ontario Street from 2598852 Ontario Inc.
2. That the Mayor and Clerk of The Corporation of the City of Stratford, or their respective delegates, are hereby authorized to execute all documents necessary for this conveyance that have been prepared by or reviewed by the City Solicitor.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 2021.

---

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 dedicate Part 1 on Reference Plan 44R-5820, as a public highway forming part of Ontario Street in the City of Stratford.

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**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 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

**AND WHEREAS** The Corporation of the City of Stratford is the owner of Part 1 on Reference Plan 44R-5820;

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

1. The lands described in Section 2 herein are hereby dedicated as public highway forming part of Ontario Street in the City of Stratford.
2. The lands referred to in Section 1 hereof are described as being:  
  
Part of Lot 44, Registered Plan 47, being part of P.I.N 53099-0008, now designated as Part 1 on Plan 44R-5820.
3. That this By-law shall come into force upon registration with the Land Titles Office for Perth County.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office for Perth County.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 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 acceptance of a conveyance from POL Quality Homes Inc. of certain lands described as Part of Lot 45, Concession 3, P.I.N 53080-0088, now designated as Part 4 on Plan 44R-5803.

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**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 entered into Site Plan Agreement 03-20 with POL Quality Homes Inc., with respect to 3194 Vivian Street Line 37;

**AND WHEREAS** a condition of the Site Plan approval is the conveyance by POL Quality Homes Inc. of Part 4 on Plan 44R-5803 to The Corporation of the City of Stratford;

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

1. That The Corporation of the City of Stratford shall accept a conveyance of Part of Lot 45, Concession 3, P.I.N 53080-0088, now designated as Part 4 on Plan 44R-5803 for the widening of Vivian Street Line 37 from POL Quality Homes Inc.
2. That the Mayor and Clerk of The Corporation of the City of Stratford, or their respective delegates, are hereby authorized to execute all documents necessary for this conveyance that have been prepared by or reviewed by the City Solicitor.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 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 dedicate Part 4 on Reference Plan 44R-5803 as a public highway forming part of Vivian Street Line 37 in the City of Stratford.

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**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 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money.

**AND WHEREAS** The Corporation of the City of Stratford is the owner of Part 4 on Reference Plan 44R-5803.

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

1. The lands described in Section 2 herein are hereby dedicated as public highway forming part of Vivian Street Line 37 in the City of Stratford.
2. The lands referred to in Section 1 hereof are described as being:  
  
Part of Lot 45, Concession 3, P.I.N 53080-0088, now designated as Part 4 on Reference Plan 44R-5803
3. That this By-law shall come into force upon registration with the Land Titles Office for Perth County.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office for Perth County.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 2021.

---

Mayor – Daniel B. Mathieson

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER \_\_\_\_\_-2021  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to levy a special charge upon the rateable property in the business improvement area for Stratford City Centre Business Improvement Area (BIA) for 2021.

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**WHEREAS** section 208 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, requires the City to levy a special charge upon the rateable properties in the Business Improvement Area (BIA) that are in a prescribed business property class sufficient to raise the amount required for the purposes of the Board of Management of the BIA;

**AND WHEREAS** the total rateable property in the BIA, upon which the assessment will be levied, is set out in Schedule "A" attached to this By-law and which said assessment is the basis upon which the taxes for the BIA will be raised;

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

1. That the tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Stratford City Centre BIA.
2. That the Supervisor of Tax Revenue shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. That when payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties or where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.
6. This By-law is deemed to have come into force and effect on January 1, 2021.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe

**Schedule "A" to By-law \_\_\_\_\_-2021**

Adopted this 8th day of March, 2021

**BIA Tax Rates for 2021:**

<b>Tax Class</b>	<b>Assessment</b>	<b>BIA Rate</b>	<b>Taxes</b>
Commercial Occupied	94,248,600	0.00299664	\$282,429.20
Commercial Vacant	898,100	0.00209765	\$1,883.90
Industrial Occupied	1,598,000	0.00402810	\$6,436.90
<b>TOTAL</b>			<b>\$290,750.00</b>

**BIA Budget for 2021:**

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 – Administration, 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 amend Schedule 1, Prohibited Stopping on Specified Streets, and Schedule 2, Prohibited Parking on Specified Streets, of the Traffic and Parking by-law 159-2008, as amended, to extend certain restrictions and to delete certain no stopping restrictions.

