



Stratford City Council
Regular Council Open Session
AGENDA

- Meeting #:** 4656th
Date: June 14, 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, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Anne Kircos - Acting Director of Human Resources, Taylor Crinklaw - Director of Infrastructure and Development Services, Chris Bantock - Deputy Clerk, Jodi Akins - Council Clerk Secretary, Spencer Steckley - Manager of Financial Services, Marilyn Pickering - Supervisor of Tax Revenue

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:

12 - 27

Motion by _____

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

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

Motion by _____

THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated June 14, 2021 be added to the Agenda as printed.

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

5.1. At the May 25, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

Sale to 2809185 Ontario Inc.

- 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).

Motion by _____

Staff Recommendation: THAT The Corporation of the City of Stratford hereby consents to the sale of Lot 6, Plan 44M-38, being all of PIN 53264-0099 (LT), in the Wright Business Park, City of Stratford, County of Perth to 2809185 Ontario Inc.

5.2. At the June 7, 2021 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

- Labour relations or employee negotiations (section 239.(2)(d)), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));

- Labour relations or employee negotiations (section 239.(2)(d));
- 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 on all items.

5.3. At the June 14, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item as 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).

6. Hearings of Deputations and Presentations:

6.1. Delegation Request from Mike Sullivan

Mr. Sullivan has requested to address Council regarding Item 7.3 on this agenda.

Motion by _____

THAT the delegation from Mike Sullivan regarding the Closed Meeting Investigation Report 2020-01 be heard.

7. Orders of the Day:

7.1. Resolution - Developing a Territorial Acknowledgement for the Corporation (COU21-063) 28 - 30

Motion by _____

Staff Recommendation: THAT direction be given to develop a territorial acknowledgment(s) for the municipal corporation and to commence consultation with indigenous peoples and members of the public on the draft acknowledgment.

7.2. Proclamation - Operation Smile Canada 31 - 33

Motion by _____

THAT City Council hereby proclaims June 20, 2021 as the "Longest Day of Smiles" in the City of Stratford to share smiles and raise funds and awareness for children born with cleft conditions.

7.3. Resolution - Closed Meeting Investigation Report 2020-01 (COU21-064) 34 - 55

Motion by _____

Staff Recommendation: THAT the Closed Meeting Investigation Report

2020-01 dated May 11, 2021, be received;

AND THAT, in response to the recommendations contained in the Closed Meeting Investigation Report, the City commit to undertaking a review of the following:

- Training on the closed meeting exceptions, the types of situations to which the exceptions apply, and the process to bring a matter before closed session.
- Inclusion of a brief closed meeting agenda item title, along with the section 239 exception, where necessary and if possible, in the resolution to adjourn into closed session and in the resolution used for reporting out following a closed session.

7.4. Resolution - Stratford Housing Project-A Road Map for Attainable Market Housing Development Final Project Report (COU21-065) 56 - 180

Motion by _____

Staff Recommendation: THAT the Stratford Housing Project - A Road Map for Attainable Market Housing Development Final Report be adopted;

THAT staff be directed to begin sourcing funding for the retention of project management resources necessary for the development of the recommended strategic implementation workplan and report back to Council with options and associated financial impacts;

AND THAT staff be directed to report back on a definition for "attainable housing" appropriate for the Consolidated Municipal Service Manager.

7.5. Correspondence - Petition from Jeremy Moore 181 - 184

Mr. Moore submitted a petition requesting a 4-way stop at the intersection of Milton Street and Nile Street.

Motion by _____

THAT the petition from Jeremy Moore requesting a 4-way stop at the intersection of Milton Street and Nile Street be received.

7.6. Resolution - Tower Site License Agreement Extension - Avon Maitland District School Board (AMDSB) (COU21-059) 185 - 186

Motion by _____

Staff Recommendation: THAT the Tower Site Licence Agreement with the Avon Maitland District School Board, to permit their two antennas on the Forman Tower, be amended by extending the term for an additional five (5) year period to July 31, 2026;

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

- 7.7. Resolution - Award of Tender T-2021-19 Sidewalk Tractor and Attachments (COU21-060) 187 - 189**

Motion by _____

Staff Recommendation: THAT the Tender for the supply and delivery of one Sidewalk Tractor and Attachments (T-2021-19) be awarded to Holder Tractor at a cost of \$143,025.74 including HST.

- 7.8. Resolution - Asphalt Resurfacing 2021 - Tender Award for Contract T2021-22 (COU21-061) 190 - 193**

Motion by _____

Staff Recommendation: THAT the Tender for the Asphalt Resurfacing 2021 contract (T2021-22) be awarded to Steed and Evans Limited at a total tender price of \$848,109.07 including HST;

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

- 7.9. Resolution - Downtown Restaurant and Retail Meter Hood Rental Program Update (COU21-062) 194 - 199**

Motion by _____

Staff Recommendation: THAT the following approach to meter hood rental provisions during COVID-19 be approved:

- **Lockdown/Stay-at-Home**
 - **Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.**
 - **Each downtown core retail establishment may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate.**
- **Step 1**
 - **Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.**
 - **Each downtown core retail establishment may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate.**
- **Step 2**
 - **Each downtown core restaurant selling food for curbside**

pickup/takeout may request up to two (2) free meter hood rentals.

- Each downtown core retail establishment may request up to one (1) free meter hood rental.
- Step 3
 - Restaurants selling food for curbside pickup/takeout and retail establishments in the downtown core may rent up to one (1) meter hood at the required daily rate.
- Post Framework/No Restrictions
 - Meter hoods are rented in accordance with the Meter Hood Rental Policy P.1.2. – same as currently approved program.

AND THAT restaurants with temporary patio extensions are not eligible for meter hoods under the approved rental program.

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1. Report of the Infrastructure, Transportation and Safety Committee:

Motion by _____

THAT the Report of the Infrastructure, Transportation and Safety Committee dated June 14, 2021 be adopted as printed.

9.1.1. Formalized Design Options for T.J. Dolan Drive Multi-Use Trail (ITS21-019) 200 - 209

THAT Staff proceed to finalize the design and go to tender with Formalized Option 2.

9.2. Report of the Planning and Heritage Committee:

Motion by _____

THAT the Report of the Planning and Heritage Committee dated June 14, 2021 be adopted as printed.

9.2.1. Planning Report Zone Change Application Z03-21, 14 Milton Street (PLA21-011) 210 - 225

THAT the zoning of 14 Milton Street BE CHANGED from a Residential Second Density R2(2) zone to a Residential Third Density R3- special (R3-9) zone which allows an Inn as an additional permitted use, a front yard setback of 6.1 m, an

eastern side yard setback of 4.2 m, a 0.5 m setback for a parking area and driveway along the western property line without a planting strip, a two way traffic driveway width of 5 m, a patio to be located within an interior side yard with a setback of 1.0 m from the eastern property line and a required planting strip from the rear lot line to the front of the existing dwelling along the east lot line BE APPROVED for the following reasons:

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

9.2.2. Planning Report, Zoning By-law Amendment Application Z04-21, 34 Brunswick Street (PLA21-012) 226 - 238

THAT Application Z04-21 to amend the zoning on 34 Brunswick Street located on the north side of Brunswick Street from a Central Commercial Zone to a Central Commercial – Special Provision C3-12 Zone to permit in addition to the existing uses:

- Brew Pub with a maximum of 35% of the total floor area devoted to the production of beer

BE APPROVED for the following reasons:

1. Public interest was considered;
2. The request is consistent with the Provincial Policy Statement and conforms with the Official Plan; and
3. The request will facilitate development that is appropriate for the lands, is compatible with the surrounding lands and is considered to be sound land use planning.

10. Notice of Intent:

10.1. Notice of Motion

At the June 28, 2021 Council meeting, Councillor Burbach intends to put forward the following motion for consideration:

THAT the City of Stratford provides responses to all of the Calls to Action in the Truth and Reconciliation Commission Report Summary which specifically mention municipal government;

THAT a plan be created for Stratford to take action on these requests;

AND THAT this plan is implemented in a timely fashion.

11. Reading of the By-laws:

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

Motion by _____

THAT By-laws 11.1 to 11.6 be taken collectively.

Motion by _____

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

Motion by _____

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

- | | | |
|--------------|--|-----------|
| 11.1. | Amending Tower Site License Agreement with Avon Maitland District School Board | 239 - 240 |
| | To authorize the execution of an Amending Tower Site License Agreement with the Avon Maitland District School Board to permit two antennas on the Forman Avenue Water Tower for a further five-year term to July 31, 2026 | |
| 11.2. | Amend Zoning By-law 201-2000 with respect to Zone Change Application Z03-21 for 14 Milton Street | 241 - 243 |
| | To amend Zoning By-law 201-2000 as amended, with respect to zone change Z03-21 to rezone the lands known municipally as 14 Milton Street, located on the north side of Milton Street between Downie Street and Nile Street to allow for a site specific Residential Third Density R3 Zone. | |
| 11.3. | Amend Zoning By-law 201-2000 with respect to Zone Change Application Z04-21 for 34 Brunswick Street | 244 - 246 |
| | To amend By-law 201-2000 as amended, with respect to zone change application Z04-21, to rezone the lands known municipally as 34 | |

Brunswick Street located on the north side of Brunswick Street between Downie Street and Waterloo Street South in the City of Stratford to allow for a site-specific Central Commercial (C3) zone.

11.4. Transfer to 2809185 Ontario Inc. of Lot 6, Plan 44m-38 247 - 248

To authorize the transfer (conveyance) to 2809185 Ontario Inc. of Lot 6, Plan 44M-38, in the Wright Business Park.

11.5. Acceptance of Tender for Supply and Delivery of One Sidewalk Tractor and Attachments 249

to authorize the acceptance of a tender by Holder Tractors Inc. for the supply and delivery of one sidewalk tractor and attachments [T-2021-19].

11.6. Acceptance of Tender for the 2021 Asphalt Resurfacing Contract 250

To authorize the acceptance of a tender by Steed and Evans Limited for the Asphalt Resurfacing 2021 Contract [T-2021-22].

12. Consent Agenda: CA-2021-076 to CA-2021-086 251 - 277

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 June 28, 2021 at 3:00 p.m.

Motion by _____

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

- **Planning and Heritage Committee [3:05 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [3:10 p.m. or thereafter following the Regular Council meeting];**
- **Finance and Labour Relations Committee [3:15 p.m. or thereafter following the Regular Council meeting];**

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 June 14, 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 June 14, 2021 be adopted as follows:

6.1 - Queen Street Major Storm Trunk Sewer Public Engagement and Recommendation (ITS21-018)

THAT the description of the proposed design for the Queen Street Major Storm Trunk Sewer Project be received for information;

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

AND THAT the design for the Queen Street Major Storm Trunk Sewer Project be accepted and staff be authorized to proceed with construction tendering.

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

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

By-law 11.7 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of

Stratford at its meeting held on June 14, 2021.

Motion by _____

THAT By-law 11. be read a First and Second Time.

Motion by _____

THAT By-law 11. be read a Third Time and Finally Passed.

15.4. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by _____

THAT the June 14, 2021 Regular Council meeting adjourn.



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

Meeting #:	4655th
Date:	Tuesday, May 25, 2021
Time:	3:00 P.M.
Location:	Electronic Meeting
Council Present in Council Chambers:	*Mayor Mathieson - Chair Presiding, Councillor Ritsma
Council Present Electronically:	Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Sebben, Councillor Vassilakos
Staff Present in Council Chambers:	Joan Thomson - Chief Administrative Officer, Chris Bantock - Deputy Clerk
Staff Present Electronically:	Tatiana Dafoe - City Clerk, David St. Louis - Director of Community Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Anne Kircos - Acting Director of Human Resources, Taylor Crinklaw - Director of Infrastructure and Development Services, Jodi Akins - Council Clerk Secretary, Spencer Steckley - Manager of Financial Services, Marilyn Pickering – Supervisor of Tax Revenue, Jeneane Fast – Housing Stability Policy & Program Coordinator, Greg Skinner – Police Chief, Alyssa Bridge – Manager of Planning, Victoria Nikoltcheva – Planner, Jeff Bannon – Planner, Mike Mousley – Manager of Transit, Dave Senko – Acting Inspector, Tracey Farmer - DPRA Consultants, Scott Knapman - Chief Executive Officer of Festival Hydro, Alyson Conrad - Chief Financial Officer of Festival Hydro

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 May 25, 2021 Regular Council meeting.

3. Adoption of the Minutes:

R2021-225

Motion by Councillor Vassilakos

Seconded by Councillor Henderson

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated May 10, 2021 be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2021-226

Motion by Councillor Vassilakos

Seconded by Councillor Sebben

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated May 25, 2021, to add receipt of correspondence and a delegation to Item 5.1 on the Infrastructure, Transportation and Safety Committee agenda, be added.

Carried

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

5.1 From the May 10, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

Sale to South West BuildCo Limited

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

R2021-227

Motion by Councillor Gaffney

Seconded by Councillor Clifford

THAT The Corporation of the City of Stratford hereby consents to the sale of part of Lot 4 Plan 44M-38 designated as Part 1 on Plan 44R-5305 being all of PIN 53264-0147 (LT) and part of Block 31 Plan 44M-38 designated as Part 3 on Plan 44R-5305 being part of PIN 53264-0155 (LT), all in the City of Stratford, County of Perth, in the Wright Business Park, to South West BuildCo Limited.

Carried

5.2 At the May 25, 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);
- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)), and Labour relations or employee negotiations (section 239.(2)(d));
- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Session, direction was given on all items.

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Financial Statements and Commentary for Festival Hydro Inc. (FHI) – Dec 31 2020 and Mar 31 2021 (COU21-054)

R2021-228

Motion by Councillor Burbach

Seconded by Councillor Ingram

THAT the presentation by Scott Knapman and Alyson Conrad be heard.

Carried

Scott Knapman, Chief Executive Officer, and Alyson Conrad, Chief Financial Officer, of Festival Hydro provided a presentation regarding financial statements and commentary for Festival Hydro Inc. and Festival Hydro Services Inc. (Rhyzome).

R2021-229

Motion by Councillor Gaffney

Seconded by Councillor Beatty

THAT the Festival Hydro Inc. 2020 audited financial statements and commentary for the year ended December 31, 2020, be approved by City Council;

THAT the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2021, be received for information;

THAT the attached Resolution of the Sole Shareholder of Festival Hydro Inc. be adopted by City Council and authorization given for the Mayor and Clerk to sign the Resolution on behalf of The Corporation of the City of Stratford;

THAT the financial statements of Festival Hydro Inc. as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020, and the notes to the financial statements, and the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted;

THAT KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the

last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

A question and answer period ensued with respect to:

- verbiage to ratify and confirm actions by the board being standard when approving yearly financials;
- Festival Hydro operating under the Business Corporations Act;
- having the City Solicitor review wording to approve yearly financials to ensure proper compliance with requirements.

Mayor Mathieson called the question on the motion.

Carried

7.2 Resolution - Financial Statements and Commentary for Festival Hydro Services Inc. Rhyzome (FHSI) – Dec 31 2020 and Mar 31 2021 (COU21-055)

R2021-230

Motion by Councillor Bunting

Seconded by Councillor Clifford

THAT the Festival Hydro Services Inc. 2020 audited financial statements and commentary for the year ended December 31, 2020, be approved by City Council;

THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2021, be received for information;

THAT the attached Resolution of the Sole Shareholder of Festival Hydro Services Inc. be adopted by City Council and authorization given for the Mayor and Clerk to sign the Resolution on behalf of The Corporation of the City of Stratford;

THAT the financial statements of Festival Hydro Services Inc. as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020, and the notes to the financial

statements, and the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted;

THAT KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

Carried

7.3 Resolution - Consideration of adoption of the CSWB Plan 2021-2024 and Implementation Plan (COU21-057)

R2021-231

Motion by Councillor Burbach

Seconded by Councillor Vassilakos

THAT the presentation by Greg Skinner, Kim McElroy, Dave Senko, Tracey Farmer, and Jeanene Fast be heard.

Carried

Greg Skinner, Chief of Police, Kim McElroy, Director of Social Services, Dave Senko, Acting Inspector, Tracey Farmer, DPRA Consultants, and Jeanene Fast, Housing Stability Policy and Program Coordinator, provided a presentation regarding adoption of the Community Safety and Well-Being Plan.

R2021-232

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the Community Safety and Well-being Plan 2021-2024 be adopted by Stratford City Council, and forwarded to the Ministry of the Solicitor General, as required by the Police Services Act, 1990;

AND THAT additional resources to implement and sustain the Community Safety and Well-being Plan as outlined in Report COU21-057 be referred to the 2022 budget process.

Discussion ensued between members and staff with respect to:

- taking further steps to address the key priority of protection from discrimination and considering this as a separate objective to look at the broader community and the impacts of racism;
- the City of Stratford having recently joined the Canadian Collation of Inclusive Municipalities and suggesting other partner municipalities also join;
- 2022 budget impacts and entering into a cost sharing plan with partner municipalities;

Mayor Mathieson called the question on the motion.

Carried

7.4 Proclamation - Sensity

R2021-233

Motion by Councillor Sebben

Seconded by Councillor Henderson

THAT City Council hereby proclaims June 2021 as "Deafblind Awareness Month" in the City of Stratford to promote public awareness of deafblind issues and to recognize the contribution of Canadians who are deafblind.

Carried

7.5 Correspondence - LPAT Case No. PL200467

The appeal of By-law 116-2020 to amend the Zoning By-law with respect to 173 Huron Street has been withdrawn. There are no other outstanding appeals in the matter and the decision of Council is final and binding.

For the information of Council.

7.6 Resolution - 2021 Electric Ice Resurfacer – T2021-16 Award (COU21-053)

R2021-234

Motion by Councillor Beatty

Seconded by Councillor Gaffney

THAT the report titled 2021 Electric Ice Resurfacers – T2021-16 Award (COU21-053) be received by Council;

AND THAT Council award the 2021 Electric Ice Resurfacers Tender to Zamboni Company Limited in the amount of \$185,596.85 (including HST).

Carried

7.7 Proclamation - Canadian Trigeminal Neuralgia Association

R2021-235

Motion by Councillor Vassilakos

Seconded by Councillor Burbach

THAT City Council hereby proclaims October 7, 2021 as "International Trigeminal Neuralgia Day" in the City of Stratford to bring awareness to those who suffer from Trigeminal Neuralgia.

Carried

7.8 Resolution- Electric Vehicle Charging Station Review and Expansion (COU21-056)

R2021-236

Motion by Councillor Vassilakos

Seconded by Councillor Burbach

THAT direction be given to submit an application for funding to install 11 dual output, Level 2 EV Charging Stations, to NRCan's RFP under the Zero Emission Vehicle Infrastructure Program and report back to Council with total project costs if the City's application is approved;

AND THAT a one-time transfer from the Parking Reserve Fund in the amount of \$7,449.85 be approved for replacement of the EV Charging Station at Upper Queens Park.

A question and answer period ensued between members and staff with respect to reviewing the incorporation of Level 3 charging stations under the application to this RFP. A member requested a friendly amendment to the motion to include exploring the inclusion of Level 3 chargers. The mover and seconder of the motion agreed to the friendly amendment.

Discussion continued with respect to:

- reporting back on costs associated with adding Level 3 charging stations to the City's application;
- the Upper Queens Park charging stations requiring replacement as the model is no longer supported by the vendor;
- staff reporting back on installation options and costing depending on the success of the funding application; and,
- reviewing potential site locations for station installation based on available infrastructure from Festival Hydro;

Mayor Mathieson called the question on the motion, as amended as follows:

THAT direction be given to submit an application for funding to install 11 dual output, Level 2 EV Charging Stations, including the evaluation of installing Level 3 EV Charging Stations, to NRCan's RFP under the Zero Emission Vehicle Infrastructure Program and report back to Council with total project costs if the City's application is approved;

AND THAT a one-time transfer from the Parking Reserve Fund in the amount of \$7,449.85 be approved for replacement of the EV Charging Station at Upper Queens Park.

Carried

7.9 Correspondence - Resignation from Communities in Bloom

*Mayor Mathieson departed the meeting at 4:04 p.m.

*Deputy Mayor Ritsma assumed the role of Chair at 4:04 p.m.

R2021-237

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT the resignation of Paul Smith from the Communities in Bloom Advisory Committee, effective June 1, 2021, be accepted.

Carried

7.10 Resolution - 2021 Asphalt Resurfacing Project Update (COU21-058)

R2021-238

Motion by Councillor Vassilakos

Seconded by Councillor Ingram

THAT the Report on the 2021 Asphalt Resurfacing Project Update (COU21-058) be received for information;

AND THAT staff report back to Council for tender award.

Discussion ensued between members and staff with respect to:

- being able to add additional costs during the award of the tender for Council to consider continuing the bike lanes from McCarthy Road to Vivian Line;

Deputy Mayor Ritsma called the question on the motion.

Carried

8. Business for Which Previous Notice Has Been Given:

8.1 Reconsideration of Patio Fees

At the May 10, 2021 Regular Council meeting, a request was made to list the following motion for consideration on the May 25th Council agenda:

THAT the March 22, 2021 Council resolution regarding patio pricing (R2021-143) be reconsidered.

R2021-239

Motion by Councillor Vassilakos

Seconded by Councillor Sebben

THAT the March 22, 2021 Council resolution regarding patio pricing (R2021-143) be reconsidered.

The City Clerk clarified the procedure for reconsidering the March 22, 2021 Council resolution regarding patio pricing. If the motion was carried, a motion to rescind the resolution would need to be carried, followed by any discussion and direction to potentially waive patio fees.

Deputy Mayor Ritsma called the question on the motion.

Carried two-thirds support

R2021-240

Motion by Councillor Burbach

Seconded by Councillor Ingram

THAT the March 22, 2021 Council resolution regarding patio pricing (R2021-143) be rescinded.

Discussion ensued between members and staff with respect to:

- the lost revenue for waiving all patio fees for the 2021 season being approximately \$33,500; and,
- retail businesses currently having access to the approved meter hood rental program and staff reviewing the program in relation to the provinces new reopening plan;

Deputy Mayor Ritsma called the question on the motion.

Carried

R2021-241

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the fees for the 2021 patio program be waived.

In response to a question, the City Clerk clarified the waiver of 2021 patio fees would apply to all patio types under the program.

Deputy Mayor Ritsma called the question on the motion.

Carried

9. Reports of the Standing Committees:

9.1 Report of the Infrastructure, Transportation and Safety Committee:

R2021-242

Motion by Councillor Vassilakos

Seconded by Councillor Burbach

THAT the Report of the Infrastructure, Transportation and Safety Committee dated May 25, 2021 be adopted as printed.

Carried

9.1.1 Passive House Standards and Net Zero Ready Homes (ITS21-011)

THAT the development of a green standards policy, including the development of programs to offset associated costs such as a reduction in development charges or property tax relief, be referred to the 2022 budget.

9.1.2 Update of Sewer Policy S.1.8 and Sewer Policy S.1.10 (ITS21-012)

THAT Sewer Policies S.1.8 and S.1.10 are updated to reflect new wording outlined in Report (ITS21-012) that will help eliminate policy misinterpretation from the public.

9.1.3 Resolution - 2020 Stratford Water Pollution Control Plant Annual Report (ITS21-013)

THAT the 2020 Stratford Water Pollution Control Plant Annual Report be received for information to ensure transparency between the owner and operating authority.

9.1.4 Request for Exemption from Noise Control By-law 113-79 for The HUB Stratford's five-year anniversary (ITS21-010)

THAT approval be given to the request from The HUB Stratford for an exemption to the Noise Control By-law 113-79 for their five-year anniversary event held at 31 Market Place on Thursday, July 1, 2021 from 2:00 p.m. to 10:00 p.m. from the following provisions:

- Unreasonable noise [Schedule 1 clause 8]
- The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2]
- The operation or use of musical instruments [Schedule 2 Clause 17], and,

subject to applicable Provincial Orders and Public Health Guidelines in place at that time.

10. Notice of Intent:

None scheduled.

11. Reading of the By-laws:

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

R2021-243

Motion by Councillor Beatty

Seconded by Councillor Ingram

THAT By-laws 70-2021 to 75-2021 be taken collectively.

Carried unanimously

R2021-244

Motion by Councillor Vassilakos

Seconded by Councillor Bunting

THAT By-laws 70-2021 to 75-2021 be read a First and Second Time.

Carried two-thirds support

R2021-245

Motion by Councillor Gaffney

Seconded by Councillor Burbach

THAT By-laws 70-2021 to 75-2021 be read a Third Time and Finally Passed.

Carried

11.1 Appoint Park Patrollers for 2021 - By-law 70-2021

To amend By-law 60-2003 as amended, to appoint Park Patrollers for 2021.

11.2 Acceptance of Tender for Supply and Installation of Accessible Bus Shelters - By-law 71-2021

To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Daytech Limited for the supply and installation of 12 5'X10' and two 4'X8' accessible bus shelters and concrete pads, as required [T-2021-14].

11.3 Acceptance of Tender for Supply and Delivery of One 2021 Electric Ice Resurfacer - By-law 72-2021

To authorize the acceptance of a tender by Zamboni Company Limited for the supply and delivery of one 2021 electric ice resurfacer [T-2021-16].

11.4 Amend By-law 60-2021, a By-law to Set Tax Ratios, Rates and Reductions - By-law 73-2021

To amend By-law 60-2021, a by-law to set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2021 and govern and regulate the finances of The Corporation of the City of Stratford.

11.5 Appointment to Shared Services Committee - By-law 74-2021

To amend By-law 178-2018, as amended, to appoint Councillor Gaffney to the Shared Services Committee.

11.6 Transfer to South West BuildCo Limited of Part 1 and 3, 44R-5305 - By-law 75-2021

To authorize the transfer (conveyance) to South West BuildCo Limited of part of Lot 4 Plan 44M-38 designated as Part 1 on Plan 44R-5305 being all of PIN 53264-0147 (LT) and part of Block 31 Plan 44M-38 designated as Part 3 on Plan 44R-5305 being part of PIN 53264-0155 (LT), all in the Wright Business Park.

12. Consent Agenda: CA-2021-069 to CA-2021-075

R2021-246

Motion by Councillor Vassilakos

Seconded by Councillor Henderson

THAT CA-2021-073, being a Resolution from the City of Barrie regarding a national 3-digit suicide and crisis hotline, be endorsed.

Carried

R2021-247

Motion by Councillor Burbach

Seconded by Councillor Vassilakos

THAT CA-2021-069, being a Resolution from the Town of Perth requesting provincial funding for hospital major capital equipment, be endorsed.

Discussion ensued with respect to:

- hospitals having to cover their own capital costs creating healthcare that is not universal across the province; and,
- smaller municipalities not having the same opportunity to raise money for capital costs.

Deputy Mayor Ritsma called the question on the motion.

Carried

13. New Business:

There were no new business items discussed at the meeting.

14. Adjournment to Standing Committees:

The next Regular Council meeting is June 14, 2021 at 3:00 p.m.

R2021-248

Motion by Councillor Clifford

Seconded by Councillor Ingram

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

- **Planning and Heritage Committee [3:05 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [3:10 p.m. or thereafter following the Regular Council meeting];**

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

Carried

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on May 25, 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 May 25, 2021 reconvene Council meeting.

15.2 Reading of the By-laws (reconvene):

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

Confirmatory By-law - By-law 76-2021

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 25, 2021.

R2021-249

Motion by Councillor Burbach

Seconded by Councillor Ingram

THAT By-law 76-2021 be read a First and Second Time.

Carried two-thirds support

R2021-250

Motion by Councillor Henderson

Seconded by Councillor Bunting

THAT By-law 76-2021 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2021-251

Motion by Councillor Clifford

Seconded by Councillor Sebben

THAT the May 25, 2021 Regular Council meeting adjourn.

Carried

Meeting Start Time: 3:00 P.M.

Meeting End Time: 4:32 P.M.

Reconvene Meeting Start Time: 5:44 P.M.

Reconvene Meeting End Time: 5:45 P.M.

Mayor - Daniel B. Mathieson

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: June 14, 2021
To: Mayor and Council
From: Tatiana Dafoe, City Clerk
Report#: COU21-063
Attachments: None

Title: Developing a Territorial Acknowledgement for the Corporation

Objective: To seek direction to develop a territorial acknowledgment for the municipal corporation and to commence consultation with indigenous peoples and members of the public on the draft acknowledgment.

Background: A Land Acknowledgement is a formal statement that recognizes the unique and enduring relationship that exists between Indigenous Peoples and their traditional territories.

Offering a territorial acknowledgment at the beginning of a gathering, meeting, course or event is an act of reconciliation that activates awareness of indigenous culture and recognizes that Canada has a rich history prior to colonialism. It contributes to reconciliation by making Indigenous peoples visible, as both the original caretakers of these lands and as people who reside here today.

In Stratford, we are on the traditional territory of the Anishinabek Nation and the Haudenosaunee Confederacy, and the Attiwonderonk (Neutral) Confederacy.

An acknowledgement also raises awareness that a particular series of events led to European settlers occupying this land. It is important to understand the history that has brought us to reside on this land, our place in that history and our ongoing participation in the process of colonialism.

Analysis: In order to signal a desire to work toward reconciliation with Indigenous peoples, it is recommended that the City of Stratford adopt wording to be used when offering a territorial acknowledgment.

Adopting a statement will aid members of Council and staff with language that can be used for reflection at events, meetings, and in written documents. A guide will be created to provide staff with advice on when it is appropriate to include a territorial acknowledgement and how to make it meaningful.

While offering a territorial acknowledgement is important, we must remain mindful that it is a starting place on a journey toward reconciliation. Adopting and using a territorial acknowledgement requires that we engage in further learning, conversation and action or we risk simply reciting empty words.

Direction is requested to begin developing a territorial acknowledgment for the Corporation and to commence consultation with indigenous peoples and members of the public on the draft. Once a territorial acknowledgment(s) is finalized, a further report will be presented for Council's consideration.

It is important to note that as the Corporation and community move through a process of ongoing learning and reconciliation, it will be beneficial to periodically review the wording contained within the Corporation's acknowledgement.

Financial Impact: There will be costs associated with staff time to develop an acknowledgement and to undertake consultation activities. These costs can be covered within the 2021 budget.

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 direction be given to develop a territorial acknowledgment(s) for the municipal corporation and to commence consultation with indigenous peoples and members of the public on the draft acknowledgment.



Tatiana Dafoe, City Clerk



Spencer Steckley, Manager of Financial Services

A handwritten signature in cursive script that reads "Joan Thomson".

Joan Thomson, Chief Administrative Officer

For Immediate release

May 6, 2021

**Operation Smile wants Canadians to join the SMILE movement
and MAKE SOMEONE SMILE!**

Toronto, ON – Operation Smile Canada has launched the Longest Day of SMILES® to raise awareness and funds to help children with cleft lip and cleft palate around the world get the new smile they deserve – one that will change their lives forever. It feels great to smile and feels even better to make someone else smile through the Longest Day of SMILES®.

From sun-up to sun-down, on the longest day of the year, Canadians from coast-to-coast-to-coast are dedicating Sunday, June 20th, and the time leading up to it, to making someone SMILE. With presenting sponsor LISTERINE® SMART RINSE®, Operation Smile Canada invites Canadians to join the SMILE movement and help raise 3,000 new smiles by June 20th, 2021.

Every 3 minutes, a child is born with a cleft lip, cleft palate or both. This statistic does not change – **even during a pandemic**. Infants born with cleft conditions have **nine times the risk of dying within the first year of life**. For as little as \$240 and in as few as 45 minutes, Canadians can help a child and change their life with free, safe cleft surgery and care.

Every dollar raised will be matched (up to \$50,000), from now until June 20th — the longest day of the year! The Longest Day of Smiles is a great way to help children impacted by the pandemic, many of whom are waiting for surgery to repair their cleft conditions.

About Operation Smile Canada

Operation Smile provides free, life-changing cleft surgery and ongoing comprehensive care to children and young adults born with cleft lip, cleft palate and other facial differences in low- and middle-income countries. We train doctors and local medical professionals, conduct research, and provide year-round medical treatments through a network of comprehensive care centres.

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Available for interviews:

- Mark Climie-Elliott, CEO and Chief Smile Officer, Operation Smile Canada
- Local community SMILE Ambassadors and medical volunteers

To arrange your interview with Mark or for more information, please contact **Mary Grant**

Media Contact:

Mary Grant

Specialist, Community & Corporate Engagement

Office: 647.952.8050, Direct: 647-621-2344, Toll Free: 844-376-4530

Email: mary.grant@operationsmile.org

Websites: operationsmile.ca

LongestDayofSmiles.ca

**PROCLAMATION SAMPLE
THE LONGEST DAY OF SMILES
20 JUNE 2021**

- Whereas*** Operation Smile Canada announces June 20, 2021 as the Longest Day of SMILES to raise funds and awareness; and
- Whereas*** Operation Smile is a global medical charity helping to improve the health and lives of children in more than 60 countries. We have provided more than 300,000 children and young adults born with cleft lip, cleft palate and other facial differences with free life-changing surgical procedures and dental care. We train doctors and local medical professionals, donate medical equipment and supplies and provide year-round medical treatments through a network of comprehensive care centres; and
- Whereas*** Every three minutes a child is born with a cleft lip, a cleft palate, or both. This statistic does not change—even during a pandemic; and
- Whereas*** The Longest Day of SMILES will unite Canadians across the nation to raise funds, awareness, and share smiles, with each other, for children born with cleft conditions; and
- Whereas*** On June 20, 2021 we encourage residents of xx to visit longestdayofsmiles.ca to learn more.
- Therefore*** I, xxx, Mayor of xxx, do hereby proclaim June 20th, 2021 as “The Longest Day of SMILES” and do commend its thoughtful observance to all citizens of our municipality.

Dated on this day, ... day of ..., 20...

Name



MANAGEMENT REPORT

Date: June 14, 2021
To: Mayor and Council
From: Tatiana Dafoe, City Clerk
Report#: COU21-064
Attachments: Closed Meeting Investigation Report 2020-01 Dated May 11, 2021

Title: Closed Meeting Investigation Report 2020-01

Objective: To receive the Closed Meeting Investigation Report 2020-01 dated May 11, 2021, and to seek direction on action to be taken in response to the Investigator's recommendations.

Background: The City has appointed a Closed Meeting Investigator pursuant to section 239.1 of the Municipal Act, 2001, (the Act). On December 8, 2020, a request for a closed meeting investigation was received by the Clerk's Office and forwarded to the City's Closed Meeting Investigator. In response to the closed meeting investigation request, the City received the attached report from the Investigator.

Analysis: Subsection 239.1(11) of the Act provides that closed meeting investigation reports are to be made public. Inclusion of the report on the June 14, 2021, Regular Council agenda satisfies this requirement.

Subsection 239(12) requires that Council pass a resolution stating how it intends to address the findings of the report. The staff recommendation contained within this report will satisfy that requirement, if adopted by Council.

Financial Impact: There are costs associated with the completion of the investigation. There may also be costs as a result of the recommendations outlined within this report.

Alignment with Strategic Priorities:

Not applicable: The Act requires that municipalities have a process to investigate closed meeting complaints, including an officer to undertake the investigation.

Staff Recommendation: THAT the Closed Meeting Investigation Report 2020-01 dated May 11, 2021, be received;

AND THAT, in response to the recommendations contained in the Closed Meeting Investigation Report, the City commit to undertaking a review of the following:

- **Training on the closed meeting exceptions, the types of situations to which the exceptions apply, and the process to bring a matter before closed session.**
- **Inclusion of a brief closed meeting agenda item title, along with the section 239 exception, where necessary and if possible, in the resolution to adjourn into closed session and in the resolution used for reporting out following a closed session.**



Tatiana Dafoe, City Clerk



Joan Thomson, Chief Administrative Officer



REPORT ON CLOSED MEETING INVESTIGATION – 2020-01

THE CORPORATION OF THE CITY OF STRATFORD

John George Pappas

Aird & Berlis LLP

May 11, 2021



John George Pappas
 Direct: 416.865.7719
 E-mail: jpappas@airdberlis.com

REPORT ON CLOSED MEETING INVESTIGATION – 2020-01

INTRODUCTION

Our office received a request for a closed meeting investigation, dated December 8, 2020 (the “**Complaint**”). Through our initial intake process and review, and with the consent of the person who had filed the Complaint (the “**Requestor**”), the scope of the Complaint was significantly reduced and was re-submitted by the Requestor in January 2021.

We wrote to the Clerk of The Corporation of The City of Stratford (the “**City**”) in our capacity as the closed meeting investigator (“**Investigator**”) to request copies of all applicable documentation necessary to undertake our review. Our office was provided all applicable documentation and records on January 29, 2021.

The Complaint alleges that the City’s Council (“**Council**”), at its Committee of the Whole – In Camera Session meetings on September 10, 2018, October 9, 2018, and November 13, 2018, contravened section 239 of the *Municipal Act, 2001*.¹

In particular, the Complaint alleges that these meetings were improperly closed to the public, in contravention of subsection 239(2) of the *Municipal Act, 2001*, to discuss subject matter that is not permitted to be considered in a closed meeting.

The Complaint also alleges that the City has failed to comply with the provisions of the *Municipal Act, 2001* and the City’s Procedure By-law No. 140-2007, as amended (the “**Procedure By-law**”), by failing to provide an adequate description of the matters that were discussed in closed session.

CLOSED MEETING INVESTIGATOR – AUTHORITY & JURISDICTION

The City appointed Local Authority Services Inc. (“**LAS**”) as its closed meeting investigator pursuant to section 239.1 of the *Municipal Act, 2001*. LAS has delegated to Aird & Berlis LLP its authority to act as the Investigator for the City.

Aird & Berlis LLP was selected by LAS through a competitive procurement process to provide closed meeting investigation services to its participating municipalities; Aird & Berlis LLP was not directly selected by the City as its Investigator. Prior to accepting any investigation mandate, Aird & Berlis LLP conducts a thorough legal conflict search and makes other conflict inquiries to ensure our firm is in a position to conduct an independent and impartial investigation.

Our jurisdiction as Investigator is set out in section 239.2 of the *Municipal Act, 2001*. Our function includes the authority to investigate, in an independent manner, a complaint made by any person to determine whether the City has complied with section 239 of the *Municipal Act, 2001* or a by-law enacted under subsection 238(2) (i.e. a procedure by-law) in respect of a meeting or part of a meeting that was closed to the public, and to report on the investigation to Council, together with any recommendations as may be applicable.

¹ S.O. 2001, c. 25.

THE COMPLAINT

The Complaint was properly filed pursuant to section 239.2 of the *Municipal Act, 2001*.

The Complaint was initially filed on December 8, 2020. The first iteration of the Complaint requested an investigation of all closed meetings held by Council from September 1, 2018 to December 16, 2020 – totalling approximately 75 meetings.

In essence, the Complaint speculated that at some point between September 1, 2018 and December 16, 2020, Council may or may not have considered, in a closed meeting, making a request to the Minister of Municipal Affairs and Housing (the “**Minister**”) to issue a Minister’s Zoning Order (“**MZO**”) pursuant to section 47 of the *Planning Act*² in support of a proposed float glass factory on lands that were annexed by the City from the neighbouring Township of Perth South.

The grounds for this allegation were that no such reference to a request for an MZO could be found in the open meeting records, and that City staff have not provided such information upon inquiry. Further, public representations by the Minister indicated that all MZOs were made at the request of municipal councils and “discussed in an open meeting in a council and presented as a resolution to the Ministry”.³ The Complaint submits that the *Municipal Act, 2001* would not allow this subject matter to be discussed or a resolution requesting a MZO to be passed in closed session.

Upon review of the Complaint, as initially drafted, we determined that it lacked sufficient detail and reasonable particulars to proceed with a full investigation. In December 2020, we advised the Requestor of these deficiencies and provided the Requestor with an opportunity to address them through appropriate revisions to their Complaint.

After further discussions in January 2021, the Requestor resubmitted the Complaint, which was reduced to three meetings of Council: on September 10, October 9, and November 13, 2018. The scope of the Complaint was revised on the basis that, by public accounts, the City was first made aware of the proposal for the float glass factory in the Fall of 2018, and the Mayor sent his first of three letters to the Minister requesting an MZO on November 20, 2018. The Requestor maintained their position that this subject matter was not permitted to be discussed in a closed session pursuant to subsection 239(2) of the *Municipal Act, 2001*.

For the purpose of our investigation into this aspect of the Complaint, only the meeting held on September 10, 2018 (the “**Meeting**”) requires consideration in this Report.

In addition, the Complaint also takes issue with the manner in which the City indicates what matters it will discuss in closed session and “reports out” from closed session. The Complaint alleges the City does not include sufficient detail as to the “general nature of the matters being considered” in closed session, and simply recites the closed meeting exception it relies upon. This practice is alleged to contravene the *Municipal Act, 2001* and the Procedure By-law. In the Requestor’s view, this practice makes it “very difficult to glean” when Council would have considered a request for an MZO, if at all.

² R.S.O. 1990, c. P.13.

³ The following interview with the Minister is specifically cited in the Complaint: <https://www.tv.o.gov/article/what-bill-197-means-for-planning-deal-making-and-cities-in-ontario>

The Complaint refers to the requirements of the Procedure By-law which specify what information is needed in a resolution to move into closed session, and a resolution to “rise and report” after a closed session. The Complaint alleges Council does not follow either requirement given that “at no time is the public aware of the general nature of the matters being discussed, other than the reference to the statute giving permission.”

ISSUES

The Complaint raised the following issues:

Issue 1

Did the exception in clause 239(2)(f) of the *Municipal Act, 2001* apply to allow Council to hold a **portion** of the Meeting in closed session to discuss Agenda Item 6.3?

Issue 2

Do the City’s resolutions passed before holding a meeting in closed session comply with the *Municipal Act, 2001* and the City’s Procedure By-law?

Issue 3

Do the City’s “rise and report” resolutions passed following a closed meeting comply with the City’s Procedure By-law?

INVESTIGATION

In order to assess the Complaint and to make a proper determination on the issues, we have reviewed the following materials, in addition to the applicable law, as set out below:

- the Complaint, including additional correspondence and materials received from the Requestor;
- the Procedure By-law, including various amendments thereto; and
- the open and closed meeting minutes, agendas and reports for the meetings at issue.

Additionally, we conducted telephone interviews with three (3) persons (i.e. witnesses) with direct, relevant knowledge about the subject matter of the Complaint.

We also reviewed, considered and had recourse to such applicable secondary source materials, including other closed meeting investigation reports, that we believed to be pertinent to the issues at hand. The City and its representatives were fully cooperative and forthright during our investigation and sought to assist us as required.

A draft copy of this Report was provided to the City on April 19, 2021. We received additional comments and submissions from the City in response to our draft report, which have been addressed in this report.

This is a report on the investigation of the Complaint made in accordance with subsection 239.2(10) of the *Municipal Act, 2001*.

APPLICABLE LAW

(1) *Municipal Act, 2001*

Subsection 239(1) of the *Municipal Act, 2001* provides that all meetings of Council are to be open to the public, unless otherwise excepted.⁴

Therefore, all Council or committee meetings, unless they deal with a subject matter falling within a specific exception set out in section 239, are required to be held in an open forum where the public is entitled to attend.

The exception that is relevant to this matter is set out in subsection 239(2) of the *Municipal Act, 2001*:

Exceptions

239 (2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

...

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

Further, clause 239(4)(a) of the *Municipal Act, 2001* sets out certain procedural requirements to be satisfied before the City holds a closed meeting:

Resolution

(4) Before holding a meeting or part of a meeting that is to be closed to the public, a municipality or local board or committee of either of them shall state by resolution,

(a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting;...

(2) *The Procedure By-law*

Subsection 238(2) of the *Municipal Act, 2001* requires the City to pass a procedure by-law that governs the calling, place and proceedings of meetings.

All meetings referenced in the Complaint are subject to the Procedure By-law.

⁴ The term “meeting” is defined in s. 238(2) of the *Municipal Act, 2001* as follows:

“meeting” means any regular, special or other meeting of a council, of a local board or of a committee of either of them, where,

(a) a quorum of members is present, and

(b) members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

In summary, the closed meeting provisions in the Procedure By-law in force during the timeframe of the meetings under investigation include:

- a discretionary provision that a meeting may be held in closed session for the reasons set out in the *Municipal Act, 2001*;
- a provision that the rules of procedure that apply to regular meetings also apply to meetings held in closed session, with some limited exceptions;
- a requirement that before all or part of a meeting is closed to the public, Council state by resolution the fact of the holding of the closed meeting, and the general nature of the matters to be considered;
- a requirement that any voting during a closed meeting be in accordance with the *Municipal Act, 2001*, or in other words, that the only votes permitted during a closed meeting are for a procedural matter or for giving directions or instructions to officers, employees or agents of the municipality;
- a requirement that where a closed meeting is held before a Regular Council meeting, Council shall report the general nature of the matters considered at that meeting;
- a requirement that where a matter arising from closed session requires a Council decision by resolution and/or by-law, that the matter be listed on a subsequent Council agenda to give notice to the public;
- an exception to the above rule for urgent matters requiring a decision of Council, and, in such circumstances, permitting Council to report out and consider the matter at the same Council meeting;
- a provision that the lack of receipt of a closed meeting agenda by any member of Council does not affect the validity of the meeting or action taken at a closed meeting; and
- a requirement that members of Council, staff and other persons in attendance at a closed meeting turn off their communication devices for the duration of a closed meeting.⁵

THE MEETING

As noted above, for the purpose of our investigation as to whether there was compliance with subsection 239(2) of the *Municipal Act, 2001*, only the Meeting has been identified as requiring consideration in this Report.

On September 10, 2018, Council met for a Committee of the Whole In-Camera Session Meeting, commencing at 5:05 p.m.

It is Council's practice, codified in its Procedure By-law, to schedule separate "Committee of the Whole In-Camera Session" meetings to consider closed session matters, as opposed to regularly considering closed session matters during a portion of a regular Council meeting.

⁵ Procedure By-law, Part 6 – In-Camera Meetings; as amended by By-laws No. 80-2010 and 129-2014.

1. Council Convenes in Closed Session

Council's publicly-available agenda for the Meeting indicates that Council would pass the following motion before moving into closed session:

1.0 That the meeting adjourn to an In-camera Session to discuss:

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

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

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

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

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

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

It is our understanding, confirmed by witnesses in our investigation, that the above motion to move into closed session was presented on the Meeting Agenda, posted in advance of the Meeting, and was the only motion available to the public. No other minutes of the Meeting are publicly available.

The In-camera Minutes of the Meeting, which are not available to the public, indicate the formal resolution Council actually passed before moving into closed session:

1.0 Adjournment into In-camera Session

Motion by Councillor Beatty and Councillor Mark

That the meeting adjourn into an In-camera Session to discuss:

4.1 Code of Conduct Complaint

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

4.2 Request to purchase Part Lot 32 and Part Lot 33, Plan 36 – 65 Home Street

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

5.1 Agreement to Lease Space to the Canadian Opera Company

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

6.1 Sale of Part Lot 10, Plan 44M-38, Wright Business Park

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

6.2 MOU with Automotive Parts Manufacturers Association

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

7.1 To declare Surplus – City Owned Lands fronting Forman Avenue

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

6.3 Added – Company X Manufacturer Inquiry

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

Carried

Agenda Item 6.3 “Added – Company X Manufacturer Inquiry” (“**Agenda Item 6.3**”) was not included on the Meeting Agenda in advance, but was added for discussion at the outset of the open portion of the Meeting.

2. **Agenda Item 6.3**

In accordance with the Procedure By-law, Agenda Item 6.3 was added to the Agenda at the Meeting by the Mayor before Council moved into closed session. The item was a verbal update from the Mayor only and was not accompanied by any staff report, correspondence or other materials.

The reference in the title of Agenda Item 6.3 to a “Company X” is the City’s standard placeholder title when an entity does not wish its name to be released. The evidence in our investigation indicates this reference is in no way intended to represent the initials or abbreviation of any company name.

The Mayor provided a verbal briefing to Council on the following information. The City, through its economic development corporation, investStratford, was approached by a large company expressing interest in the possibility of locating a manufacturing facility in the City. As is common practice, the inquiry was made on a strictly confidential basis to protect the private interests involved. No details were shared about the name of the company or the industry at the time, other than the fact that the nature of the facility was a manufacturing use.

The City regularly receives requests by businesses and other entities to assist in locating operations on suitable properties. However, at the time this matter was before Council, there was a “critical shortage” of large, serviced industrial lands that were suitable for the proposed manufacturing facility. In the past, the City has annexed land from adjacent municipalities to fulfil such needs.

As there were no suitable properties to accommodate the manufacturing facility within the City, the Mayor advised that the manufacturing facility might require the annexation of land from a neighbouring municipality, the Township of Perth South.

The Mayor advised Council of an upcoming visit by a company official to view the City as a possible location and have preliminary discussions with City representatives. The Mayor also advised that the Mayor of Perth South and the local MPP for Perth-Wellington, Randy Pettapiece, were aware of the matter.

City staff, investStratford and the City’s external legal counsel did not present any additional information to Council.

Based on our investigation, there was no evidence to suggest there was any discussion among members of Council on this matter; the In-camera Minutes of the Meeting confirm this. No questions were asked of City staff. Furthermore, there was no evidence the City’s external legal counsel was asked questions, spoke to the matter, or provided any further information to Council, or in other words, provided or was asked to provide legal advice.

There was no evidence Council considered or discussed the process by which the manufacturing facility would receive approval, nor was there any evidence that Council discussed the types of incentives that would be offered to the company.

As Agenda Item 6.3 was simply for the information of Council, there was no direction given to City staff, or any indication that follow up matters were necessary at the time. Council did not make any decision or give direction on the matter (i.e. take a vote), and the In-camera Minutes of the Meeting reflect this.

3. Closed Meeting Exception

Council’s consideration of Agenda Item 6.3 was closed pursuant to the exception for matters dealing with advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Our investigation indicated this closed meeting exception was selected because the City’s external legal counsel was present at the Meeting, and if members of Council had questions about annexation proceedings, the City’s external legal counsel would be able to answer questions about the legal process.