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**WHEREAS** Section 10(1) of the Municipal Act, 2001, S.O. 2001, c. 25, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** Council of The Corporation of the City of Stratford adopted Traffic and Parking By-law 159-2008 to regulate traffic and the parking of motor vehicles in the City of Stratford;

**AND WHEREAS** Council has amended Traffic and Parking By-law 159-2008 from time to time as necessary to further regulate traffic and parking of motor vehicles;

**AND WHEREAS** Council deems it necessary to further amend Traffic and Parking By-law 159-2008, to amend Schedule 1, Prohibited Stopping on Specified Streets, and Schedule 2, Prohibited Parking on Specified Streets, to include extended restrictions of no stopping and no parking and to delete certain no stopping restrictions;

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

1. That Schedule 1, Prohibited Stopping on Specified Streets, to Traffic and Parking By-law 159-2008, as amended, be further amended to extend no stopping restrictions to 10:00 a.m. as follows:

<b>Street</b>	<b>Direction</b>	<b>Restriction Area</b>	<b>Restriction Times</b>
Bedford Drive	East	From a point 49 metres North of the North curb line of Park Lane Drive to a point 165 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	West	From the North curb line of Glendon Road to a point 322 metres North of the North curb line of Glendon Road	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

DRAFT By-law  
11.8

Bedford Drive	West	From a point 49 metres North of the North curb line of Park Lane Drive to a point 136.5 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	East and West sides	From the north-east cul-de-sac to Graff Avenue	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bruce Street	North	From the westerly curb line of Essex Street to a point 56 metres east of the easterly curb line of Taylor Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bruce Street	South	From 35 metres West of the West curb line of Essex Street to a point 128 metres Westerly therefrom	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Cawston Street	North	From Huntingdon Avenue to 17m westerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Cawston Street	South	From Huntingdon Avenue to 100m westerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Huntingdon Avenue	East	From Avon School property boundary to Avon Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Huntingdon Avenue	West	From Avon School property boundary to 58m northerly of Cawston Street	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Louise Street	West	From a point 51 metres North of the North curb of Whitelock Street to a point 64 metres Northerly	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Mowat Street	West	From a point 72.5 metres South of the South curb line of West Gore Street to	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m.

DRAFT By-law  
11.8

		a point 134.5 metres further South	Monday to Friday inclusive
Mowat Street	East	From a point 65 metres South of the South curb line of West Gore Street to a point 106.5 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Rebecca Street	South	From a point 138 metres east of the east curb line of Waterloo Street South to a point 36 metres easterly therefrom	8:00 a.m. to 10:00 a.m., and 2:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Strachan Street	East	From a point 30 metres South of the South curb line of West Gore Street to a point 87 metres further South	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Strachan Street	West	From the South curb line of West Gore Street to a point Southerly therefrom 124.7 metres	8:00 a.m. to 10:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

2. That Schedule 1, Prohibited Stopping on Specified Streets, to Traffic and Parking By-law 159-2008, as amended, be further amended to delete the following restrictions:

<b>Street</b>	<b>Direction</b>	<b>Restriction Area</b>	<b>Restriction Times</b>
Caledonia Street	North	No Standing from 50 metres East of the East curb line of John Street to a point 33.5 metres Easterly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Charles Street	North	From the Easterly curb line of John Street to a point 119.6 metres Easterly therefrom	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
Bedford Drive	West	From a point 49 metres North of the North curb line of Park Lane Drive to a point 136.5 metres North of the North curb line of Park Lane Drive	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive
St. Vincent St. S.	West	From a point 21.2 metres north of the north curb line of Patricia Road (north	8:00 a.m. to 9:00 a.m., 11:30 a.m. to 1:00 p.m. and 3:00 p.m. to 4:00 p.m.

DRAFT By-law  
11.8

		loop) to a point 110.1 metres southerly therefrom	Monday to Friday inclusive
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3. That Schedule 2, Prohibited Parking on Specified Streets, to Traffic and Parking By-law 159-2008 as amended, be further amended to extend no parking restrictions to 10:00 a.m. as follows:

<b>Street</b>	<b>Direction</b>	<b>Restriction Area</b>	<b>Restriction Times</b>
Avondale Avenue	East	From Hibernia St. to Charles St.	8:00 a.m. to 10:00 a.m., and 3:00 p.m. to 4:00 p.m. Monday to Friday inclusive

4. The provisions of this By-law shall come into effect upon final passage.
5. All other provisions of the Traffic and Parking By-law 159-2008, as amended, shall remain in force and effect.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of March, 2021.

\_\_\_\_\_  
Mayor – Daniel B. Mathieson

\_\_\_\_\_  
Clerk – Tatiana Dafoe



**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**

<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	2.5m <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 unit <sup>①</sup>			
Bicycle Parking	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 and SECOND on the 22nd day of February, 2021,

Read a THIRD time and FINALLY PASSED this 8th day of March, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe

**Schedule A to By-law \_\_\_\_\_-2021**  
**Adopted this 8<sup>th</sup> day of March, 2021**





## **STRATFORD CITY COUNCIL CONSENT AGENDA**

March 8, 2021

### **REFERENCE NO.    CONSENT AGENDA ITEM**

CA-2021-029            Resolution from the City of St. Catharines calling on the Provincial government to permanently legislate universal paid sick days for all workers.