We will note that the City’s external legal counsel was already set to be present at the Meeting to discuss other items with Council, and Agenda Item 6.3 cited the same exception on account of the potential for questions about annexation proceedings.

Despite the City’s intention in choosing this exception, the evidence of our investigation indicates no member of Council asked any questions, and the City’s external legal counsel did not answer any questions and did not provide any information to Council, including legal advice.

4. Council Reconvenes in Open Session

After considering other matters in closed session, the Meeting adjourned at 6:18 PM. Council reconvened in open session at 7:00 PM in a Regular Council Meeting and adopted the following resolution:

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

...

5.3 At the September 10, 2018 Session under the *Municipal Act, 2001*, as amended, matters concerning the following items were considered:

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

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

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

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

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

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.

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

At the In-camera Session direction was given on all matters.

FINDINGS

1. Did the exception in clause 239(2)(f) of the *Municipal Act, 2001* apply to allow Council to discuss Agenda Item 6.3 in closed session?

Based on our review of the evidence on a balance of probabilities, Council was not entitled to consider Agenda Item 6.3 in closed session under the exception in clause 239(2)(f) of the *Municipal Act, 2001*.

(a) Statutory Provisions

As noted, clause 239(2)(f) of the *Municipal Act, 2001* provides as follows:

Exceptions

239 (2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

...

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

The purpose of Ontario's "open meeting" rule is to foster democratic values, enhance the responsiveness of government and public confidence in government and to increase transparency.⁶ By setting out specific exceptions to the general rule that all meetings must be open to the public, section 239 balances the need for confidentiality in certain matters with the public's right to information about the decision-making process of local government.⁷

While municipal powers should be afforded a broad and liberal interpretation,⁸ the scope of the open meeting rule must take into account the proposition that a municipal council "should only exercise its discretion [to hold a closed meeting pursuant to section 239] when there is some potential harm, financial or otherwise, of having a discussion..." in open session.⁹

(b) Clause 239(2)(f) – "Solicitor-Client Privilege"

The exception in clause 239(2)(f) – which was cited and relied on by the City – provides that a meeting may be closed to the public if the matter under consideration is the giving or receiving of "advice that is subject to solicitor-client privilege," which includes communications necessary for giving or receiving legal advice. The purpose of this exception is to protect the municipality's interests as a client seeking legal advice.

The case law and other closed meeting investigation reports considering this exception have adopted a three-part test for determining whether a verbal or written communication is subject to solicitor-client privilege. The communication must:

1. be between a client (i.e. the municipality or a local board) and its lawyer;
2. entail the seeking or giving of legal advice; and
3. be considered confidential by the parties.¹⁰

⁶ See e.g. *R.S.J. Holdings Inc. v. London (City)* (2007), 36 M.P.L.R. (4th) 2 (S.C.C.).

⁷ Stephen Auerback & John Mascarin, *The Annotated Municipal Act*, 2nd ed., (Toronto, ON: Thomson Reuters Canada Limited, 2017) (e-loose leaf updated 2021 – rel 1) annotation to s. 239.

⁸ See *Municipal Act, 2001*, s. 8(1); *Croplife Canada v. Toronto (City)* (2005), 10 M.P.L.R. (4th) 1 (Ont. C.A.).

⁹ See Ombudsman of Ontario, *Investigation into whether the Finance and Administration Committee for the City of Elliot Lake held an improper closed meeting on July 7, 2014 (City of) (Re)* (October 27, 2014): 2014 ONOMBUD 5 (CanLII).

¹⁰ See *Solosky v. R.*, [1979] S.C.J. No. 130, [1980] 1 S.C.R. 281 (S.C.C.).

The mere presence of a lawyer at a meeting of the municipality or local board will not be enough for the meeting to automatically fall within the scope of this exception.¹¹ On the converse, a lawyer need not be present for this exception to apply; for example, municipal staff may convey legal advice from a lawyer to council in a meeting closed under this exception.¹² However, an essential element of this exception is that some legal advice must be communicated.

(c) Exception for “Solicitor-Client Privilege” Not Applicable

Based on our review of the relevant authorities and evidence obtained during our investigation, the matter before Council was not legal advice or communications for the purpose of giving or receiving legal advice. Accordingly, this portion of the Meeting was not closed to the public for this statutorily-authorized purpose.

At its crux, Agenda Item 6.3 was an information briefing from the Mayor to members of Council. By all accounts, it was characterized as a “high level” update on a company’s search for a suitable property in the City. There was no discussion by Council on the topic, no decision made nor any direction given to City staff.

The City’s external legal counsel was present during discussion of Agenda Item 6.3. However, during the course of our investigation, there was no evidence the City’s external legal counsel spoke to the matter, was asked any questions relating to the matter or was asked to give or provide legal advice on the matter.

It is our understanding the exception in clause 239(2)(f) was selected because of the potential for members of Council to ask questions about the potential annexation component of the matter. Despite this, no questions were put to the City’s external legal counsel on this or any related topic.

As has been determined in other closed meeting investigation reports, the mere presence of a lawyer at a meeting does not serve to bring discussion on the matter within this exception.¹³ This conclusion remains even if there is a possibility that members of Council will ask questions of the municipality’s lawyer. Absent actual communications for the purpose of giving or receiving legal advice, this exception does not apply.¹⁴

Accordingly, we conclude this portion of the Meeting was not permitted to be closed under clause 239(2)(f).

¹¹ Ombudsman of Ontario, *Investigation into the closed meeting held by the City of Niagara Falls on February 10, 2015* (November 2016) [“Niagara Falls”], online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2016/city-of-niagara-falls>

¹² Ombudsman of Ontario, *Investigation into whether council for the City of Greater Sudbury held illegal closed meetings on March 2, March 23, and April 26, 2016* (January 2017), online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2017/city-of-greater-sudbury>

¹³ See e.g. *Niagara Falls*, *supra* note 11, at paras. 37-38.

¹⁴ Ombudsman of Ontario, *Investigation into a complaint about closed meetings held by the City of Timmins on August 8 and August 29, 2016* (January 2017), at para. 28, online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2017/city-of-timmins>

(d) Other Applicable Exception

In response to our draft report of findings, the City urged us to consider that Council would have been entitled to discuss Agenda Item 6.3 in closed session under the exception in clause 239(2)(k) of the *Municipal Act, 2001*. This exception allows consideration in closed session of 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 City. We note that the City did not cite or rely upon this exception at the Meeting to consider Agenda Item 6.3, and has only relied on this exception this after the fact.

The City submits that the exception in clause 239(2)(k) would have applied as the Mayor’s verbal update made clear that he would be engaging in “preliminary discussions” with a company official and wanted to advise members of Council of the potential for these negotiations. At the time the Mayor provided the update in closed session, the company was also inquiring with other municipalities as to a suitable location – essentially “venue shopping” for the best site.

The Mayor’s update through Agenda Item 6.3 set out how the City intended to proceed with negotiations with the company and Council “confirmed and acknowledged by not making any statements, objections or other comments” at the Meeting.

In the City’s submission, the release of any further information related to the company, such as the name of the company, the site being considered for the facility, and availability of servicing, would have had a “significant and detrimental impact” on the potential negotiation.

After careful consideration of the City’s submissions and a review of the evidence of our investigation, we do not agree that this exception would have applied in the circumstances and disagree with the City’s characterization of the facts.

In order for the exception in clause 239(2)(k) to apply, the municipality must show that:

1. The *in camera* discussion was about positions, plans, procedures, criteria, or instructions;
2. The positions, plans, procedures, criteria, or instructions are intended to be applied to negotiations;
3. The negotiations are being carried on currently, or will be carried on in future; and
4. The negotiations are being conducted by or on behalf of the municipality.¹⁵

In order to satisfy the first part of this test, there must be some evidence that council discussed a course of action or manner of proceeding that is “pre-determined”, meaning some organized structure or definition given to the course to be taken, or discussed a formulated and especially detailed method by which a thing is to be done.¹⁶

¹⁵ Ombudsman of Ontario, *Investigation into a complaint about a closed meeting held by the City of St. Catharines on June 25, 2018*, (February 2019), at paras. 30-31 [“St. Catharines”], online:

<https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2019/city-of-st-catharines>

¹⁶ *Ibid*, at para 32; citing *Order PO-2034, Ontario (Community and Social Services) (Re)*, 2002 CanLII 46436 (Ont. I.P.C.); aff’d *Ontario (Ministry of Community & Social Services) v. Ontario (Information & Privacy Commissioner)*, 2004 CanLII 11694 (Ont. Div.Ct.). The Ontario Information and Privacy Commissioner

The purpose of the exception in clause 239(2)(k), as recently confirmed by the Ontario Ombudsman, is to allow a municipality to protect information that could undermine its bargaining position or give another party an unfair advantage over the municipality during an ongoing or future negotiation.¹⁷

The exception in clause 239(2)(k), at its crux, permits a municipality to discuss, debate, and ultimately formulate its bargaining position and give direction to those undertaking the negotiation without fear of “showing its cards”. An important but understated aspect of this exception is that a municipal corporation must act through its council by by-law (or resolution).¹⁸ No one member of council has authority to bind the corporation or give direction, absent an express delegation of powers. Further, a municipal council cannot give legal, binding direction through informal mechanisms, such as the nod of a head. Some level of discussion, or at the very least, a vote on a resolution, is required from a council.

The evidence in our investigation revealed that no such discussion took place during the Meeting, and further that Council did not take any vote or pass any resolution in response to Agenda Item 6.3 that would indicate ratification or formulation of a bargaining position. The Mayor’s verbal update to Council was for informational purposes only, and did not contain any information on what the City was prepared to offer or position it would take in dealing with the company.

The Mayor’s update referred to the particular needs of the company, being a large, serviced industrial site. However, the Mayor did not present any specific information on the types of incentives, benefits, or concessions the City was prepared to make to attract the company. In other words, there was no discussion of “positions, plans, procedures, criteria or instructions” at the Meeting. The mere fact that a negotiation may occur in the near future was not enough to bring this topic within the ambit of clause 239(2)(k).

With benefit of hindsight, City staff and members of Council will be aware of the types of offers and incentives eventually offered to the company. At the time of the Meeting however – which in our view is the only relevant period of time – no such information was being considered by Council.

The circumstances of Agenda Item 6.3 differ from those assessed in other closed meeting investigation reports the City has referred us to. In each of those cases, the municipal council considered and discussed some detailed, pre-determined course of action to be applied to an ongoing negotiation where the positions of the parties has been established, and ultimately the municipal council made a decision to direct municipal staff on specific topics subject to the negotiation and differing positions of the parties.

In summary, the exception in clause 239(2)(k) would not have applied in the circumstances as there was no discussion of what the City’s bargaining position would be.

considered a substantially similar provision of the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990 c. F.31, s. 18(1)(e), which provides an exemption to disclosure of records that contain “positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of an institution or the Government of Ontario.”

¹⁷ Ombudsman of Ontario, *The Ombudsman received a complaint about a closed meeting held by council for the City of Pickering on August 10, 2020* (September 23, 2020) p. 3, online: <https://www.ombudsman.on.ca/Media/ombudsman/ombudsman/resources/Municipal-Meetings/Pickering-Letter-from-Ontario-Ombudsman-Sept-2020-accessible.pdf>

¹⁸ *Municipal Act, 2001*, ss. 5(1), (3).

2. Do the City's resolutions passed before holding a meeting in closed session comply with the *Municipal Act, 2001* and the City's Procedure By-law?

Based on our review of the evidence on a balance of probabilities, Council's general resolutions to hold a closed meeting do not comply with the *Municipal Act, 2001* and the Procedure By-law.

(a) Resolution to go into Closed Session

For each of the three meetings we were asked to investigate, the only publicly-available resolutions to go into closed session were in the following format:

1.0 Adjournment into In-camera Session

Motion by...

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

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

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

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

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

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

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

The above motion from the September 10, 2018 meeting agenda is indicative of the City's general practice. Council's resolution recites the section of the *Municipal Act, 2001* on which it relies to hold a closed meeting, but does not give any further detail as to the particular topics that will be discussed. The publicly-available resolutions for the October 9, 2018 and November 13, 2018 meetings also reflect this format.

(b) Requirement for Resolution to go into Closed Session

Subsection 239(4) of the *Municipal Act, 2001* requires Council to state by resolution both the fact it will hold a closed meeting and the general nature of the matter to be discussed at the closed meeting. In *Farber v. Kingston (City)*, the Ontario Court of Appeal emphasized the need for such resolutions to balance the public interest in maximizing information available to the public while also not undermining the reason for excluding the public. In that case, the Court of Appeal held that a council's statutory obligation to state the "general nature" of the matter to be considered in closed session is not satisfied by a generic language or a recitation of the closed meeting exception.¹⁹

¹⁹ *Farber v. Kingston (City)* (2007) 31 M.P.L.R. (4th) 31, at paras. 18-21 (Ont. C.A.); [*"Farber"*].

Citing *Farber v. Kingston (City)*, the Ombudsman of Ontario has determined that subsection 239(4) of the *Municipal Act, 2001* requires municipalities to provide at least a brief description of the issues under discussion in such a resolution, and that simply reciting the language of the applicable closed meeting exception does not generally satisfy this requirement.²⁰ There is an important distinction between the “general nature of the matter” and the applicable closed meeting exception that must be reflected in such a resolution.

These statutory requirements are also adopted in the Procedure By-law. The version of the Procedure By-law in-force during the timeframe of the meetings under investigation provided as follows:

6.4 Procedure – moving into – In-camera

Prior to adjourning to an In-camera Session for one or more of the reasons authorized in the *Municipal Act*, or any other applicable legislation, the Council or Committee of the Whole shall adopt a resolution in Open Session, stating:

- a) the fact that the meeting is adjourning to an In-camera Session,
- b) the general nature of the matter(s) to be considered, and
- c) a brief description of the matter(s) being considered, where necessary.

This provision of the Procedure By-law must be understood in light of Council’s statutory obligation pursuant to subsection 239(4) of the *Municipal Act, 2001*.

(c) City’s Resolutions to go into Closed Session are Deficient

Based on our review, the City’s general resolutions to go into closed session are deficient. The City regularly does not provide any detail about the “general nature” of the matters to be discussed in closed session. Instead, the resolutions to go into closed session restate the language of the applicable closed meeting exceptions. In the language of the Court of Appeal’s decision in *Farber v. Kingston*, Council’s resolutions do not maximize transparency so far as possible in the circumstances.

Accordingly, the resolutions to go into closed session for the meetings held on September 10, October 9 and November 23, 2018 each contravene subsection 239(4) of the *Municipal Act, 2001* and Section 6.4 of the Procedure By-law.

In our view, Council’s In-Camera Minutes indicate the structure and content of a resolution that would comply with these requirements. However, the In-Camera Minutes are not made publicly-available. The purpose of the resolution to go into closed session, being to foster an open and transparent decision-making process, is therefore defeated. To the extent it can, the City is encouraged to follow the structure and content of such resolutions in its publicly-available council documents.

²⁰ Ombudsman of Ontario, *Investigation into whether the Town of Mattawa Council and its Ad Hoc Heritage Committee held improperly closed meetings* (December 2010) at para. 51, online: <https://www.ombudsman.on.ca/Files/Sitemedia/Documents/Resources/Reports/Municipal/mattawafinal.pdf>

There are certainly some instances where the very nature or particular sensitivity of a matter under consideration would allow for a less detailed description in a resolution. Additionally, there may be circumstances where the need for confidentiality encompasses even the fact that a matter is being discussed by Council where disclosure would impair any interest that the exception is designed to protect.²¹ However, this does not give the City blanket permission to shield its closed meeting discussions behind generic resolutions. The City must engage in the delicate exercise of balancing openness and transparency, on the one hand, with protecting the City's interests in the closed session item, on the other. Generic resolutions as a default are simply not sufficient.

If the City is engaged in the re-negotiation of a collective agreement with municipal employees, Council might choose to rely on the exception for "labour relations or employee negotiations." The identity of the bargaining unit and the very fact of collective bargaining taking place will be plain and obvious; the City's willingness to make concessions on wages or hours of work, for example, might not be. In such a circumstance, there would be no prejudice to the City's interest in protecting its bargaining position if its resolution to move into closed session stated such information. Simply reciting the exception for "labour relations" would not maximize transparency.

3. Do the City's "rise and report" resolutions passed following a closed meeting comply with the City's Procedure By-law?

Based on our review of the evidence, on a balance of probabilities, Council's general "rise and report" resolutions provide insufficient detail to comply with Section 6.5 of the Procedure By-law. The only exception to this is where matters required a Council decision by resolution or by-law; in those instances, the general nature of those matters were reported in detail.

(a) Resolution to "Rise and Report"

Council's "rise and report" resolutions are passed at the next Regular Council meeting after a closed session meeting, which in the normal course immediately follows a Committee of the Whole In-Camera Session meeting. Similar to resolutions to go into closed session, Council's "rise and report" resolutions follow the following general format:

5. Report of the Committee of the Whole In-Camera Session:
...
- 5.3 At the September 10, 2018 Session under the *Municipal Act, 2001*, as amended, matters concerning the following items were considered:
 - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));
 - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years;
 - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
 - 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;

²¹ See *Farber*, *supra* note 19, at para. 21.

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

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.

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

At the In-camera Session direction was given on all matters.

- 5.4 From the September 10, 2018 Session under the Municipal Act, 2001 as amended:

Council Code of Conduct

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

R2018-382

Motion by Councillor Bunting

Seconded By Councillor Mark

THAT the investigation report finding there have been no violations of the Council Code of Conduct and finding that the Complainant's June 2018 allegations are not substantiated, be received for information purposes.

Carried

The above resolution from the Regular Council meeting on September 10, 2018 is indicative of the City's general "rise and report" practice. Unless there is a specific Council decision or resolution, Council's "rise and report" resolution recites the section of the *Municipal Act, 2001* on which it relied to hold the closed meeting, but does not describe in any detail the matter discussed.

(b) Requirement to "Rise and Report"

"Reporting out" or "rising and reporting" from a closed meeting is not a requirement that is set out in the *Municipal Act, 2001*. The practice of "reporting out" from closed session is a matter typically addressed in a municipality's procedure by-law. The precise requirements, not being statutorily mandated, vary amongst municipalities.

Section 6.5 of the Procedure By-law, as applicable to the meetings under investigation, sets out Council's obligation to "rise and report" from a closed meeting and provides as follows:

6.5 Procedure – rise and report – In-camera

Where Council or Committee of the Whole met in In-camera Session prior to a Council meeting, the general nature of the matter(s) considered at the In-camera Session shall be reported out at that Council meeting. Further, In-camera matters that require a decision of Council by resolution and/or by-law shall be listed on a subsequent Council agenda in order to give prior notice to the public. Urgent matters that require a decision of Council may be reported out and considered at the same Council meeting.

(c) Council's General "Rise and Report" Resolutions Do Not Provide Sufficient Detail

Based on the evidentiary record, we have determined that Council's general resolutions to "rise and report" do not comply with Section 6.5 of the Procedure By-law. Much like its resolutions to hold a closed meeting, Council's "rise and report" resolutions recite the applicable closed meeting exception, but do not provide any detail or description of the "general nature" of the matters considered in closed session.

Similar to our conclusions above on Issue 2, Council's "rise and report" resolutions should generally include greater detail about the matter (i.e. topic) discussed in closed session. Simply reciting the applicable closed meeting exception defeats the pressing objectives of accountability and transparency underlying the "open meeting" rule and the Procedure By-law. To the greatest extent possible, "rise and report" resolutions should contain a brief description of the issues discussed in closed session.

The exception to this practice is where a Council resolution is required to give effect to a decision arising from closed session. In those instances, the "rise and report" resolutions do provide sufficient information for a member of the public to understand the "general nature" of the matter discussed in closed session.

CONCLUSIONS

Based on the foregoing, we conclude that Council contravened the *Municipal Act, 2001* and the Procedure By-law in three respects:

- Council was not permitted to discuss Agenda Item 6.3 in closed session pursuant to clause 239(2)(f) at the Meeting;
- Council's resolutions to go into closed session contravene the *Municipal Act, 2001* and the Procedure By-law as they regularly provide insufficient detail of the subject matter to be discussed; and
- Council's general "rise and report" resolutions contravene the Procedure By-law as they also provide insufficient detail of the general nature of the matters discussed.

RECOMMENDATIONS

Based on our conclusions, we recommend that City staff and members of Council familiarize themselves with the proper application of section 239 of the *Municipal Act, 2001*.

During the course of our investigation, we learned the closed meeting exception relied on to consider Agenda Item 6.3 in closed session was selected on the good faith but mistaken belief that the exception permitted discussion if there was a potential for questions to be asked of legal counsel. As such, it would benefit City staff and members of Council to receive further training on the closed meeting exceptions and types of situations to which these exceptions may apply.

We also recommend that Council ensure its resolutions to go into closed session and its "rise and report" resolutions provide sufficient detail of the "general nature of the matter" – beyond the language of the applicable closed meeting exception – discussed in closed session, to the extent

it is possible in the circumstances. The City should consider the objectives of open and transparent local government when drafting such resolutions and seek to provide as much information as possible without negating or severely derogating from the very reason the matter is being considered in closed session.

This Report has been prepared for and is forwarded to Council for its consideration. We note that subsection 239.2(11) of the *Municipal Act, 2001* provides that this Report is to be made public. Subsection 239.2(12) provides that Council shall pass a resolution stating how it intends to address this Report.

AIRD & BERLIS LLP

A handwritten signature in black ink, appearing to read 'JGP', with a long horizontal flourish extending to the right.

John George Pappas

Closed Meeting Investigator for The Corporation of The City of Stratford

Dated this 11th day of May, 2021



MANAGEMENT REPORT

Date: June 4, 2021
To: City Council
From: Joani Gerber, CEO, investStratford
 Mike Pullen, Managing Director investStratford
Report#: COU21-065
Attachments: Stratford Housing Project - A Road Map for Attainable Market Housing Development Final Report

Title: Stratford Housing Project-A Road Map for Attainable Market Housing Development Final Project Report

Objective: To advise and present the Key Actions & Recommendations from the Stratford Housing Project and identify next steps.

Background: The Stratford Housing Project (SHP) was established by the Stratford Economic Enterprise Development Corporation (SEEDCo/investStratford) in partnership with the City of Stratford and partially funded by the Rural Economic Development Program (RED) through the Ontario Ministry of Agriculture, Food and Rural Affairs.

A review of City by-laws, processes and procedures was undertaken for this report with the goal of identifying and recommending options and solutions designed to increase and encourage additional attainable market housing rental and ownership units in the City of Stratford. It is important to emphasize that the primary focus of the project was on market housing and incentivizing private sector builders and potential partner organizations (i.e. not-for-profits).

The Project Report also identifies opportunities and includes recommendations for pilot projects for two City-owned parcels of land that incorporate many of the recommended options and solutions, including the development of a Community Improvement Plan and Incentives Toolbox.

The approach to the project was to consult with City staff, key stakeholders, review primary and secondary sources, compile qualitative and quantitative data and review other jurisdictional processes and procedures. There were also site visits to various housing developments and an exploration of development designs.

Like most communities across Canada, Stratford needs more inventory of attainable market housing. The project aligns with the workforce development priorities of SEEDCo/investStratford and the following specific Strategic Priorities of the City of Stratford including: 1) Increasing attainable market housing; 2) Increasing residential development at all levels of affordability; 3) Balancing supply and demand of the available labour force.

The Key Actions and Recommendations in the Project Report are intended to work in tandem with the recently completed five-year review of the Stratford, Perth County and St. Marys 10-Year Housing and Homelessness Plan, Five-year Update (2020-2024). Specifically, within strategic Objective #2, referred to as "Creating Attainable Housing Options: Increasing the range of housing options that are available, affordable, appropriate and achievable to meet people's needs, situations and choice."

Attainable housing is not to be confused with affordable housing as defined by the Provincial Policy Statement 2020, which is more often associated with housing options offered by Social Services in the City of Stratford. For the purposes of the project and report an 'attainable market housing' incorporates, but is not limited to, the following definition of affordable:

- In the case of ownership housing, housing for which the purchase price results in annual accommodation costs not exceeding 30% of gross annual household income for low- to moderate-income households. Annual household income is based on the most recent Census of Canada statistics for the City of Stratford, which are updated every five years.
- In the case of rental housing, a unit for which the rent does not exceed 30% of gross annual household income for low to moderate-income households. Annual household income is based on the most recent Census of Canada statistics for the City of Stratford, which are updated every five years.

Low-to moderate-income means households with an annual household income in the lowest 40th percentile. Attainable market housing must also be:

- **Suitable:** Appropriate to the circumstances of the individual or family ensuring there are enough bedrooms for the size and make-up of resident households. This is measured according to the National Occupancy Standard (NOS).
- **Adequate:** Housing that does not need any major repairs as reported by residents is adequate housing. Major repairs include defective plumbing, electrical wiring, structural repairs to walls, floors and ceilings.
- **Available:** Accessible in a timely manner when an individual or family needs it.

Analysis: The attached 'Stratford Housing Project - A Road Map for Attainable Market Housing Development Final Report' provides an in-depth analysis and overview of the

project research and findings. For the consideration of Council, the Project identified a series of Key Actions and Next Steps necessary for implementation as follows:

Summary of Actions & Next Steps

In addition to and including the three Key Actions described previously, the following is a summary of other actions for consideration:

<p>ACTION 1 Identify a new Project Manager position that can execute on the recommendations of this report, support builders, non-profits and identify Best Practices, liaise and provide data supports to Infrastructure Development Services for continuous improvements.</p>	<p>Tactics: Resource and hire/contract Project Manager to lead the implementation of this report's recommendations.</p> <p>Next Steps: Budget review, develop a job description, hire and supervise staff. (June/July 2021)</p>
<p>ACTION 2 Project Manager develop Implementation Work Plan in consultation with City Departments and relevant stakeholders.</p> <p>Estimated Cost: \$95,000</p>	<p>Tactics: Project Manager develop and lead Implementation Work Plan.</p> <p>Next Steps: Budget review, develop a 3-year Implementation Plan. (July 2021)</p>
<p>ACTION 3 Develop and adopt a Community Improvement Plan identifying a Community Incentives Toolbox to promote attainable housing creation and other objectives. As part of this Community Improvement Plan project, consider improvements to and streamlining of existing development approval processes.</p>	<p>Tactics: Develop a Community Improvement Plan including Urban Design Guidelines and refresh the existing draft Comprehensive Zoning By-law to consider opportunities for expanding approvals (e.g., Pre-zoning, as reviewed in this Report).</p> <p>Next Steps: Project Manager to lead this process. (September 2021)</p>
<p>Estimated Cost: 1-3% City Budget Annually</p>	<p>Tactics: Develop a toolbox of possible incentives for review and alignment with the Development Charges Review and the Official Plan Review Process.</p> <p>Next Steps: Project Manager to lead this process. (September 2021)</p>

<p>ACTION 4 Establish a “Yes in My Backyard” initiative to address any public concerns relating to the ‘missing middle’ and diversified attainable housing developments.</p>	<p>Tactics: Develop an awareness and education campaign to promote diversified housing development for positive social impact and community engagement.</p> <p>Next Steps: Project Manager leads process. (February 2022)</p>
<p>ACTION 5 Develop and adopt a Communications Plan</p> <hr/> <p>Estimated Cost: \$75,000</p>	<p>Tactics: Develop a communications strategy to increase transparent, effective and efficient communications with the private and public sectors including but not limited to:</p> <ul style="list-style-type: none"> ▪ Restructure relevant Development webpages for effectiveness and efficiencies, ease of use and a public-facing tracking system of permits and consultation when required. ▪ Improved access to application documentation and submission standards. <p>Next Steps: Project Manager to lead this process. (February 2022)</p>
<p>ACTION 6 Pilot innovative housing opportunities for attainable home ownership/rental development on two City-owned parcels of land on Vivian Line and McCarthy Road while continuing to meet the application standards and all applicable laws.</p> <hr/> <p>Estimated Cost: TBD</p>	<p>Tactics: Pilot One: Vivian Private Development RFP</p> <p>Next Steps: Project Manager to develop RFP. (June 2022)</p> <hr/> <p>Tactics: Pilot Two: McCarthy with non-profit partnership. Work with, for example, Habitat for Humanity to design and develop a concept for attainable housing development.</p> <p>Next Steps: Project Manager to develop partnership memorandum of understanding with a non-profit, seek funding to offset costs of service requirements through CMHC. (June 2022)</p>

ACTION 7

Integration of technology in public consultation processes, improve/expand e-permitting and cross-departmental utilization of the existing GIS system.

Tactics: Consider optimizing the existing GIS system to be utilized by all City departments as well as the public with the following:

- Provide the ability to recognize underutilized lands for City use.
- Provide data links to zoning and approval process information with parcel identification selection.
- Provide additional property parameter filtering capabilities for public use to identify infill opportunities.
- Provide the ability to identify current development applications.

Next Steps: Budget review, Infrastructure Development Services staff to lead and execute, Project Manager supports timeline and implementation. (April 2022)

Estimated Cost: TBD

ACTION 8

Increase City staffing levels in departments administering the development process and identify relevant professional development opportunities and succession strategies to ensure continued employment of well-qualified staff.

Tactics: Assess staffing capacity and structure in current and future opportunities and adjust accordingly (as needed):

- Continuous education and training of staff and development of a succession plan.

Next Steps: Review and recommend next steps in partnership with Infrastructure Development Services staff and Project Manager. (July 2021)

Estimated Cost: TBD

ACTION 9

Encourage more innovation and creativity in housing, including but not limited to housing design, materials and creative approaches to more attainable housing units.

Tactics: New partnerships, processes improvements, minimizing wait times and development of the Community Improvement Plan.

Tactics: Consider a revision to the existing by-law to permit secondary dwelling units in accordance with the Planning Act.

Tactics: Consider Official Plan review:

- Review “Heritage Area” policies in central area.
- Consider removing the current policies in the Official Plan that address Stable Residential Areas and infill intensification.

Next Steps: Project Manager to identify partnership opportunities and tracking tool. (July/August 2021)

Estimated Cost: TBD

A number of the proposed timelines within the summary of Key Actions will require adjustments. The costs associated with the implementation of the Key Actions & Next Steps of the report also fall outside of the 2021 approved budget.

Senior staff have met and discussed the critical need for the recommended project management resource that can guide, liaise and coordinate with City staff and other partners to develop a strategic project implementation workplan. The workplan would also explore where there may be opportunities to align certain key actions and deliverables with other upcoming processes such as the Official Plan Review. The implementation of other key actions will require additional or new funding for implementation (i.e. development of a Community Improvement Plan and Incentives Toolbox) by way of consultants and/or contract staff resources.

Staff have begun the process of sourcing potential funding outside of the 2021 budget year to engage the necessary resources and are seeking the input of Council on the approach. Further information regarding funding options and structure would be brought back to Council at a future meeting.

Financial Impact: There are both tangible and intangible returns to the City for the proposed actions and financial aspects of this Project. An overview of preliminary and estimated costs of incentives proposed through the recommended CIP and CIT are outlined in Section 3.0 of the Final Report. Incentivizing additional attainable market housing projects throughout the City will lead to further assessment growth. Preliminary financial modeling of each of the two proposed pilot projects is included in Section 4.0 of the Final Report. As an example, tangible returns on investment include estimated land sales revenues of \$5.2M and estimated annual tax revenues of \$600,000 once each proposed pilot project is fully built out.

More intangible social-economic returns that are equally important, but more difficult to measure, include enhanced workforce retention and attraction; pride and associated lifestyle benefits of affordable rent and home ownership for individuals and families; and a more diverse and balanced community mix.

There are a significant number of financing options requiring further review to provide an optimized financial solution to balance the budget for attainable market housing and return on investment for the City. Further financial modelling, budget development and detailed cost benefit analysis will be a key component of project implementation.

There are short-term and longer-term financial implications for implementation of the Key Actions of the Project. Additional short-term financial information will be brought back to a future Council meeting. Longer-term financial aspects of project implementation will be referred to the 2022 and subsequent budget years.

Alignment with Strategic Priorities:

Widening our Economic Opportunities

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

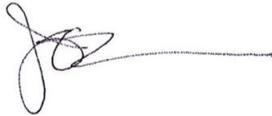
Developing our Resources

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

Staff Recommendation: THAT the Stratford Housing Project - A Road Map for Attainable Market Housing Development Final Report be adopted;

THAT staff be directed to begin sourcing funding for the retention of project management resources necessary for the development of the recommended strategic implementation workplan and report back to Council with options and associated financial impacts;

AND THAT staff be directed to report back on a definition for “attainable housing” appropriate for the Consolidated Municipal Service Manager.



Joani Gerber, Chief Executive Officer,
investStratford



Mike Pullen, Managing Director,
investStratford



Joan Thomson, Chief Administrative Officer



STRATFORD HOUSING PROJECT



A Road Map for Attainable Market Housing Development

Acknowledgements

This report would not have been possible without the expertise and knowledge of community stakeholders through in-depth consultations. This report is the result of a significant collaborative effort.

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▲ = SEEDCo. Board Member



About the Report

The Stratford Housing Project (SHP) was established by the Stratford Economic Enterprise Development Corporation (SEEDCo/investStratford) in partnership with the City of Stratford and partially funded by the Rural Economic Development Program (RED) through the Ontario Ministry of Agriculture, Food and Rural Affairs.

A review of City by-laws, processes and procedures was undertaken for this report with the goal of identifying and recommending options and solutions designed to increase and encourage additional attainable market housing rental and ownership units in the City of Stratford. This report also identifies opportunities and includes recommendations for pilot projects for two City-owned parcels of land that incorporate many of the recommended options and solutions.

The approach to this report was to consult with key stakeholders, review primary and secondary sources, compile qualitative and quantitative data and review other jurisdictional processes and procedures. There were also site visits to various housing developments and an exploration of development designs.

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Introduction



Like most communities across Canada, Stratford needs attainable market housing. The project aligns with the workforce development priorities of SEEDCo/investStratford and the following Strategic Priorities of the City of Stratford including:

- Increasing attainable market housing.
- Increasing residential development at all levels of affordability.
- Balancing supply and demand of the available labour force.

The recommendations in this report are intended to work in tandem with the recently completed five-year review of the Stratford, Perth County and St. Marys 10-Year Housing and Homelessness Plan, Five-year Update (2020-2024). Specifically, within strategic Objective #2, referred to as “Creating Attainable Housing Options: Increasing the range of housing options that are available, affordable, appropriate and achievable to meet people’s needs, situations and choice.”

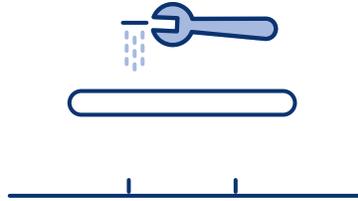
Attainable housing is not to be confused with affordable housing as defined by the Provincial Policy Statement 2020, which is more often associated with housing options offered by Social Services in the City of Stratford. For the purposes of this report an ‘attainable market housing’ incorporates, but is not limited to, the following definition of affordable;

- In the case of ownership housing, housing for which the purchase price results in annual accommodation costs not exceeding 30% of gross annual household income for low- to moderate-income households. Annual household income is based on the most recent Census of Canada statistics for the City of Stratford, which are updated every five years.
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In both cases, low- to moderate-income shall mean households with an annual household income in the lowest 40th percentile¹. Attainable market housing must also be:



Suitable: Appropriate to the circumstances of the individual or family ensuring there are enough bedrooms for the size and make-up of resident households. This is measured according to the National Occupancy Standard (NOS).



Adequate: Housing that does not need any major repairs as reported by residents is adequate housing. Major repairs include defective plumbing, electrical wiring, structural repairs to walls, floors and ceilings.



Available: Accessible in a timely manner when an individual or family needs it.

Executive Summary



Growth in the demand for homes has led to historical lows in housing inventory and the number of listed homes available compared to the rate of transactions. This surge in demand and prices may be driven by record-low mortgage rates and increased flexibility, enabling more people to buy more expensive homes with the same monthly payments. In addition, the impact of COVID-19 has been mitigated by the Government of Canada's financial programs (i.e. CERB and CEWS), which have supported Canadian household employment and incomes, along with factors of salary and a Living Wage.²

In developing and advanced economies, the challenge of providing housing for low- to middle-income citizens at a reasonable cost remains problematic. There is an identified lack of 'missing middle' housing, meaning the missing range of middle density housing options accommodating different lifestyles such as intergenerational living, new families young professionals, and seniors aging in place. 'Missing middle' housing also refers to housing attainable by middle-income earners.³ Paying over 30% of income and sometimes up to 50% of income for shelter⁴ means families are unable to save for their children's education or afford extra-curricular activities. Families may have to make impossible choices between paying rent and buying enough food. Saving for a down payment on a home is impossible when housing prices are on the rise and income is not increasing at the same rate. In response to the COVID-19 pandemic, the CMHC announced changes to the eligibility rules for mortgage insurance in June of 2020 requiring a 20% down payment of the purchase price and if a down payment is less than 20% of the purchase price then purchasing mortgage default insurance is required.⁵

Existing Approval Processes and Considerations

In early 2020, the Canadian Home Builders Association (CHBA)⁶ retained the Altus Group to study factors contributing to housing affordability, such as municipal approval processes, timelines for approvals and government charges levied by municipalities. Many of the findings of this report indicate significant delays in approval processes, adding time and costs to development.

With consideration of the findings in the CHBA report, informational consultations with public and private stakeholders were completed to determine efficiencies and deficiencies in the local development approval processes. The CHBA report and the consolidated information were used to review the City of Stratford development application processes. Processes were reviewed to determine if modifications could expedite processes and reduce barriers to the development of attainable market housing, while maintaining planning policies and protecting public involvement in the decision-making process.

The development application processes are reviewed in two categories. The first being development applications with Public Consultation including Official Plan Amendments, Zoning By-Law Amendment Applications, Draft Plan of Subdivision/Draft Plan of Condominium, Consent and Minor Variance applications. These applications require modifications to the existing zoning be processed through an approval process requiring additional supporting information and City and public consultation prior to approval. The supporting information, depending on the complexity of the development, can add significant costs and time to the project.

The second category is Development Applications with Modified Public Consultation, including site plan applications. These applications meet existing Official Plan and Zoning By-law requirements, are greater than three dwelling units and are subject to Site Plan Control under the City of Stratford Site Plan Control By-Law. The site plan approval process approves site plans based on the complexity of the development in one of three categories: new site plans, site plan amendments and minor changes to existing plans (also known as letter amendments).

Based on the review of processes, and considerations from the public and private stakeholders, innovative ways to expedite the approval processes and cost-effective solutions need to be developed to help with the creation of attainable market housing. A recommendation is to create a Community Improvement Plan as defined under the Planning Act and Community Incentives Toolkit as described in the following paragraphs:

COMMUNITY IMPROVEMENT PLAN

A Community Improvement Plan (CIP) is legislated under Section 28 of the Planning Act and is recommended in this report to facilitate and encourage the development of additional attainable market housing. The CIP is a tool where municipal planners and economic developers can work hand in hand to develop policies and provide incentives targeting specific types of growth and investment that work towards broad community revitalization and development considerations. It is meant to serve as a long-term strategy to revitalize the community, improve the quality of life of the community's residents, better utilize underdeveloped properties and promote private investment in land and buildings. A CIP would facilitate attainable housing development through the permitted legislated incentives while recognizing existing and evolving challenges. It is one component of a broader economic development strategy, intended to function as a complementary economic tool along with other relevant City initiatives. A CIP would also provide leadership by offering financial incentives encouraging and facilitating private sector investment in the development of attainable housing.



COMMUNITY INCENTIVES TOOLKIT

The Community Incentive Toolkit (CIT) is recommended in this report to provide greater incentive for developers to consider attainable market housing developments. The CIT is proposed as a component of the CIP discussed previously. This is a collaborative process and requires cooperation amongst a broad spectrum of potential participants including the private sector, non-profit sector and other levels of government. Incentives should be a mechanism to express purpose and motivate activity for residential development to aid the City of Stratford in meeting the requirement for attainable market housing.

The CIT is a predetermined list of incentives and other implementation options such as funding sources, fiscal incentives, regulatory measures and programs. Eligibility criteria must be developed to permit the use of the incentives within the CIT. The eligibility criteria are summarized below and further described in [Section 3.0](#).

- All incentive program applications must include completed application forms as well as supporting materials such as detailed work plans, cost estimates and contracts, applicable reports and any additional information and/or reports, studies as required by the City.
- Project to be in accordance with all City by-law policies, procedures, standards and guidelines in order to be approved.
- The owner must be in good tax standing at the time of application and through the incentive benefit periods.
- Incentive programs may be used individually or in combination, subject to the exceptions outlined within the specific program details in the CIP.
- The total of all incentive benefits (including grants and loans) provided to each applicant for each community improvement proposal for buildings or lands must not exceed the project's costs or maximum amount set out in the CIP.
- Applicants shall disclose all other funding and incentives for the project, including commercial or other loans.
- Attainable units developed under the CIP must be maintained as attainable with an agreed upon minimum period of time through an agreement with the City on title.

The items in the CIT noted above, options, programs and the definition of attainable housing should be reviewed and amended annually by Council due to the continuously evolving state of the economy and attainable market housing.

DEVELOPMENT OF CITY OWNED LAND

It is proposed that two City owned vacant parcels of land be utilized to pilot development projects helping fulfil the gap for attainable market housing. The development recommendations are briefly described below and will require developers to demonstrate the use of the CIP through the RFP process for the purchase of the lands and meet the criteria of the CIT as mentioned above and as may be further defined by the City.

The recommendation to re-zoning to a mixed-use community, including a wide range of housing types, mix of retail, office, commercial opportunities that would create a complete community concept. The variety of housing types will assist in achieving attainable market housing targets by incorporating and piloting.

The first site is 3188 Vivian Line 37 (Site #1), a 5.72 acre parcel of vacant land ready for development and the second site is 150 McCarthy Road West (Site #2), a 15.2 acre parcel of vacant land. Site #1 and Site #2 both offer opportunities for private, public and not-for-profit partnership enterprises, providing the City with unique financial situations that are further reviewed in [Section 3.0](#). The development sites would promote both mixed income housing and attainable market housing.

Development by private enterprise provides a hands-off approach by the City and is recommended to be approved through plan of subdivision or plan of condominium. This development process would recommend the City provide a 50% reduction of land value, parkland dedication and development charges to help minimize costs of the development and ultimately the housing units.

Development by the City is a hands-on approach and recommended to be approved through a plan of subdivision or plan of condominium, creating fully serviced residential blocks for the purpose of sale. Development and construction costs associated with attainable market housing development will initially be incurred by the City and recuperated through the sale of land or long-term tax revenues. This development provides equal opportunity to all developers through an RFP process and provides development exposure for attraction of new development.

Diversifying partnerships provides an opportunity for the City to obtain the greatest impact to community through various models, in this case the Habitat for Humanity not-for-profit model that provides a transformational approach, changing the lives of families for generations and contributing to economic prosperity within communities. Taking this approach also addresses the NIMBYism communities often experience around the diversification of housing development through community education and public engagement; allowing individuals to address concerns and attend open houses showcasing Habitat for Humanity's fifty years of housing development experience in communities ([Section 4.0](#)). Offering a partnership model between the City in support of the Habitat for Humanity model to develop up to 50% of the land, the remaining land would be deemed surplus, and an RFP process established for private sector development. Currently this parcel of land is not serviced and would require piloting the CIP to achieve attainable market housing development. Including a mixed income housing development would help support costs, and heighten the diversification of housing types, create a sense of belonging in the community and achieve an increase of attainable market housing.



The 3188 Vivian Line 37 and 150 McCarthy Road pilot sites both provide the City with varying financial options while providing support for attainable market housing supply. It is recommended that the City consider the following:

- 1.** Declare 3188 Vivian Line 37 surplus land in accordance with the City's policy and propose the sale of the land through an RFP utilizing the CIP incentives. Set conditions on the land to remain attainable market housing for 25 years. This provides the City with immediate development movement for increasing housing supply while ensuring it remains attainable.
- 2.** Utilize capital gains from 3188 Vivian Line 37 land sale to fund CIP program incentives throughout the City with new development applications as well as for infrastructure improvements to 150 McCarthy Road West.
- 3.** Rezone 150 McCarthy Road West to Medium Residential Density Special through a City initiated zoning by-law amendment.
- 4.** Develop partnership with a not-for-profit and consideration be given to gifting lands, reduction in development charges for up to 50% of the site.
- 5.** Declare remaining 50% of 150 McCarthy Road West as surplus land and propose the sale in accordance with the City's policy and of land through an RFP process while utilizing CIP incentives. Set conditions on the land to remain attainable market housing for 25 years. This capital gain from the surplus lands should be used to recoup the not-for-profit partnership costs and fund future CIP program applications while ensuring access to attainable market housing for years to come.

This recommendation should provide the City with an expedited increased supply of attainable market housing by utilizing the development ready 3188 Vivian Line 37 site. This recommendation also utilizes financial gains to provide necessary infrastructure improvements for 150 McCarthy Road West to allow development on the site as well as future CIP program funding applications.

Summary of Actions & Next Steps

In addition to and including the three Key Actions described previously, the following is a summary of other actions for consideration:

ACTION 1

Identify a new Project Manager position that can execute on the recommendations of this report, support builders, non-profits and identify Best Practices, liaise and provide data supports to Infrastructure Development Services for continuous improvements.

Tactics: Resource and hire/contract Project Manager to lead the implementation of this report's recommendations.

Next Steps: Budget review, develop a job description, hire and supervise staff. (June/July 2021)

ACTION 2

Project Manager develop Implementation Work Plan in consultation with City Departments and relevant stakeholders.

Tactics: Project Manager develop and lead Implementation Work Plan.

Next Steps: Budget review, develop a 3-year Implementation Plan. (July 2021)

Estimated Cost: \$95,000

ACTION 3

Develop and adopt a Community Improvement Plan identifying a Community Incentives Toolbox to promote attainable housing creation and other objectives. As part of this Community Improvement Plan project, consider improvements to and streamlining of existing development approval processes.

Tactics: Develop a Community Improvement Plan including Urban Design Guidelines and refresh the existing draft Comprehensive Zoning By-law to consider opportunities for expanding approvals (e.g., Pre-zoning, as reviewed in this Report).

Next Steps: Project Manager to lead this process. (September 2021)

Estimated Cost:

1-3% City Budget Annually

Tactics: Develop a toolbox of possible incentives for review and alignment with the Development Charges Review and the Official Plan Review Process.

Next Steps: Project Manager to lead this process. (September 2021)



ACTION 4

Establish a “Yes in My Backyard” initiative to address any public concerns relating to the ‘missing middle’ and diversified attainable housing developments.

Tactics: Develop an awareness and education campaign to promote diversified housing development for positive social impact and community engagement.

Next Steps: Project Manager leads process. (February 2022)

ACTION 5

Develop and adopt a Communications Plan

Tactics: Develop a communications strategy to increase transparent, effective and efficient communications with the private and public sectors including but not limited to:

- Restructure relevant Development webpages for effectiveness and efficiencies, ease of use and a public-facing tracking system of permits and consultation when required.
- Improved access to application documentation and submission standards.

Next Steps: Project Manager to lead this process. (February 2022)

Estimated Cost: \$75,000

ACTION 6

Pilot innovative housing opportunities for attainable home ownership/rental development on two City-owned parcels of land on Vivian Line and McCarthy Road while continuing to meet the application standards and all applicable laws.

Tactics: Pilot One: Vivian Private Development RFP

Next Steps: Project Manager to develop RFP. (June 2022)

Tactics: Pilot Two: McCarthy with non-profit partnership. Work with, for example, Habitat for Humanity to design and develop a concept for attainable housing development.

Next Steps: Project Manager to develop partnership memorandum of understanding with a non-profit, seek funding to offset costs of service requirements through CMHC. (June 2022)

Estimated Cost: TBD

ACTION 7

Integration of technology in public consultation processes, improve/expand e-permitting and cross-departmental utilization of the existing GIS system.

Estimated Cost: TBD

Tactics: Consider optimizing the existing GIS system to be utilized by all City departments as well as the public with the following:

- Provide the ability to recognize underutilized lands for City use.
- Provide data links to zoning and approval process information with parcel identification selection.
- Provide additional property parameter filtering capabilities for public use to identify infill opportunities.
- Provide the ability to identify current development applications.

Next Steps: Budget review, Infrastructure Development Services staff to lead and execute, Project Manager supports timeline and implementation. (April 2022)

ACTION 8

Increase City staffing levels in departments administering the development process and identify relevant professional development opportunities and succession strategies to ensure continued employment of well-qualified staff.

Estimated Cost: TBD

Tactics: Assess staffing capacity and structure in current and future opportunities and adjust accordingly (as needed):

- Continuous education and training of staff and development of a succession plan.

Next Steps: Review and recommend next steps in partnership with Infrastructure Development Services staff and Project Manager. (July 2021)

ACTION 9

Encourage more innovation and creativity in housing, including but not limited to housing design, materials and creative approaches to more attainable housing units.

Estimated Cost: TBD

Tactics: New partnerships, processes improvements, minimizing wait times and development of the Community Improvement Plan.

Tactics: Consider a revision to the existing by-law to permit secondary dwelling units in accordance with the Planning Act.

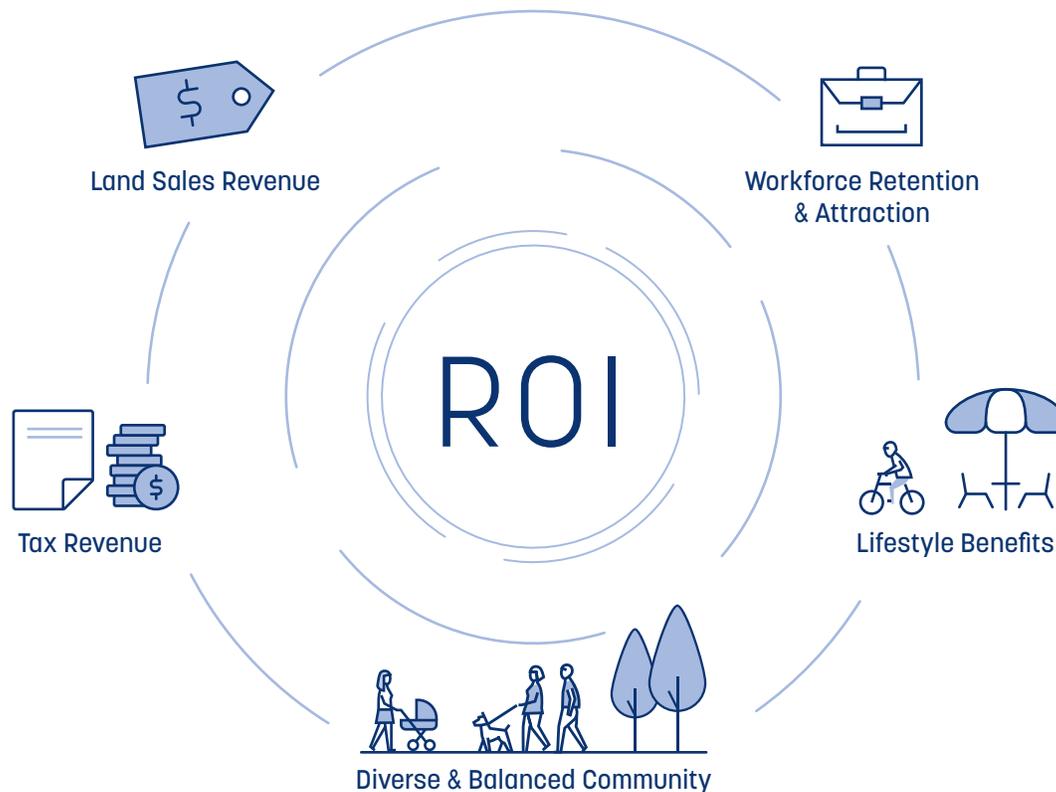
Tactics: Consider Official Plan review:

- Review “Heritage Area” policies in central area.
- Consider removing the current policies in the Official Plan that address Stable Residential Areas and infill intensification.

Next Steps: Project Manager to identify partnership opportunities and tracking tool. (July/August 2021)



Return on Investment



There are both tangible and intangible returns to the City for the proposed actions and financial aspects of this report.

An overview of preliminary and estimated costs of incentives proposed through the recommended CIP and CIT are outlined in [Section 3.0](#). Incentivizing additional attainable market housing projects throughout the City will lead to further assessment growth. Preliminary financial modeling of each of the two proposed pilot projects is included in [Section 4.0](#). As an example, tangible returns on investment include estimated land sales revenues of \$5.2M and estimated annual tax revenues of \$600,000 once each pilot project is fully built out.

More intangible social-economic returns that are equally important, but more difficult to measure, include enhanced workforce retention and attraction; pride and associated lifestyle benefits of affordable rent and home ownership for individuals and families; and a more diverse and balanced community mix.

There are a significant number of financing options requiring further review to provide an optimized financial solution to balance the budget for attainable market housing and return on investment for the City. Further financial modelling, budget development and detailed cost benefit analysis will be a key component of project implementation.



1.0 Statistical Housing Overview

1.1 Summary

Many factors contribute to the lack of attainable housing. The Canadian Home Builders' Association released the first Municipal Benchmarking Study examining how local development processes, approvals and charges contribute to housing affordability and supply issues in housing markets across Canada. In addition, a study by the Association of Municipalities of Ontario entitled "Fixing the Housing Affordability Crisis" identified low vacancy rates, inadequate supply, modest employment and labour markets as issues.

Research has shown that access and availability of attainable market housing is a barrier directly related to the ability of companies to retain and attract a quality workforce. For individuals and families struggling to pay for housing, the need for attainable market housing is pressing.

This overview of the state of attainable market housing, workforce demands and income in Stratford will help outline the existing housing situation. The housing-related research will assist in improving government's and housing providers' ability to make decisions on building attainable housing.

Stratford is in the unique position of having employment available in specific sectors; however, housing is unavailable for many income levels. Attainable housing supports the labour market, which in turn supports the local economy. Whether renting, owning or in market housing, the breadth of research contributes to a better understanding of the challenges and solutions and provides the ability to create better policies, decisions and actions that help meet individual and community needs.



An overview of housing in Stratford is highlighted here:

RISING HOUSE PRICES⁷

The City of Stratford is an attractive retirement community. There continues to be an increase in the number of seniors who have sold their homes in higher-priced urban markets to fund their retirement and are purchasing homes in smaller communities such as Stratford.

While the influx of new residents has advantages, the side effects include an increase in the price of homes in the community, a negative impact on the housing supply and added strain on the rental market. Bidding wars, offers with no conditions and a general decrease in the number of listings and days on the market — unheard of in this area a few years ago— have become commonplace.

The COVID-19 crisis also stands to exacerbate the nation's sizable affordable housing shortage thanks to a convergence of factors. COVID-related construction slowdowns and material shortages have made projects more expensive, as has an influx of homebuyers from more expensive markets moving to Stratford with its comparatively lower housing prices and better quality of life. The growing pressure of renters/owners seeing job losses while trying to maintain rent payments, places significant financial pressure on landlords or non-profits operating such buildings.

According to the Huron-Perth Association of Realtors,⁸ in October 2020⁹ the average price of residential properties sold was \$478,674, rising 13.9% from October 2019. There were 231 units sold in October, setting sale activity at a record high for the fifth straight month.

Overall supply continues to run at record low levels with active residential listings numbering 214 units at the end of October, a 47.8% decline from October 2019. Residential months of inventory numbered 0.9 at the end of October 2020, down from 2.4 months recorded at the end of October 2019 and below the long-run average of 4.8 months for this time of year. The number of months of inventory is the number of months it would take to sell current inventories at the current rate of sales activity.

The dollar value of all home sales in October 2020 in Stratford was \$110.6 million, an increase of 51.2% compared to October 2019. With more people looking for housing, demand remains high and looks to continue. However, almost none of the available listings are attainable.

Figure 1 identifies the dwelling type and percentage breakdown of housing in Stratford and Ontario. Figure 2 outlines the household composition. Notably, 69% of dwellings are composed of large single detached homes with two or less people residing in them. Stratford also exemplifies an 'over-housed' situation and is an area of opportunity as older demographics continue to grow and aging in place is more desirable as services become readily available. To address the 'over-housed' situation, consideration opportunities for secondary suites or apartments, multigenerational dwellings will become viable options. In Figure 3 the disbursement of ownership and renters is comparable to the province as a whole.

Figure 1: Statistic Canada Data 2016, Census Profile. Dwelling Type¹⁰

Dwelling Type ¹¹	Stratford	Ontario
Single-detached house	39%	42%
Apartment (5 or more stories)	3%	13%
Other attached dwelling	29%	22%
Semi-detached house	8%	4%
Row House	4%	7%
Apartment or flat in a duplex	4%	3%
Apartment (fewer than 5 stories)	14%	8%
Other single-attached house	-	-
Movable dwelling	-	-

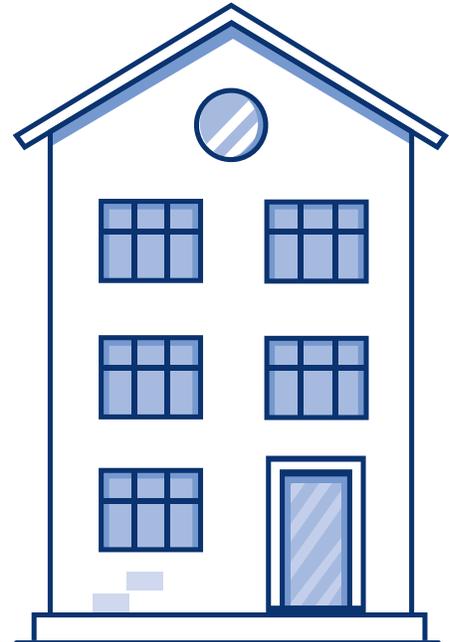


Figure 2: Household Compositions¹²



INCREASING RENTAL COSTS¹³

The City of Stratford Social Services Department¹⁴ completed a rental market scan to better understand availability and attainability, utilizing rental housing advertisements from online sources and a neighbourhood audit. This scan occurred from the week of March 9 to the week of April 20, 2020. Online sources included Kijiji.ca and RentBoard. Identified Average Market Rent (AMR) Figure 4 and 5 details the average rental cost by unit type for each of the municipalities located in the service area of Stratford, Perth County and St. Marys. Statistically, the majority of available rental units and highest average rental costs were located in Stratford, the largest centre in the region offering employment opportunities, education, recreation and commercial services.

Figure 3: Owner and Renter

Type	Stratford	Ontario
Owner	67%	68%
Renter	33%	32%



The findings of the market scan show a continued rise in local rental market rates in the past year, with the highest increase for 1-bedroom units at 21% as indicated in Figure 5.

AFFORDABILITY

For renters,¹⁵ Figure 6 identifies the population divided into percentiles based on household income with each percentile containing a tenth of all total households (deciles); exactly a tenth of households earning the lowest income make up the first decile, the next tenth represents the next highest set of income earners and so on.

In an ideal housing market, households in or below the 30th income decile would be eligible for rent-gear-to-income (RGI) housing. Households in the 40th–60th income decile would be accessing rental market housing. Households in or above the 70th income decile would be homeowners.

Figure 4: Average Rental Price by Bedroom Size - Stratford



Figure 5: Rental Market Rates Stratford



Based on 2018 CMHC Average Market Rents (AMR), households would require an annual income of between \$28,900 and \$44,600 (30th to 50th income percentiles) to rent in the private market depending on the size of the unit. For households in the 10th, 20th and 30th income percentiles, earning less than \$28,500, there are no private market options in the area meeting the report definition of attainable market housing.

A local rental scan conducted in early 2019 showed that rental rates in the area were higher than the CMHC rates, ranging from \$910 for a bachelor to \$2,010 for 4+ bedrooms.¹⁶

For ownership¹⁷ in 2018, households required an annual income of \$106,000 (70th income percentile) to buy a condominium or single-detached house in Stratford. Households in the 50th income percentile (earning \$74,000) could purchase a semi-detached house while those in the 60th income percentile (earning \$88,400) could buy a townhouse.

Figure 6: Rental Housing Affordable in Perth (Source: MMAH Service Manager Profiles 2018)

Income Percentile	Annual Household Income	Affordable Monthly Rent	Unit Type and Alternate AMRs				
			Bachelor \$910	1 Bdrm \$1,032	2 Bdrm \$1,351	3 Bdrm \$1,663	4+ Bdrm \$2,010
10th	\$14,800	\$370					
20th	\$21,600	\$540					
30th	\$28,900	\$720					
40th	\$36,600	\$920					
50th	\$44,600	\$1,120					
60th	\$53,300	\$1,330					
70th	\$62,800	\$1,570					
80th	\$75,100	\$1,880					
90th	\$97,800	\$2,450					
100th	N/A	N/A					

Figure 7 Home Ownership Affordability in Perth (St. Marys, Stratford, Perth County)

(Source: MMAH Service Manager Profiles 2018)

Income Percentile	Annual Household Income	Affordable Purchase Price	Dwelling Type and Average Resale Price			
			Semi \$268,600	Townhouse \$300,591	Condo \$356,969	Single \$372,917
10th	\$24,300	\$95,300				
20th	\$37,800	\$148,300				
30th	\$49,300	\$193,400				
40th	\$61,600	\$241,600				
50th	\$74,600	\$292,600				
60th	\$88,400	\$346,700				
70th	\$106,000	\$415,800				
80th	\$128,800	\$505,200				
90th	\$166,100	\$651,500				
100th	N/A	N/A				



BEDROOM SHORTFALL¹⁸

Bedroom Shortfall Figure 8 measures the minimum number of additional bedrooms a community needs to house all renters suitably based on the Canada Mortgage and Housing Corporation's National Occupancy Standard. Employers are finding a significant percentage of employees live outside the City and commute into Stratford for work. Employers have identified available attainable market housing as a barrier to the retention of staff.

Figure 8: Canada Mortgage and Housing Corporation's National Occupancy Standard

Quartile	Household Income Range	Average Income	Dwelling Type and Average Resale Price					All Units
			Studio	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	
Q1	\$0-\$23,777	\$15,152	-	-	-	-	-	25
Q2	\$23,777-\$41,687	\$32,667	-	-	-	-	-	65
Q3	\$41,687-\$63,676	\$52,185	-	-	-	-	-	70
Q4	\$63,676 +	\$95,924	-	-	-	-	-	190
All			-	65	110	95	15	355

ECONOMIC

The Stratford census region consistently has one of the lowest unemployment rates in the Province (November 2020 5.4% in Stratford region and the Province at 8.7%).¹⁹ In the 2019 EmployerOne survey conducted by the Four County Labour Market Planning Board, 50% of all businesses reported the available workforce as poor; over 70% reported having hard-to-fill positions; and 37% had been trying for more than a year to find desirable candidates.

As we review the economics of the region, there is a wide range of income levels²⁰ represented in Stratford that fall below provincial medians. In 2016, the median total household income in Stratford was \$70,336, compared to \$74,287 in Ontario. The economy in Stratford is vibrant, with a basis in tourism, agriculture, manufacturing, healthcare, professional services, construction and retail.

2.0 Existing Approval Processes and Considerations



2.1 Summary

This report reviewed the City of Stratford development application and approval process to determine if there are potential modifications that could expedite processes and reduce barriers to the development of attainable market housing, while maintaining planning policies meeting statutory requirements and protecting public involvement in the decision-making process.

Under the current statutory framework planning policies and zoning by-law requirements, the City of Stratford requires proposed developments requesting modifications to existing zoning be processed through an approval process requiring additional supporting information and City and statutory public consultation prior to approval. The supporting information, depending on the complexity of the development, can add significant costs and time to the project.

An analysis of development applications requiring public consultations and development applications requiring modified public consultations was completed.

Proposed developments meeting existing Zoning By-law requirements that are greater than three dwelling units are subject to Site Plan Control under the City of Stratford Site Plan Control By-Law. The site plan approval process approves plans in one of three categories based on the complexity of the development:

- new site plans
- site plan amendments
- minor changes to existing plans (also known as letter amendments)

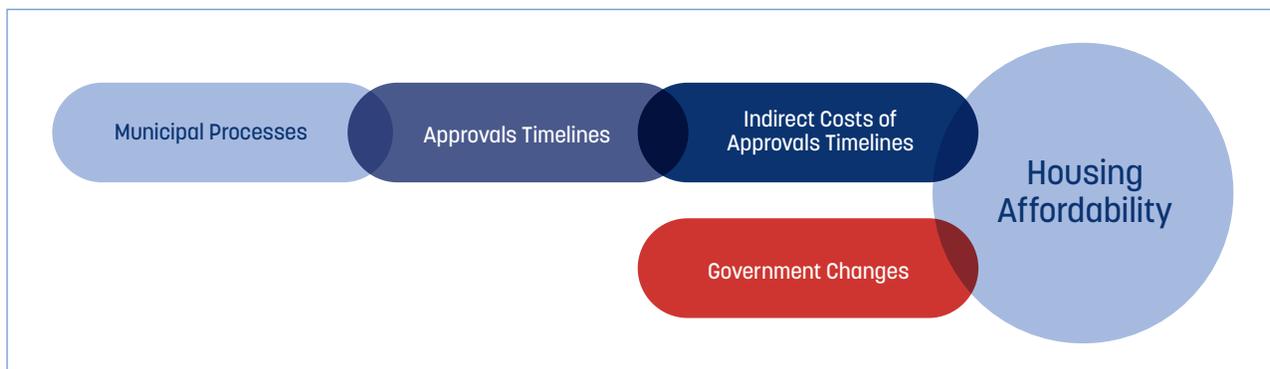
The applications are reviewed by the Site Plan Review Committee to ensure the application is in general conformance with applicable by-laws, public safety, site functioning, aesthetics and do not require public consultation.



Informational consultations were completed with public and private stakeholders to determine efficiencies and deficiencies in the approval processes. The information from the consultations was categorized into “what is working” and “what requires improvement” and then analyzed to aid in providing recommendations. Additionally, approval processes from larger cities, such as the City of London and the City of Kitchener, were reviewed for structure and costs associated with development applications.

Findings were reviewed and analyzed in coordination with potential development incentives to provide recommendations on improving the approval process for development applications. Figure 9 demonstrates the current process to attainable housing from a municipal approval’s standpoint.

Figure 9: Current Attainable Housing Process, Gateway Attainable Housing Project Blue Mountain



2.2 Development Applications with Public Consultation

The following provides a summary of the potential applications required under the Planning Act to accommodate development or redevelopment. Each type of application has varying degrees of submission requirements, review processes and public involvement; some dictated by the Planning Act (provincially mandated) which may further impact processing timelines. For all applications, except for Minor Variance and Consent Applications, formal Pre-Consultation with the City of Stratford is required to review the proposed development, identify submission requirements and provide the early identification of issues. This pre-consultation assists in expediting the process.

OFFICIAL PLAN AMENDMENT

The OP establishes the overarching goals, objectives and policies established primarily to manage and direct physical change and the effects on the social, economic and natural environment of the municipality and any requested change to the policies must be consistent with provincial policy. Typically, technical studies are required in support of an Official Plan Amendment, including a Planning Justification Report.

Official Plan Amendments must be processed within 120 days under the Planning Act if a complete application is submitted or the Applicant has the authority to appeal to the Local Planning Appeal Tribunal.

ZONING BY-LAW AMENDMENT APPLICATION

A Zoning By-law Amendment is required when a proposed use within the existing zone is not permitted or when the number of modifications to development regulations are not considered 'minor'. The rezoning process is approximately four to six months in length, independent of any appeal to the Local Planning Appeal Tribunal. Refer to [Appendix A](#) for detailed process review and flow chart of the Zoning By-law Amendment process.

DRAFT PLAN OF SUBDIVISION/DRAFT PLAN OF CONDOMINIUM

Should the proposed development include the need to create/change the form of tenure, a Draft Plan of Subdivision or Draft Plan of Condominium is required. Where five or more lots and/or a new municipal road are proposed, the City shall require a Draft Plan of Subdivision as opposed to a Consent Application.

Draft Plan of Condominium can include Standard Condominium, Vacant Land Condominium and Common Elements Condominium. A Condominium can be a useful form of tenure, particularly in more urban areas where a municipal road within a subdivision will consume a large portion of land area and homeowners are looking for reduced home maintenance. It is noted the City has the authority to exempt an applicant from Draft Plan of Condominium Approval, which would assist in expediting the approval process and associated costs. A structure would be required to consider the exemption process and typically, municipalities utilize this approach when the development project has recently completed other Planning Act applications (e.g. Zone Change, Site Plan, etc.).

Neither a Draft Plan of Subdivision nor Draft Plan of Condominium are subject to a third-party appeal, per the Planning Act.

CONSENT AND MINOR VARIANCE APPLICATION – COMMITTEE OF ADJUSTMENT

The Committee of Adjustment reviews and approves two types of applications known as Consent (severance) and Minor Variance. Consent application is required where the creation of a new parcel of land is proposed and a Minor Variance application requests relief from the Zoning By-Law, provided it is considered minor in nature and desirable for the development of the land in accordance with the Planning Act. The Minor Variance application process is approximately three months and subject to appeals. Consent Applications are also processed in three months; however, it can take an extra time to clear conditions of approval (1 year to meet conditions).

[Appendix A](#) illustrates the flow diagram of the application process and is further described on the next page.

KEY STAKEHOLDER FINDINGS

Public and private stakeholder consultations were completed to review the City of Stratford approval process. The information collected through stakeholder consultations was reviewed and consolidated into two categories, "what is working" and "what requires improvement". The categories and information are summarized on the following page.



<i>WHAT IS WORKING</i>	
<p>Public Stakeholder</p> <ul style="list-style-type: none"> • Pre-consultation meeting to determine project approval requirements. 	<p>Private Stakeholder</p> <ul style="list-style-type: none"> • Pre-consultation meeting to determine project approval requirements.
<i>WHAT REQUIRES IMPROVEMENT</i>	
<p>Public Stakeholder</p> <ul style="list-style-type: none"> • Improved communication between the file manager and the applicant. • Receiving ‘complete’ applications from the applicant as define under the Planning Act. • Improved timelines with Planning and Heritage Committees prior to decision. 	<p>Private Stakeholder</p> <ul style="list-style-type: none"> • Improved communication between the file manager and the applicant. • Improved access to application documentation and submission standards. • Improved approval timeline. • Educating staff with reviewing applications. • Improved definition to Heritage Area within the Official Plan. • Development Charges • Parkland dedication calculation. • Administrative fees associated with obtaining as-recorded information.

2.2.1 Considerations

The information consolidated from stakeholder consultations was reviewed and analyzed against other approving agencies to provide a recommendation. The recommendations for this section are to improve access and communications for applicants during the approval process as follows:

DEVELOPMENT APPLICATION UPDATES

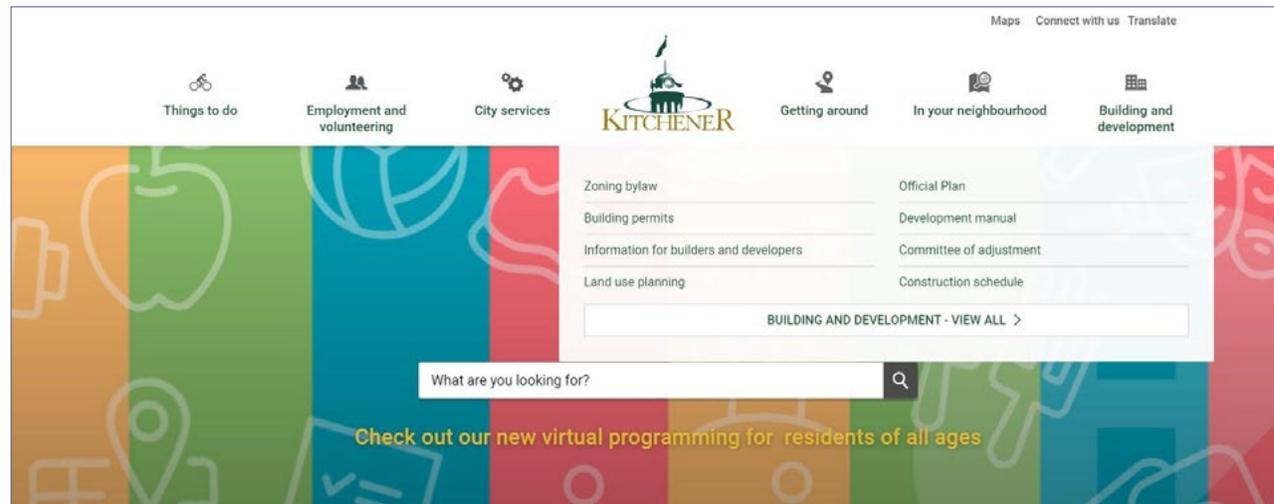
Improving communication between the Applicant and the file manager can be facilitated by the addition of a digital application-tracking platform. The City of Stratford Building Department utilizes the CityWide²¹ database system for tracking permits and the program can be adjusted to track development applications. The platform would be used to provide applicants with information regarding the file manager assigned to the application, file received information, status of application and updates to the application through the process.

The digital application-tracking platform should help optimize City staff working hours by minimizing phone and email correspondence with applicants related to submitted applications.

ACCESS TO DEVELOPMENT INFORMATION

It is recommended the City of Stratford restructure relevant pages on the City website to allow for improved access to development standards and process information, similar to the City of Kitchener digital structure for internal staff and Applicant use. The recommendation is to provide a designated tab on the City of Stratford homepage named “Building and Development”. The recommended tab would provide links to all zoning information, development standards and development applications and processes.

Figure 10: City of Kitchener - Homepage



PRE-ZONING

It is common for new residential development applications to go through a site-specific rezoning process in order to permit development. A site-specific rezoning process can be accompanied by a significant approval timeline and potential constraints due to the risk of appeals, or other issues. Additionally, the need to complete a rezoning process may represent an unacceptable risk to a developer or interested attainable housing partner if the outcome of the rezoning process is uncertain.

Some municipalities undertake “pre-zoning” as a means of overcoming some of these risks. Pre-zoning involves modifying the zoning within an area of a municipality to directly implement the policies of the Official Plan. When lands are pre-zoned, there is no need for a site-specific rezoning process to permit the development to proceed, as the zoning is modified to permit the various form(s) of development contemplated by the Official Plan on an as-of-right basis. This removes some of the process and time required to permit development, although pre-zoning also removes opportunity to develop site-specific zoning and limits consultation at the site-specific level. Generally, pre-zoned development will still be subject to other City approvals, such as a Site Plan or Plan of Subdivision. As such, pre-zoning does not eliminate these requirements. A rezoning process is usually conducted in conjunction with other approvals such as a Site Plan application. Pre-zoning can also be associated with the implementation of a Holding symbol on the lands in accordance with Section 36 of the Planning Act, in order to require technical assessments to be conducted prior to development being permitted (e.g., servicing, traffic impact, etc.).



Pre-zoning works best when the new zoning can be established with minimal risk of changes being required. If pre-zoning is implemented and the pre-zoning does not match developer expectations, then the developer would likely want to further amend the zoning. This would eliminate the benefits of pre-zoning. As such, pre-zoning is usually implemented in conjunction with, or as an outcome of, a detailed planning and design study for a specific area so the ultimate configuration of land and the built form vision can be precisely understood. Pre-zoning is more effective when conducted as an outcome of such a study. As an example, the City of Guelph and the City of Pickering both recently conducted detailed Secondary Plan studies for their downtown areas and pre-zoning these areas emerged as an outcome.

Where rezoning applications are required and public appeals presented, time and costs associated with the development increase and are ultimately passed on to the unit owner or renter. Re-zoning applications are a normal process associated with administering a zoning by-law. However, the need to conduct a site-specific amendment for each development application can be reduced through consideration of pre-zoning the requirements of the Official Plan.

It is recommended the City review options for pre-zoning lands to produce development-ready lands and provide investment in attainable housing. This may include a Citywide review of zoning. A pre-zoning study or process should consider the following:

- Assess the appropriateness of pre-zoning in the context of the Official Plan.
- Consider opportunities to incorporate as-of-right permissions for a variety of housing typologies.
- Consider second unit policy permissions across all residential zones to provide additional dwelling units throughout the City without a significant number of approvals and allow density to be created with minimal streetscape impact.
- Consider the need to implement any urban design objectives, holding symbol requirements or other tools to mitigate risks associated with pre-zoning.
- Ensure an appropriate consultation approach is undertaken as part of considering pre-zoning, since the process of pre-zoning land will eliminate the need for site-specific rezoning processes that would otherwise include consultation with both developers and the public.

It is also recommended the City consider implementing inclusionary zoning. The City would require a series of amendments to the Zoning By-laws in accordance with a Community Improvement Plan; the cumulative impact being a shift to a more inclusionary zoning framework for housing intensification to help limit the number of public appeals and minimize time and costs associated with development.

COMMUNITY PLANNING PERMIT SYSTEM

The Province has also recently introduced a new planning system replacing Zoning By-laws, Minor Variance approvals and the Site Plan Control process with a single, harmonized approval process. Municipalities can enact a Community Planning Permit System on a municipality-wide basis, or



for defined area(s) in accordance with the requirements of the *Planning Act*. The process enables a streamlining of required approvals, with permitted uses being subject to a more streamlined approval delegated to staff. More complex developments or discretionary uses can involve a more thorough process. In order to implement a Community Planning Permit System, the City would be required to incorporate policies into the Official Plan, which has not yet been undertaken. As part of its next Official Plan Review, the City should consider the appropriateness of a Community Planning Permit System. To date, the system has largely been adopted by more rural municipalities. From the perspective of facilitating attainable housing opportunities, a Community Planning Permit System can help harmonize and reduce overall approval timelines, a noted constraint to the development of attainable housing in Stratford.

INCLUSIONARY ZONING

It is also recommended the City review and consider implementing inclusionary zoning as part of a future Official Plan Review or separate study. Inclusionary zoning is a new tool enabled under the Planning Act allowing municipalities to require the provision of attainable housing units in conjunction with proposed residential development. Inclusionary zoning by-laws would be passed requiring a certain percentage of attainable units be maintained over time. Prior to passing inclusionary zoning requirements, the City must have Official Plan policies in place. Currently, the City does not administer any such policies. It is noted the Planning Act limits which municipalities can utilize inclusionary zoning. Only prescribed municipalities and municipalities that have either delineated major transit station areas or implemented a Community Planning Permit System (as discussed previously), are permitted to enact inclusionary zoning policies and zoning by-laws. At this time, it is suggested the potential for inclusionary zoning be considered in conjunction with the City's Official Plan Review and/or through an initiated separate study. To date, no municipalities in Ontario have incorporated these policies and passed associated inclusionary zoning by-laws.

OTHER ZONING BY-LAW AND OFFICIAL PLAN UPDATES TO PROMOTE ATTAINABLE HOUSING CREATION

In addition to the zoning modifications previously described, other aspects of the zoning by-law may function as a barrier to the creation of attainable housing units. For example, some municipalities have considered reducing minimum parking requirements for attainable housing units in order to promote transit usage and reflect actual vehicle ownership rates. It is also important to ensure the zoning by-law contains standards to address a wide range of housing typologies so developers can have a clear understanding of the City's expectations for a proposed development. If the zoning by-law contains gaps with respect to addressing newer and more innovative forms of housing, the lack of standards can represent a risk to a potential developer. Although these matters can be addressed through a site-specific minor variance or a rezoning process, the need to make changes to the zoning may pose an unacceptable risk to a potential attainable housing developer.



OFFICIAL PLAN — HERITAGE AND STABLE RESIDENTIAL AREA

The Official Plan is designed to provide policies for the development of the City. Through private stakeholder consultation, it was noted additional clarification and definition is requested for the ‘Heritage Area’ and ‘Stable Residential Areas’ designations, overlays and policies.

It is recommended that the City of Stratford review the “Heritage Area” policies in the central area and consider removing or updating the policies in the Official Plan that speak to Stable Residential Areas relating to policies. Providing additional flexibility within the Official Plan for the areas noted should be considered to provide additional opportunity for infill and intensification. These considerations may be addressed through the City’s next Official Plan Review.

PLANNING AND HERITAGE COMMITTEE

The City of Stratford rezoning process requires the Planning and Heritage Committee have a separate review meeting for applications, potentially adding a minimum of 14 days depending on council agendas. It is recommended the City consider structuring the approval process to have the Planning and Heritage Committee provide necessary comments, concerns and support at the first Council meeting. This should alleviate Council commitments, decrease City and Committee hours and expedite decisions on the application.

FEES: DEVELOPMENT CHARGES

The City of Stratford in accordance to By-Law 45-2017, requires developers to provide payment for development charges. Development charges are required on all lands, buildings or structures that are developed for residential or non-residential uses with exceptions as listed in the by-law. Development charges provide for the recovery of growth-related capital expenditures from new development., while these costs do support City-wide and infrastructure services, costs are ultimately absorbed by the purchaser. For residential unit’s, development charges range from approximately \$14,500 for single family dwellings to between \$5,000 and \$10,000 per unit in multi residential unit developments.

Consideration to waiving or modify development charges for the affordable and attainable market developments that meet set criteria within the proposed Community Improvement Plan is an opportunity to encourage further development. Refer to [Section 3](#) and [Appendix C](#) for additional incentive information.

FEES: PARKLAND DEDICATION CALCULATION

The City of Stratford, in accordance to section 7.7.13 of the Official Plan, requires parkland dedication fees as a condition of approval for plans of subdivision, site plans and consent applications. This condition requires 5% of the land dedicated to parkland or 5% cash-in-lieu based on the land value on the date prior to issuance of a building permit. Refer to [Appendix C](#) for further details from the Official Plan about the parkland dedication.

The current parkland calculation is determined by receiving a land value appraisal by a certified appraiser and provided to the City Infrastructure and Development Services Department for review

and approval. A certified appraisal and the City's department review opinion often vary significantly and provide unnecessary disputes between the City department and the developer.

In addition, consideration should be given to waiving or modifying parkland dedication fees for the affordable and attainable market developments that meet set criteria within the proposed Community Improvement Plan. Refer to [Section 3](#) and [Appendix C](#) for additional incentive information.

2.3 Development Applications with Modified Public Consultation

The only application type under the Planning Act that does not typically require a public process and/or approval from Council and the Committee of Adjustment is Site Plan Approval. The City of Stratford requires any development with greater than three residential units within the City limits to be subject to Site Plan Control under the Site Plan Control By-Law. The By-law identifies three types of applications:

- new site plans
- site plan amendments
- minor changes to existing plans (also known as letter amendments)

These processes are subject to review by the Site Plan Review Committee and do not require public consultation as the development meets all the requirements set out in the Zoning By-law for the proposed development. The Site Plan Review Committee reviews and approves the three types of applications under the Site Plan Control By-law. The site plan approval process requires approximately two to six months from the time it is deemed a complete application depending on the complexity of the application.

The Site Plan Review Committee consists of the Building & Planning Divisions, Festival Hydro, Engineering & Public Works Department, Community Services Department, Economic Development (investStratford) and Fire Department. Representing the public, the committee reviews applications for conformity to applicable by-laws, public safety, site functioning and aesthetics.

KEY STAKEHOLDER FINDINGS

Public and private stakeholder consultations were completed to review the existing site plan approval process. The information collected through stakeholder consultations was reviewed and consolidated into two categories, “what is working” and “what requires improvement.” The categories and information are summarized on the following page.



WHAT IS WORKING

Public Stakeholder

- Pre-consultation meeting to determine project approval requirements.
- Concurrent review of the building permit and site plan application.
- Site Plan committee internal meeting prior to applicant meeting.
- 10-day internal review for site plan review committee.

Private Stakeholder

- Pre-consultation meeting to determine project approval requirements.
- Concurrent review of the building permit and site plan application.

WHAT REQUIRES IMPROVEMENT

Public Stakeholder

- Improved communication between Site Plan Review Committee and the applicant.
- Receiving 'complete' applications from the applicant.
- Improved location of development applications and development standard information.

Private Stakeholder

- Improved communication between the Site Plan Review Committee and the applicant.
- Improved access to application documentation and submission standards.
- Improved approval timeline.
- Ongoing staff education and learning opportunities.
- Development Charges.
- Site Plan security calculation.
- Administrative fees associated with obtaining as-recorded information.
- Coordination by the Planning Department in managing competing comments from different City departments and providing direction and resolution.

2.3.1 Considerations

The information consolidated from the stakeholder consultations was reviewed and analyzed against other approving agencies to provide a recommendation. Delays in approvals, and ultimately the project, provide unexpected increases in the overall project costs absorbed by the purchaser. The recommendations for this section focus on effective and efficient communications to avoid unexpected project delays during the process and provide improved cost control. The recommendations from the stakeholder consultations are as follows:

DEVELOPMENT APPLICATION UPDATES

Improving communication between the applicant and the file manager can be facilitated by the addition of a digital application-tracking platform. The City of Stratford Building Department utilizes the CityWide database system for tracking permits and the program can be adjusted to track site plan applications. The platform would be used to provide applicants with information regarding the file manager assigned to the application, file received information and deemed complete, as well as updates to the application through the process. Refer to [Appendix A](#) for further details of the CityWide permit tracking program.

The digital application-tracking platform should help optimize City staff working hours by minimizing phone and email correspondence from applicants requesting updates to the submitted application.

SITE PLAN REVIEW COMMENT CLARIFICATION

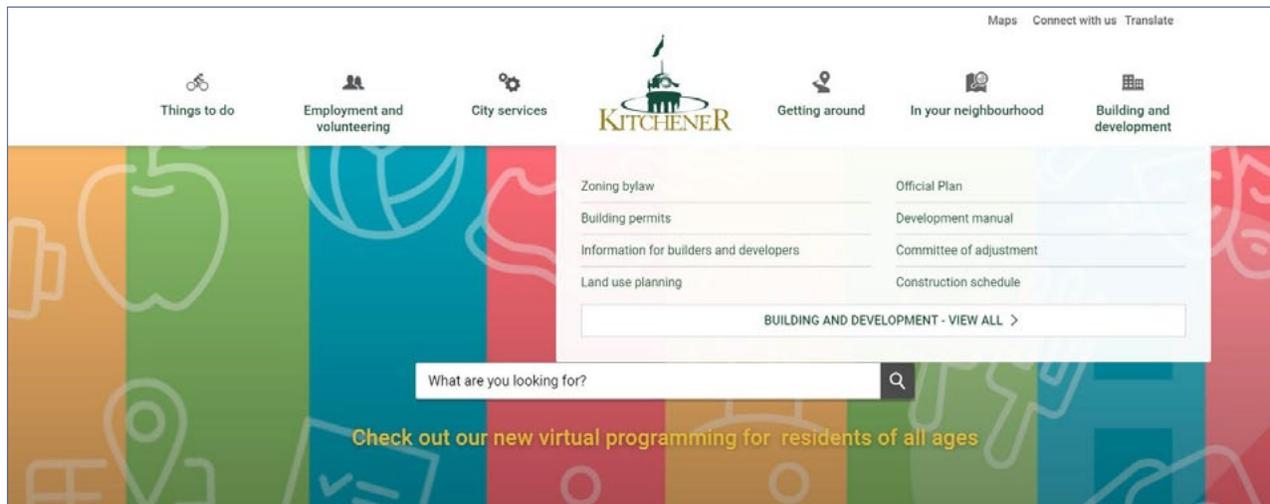
It is recommended the Site Plan Review Committee implement a redline drawing pickup for the applicant. The redline drawing will provide clarification and illustration of the review comments provided by the Site Plan Review Committee. The redline drawing should be made available two days prior to the Site Plan Review Committee meeting.

ACCESS TO DEVELOPMENT INFORMATION

It is recommended the City of Stratford restructure relevant pages on the City website to allow for improved access to development standards and process information similar to the City of Kitchener digital structure for internal staff and applicant use. The recommendation is to provide a designated tab on the City of Stratford homepage named “Building and Development”. The recommended tab will provide links to all zoning information, development standards and development applications and processes.



Figure 11: City of Kitchener - Homepage



COMMUNITY IMPROVEMENT PLAN (CIP) APPROACH

refer to [Section 3.0](#) for details

It is recommended the City of Stratford consider the implementation of a CIP. Refer to Public Consultation — Development Application, Improved Approval Timeline for additional information.

SITE PLAN AGREEMENT CLASSIFICATIONS

Like larger local cities such as the City of London and the City of Kitchener, it is recommended the site plan approval process classify developments into different levels of site plan approval based on the complexity of the application. In accordance with the Site Plan Control By-law, all site plan applications will require mandatory site plan consultations that will be used to determine the classification of the site plan approval process for the application. Until the application is classified by the planner of record, applications will be considered to require full site plan approval (Class 3). The three classifications recommended for the site plan application process are as follows:

CLASS 1 - SITE PLAN APPROVAL

This classification would apply to minor additions to existing buildings, minor site works, parking lots with less than 10 parking spaces, construction works not requiring building permit and townhouses fronting municipal streets.

This application process would only be reviewed by the City of Stratford Infrastructure and Development Services Department and should take approximately two to four weeks after a complete submission to receive approval documents, pending the applicant completing the required revisions and providing all necessary documentation to the satisfaction of the City of Stratford.

Currently, the application fee is approximately \$400 for minor applications. The fee structure for this application is recommended to remain this amount with yearly review for increases. For proposed developments directed to attainable housing meeting the requirements within the proposed CIT [Section 3.0](#) for attainable market housing, it is recommended application fees be waived for developments meeting the criteria of an attainable market housing development.

Presently, site plan securities are required for minor site plan applications and are calculated by an estimate for private project construction works. The calculated security estimate is provided to the City for review and upon acceptance, 50% of the estimate is required to be held as a deposit and refunded fully upon project completion. The current site plan security deposit calculation does not provide the ability for the developer to budget for the project and therefore it is recommended that a standard Class 1 site plan provide a fixed \$5,000 security deposit. The site security deposit would be released upon project completion with verification of the constructed works in accordance with the site plan associated and the appropriate certifications provided by a Professional Engineer.

CLASS 2 - SITE PLAN APPROVAL

This classification would apply to a minor amendment (redline) to an approved site plan, building conversions that require minimum external site work and residential developments of four units or less.

This application process would only be reviewed by the City of Stratford Infrastructure and Development Services Department and should take approximately two to four weeks after formal submission to receive approval documents, pending the applicant completing the required revisions and providing all necessary documentation to the satisfactory of the Site Plan Review Committee.

The application fee is currently between \$1,700 and \$2,200 for minor applications and should remain at this amount pending yearly review for increases. For proposed developments directed to attainable housing, and that meet the requirements within the proposed CIT in [Section 3.0](#) for attainable market housing, it is recommended that application fees be waived.

Presently, site plan securities are required for minor site plan applications and are calculated by a site plan security estimate. The calculated security estimate is provided to the City for review and upon acceptance, 50% of the estimate is required to be held as a deposit and refunded fully upon project completion. The site plan security deposit calculation does not provide the ability to budget for the project and therefore it is recommended that a standard Class 2 site plan provide a fixed \$10,000 deposit refunded upon project completion and the receipt of appropriate certifications. The site security deposit would be released upon project completion with verification of the constructed works in accordance with the site plan associated and the appropriate certifications provided by a Professional Engineer.



CLASS 3 - SITE PLAN APPROVAL

This classification would apply to major additions, major building renovations requiring major external site works, major site works construction requiring building permits and residential developments of five units or more.

This class of application process will require full review by the Site Plan Review Committee, consisting of the City Building & Planning Divisions, Festival Hydro, Engineering & Public Works Department, Community Services Department, Economic Development (investStratford) and Fire Department.

The application process should be approved, and an executable site plan agreement document created within four to six weeks, pending the applicant completing required revisions and providing all necessary documentation to the satisfaction of the Site Plan Review Committee.

For major applications, the approximate application fee is currently \$3,300 and should remain at this amount pending yearly review for increases. For proposed developments directed to attainable housing meeting the requirements within the proposed CIT [Section 3.0](#) for attainable market housing, it is recommended that application fees be waived for those meeting the criteria.

Presently, site plan securities are required for a full site plan application and are calculated by an estimate for private project construction works. The calculated security estimate is provided to the City for review and upon acceptance, 50% of the estimate is required to be held as a deposit and refunded fully upon project completion.

The site plan security deposit calculation does not provide the ability to budget for the project. Therefore, it is recommended the site plan security estimate be calculated by a unit rate per hectare plus the linear meter of property frontage. This calculation has been adopted by the City of Hamilton (refer to [Appendix A](#)). The unit rate security calculation provides the developer the ability to predetermine a budget to be included in the development cost prior to construction. The site security estimate would be calculated by the City and provided to the applicant at the pre-consultation meeting. The recommended calculation structure follows and is reduced for developments qualifying with the attainable housing criteria as per the CIP:

Figure 12: Recommended Class 3 New Development Security Calculation

City of Stratford Zone	Unit Rate Per Hectare		Unit Rate Per Metre of Property Frontage	
	Unqualified	Qualified	Unqualified	Qualified
Residential Zone	\$75,000	\$37,500	\$800	\$400
Industrial Zone	\$25,000	N/A	\$200	N/A
Institutional Zone	\$30,000	N/A	\$600	N/A
Commercial Zone	\$75,000	N/A	\$600	N/A

Figure 13: Recommended Class 3 Additions, Alterations or Additional Buildings on Developed Site Security Calculation

City of Stratford Zone	Unit Rate Per Hectare		Unit Rate Per Metre of Property Frontage	
	Unqualified	Qualified	Unqualified	Qualified
Residential Zone	\$38,000	\$19,000	\$400	\$200
Industrial Zone	\$13,000	N/A	\$100	N/A
Institutional Zone	\$15,000	N/A	\$300	N/A
Commercial Zone	\$38,000	N/A	\$300	N/A

The site security deposit would be released in construction stages with verification of the constructed works in accordance with the site plan associated and the appropriate certifications by a Professional Engineer as noted in Site Plan Security Payment and Release of Security section below.

SITE PLAN SECURITY PAYMENT AND RELEASE OF SECURITY

Currently site security deposits are required to be paid in full prior to executing the site plan agreement. The existing payment requirement and payment forms are recommended to remain.

The existing practice for releasing securities requires a calculation of works completed and works remaining. The applicant must verify that a minimum of 80% of the work is completed to release a maximum of 50% of the security with a minimum security of \$10,000.00 to remain until the project is complete.

The existing practice is an efficient process; however, the following is recommended in accordance to the recommended site plan approval classifications:

CLASS 1 SITE PLAN APPROVAL

Securities to be released upon project completion with verification of the constructed works in accordance with the site plan associated and the appropriate certifications by a Professional Engineer.

CLASS 2 SITE PLAN APPROVAL

Securities to be released upon project completion with verification of the constructed works in accordance with the site plan associated and the appropriate certifications by a Professional Engineer.



CLASS 3 SITE PLAN APPROVAL

Partial request for security release with a maximum of two requests are recommended as follows.

- **First request** — Release 50% of security deposit when sanitary, storm and water services are installed and certifications provided by a Professional Engineer with minimum security requirement.
- **Second request** — Release 50% of remaining security deposit held (75% of the total security) when rough grading to base asphalt is complete and certifications provided by a Professional Engineer with minimum security requirement.

Minimum security held by the City of Stratford.

- Attainable Market Housing developments \$5,000.
- Non-Attainable Market Housing developments \$10,000.

The recommendations above promote cash flow and minimize carrying costs to the developer.

INCREASE STAFFING

It is recommended internal staffing requirements be reviewed in the Infrastructure and Development Services Department. During our industry consultations, stakeholders expressed concerns that under-staffing and turnover in the Department is an issue and suggested that increased staffing will provide the ability for development and construction projects to move through the approval and permit process at an increased rate. Succession planning for Infrastructure and Development Service staff should also be considered to ensure ongoing skill development and retention. Also, consider opportunities to engage consultants to address busy times of year on a contractual basis.

CONTINUOUS EDUCATION AND TRAINING OPPORTUNITIES

It is recommended that continuous staff education be implemented for internal operations and review processes. The continuous education should minimize application review errors, which ultimately cause delays in obtaining approvals and incur unexpected costs.

Additionally, continuous education for City staff is a way to attract, retain and promote staff while supporting requirements of professional associations for professional development.

Implementation of additional training will also promote internal development and succession strategies for departments.

The recommendation to hiring a coordinator to evaluate staffing gaps and onboard additional staffing supports for Infrastructure and Development Services Department and develop a staffing matrix for ongoing training and advancement opportunities.

FEES: DEVELOPMENT CHARGES

The City of Stratford in accordance to By-Law 45-2017, requires developers to provide payment for development charges. Development charges are required on all lands, buildings or structures that are developed for residential or non-residential uses with exceptions as listed in the by-law. Development charges provide for the recovery of growth-related capital expenditures from new development., while these costs do support City-wide and infrastructure services, costs are ultimately absorbed by the purchaser. For residential unit's, development charges range from approximately \$14,500 for single family dwellings to between \$5,000 and \$10,000 per unit in multi residential unit developments.

Consideration to waiving or modify development charges for the affordable and attainable market developments that meet set criteria within the proposed Community Improvement Plan is an opportunity to encourage further development. Refer to [Section 3](#) and [Appendix C](#) for additional incentive information.

FEES: PARKLAND DEDICATION CALCULATION

The City of Stratford, in accordance to section 7.7.13 of the Official Plan, requires parkland dedication fees as a condition of approval for plans of subdivision, site plans and consent applications. This condition requires 5% of the land dedicated to parkland or 5% cash-in-lieu based on the land value on the date prior to issuance of a building permit. Refer to [Appendix C](#) for further details from the Official Plan about the parkland dedication.

The current parkland calculation is determined by receiving a land value appraisal by a certified appraiser and provided to the City Infrastructure and Development Services Department for review and approval. A certified appraisal and the City's department review opinion often vary significantly and provide unnecessary disputes between the City department and the developer.

It is recommended the City of Stratford implement a standard rate calculation to determine the value of parkland dedication fees. This will allow the developer to properly budget for the development as additional unconsidered fees are added to rent or ownership cost. The standard rate calculation should relieve disputes and provide an improved development experience and better utilized time for Infrastructure and Development Services staff.

In addition, consideration should be given to waiving or modifying parkland dedication fees for the affordable and attainable market developments that meet set criteria within the proposed Community Improvement Plan. Refer to [Section 3](#) and [Appendix C](#) for additional incentive information.

2.4. Summary

The recommendations for development applications with public consultation and development applications with modified consultations are summarized in Figures 14 and 15 to aid in increasing the supply of attainable market housing.



Figure 14: Summary of Recommendations for Development Applications with **Public Consultation**

Consideration Item	Recommendation	Next Step/Estimated Cost
Application Updates	Recommend utilizing the existing City-wide ²² database system for tracking permits; the program can be adjusted to track development applications.	City of Stratford to review and implement digital tracking. \$5,000 allowance for program training.
Access to Development Information	Recommend restructuring relevant pages on the City website allowing for improved access to development standards and process information. The recommended tab would provide links to all zoning information, development standards and development applications and processes.	City of Stratford to retain website designer. \$15,000 allowance for website redesign.
Pre-Zoning	Recommend City review options for pre-zoning to produce development-ready lands providing investment in attainable housing. This may include a City-wide review of zoning.	City of Stratford review pre-zoning lands. \$0 (complete internally)
Community Planning Permit System	Recommend the City of Stratford, with the next Official Plan, review the appropriateness of a Community Planning Permit System which is a new planning system that replaces Zoning By-laws, Minor Variance approvals and the Site Plan Control process with a single, harmonized approval process to reduce approval timelines.	City of Stratford review official plans. \$0 (complete internally)
Inclusionary Zoning	Recommended the City review and consider implementing inclusionary zoning as part of a future Official Plan Review or separate study. Inclusionary zoning under the Planning Act allows municipalities to require the provision of attainable housing units in conjunction with proposed residential development.	City of Stratford review inclusionary zoning. \$0 (complete internally)
Other Zoning By-Law and Official Plan Updates to Promote attainable housing creation	Recommend the City review zoning by-laws functioning as a barrier to the creation of attainable housing units in addition to pre-zoning, the community planning permit system and inclusionary zoning. For example, some municipalities have considered reducing minimum parking requirements for attainable housing units in order to promote transit usage and reflect actual vehicle ownership rates.	City of Stratford review pre-zoning lands. \$0 (complete internally)

Figure 14 continues on the next page.

Consideration Item	Recommendation	Next Step/Estimated Cost
Official Plan – Heritage and Stable Residential Area	Recommended the City of Stratford review the “Heritage Area” policies in central area and consider removing or updating the policies in the Official Plan that speak to Stable Residential Areas only allowing new infill/intensification that “reflects” existing development.	City of Stratford review the Heritage Area policies. \$0 (complete internally)
Planning and Heritage Committee	Recommended the City consider structuring the approval process to have the Planning and Heritage Committee provide the necessary comments, concern and support at the first council meeting.	City of Stratford review the structure to have a separate meeting for Planning and Heritage Committee for rezoning and consent applications. \$0 (complete internally)
Fees: Development Charges	Recommend the City of Stratford review the development charges and fees be waived for qualifying attainable market housing projects.	City of Stratford review development charges. \$ (complete internally)
Fees: Park Land Dedication	Recommend the City of Stratford implement a standard rate calculation to determine the value of parkland dedication fees and fees be waived for qualifying attainable market housing projects.	City of Stratford review and implement a fee structure for parkland dedication fees. \$ (complete internally)

Figure 15: Summary of Recommendations for Development Applications with **Modified Consultation**

Consideration Item	Recommendation	Next Step/Estimated Cost
Site plan review comment clarification	Recommend the Site Plan Review Committee implement a redline drawing pickup for the applicant to provide clear comment. This would provide more complete resubmission and should provide more efficient approval timelines.	City of Stratford to review internal site plan reviewing structure and implement a redline drawing pick up. \$0 (complete internally)
Access to development information	Recommend restructuring relevant pages on the City website allowing for improved access to development standards and process information. The recommended tab would provide links to all zoning information, development standards and development applications and processes.	City of Stratford to retain website designer. \$15,000 allowance for website redesign.



Consideration Item	Recommendation	Next Step/Estimated Cost
Community Improvement Plan (CIP)	Refer to Section 3.0	Refer to Section 3.0
Increase Staffing	Recommend increasing City staffing levels in departments administering the development process and identify relevant professional development opportunities and succession strategies to ensure continued employment of well-qualified staff.	City of Stratford to assess staffing capacity and structure in current and future opportunities and adjust accordingly (as needed). \$TBD
Continuous Education and Training Opportunity	Recommend implementing additional continuous education and training of staff and development of a succession plan.	City of Stratford to review internal training structure and implement further investing in employees. TBD (budget per employee per year)
Site Plan Agreement Classification	<p>Recommended the existing site plan approval process be restructured to classify developments into 3 different levels of site plan approval based on the complexity of the application:</p> <ul style="list-style-type: none"> • Class 1 - minor additions to existing buildings, minor site works, parking lots with less than 10 parking spaces, construction works not requiring building permit and townhouses fronting municipal streets. • Class 2 - minor amendment (redline) to an approved site plan, building conversions that require minimum external site work and residential developments of four units or less. • Class 3 - major additions, major building renovations requiring major external site works, major site works construction requiring building permits and residential developments of five units or more. <p>Recommend waiving site plan application fees for qualifying attainable market housing projects.</p> <p>Recommend the site security calculation be reviewed to be restructured to provide improved budgeting for construction projects and reduced for qualifying attainable market housing projects.</p>	City of Stratford to review internal site plan approval classification structure and implement modified structure. \$0 (complete internally)

Figure 15 continues on the next page.

Consideration Item	Recommendation	Next Step/Estimated Cost
Release Security	<p>Recommend restructuring the existing security release.</p> <p>Class 1 Site Plan Approval</p> <ul style="list-style-type: none"> • Securities to be released upon project completion with verification of the constructed works in accordance with the site plan associated and the appropriate certifications by a Professional Engineer. <p>Class 2 Site Plan Approval</p> <ul style="list-style-type: none"> • Securities to be released upon project completion with verification of the constructed works in accordance with the site plan associated and the appropriate certifications by a Professional Engineer. <p>Class 3 Site Plan Approval</p> <ul style="list-style-type: none"> • Partial request for security release with a maximum of two requests are recommended as follows. <ul style="list-style-type: none"> ◦ First request — Release 50% of security deposit when sanitary, storm and water services are installed and certifications provided by a Professional Engineer with minimum security requirement. ◦ Second request — Release 50% of remaining security deposit held (75% of the total security) when rough grading to base asphalt is complete and certifications provided by a Professional Engineer with minimum security requirement. • Minimum security held by the City of Stratford. <ul style="list-style-type: none"> ◦ Attainable Market Housing developments \$5,000. ◦ Non-Attainable Market Housing developments \$10,000. 	<p>City of Stratford to review internal site plan approval classification structure and implement modified structure.</p> <p>\$0 (complete internally)</p>
Fees: Development Charges	<p>Recommend the City of Stratford review the development charges and fees be waived for qualifying attainable market housing projects.</p>	<p>City of Stratford review development charges.</p> <p>\$ (complete internally)</p>
Fees: Park Land Dedication	<p>Recommend the City of Stratford implement a standard rate calculation to determine the value of parkland dedication fees and fees be waived for qualifying attainable market housing projects.</p>	<p>City of Stratford review and implement a fee structure for parkland dedication fees.</p> <p>\$ (complete internally)</p>

3.0 Community Improvement Approach



3.1 Summary

As the economic, social, demographic and environmental pressures differ from region to region and municipality to municipality, what is common is the need to build, reinforce or reshape ourselves to meet current challenges as well as residents' future needs in a sustainable community delivering a high quality of life. There are many existing and evolving challenges to the development of attainable housing within the City of Stratford. To aid in mitigating challenges, two opportunities will be reviewed in this section to encourage and facilitate the development of attainable market housing.

The first opportunity will be a Community Improvement Plan (CIP), a plan designed to address intensification, energy efficiency, mixed-use and transit/bicycle-oriented development, affordable housing creation, urban design, accessibility and the emerging needs of an aging baby boom generation. Some municipalities are using community improvement plans to enable incentives encouraging development that meets recognized environmental standards, such as LEED[®], net-zero while others use them to attract certain kinds of employment uses. Regional (upper tier) community improvement plans can facilitate the development of regional infrastructure, including transportation corridors and attainable housing.

The second opportunity will be to offer a Community Incentives Toolbox (CIT) within the Community Improvement Plan, providing a predetermined list of development incentives to promote intensification and attainable market housing. Incentives and considerations are a useful mechanism created for the express purpose of motivating activity to higher achievement levels and targeting various types of desired development in specific location. The toolbox addresses potential incentives and other implementation matters such as funding sources, fiscal incentives, regulatory measures and programs. The City's primary role is to set the stage for cooperation amongst a broad spectrum of potential participants including private, non-profit sector and other levels of government. There are a number of proven implementation tools designed to facilitate and encourage attainable housing development by reducing process time and costs and offer financial incentives.

The CIP and CIT will be designed to recommend financial incentives encouraging and facilitating private sector investment in the development of attainable housing through this plan and program.

3.2 Develop Community Improvement Plan (CIP)²³

Community improvement planning is one of the many sustainable tools found in the Planning Act. A CIP can help mitigate the need for attainable housing and help municipalities address challenges as it provides a means of planning and financing development activities that effectively use, reuse and restore lands, buildings and infrastructure.

The CIP would provide Stratford with the opportunity to focus on attainable housing through grants, loans and other tools. A CIP is a planning and economic development tool municipalities may use to facilitate broad community revitalization goals through grants or loans to private property owners and tenants. This Project will consider opportunities for the City to administer grants or loans encouraging private sector investment in attainable housing.

A CIP can function as an overall revitalization strategy, containing a range of incentive programs and other municipally led initiatives addressing the various objectives of the Plan. The CIP's incentive programs are its main operative component. A CIP can also enable land acquisition and improvement in accordance with the Planning Act. Further, under the CIP, a series of other actions and programs that complement the incentives may be proposed. To this end, the CIP will also consider opportunities to integrate Stratford's Urban Design Guidelines and update the existing draft Comprehensive Zoning Bylaw considering recent delays due to the COVID-19 pandemic. A CIP establishes a toolbox of incentive initiatives (see [Section 3.0](#) and [Appendix B](#) for details) offered by the City to directly stimulate private sector investment increasing the City's inventory of attainable housing to meet community needs. The incentive programs would encompass a Community Incentives Toolbox, as discussed later.

The City's authority to prepare and administer the CIP is legislated under Section 28 of the Planning Act, which sets out broad powers and tools that can be leveraged once a CIP is in effect. A Community Improvement Plan for the City can be prepared to serve as a long-term strategy to revitalize the community, improve the quality of life of community residents and better utilize under-developed properties to promote private investment in land and buildings. A CIP could be used as one of the components of a broader economic development strategy intended to function as a complementary economic tool along with other City initiatives.

Community Improvement Plan activities are shaped by local needs, priorities and circumstances. Cities can:

- Focus public attention on local priorities and municipal initiatives.
- Target areas in transition or in need of repair, rehabilitation and redevelopment.
- Facilitate and encourage community change in a co-ordinated manner.
- Stimulate private sector investment through municipal incentive-based programs.



A community improvement approach is a flexible, comprehensive, coordinated and strategic framework for dealing with lands and buildings, which can address many physical, social, economic or environmental matters. Over the years, community improvement plans have been used for a broad array of priorities aimed at rehabilitating and revitalizing targeted areas. Project areas may range from specific properties and employment areas to streets, neighbourhoods and entire communities, while program coverage can span a wide spectrum of a city's priorities.

COMMUNITY INCENTIVES TOOLBOX

The Community Incentives Toolbox (CIT) is the menu of potential incentives offered by the City of Stratford to directly stimulate an increase of attainable housing and meet community needs. The CIT falls under the CIP, which is the broader revitalization strategy. The CIP would provide a list of potential incentives to promote an increase in attainable housing stock, both rental and home ownership including second units, multi-unit housing, purpose built rental housing and other forms of housing.

These options will require confirmation through the preparation of a Community Improvement Plan and the CIP study that will go through a public process to identify the programs in detail and assess accordingly. The CIT can provide the City with numerous incentives to encourage and facilitate the development of attainable housing, including but not limited to:

- A Tax Increment Equivalent Program.
- Incentives to reduce development charges. (i.e. Waterloo, Niagara, Cambridge)
- Incentives to reduce other permit fees. (i.e. Kitchener, Guelph)
- Consideration for land acquisition or other Community Improvement Plan powers under the Planning Act and subject to the Official Plan's policies.

Once developed, the Toolbox should be piloted in conjunction with the Vivian Line and McCarthy Road pilots (see [Section 4.0](#)) with the eventual goal of being used to incentivize other private sector driven attainable housing projects.

The following potential incentive [Appendix B](#) programs are subject to Council approval of detailed Implementation Guidelines for the program and a budget:

TAX INCREMENT EQUIVALENT GRANTS OR LOANS²⁴

[Appendix C](#)

The Tax Increment Equivalent Grant or Loan is a program offering tax exemptions for market and non-market housing projects including three or more attached units (single-family dwellings are not eligible). The City could consider long-term tax increment financing (TIF) where the base property tax of a targeted development property or district is frozen, and the anticipated increase in the property tax resulting from redevelopment is used to finance the development project. The TIF program eventually expires, at which time the property taxes begin to flow to the municipality.

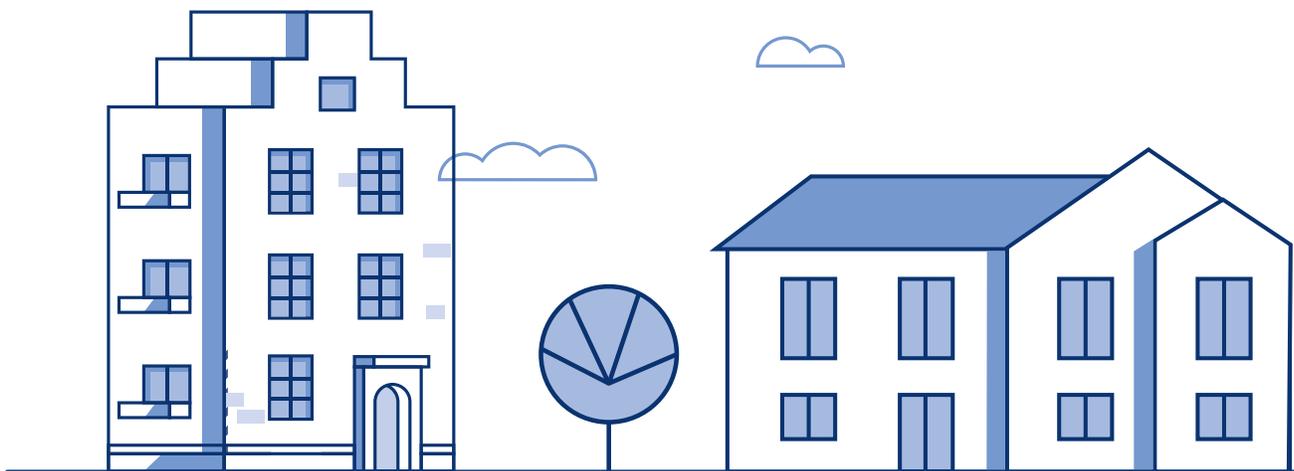
The program's goals would include:

- Creating a wider variety of housing options to serve all residents.
- Developing housing that is more accessible for attainable market housing.
- Creating walkable neighbourhoods by developing multi-family housing in areas served by transit and close to amenities.
- Reducing barriers to non-profit housing providers developing attainable housing projects.

Tax Increment Financing in Ontario usually takes the form of a Tax Increment Equivalent Grant, implemented by the municipality in a Community Improvement Plan. This is typically paid as a rebate on taxes owed in an amount equal to or less than the tax increment and is usually paid over time for a period of up to 10 years. This is not a direct exemption or use of future tax revenue but must be budgeted as lost revenue. A tax increment grant or loan program could also be made available up-front as a payment of future tax increases to help with the capital cost of the development, as opposed to receiving tax increment grant payments over a period of time. However, this would come with increased risk, as the calculation of the up-front grant or loan would need to be made on the basis of a projection of future tax revenue on the lands subject to the development.

Development Charges Incentive Program: Program designed to provide a grant (or partial grant) of Development Charges paid for the developments meeting eligibility criteria.

Development (Planning and Building) Application Permit Fee Equivalent Grant Program: Payment of a grant (from taxes) to offset the cost of planning application fees for development proposals. The program would be tailored to support specified smaller developments and be subject to limitations set out in the program (such as a cap on the reduction in fees).





Façade, Signage and/or Property Improvement Program: Provide a loan or grant (depending on details in Implementation Guidelines) or combination loan/grant to offset façade maintenance, restoration and improvement costs for residential and mixed-use buildings in specified locations in the Stratford Area. Consideration could be made to incorporate a wide range of eligible costs, from building material restoration and architectural articulation to landscape and parking area improvements.

Second Suite Development Incentives²⁵: Provide financial incentives to homeowners, in the form of “forgivable” loans to add legal second suites. These programs are designed to encourage homeowners to add well-constructed and safe second suites that contribute to the limited current supply of attainable market housing.

Incentives can be a loan or forgivable loan: Depending on the location, the value of any grants or loans is established in the CIP. This will vary based on the program, the objectives of the Plan and anticipated available funding. All of these should be fed into the desired grant/loan value, after a defined time.

Parkland Dedication Calculation Rebate Program: Consideration of a rebate offsetting all or a portion of cash-in-lieu parkland contributions.

Building Code Upgrade / Building Conversion Program: A grant or loan may be considered to assist with upgrading existing buildings to meet the Ontario Building Code and/or assist in converting existing underutilized building space into new housing units or commercial space. This program could help bring existing buildings back into a productive use that meets other planning and economic development objectives.

An example of a fulsome Community Improvement Toolkit for the encouragement of Attainable housing is the Financial Incentives Program Value Guide²⁶ from the Town of Blue Mountain Report, the ‘Housing Within Reach, Draft Community Improvement Plan, dated Oct 2020’ includes a wide range of different programs. The programs take the form of both grants and loans, as listed in Figure 16.



Figure 16: Grant and Loan Programs

Financial Incentive Program	Grant Value	Loan Value
Feasibility Grant Program	The value of a grant shall be 100% of eligible costs to a maximum of \$10,000 per property. Where a minimum of two attainable dwelling units are proposed as purpose-built attainable rental units, the value of a grant shall increase by \$5,000, for a cumulative grant value of \$15,000 per property.	The value of a loan shall be 100% of eligible costs to a maximum of \$30,000 per property. Where a minimum of four attainable dwelling units are proposed as purpose-built rental units, the value of a loan shall be increased by \$10,000, for a cumulative total of \$40,000 per property.
Development Charges Rebate Program	The program is available as a grant. The value of the grant is based on the value of development charges applicable to the number of attainable dwelling units in a development. The maximum value of the grant shall be 100% of the value of the applicable development charges.	The Development Charges Rebate Program is not offered as a loan.
Tax Increment Equivalent Program	The maximum value of a grant shall be equivalent up to 25% of eligible costs to a maximum of \$50,000 for up to 10 years following completion of an eligible project.	<p>The maximum value of a loan shall be equivalent up to 40% of eligible costs to a maximum of \$75,000 for up to 10 years following completion of an eligible project.</p> <p>Where 50% of the total number of new attainable dwelling units are proposed as purpose-built attainable rental units, the maximum value of a loan shall be equivalent up to 50% of the municipal property tax increase to a maximum of \$100,000 for up to 10 years following completion of the eligible project.</p>
Downtown Apartment Rehabilitation or Conversion Program	The maximum value of a grant shall be 50% of eligible costs to a maximum of \$12,500 per attainable dwelling unit. The maximum number of eligible attainable dwelling units per property shall be four.	The maximum value of a loan shall be 50% of eligible costs to a maximum of \$25,000 per dwelling unit. The maximum number of eligible attainable dwelling units per property shall be six.
Second Dwelling Unit Program	The maximum value of a grant shall be 50% of eligible costs to a maximum of \$7,500.	The maximum value of a loan shall be 50% of eligible costs to a maximum of \$15,000.



Financial Incentive Program	Grant Value	Loan Value
Municipal Fees Rebate Program	The maximum grant value shall be 100% of fees related to building permits, demolition permits, sign permits, amendments to the City's zoning by-law, applications for minor variance, applications for plan of subdivision, and site plan application, or any combination thereof, or \$2,500, whichever is less. Where a minimum of 50% of the attainable housing units are purpose-built rentals, the maximum value of the grant shall be increased to \$5,000.	The maximum loan value shall be 100% of fees related to building permits, demolition permits, sign permits, amendments to the Town's zoning by-law, applications for minor variance, applications for plan of subdivision, and site plan application, or any combination thereof, or \$10,000, whichever is less. Where a minimum of 50% of the attainable housing units are purpose-built rental units, the maximum value of the loan shall be increased to \$15,000.
Surplus Land Grant Program	The City and the County will work together to determine the value of a surplus property. As an outcome of the RFP process, surplus land may be granted at a significantly reduced value or at no cost.	
Landbanking Policy	Grant or loan values are not applicable to the Landbanking Policy.	

APPLICATION

Under the Planning Act, a bylaw must be adopted along with a Statutory Public Meeting to establish the Community Incentives Toolbox (CIT) and meet the requirements for completing Community Improvement Plans. This process also involves conducting a study and process in order to ensure the Planning Act's requirements are fulfilled. In addition, it is recommended the City implement yearly reviews of the items within the CIT. This review would be completed by a newly formed Community Improvement Plan Committee and would be permitted to authorize minor adjustments without the requirements to be reviewed, approved and adopted by City Council. The CIT provides the City with numerous incentive options to encourage and facilitate the development of attainable housing. It recognizes there are many existing and evolving challenges to the development of attainable housing within Stratford.

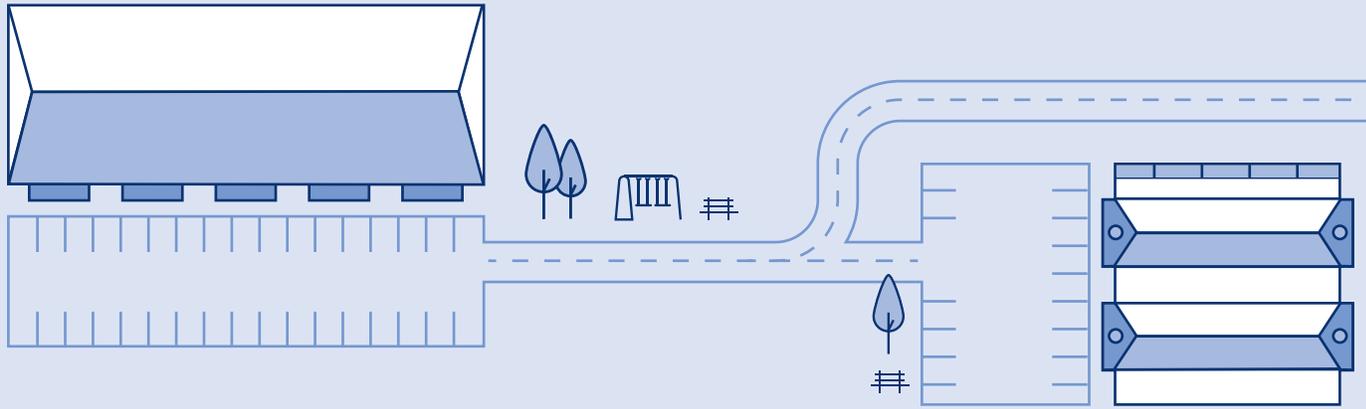
For development of attainable housing to qualify for the CIT, criteria must be set to ensure clarity on the kinds of projects eligible for incentives. This may include both general criteria, which would be applicable to all grant or loan applications, as well as program-specific criteria, which would apply to individual programs as needed.

The following proposed general eligibility requirements are applicable to all incentive programs and would need to be met in order for an applicant to be considered eligible for any of the financial incentive programs. The general eligibility requirements must be met by the applicant in association with program-specific eligibility requirements and details. Eligibility requirements would be established in more detail when the CIT is prepared.

The incentive programs made available under this Plan may be used individually or in combination, subject to the exceptions outlined within the specific program details and eligibility criteria in the Community Improvement Plan. The total of all incentive benefits (including grants and loans) provided to each applicant for each community improvement proposal for buildings or lands must not exceed the project's costs related to the planning or re-planning, design or redesign, re-subdivision, clearance, development or redevelopment and/or reconstruction and rehabilitation associated with the application.

- The property owner must not have outstanding property tax arrears and must be in good standing regarding taxation at the time of application and through the duration of the incentive benefit period, as identified within this Plan.
- Applicants shall disclose all other funding and incentives received for the project as part of the application for financial incentives in this Plan, including commercial or other loans. At the discretion of the City, other grants or incentives may be deducted from the eligible grant or loan amount.
- Attainable units developed under the Plan must be maintained as attainable for a minimum period of time. An agreement between the City and the owner will be required and the agreement will be registered on title. The minimum period of time will be established by the City or at Council's discretion and will be confirmed through the application and approval process.
- If a property or building containing purpose-built attainable dwelling units developed through the financial incentive programs of this Plan is sold, in whole or in part, the new owner of the property or building must enter into an agreement with the City ensuring the dwelling unit(s) remain attainable for the duration in accordance with the original agreement. For clarity, the registered owner will remain entitled to the program incentives. In addition, any outstanding payments owed to the City will be the responsibility of the current owner(s) regardless of the original applicant. Failure to do so may result in cancellation of the financial incentive program benefits and any outstanding or deferred fees in favour of the landowner will be collected by the City.
- In order to be eligible, all incentive program applications must include completed application forms and supporting materials, such as detailed work plans, cost estimates and contracts, applicable reports and any additional information as required by the City.

Community improvement works associated with an incentive program application must be in accordance with all City bylaws, policies, procedures, standards and guidelines in order to be approved.



4.0 Pilot Site Development

4.1 Summary

The City of Stratford has identified two City-owned vacant land parcels, municipally known as 3188 Vivian Line 37 and 150 McCarthy Road West. These two subject sites are both zoned 'Future Residential' and will be reviewed for potential development utilizing the tools and recommendations noted in previous sections as well as the identified processes and tools designed to provide development incentives to help with increasing the supply of attainable market housing.

The Provincial Policy Statement (2020), the City of Stratford Official Plan (2016) and the City of Stratford Zoning By-law (2000) will be used to review and understand the development opportunities and constraints for the subject sites. These land use planning documents will provide the necessary information regarding required studies, residential densities, permitted uses and the overall development. This information will be used to:

1. generate a preliminary conceptual design for visualization purposes only;
2. to understand the level of municipal approval required;
3. to understand the development potential of the subject sites;
4. ultimately reduce the costs and/or barriers to providing attainable housing.

As part of the assessment on development opportunity, discussions were conducted with the City's Infrastructure and Development Services Department to review the availability of City infrastructure (e.g. water, sanitary and storm sewers). The servicing information identifies the availability and constraints for City sanitary sewer, storm sewer and watermain infrastructure for the subject sites.

Lastly, the background information provided in this section will be used and evaluated in coordination with development incentives from [Section 3.0](#) and [Appendix C](#) to provide recommendations for each subject site, as well as next steps. The recommendations for each subject site should be considered to help increase the supply of attainable market housing.

4.2 Pilot: 3188 Vivian Line 37 (Site #1)

4.2.1 Site Overview

BACKGROUND INFORMATION

3188 Vivian Line (“Site 1”) is located on the north side of Vivian Line and east of Romeo Street North in the north-eastern area of the City of Stratford. Site #1 is 2.31 hectares in size, vacant and currently leased for agricultural purposes as an interim use. Site #1 has access to a City road that is maintained all year, has available City infrastructure and is located between two residential properties.

This site is located within the airport regulation limits and a source water protection Dense Non-Aqueous Phase Liquids (DNAPL) Policy area.

Site #1 is designated as “Residential Area” in the City of Stratford Official Plan (OP) and is subject to policies related to land use compatibility. As per section 4.5.2 of the Official Plan, lands designated “Residential Area” shall permit low residential density and medium residential development opportunity. Site #1 formed part of the Northeast Secondary Plan and the associated policies are provided in Section 8.13 of the OP and require a density between 30 and 100 units per hectare.

Within the Residential Area, both low density and medium density residential uses are permitted. The low-density requirements in the OP provide for the parcel to be developed with a minimum density of 12 units per hectare and a maximum density of 25 units per hectare and include single dwelling, semi-detached and duplex dwellings. Medium density uses have a density range between 25 units per hectare and 65 units per hectare and are subject to the development criteria in Section 4.5.3 of the OP. Permitted medium density uses include small lot single detached, semi-detached, duplex, triplex, townhouse dwelling, small rise apartment, back-to-back and stacked towns. Site #1 is also subject to Policy 4.5.3.2, which outlines the policies for residential development in new residential areas.

The City of Stratford Zoning By-law zones Site #1 as Future Residential (“FR”). The intent is the land within the Northeast Secondary Plan would require a Zoning By-law Amendment prior to any development proceeding. The appropriate residential zone will be based on the proposed development, an assessment of provincial policy and the OP.

EXISTING INFRASTRUCTURE

The review of the existing infrastructure and information provided by the City of Stratford Infrastructure and Development Services Department is summarized as follows and illustrated in Figure 17:

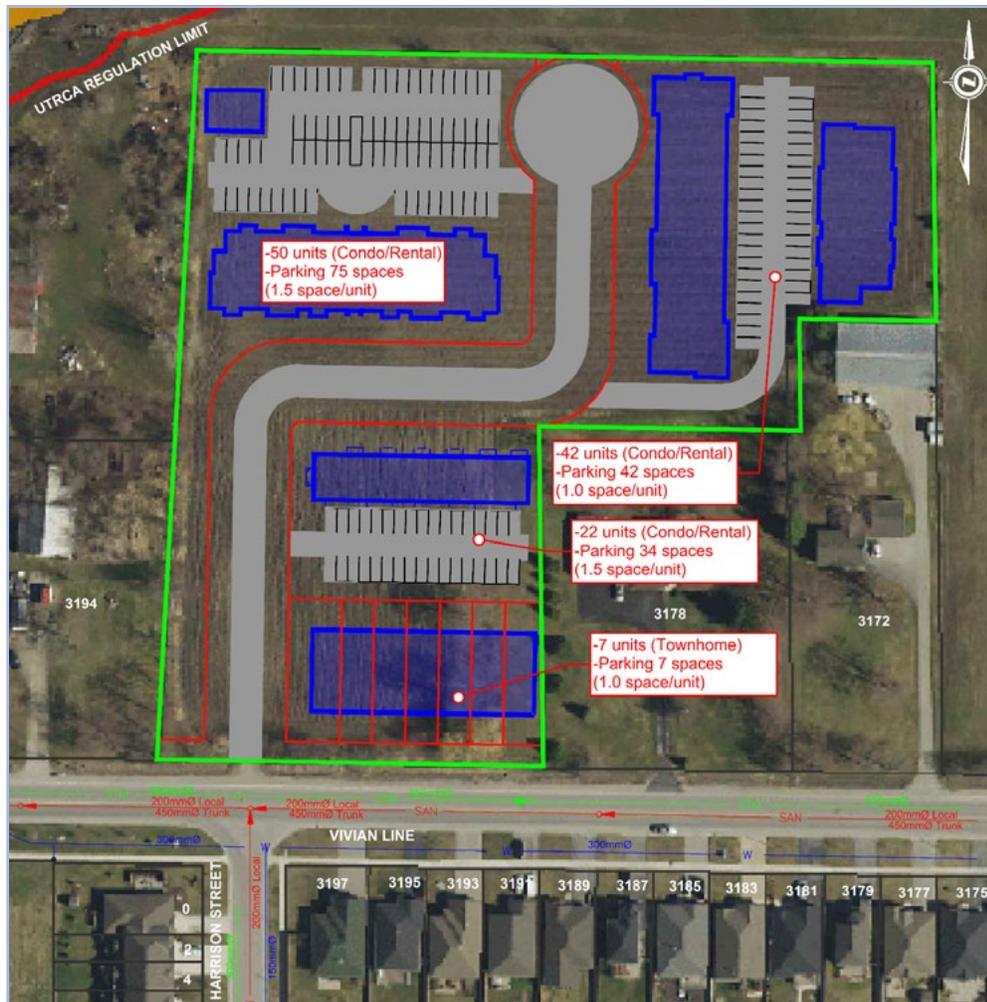
- Watermain infrastructure is available and provides available capacity subject to City approval.
- Sanitary infrastructure is available and provides available capacity subject to City approval.
- Storm infrastructure is available and provides immediate available capacity for approximately 1.25 hectares of the site as part of an existing stormwater management plan. The remaining area is intended to drain north to the Bannerman Drain in accordance with the Northeast Secondary Plan.



SUMMARY OF EXISTING CONDITIONS

Based on the planning and engineering assessment, Site #1 will require a Zoning By-law Amendment to rezone the land from Future Residential to Medium Density Residential. Existing municipal infrastructure provides Site #1 with available servicing and is ready for development. Refer to Figure 17 below for a preliminary development concept drawing of the subject site to understand the development potential.

Figure 17: 3188 Vivian Line 37 Preliminary Development Concept Plan



4.2.2 Site 1 Development

PRELIMINARY CONCEPT PLAN

A preliminary concept plan was completed to provide an illustration of the development potential of the site. The preliminary concept plan illustrates a standard 20-metre City right-of-way with medium density developments. This concept provides alignment with Harrison Street and public access to future development lands to the north.

DEVELOPMENT CONSIDERATIONS

The site was reviewed for development processes and two industry standard options were considered. The first option of development is to declare the lands as surplus in accordance with the City's policy and sell to a developer via Request For Proposal (RFP), similar to the Stratford Fairgrounds sale and development. The second development option would see the City of Stratford act as the developer, similar to the Wright Boulevard Industrial Park Subdivision. These two options are summarized and preliminarily analyzed financially.

For the purpose of the report, the following financial assumptions will be used:

- Land value will be approximated based on vacant 1.19 acre parcel of land on Vivian Line 37 that was provided a 2020 market value of approximately \$600,000 (\$504,000/acre).
- Unit Construction will be averaged to be \$225,000 (Minimal Profit) for a 1,000 square foot unit.
- Private site works will be averaged to be \$25,000 per unit.
- Development charges will be averaged to be \$10,000 per unit.
- Taxes per unit will be averaged to be \$1,600 per unit.
- Number of units will be assumed to be condominium ownership and in accordance to Figure 17, preliminary design concept.

DEVELOP LANDS – PRIVATE DEVELOPER

This option requires the City of Stratford to declare the subject lands as surplus in accordance with City policy and prepare an RFP to developers of interest, a similar process to the Stratford Fairgrounds development project. The following describes the recommended process for this option:

- **Request for Proposal and Award of Surplus Lands:** The City of Stratford to prepare and issue an RFP for the purchase of the unzoned lands. The RFP should utilize a two-envelope system in accordance with the City's procurement policy; the first envelope proposing the development information and a financial plan utilizing the CIT with bonusing for attainable units; the second envelope providing detailed development concept information with consideration of future development. The submitted proposals will be reviewed and considered for approval by Council.

This option provides the developer with flexibility and creativity to propose a development meeting the requirements of attainable market housing, utilize the tools within the CIT and maximize unit yield for profit. Costs associated with approvals and construction would be incurred by the developer. This option provides the City with a hands-off approach, income from the sale of the land, an increased tax base and a City road asset.



DEVELOP LANDS – CITY OF STRATFORD

This option requires the City of Stratford to act as the developer to sell pre-serviced residential blocks, a similar process and outcome to the Wright Boulevard Industrial Subdivision. The following describes the recommended process for this option:

- **Rezoning Application and Process:** The City of Stratford to initiate a City Zoning By-law Amendment to rezone the subject site to Medium Residential Density, optimizing the use of the land in accordance with the Official Plan to provide flexibility to the development site.
- **Draft Plan of Subdivision, Engineering Design and Construction:** The City of Stratford to prepare and issue an RFP in accordance with its procurement policy for draft plan of subdivision, engineering design and construction administration services of the subdivision.
- **Request for Proposal and Award for Development Blocks:** The City of Stratford to prepare and issue an RFP in accordance with its procurement policy for the purchase of the residential blocks in the subdivision. The RFP should utilize a two-envelope system for consideration of purchase; the first envelope proposing the development information and a financial plan utilizing the CIT, with incentives for attainable units; the second envelope providing detailed development concept information. Submitted proposals will be reviewed and considered for approval by Council.

This development option should allow the City to be the decision makers of the development. Costs associated with the design, development and construction of the subdivision will initially be incurred by the City to reduce development costs. Cost recovery from the development would be expected from the sale of the residential blocks and/or through potential long-term tax incentives. Lastly, this option provides control of the proposed development — a desired outcome — opportunity for various developers to provide variation and should help increase the attainable market housing supply.

DEVELOP LANDS – FINANCIAL ASSESSMENT

The development options of public and private enterprises were reviewed for financial outcomes. The table on the following page provides an estimated financial overview and outcome of the two recommended options for consideration based on Figure 18 preliminary development concept plan.

Figure 18: 3188 Vivian Line 37 Financial Assessment

Development Items	Estimated Full Budget (Market Value)	Development (Private Enterprise)	Development (City of Stratford)
Approximated Land Value (5.72 Acres)	\$2,900,000	\$1,450,000 (50%)	\$0
Zoning Application Process	\$50,000 (RFP) (External)	\$50,000 (RFP) (External)	\$0 (Internal)
Park Land Dedication (5.0% of appraised land value)	\$145,000	\$72,500 (50%)	\$0
Development Charges (DC) (121 units)	\$1,210,000	\$605,000 (50%)	\$0
Zoning Studies • Traffic Impact Study • Archaeological Study	\$25,000 (RFP) (External)	\$25,000 (RFP) (External)	\$25,000 (RFP) (External)
Design & Construction Services • Draft Plan of Subdivision • Engineering • Construction Administration	\$150,000 (RFP) (External)	\$150,000 (RFP) (External)	\$150,000 (RFP) (External)
Road Construction Costs (265m)	\$800,000 (Tender) (External)	\$800,000 (Tender) (External)	\$800,000 (Tender) (External)
Subtotal	\$5,280,000	\$3,152,500	\$975,000
Contingency (10%)	\$528,000	\$315,300	\$97,500
(1) Total (excluding HST)	\$5,808,000	\$3,467,800 +/-	\$1,072,500
Minimum Recovery Sale Price per Acre (4.41 Acre, development land)	\$1,317,000 +/-	\$786,400 +/-	\$243,000 +/-
Market Sale Price per acre	\$504,000	\$504,000	\$504,000
Project Profit per acre (10%)	\$131,700 +/-	\$78,600	\$24,300
(2) Total Land Sale Profit (4.41 acre)	\$580,800 +/-	\$346,600 +/-	\$107,200 +/-
Projected Sale Price per Acre	\$1,448,700	\$865,000 +/-	\$350,000
Market Sale Price per Acre (Difference)	+\$944,700	+\$361,000	-\$154,000
Total (1) + (2)	\$6,388,800	\$3,814,400	\$1,179,700
(A) Recovery Sale Price per Unit (121 units)	\$52,800 +/-	\$31,500 +/-	\$9,750 +/-
(B) Average Construction Cost Per Unit (1,000ft²)	\$225,000 +/-	\$225,000 +/-	\$225,000 +/-
(C) Average External Site Works Cost Per Unit	\$25,000 +/-	\$25,000 +/-	\$25,000 +/-
Total Unit Cost (A) + (B) + (C)	\$302,800 +/-	\$281,500 +/-	\$259,750 +/-
Cost Reduction per Unit	N/A	-\$21,300	-\$39,000
City Capital Increase (Land Sale, DC's, Park Land)	\$4,255,000	\$2,127,500	\$107,200 +/-
City Road Asset	\$800,000	\$800,000	\$800,000
Yearly City Tax Base Increase	\$193,600	\$193,600 (TBD Tax Incentives)	\$193,600



The findings of the Financial Assessment table on the previous page suggest the following:

DEVELOP LANDS – PRIVATE DEVELOPER

- Provides an average unit cost of approximately \$281,500.
- Provides a cost reduction from market value per unit of approximately \$21,300.
- Provides the City with an \$800,000 City road asset.
- Provides a substantial capital increase of approximately \$2,127,500 for future funding.
- Provides a yearly tax base increase of approximately \$193,600 with consideration of tax incentives.

DEVELOP LANDS – CITY OF STRATFORD

- Provides an average unit cost of approximately \$259,750.
- Provides the greatest cost reduction from market value per unit at approximately \$39,000.
- Provides the City with an \$800,000 City road asset.
- Provides a minimal capital increase of approximately \$107,200 for future funding.
- Provides a yearly tax base increase of approximately \$193,600.
- Minimizes the carrying cost to the developer.

There are a significant number of financing options requiring further review to provide an optimized financial solution balancing the budget for attainable market housing and City benefit.

4.3 Pilot: 150 McCarthy Road West (Site #2)

4.3.1 Site Overview

BACKGROUND INFORMATION

150 McCarthy Road West (“Site #2”) is located at the northwest corner of the Deacon Street and McCarthy Road West intersection. Site #2 is 15.38 acres in size, vacant and currently leased for agricultural purposes. Site #2 has substantial road frontage and is conveniently located near various recreation opportunities. McCarthy Road is a transit route, providing for enhanced connections across the City.

This site is located near the Upper Thames River Conservation Authority (UTRCA) regulation limit. The small northeastern area of the site as illustrated in Figure 19 is regulated and will require approval from the UTRCA.

Site #2 is designated as “Medium Density Residential Special” in the City of Stratford Official Plan and is subject to the policies of the Stratford West Secondary Plan. Section 11.2 of the OP permits a range of residential uses with a minimum density of 23 units per hectare and a maximum density of 100 units per hectare. Considering the minimum and maximum residential densities designated per the Official Plan, the parcel would permit between 143 units (minimum) and 622 units (maximum).

The City of Stratford Zoning By-law zones Site #2 as Future Residential (FR). The intent is the land within the Stratford West Secondary Plan would require a Zoning By-law Amendment prior to any development proceeding. The appropriate residential zone will be based on the proposed development, an assessment of provincial policy and the OP.

EXISTING INFRASTRUCTURE

Site #2 was reviewed for available servicing and servicing constraints. The review of the existing infrastructure and information provided by the City of Stratford Infrastructure and Development Services Department is as follows:

- Watermain infrastructure is available and provides available capacity subject to City review and approval.
- Storm sewer infrastructure is available on McCarthy Road West, however significant quantity and quality SWM controls will be required prior to entering the existing City infrastructure. Alternately, the site could be serviced by a future regional stormwater management facility in accordance with the Northwest Secondary Plan.
- Sanitary infrastructure is available but does not provide available capacity. These lands will be serviced by a future sanitary trunk sewer extension of Bradshaw Drive north of McCarthy. At this time, it is unknown when the future westerly lands will be developed to construct the required sanitary trunk sewer. However, with the current development growth rate it could be within a minimum of 10 years. If the lands require servicing, expedited servicing agreement measures should be considered.

EXISTING CONDITIONS

In summary of the background information and existing infrastructure, Site #2 will require a Zoning By-law Amendment, Draft Plan of Subdivision Approval, Site Plan Approval for rental unit buildings and/or Draft Plan of Condominium for ownership within multi-unit buildings. The Zoning By-law Amendment would need an appropriate residential zone to implement the development proposal and conform to the OP. While the OP permits a significant density range, a portion of Site #2 is within the UTRCA Regulation Limit and is subject to flood hazards. In combination with sanitary capacity constraints, significant investment in site works and infrastructure upgrades will be required.

Refer to Figure 19 on the opposite page for a preliminary development concept drawing of Site #2.

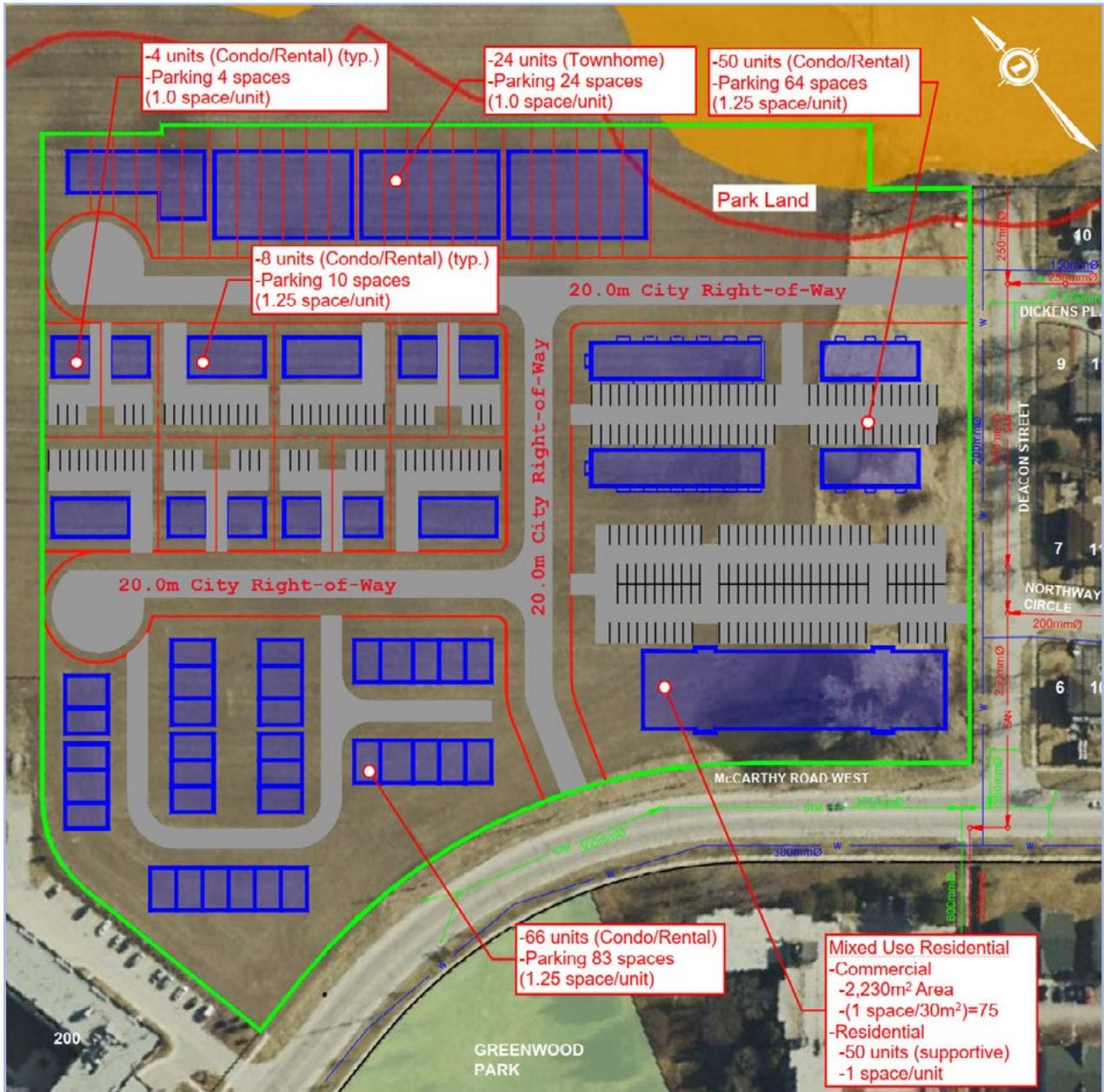


4.3.2. Site 2 Development

PRELIMINARY CONCEPT PLAN

A preliminary concept plan was completed to provide an illustration of the development potential of the site. The preliminary concept plan illustrates a standard 20-metre City right-of-way with medium density and mixed-use developments. The conceptual road pattern provides access to future development lands and two access points to the development.

Figure 19: 150 McCarthy Road West Preliminary Development Concept Plan



DEVELOPMENT CONSIDERATION

The site was reviewed for development processes and three options were considered. The first development option is to declare the lands as surplus in accordance with City policy and sell them to a developer via Request For Proposal (RFP), similar to the Stratford Fairgrounds sale and development. The second development option would see the City of Stratford act as the developer, similar to the Wright Boulevard Industrial Park Subdivision. The third option would see a combination of a partnership development with a not-for-profit up to 50% of the land, gifted by the City of Stratford, and the remaining land declared as surplus for RFP purposes for private development. These three options are summarized and preliminarily analyzed financially.

For the purpose of the report, the following financial assumptions will be used:

- Land value will be approximated based on vacant 1.19 acre parcel of land on Vivian Line 37 that was provided a 2020 market value of \$7,750,000 (\$504,000/acre).
- Unit Construction will be averaged to be \$225,000 (minimal profit) for a 1,000 square foot unit.
- Private site works will be averaged to be \$25,000 per unit.
- Development charges will be averaged to be \$10,000 per unit.
- Taxes per unit will be averaged to be \$1,600 per unit.
- Number of units will be assumed to be condominium ownership and in accordance with Figure 19, preliminary design concept.

DEVELOP LANDS — PRIVATE DEVELOPER

This option requires the City of Stratford to declare the subject lands as surplus in accordance with City policy and prepare an RFP to developers of interest, a similar process to the Stratford Fairgrounds development project. The following describes the recommended process for this option:

- Request for Proposal and Award and Surplus Lands: The City of Stratford to prepare and issue an RFP in accordance with its procurement policy, for the purchase of the unzoned lands. The RFP should be a two-envelope system for consideration of purchase; the first envelope proposing the development information and a financial plan utilizing the CIT, with bonusing for attainable units; the second envelope providing detailed development concept information with consideration of future development. Submitted proposals will be reviewed and considered for approval by Council.

This option provides the developer with flexibility and creativity to propose a development that can meet the requirements of the attainable market housing, utilize the tools within the CIT, and maximize unit yield for profit. Costs associated with approvals and construction would be incurred by the developer. This option provides the City with a hands-off approach, income from the sale of the land, an increased tax base and a City road asset.



DEVELOP LANDS – CITY OF STRATFORD

This option requires the City of Stratford to act as the developer to sell pre-serviced residential blocks, a similar process and outcome for the Wright Boulevard Industrial Subdivision. The following describes the recommended process for this option:

- **Rezoning Application and Process:** The City of Stratford initiate a zoning by-law amendment to rezone the entire subject site to Medium Residential Density Special in accordance with the Official Plan to optimize the use of the land and provide planning flexibility. The rezoning process is expected to require a Traffic Impact Study and Archaeological assessment and approvals from the Upper Thames River Conservation Authority (UTRCA). The City should expect to have these studies competed by consultants and awarded through an RFP process.
- **Draft Plan of Subdivision, Engineering Design and Construction:** The City of Stratford to prepare and issue an RFP in accordance with its procurement policy for draft plan of subdivision, engineering design and construction administration services of the subdivision.
- **Request for Proposal and Award for Development Blocks:** The City of Stratford to prepare and issue an RFP in accordance with its procurement policy for the purchase of the residential blocks in the subdivision. The RFP should be a two-envelope system for consideration of purchase; the first envelope proposing the development information and a financial plan utilizing the CIT, with incentives for attainable units; the second envelope providing detailed development concept information. Submitted proposals will be reviewed and considered for approval by Council.

This option for the development should allow the City to be the decision makers of the development. Costs associated with the design, development and construction of the subdivision will initially be incurred by the City to reduce development costs. Cost recovery from the development would be expected from the sale of the residential blocks and/or through potential long-term tax incentives. Lastly, this option provides control of the proposed development — a desired outcome — opportunity for various developers to provide variation and should help increase the attainable market housing supply.

DEVELOP LANDS – CITY OF STRATFORD AND NOT-FOR-PROFIT PARTNERSHIP

A partnership with a not-for-profit would see the City recoup costs associated with the not-for-profit partnership development through sale of surplus lands. The financial assessment illustrated in Figure 20 provides a balanced approach of costs savings, costs recovery and capital gains and can be reviewed and further analyzed to provide the optimized outcome.

- **Rezoning Application