Attachment – Letter from St. Catharines dated February 9, 2021

Endorsement of the resolution is requested.

CA-2021-030            Municipal Information Form for Liquor Licence Application for an outdoor area at 151 Lorne Ave. E. (Army, Navy & Air Force Veterans Unit 261).

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.

The Planning Department, Fire Department and Health Unit have expressed no concerns with the application.

CA-2021-031            Municipal Information Form for Liquor Licence Application for an indoor area at 327 Erie Street (7-Eleven).

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.

The following comments were received from staff:

- Planning advised the zoning for the subject property would permit the proposed use.

- The Fire Department would require an Approved Fire Safety Plan as the application and intent the store is trying to achieve applies to Section 2.8 of the Ontario Fire Code.
- Building advised:
  - Liquor licence application required and fee of \$75 paid
  - Drawing need to denote total occupant load within the store and number of seats provided for consuming alcohol and where those spaces are located on the plan. AGCO letter will cap occupant load consumption onsite based on seats provided and number of washrooms.
  - Provide the floor areas for consumption and non-consumption areas.
- Police advised that over the last 14 months, police have responded to an average of 6 calls per month at the subject property. Calls range from unwanted persons/shoplifting/failure to pay for gas to suspected impaired drivers/drug activity/assault.
- Huron Perth Public Health has no concerns.

CA-2021-032

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:

- Somerset Street from Waddell Street to Glastonbury Circle on Wednesday, February 24 for one day only for sewer repair.
- Blake Street from Dufferin Street to Crooks Street on February 24 for one day for water main repair.

CA-2021-033

Resolution from the Township of the Archipelago requesting review of the Municipal Elections Act and amendments made to provide clearer, stronger wording to assist Municipal Clerks in addressing issues around non-resident electors.

Attachment – Resolution from the Township dated February 19, 2021

Endorsement of the resolution is requested.

CA-2021-034

Correspondence from The Kidney Foundation advising that March is National Kidney Health Month. Their annual "Six Degree Challenge" starts March 1 and culminates on March 11.

Attachment – Correspondence from the Kidney Foundation dated March 1, 2021

Participation in the event was requested.



February 9, 2021

The Honourable Doug Ford, M.P.P.  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1

Sent via email: [premier@ontario.ca](mailto:premier@ontario.ca)

**Re: Universal Paid Sick Days in Ontario  
Our File 35.31.99**

Dear Premier Ford:

At its meeting held on February 1, 2021, St. Catharines City Council approved the following motion:

“WHEREAS workers in Ontario without paid sick leave often feel forced to work when unwell so they can feed and support their families and are at risk of losing a paycheque or even their jobs if they stay home; and

WHEREAS the Canada Recovery Sickness Benefit is temporary, not accessible to all and not usable for the crucial first few days of an illness; and

WHEREAS had legislated paid sick leave been in place before the global pandemic, lives would have been saved because infection rates would have been reduced; and

WHEREAS the lack of paid sick days has especially hurt Black, Indigenous, workers of colour, women and migrant workers who are over-represented in low-paying frontline jobs with few benefits and a reduced ability to work from home; and

WHEREAS the Ontario Medical Association, 11 GTHA Mayors and Chairs representing Ontario's largest municipalities, the editorial board of the Toronto Star, the Toronto Board of Health, the Decent Work and Health Network, the Ontario Nurses Association, and several other professional associations representing thousands of healthcare workers have all called on the provincial government to legislate paid sick days;

THEREFORE BE IT RESOLVED that the City of St. Catharines endorses legislated sick leave and calls on the government of Ontario to permanently legislate universal paid sick days for all workers in Ontario during the pandemic and beyond, regardless of workplace size, type of work or immigration status; and

BE IT FURTHER RESOLVED that this motion be forwarded to the Premier of Ontario, Minister of Labour, all Regional MPPs, Niagara Region, and all Ontario Municipalities.”

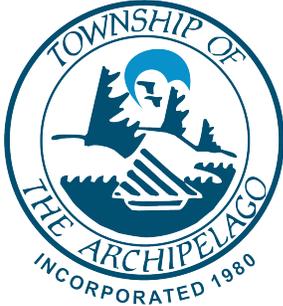


If you have any questions, please contact the Office of the City Clerk at extension 1506.

A handwritten signature in blue ink, appearing to read "Bonnie Nistico-Dunk".

Bonnie Nistico-Dunk, City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:ra

Cc Minister of Labour, Hon. Monte McNaughton, [Minister.MLTSD@ontario.ca](mailto:Minister.MLTSD@ontario.ca)  
Jennifer Stevens, MPP - St. Catharines, [JStevens-CO@ndp.on.ca](mailto:JStevens-CO@ndp.on.ca)  
Jeff Burch, MPP - Niagara Centre, [JBurch-QP@ndp.on.ca](mailto:JBurch-QP@ndp.on.ca)  
Wayne Gates, MPP - Niagara Falls, [wgates-co@ndp.on.ca](mailto:wgates-co@ndp.on.ca)  
Sam Oosterhoff, MPP - Niagara West-Glanbrook, [sam.oosterhoff@pc.ola.org](mailto:sam.oosterhoff@pc.ola.org)  
Niagara Region  
Ontario Municipalities



## Township of The Archipelago

9 James Street, Parry Sound ON P2A 1T4

Tel: 705-746-4243/Fax: 705-746-7301

[www.thearchipelago.on.ca](http://www.thearchipelago.on.ca)

February 19, 2021

21-033

**Moved by Councillor Manners  
Seconded by Councillor Andrews**

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**RE: Request that Minister Clark review the Municipal Elections Act and provide amendments to provide clearer, stronger wording to assist Municipal Clerks in addressing issues to allow for a more definitive decision to be made when adding names to the voters' list**

**WHEREAS** the Township of The Archipelago recognizes that the current language in the Municipal Elections Act with regards to non-resident electors, is weak and ambiguous;

**AND WHEREAS** the Township of The Archipelago wishes to ensure the integrity of the election process;

**NOW THEREFORE BE IT RESOLVED** that Council of the Corporation of the Township of The Archipelago hereby request that the Minister of Municipal Affairs and Housing, the Honourable Steve Clark, initiate a review of the Municipal Elections Act and make amendments to provide such clearer, stronger wording, to assist Municipal Clerks in addressing issues related to non-resident electors, and to allow for a more definitive decision to be made when adding names to the voters' list;

**AND FURTHER BE IT RESOLVED** that Council of the Corporation of the Township of The Archipelago request that the Minister of Municipal Affairs and Housing, the Honourable Steve Clark, ensure that there is a clear and accessible way to enforce the rules described in the Municipal Elections Act;

**AND FURTHER BE IT RESOLVED** that this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, Norm Miller MPP, all Ontario Municipalities and the Association of Municipalities of Ontario.

**Carried.**

**From:****Sent:** March 1, 2021 10:51 AM**To:** Patricia Shantz**Subject:** New Response Completed for Email the Office of the Mayor

**[EXTERNAL EMAIL]** DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hello,

Please note the following response to Email the Office of the Mayor has been submitted on Monday March 1st 2021 10:50 AM with reference number 2021-03-01-088.

- **Subject:**  
Six Degree Challenge
- **Full name:**  
Tracey TK Babineau
- **City:**  
Mississauga
- **Message:**  
March is National Kidney Health Month and The Kidney Foundation's Annual "Six Degree Challenge" starts March 1st and culminates on March 11th with a 24hr day of giving.  
Check out this link for more information <http://www.sixdegreechallenge.com>  
This is a social media and digital fundraising campaign aimed to raise awareness of the prevalence of kidney disease through the sharing of our connections to kidney disease.  
We are inviting you to join us in raising awareness by joining in the fun, post a photo of yourself holding up six fingers on Instagram, Twitter and/or Facebook with the hashtag #SixDegreeChallenge and encourage your community, or nominate your family and friends to do the same.  
Kidney Disease affects 1 in 10 Canadians, 45% of newly diagnosed are under the age 65. Often called an invisible or silent disease, a person can lose 50% of kidney function with out symptoms. 77% of  
Canadians waiting for a transplant need a kidney. There is no cure for kidney disease, the Kidney Foundation is committed to achieving excellent kidney health, optimal quality of life and one day a cure for kidney disease.  
Please consider joining us in this challenge and if you have any questions let me know. Attached are the flyer for the event

# LIVE EMPOWER HOPE

Join the  
*#SixdegreeChallenge*

1

Post your photo on social media  
and share your kidney connection

2

Challenge your friends and  
family to do the same

3

Make a gift online at

[sixdegreechallenge.com](http://sixdegreechallenge.com)

We're all connected! Kidney disease  
impacts the lives of millions of  
Canadians. It could be you, a loved  
one, a friend or a colleague.

1 800 387 4474

@KIDNEYONTARIO





**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 March 8, 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 March 8, 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 8th day of March, 2021.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe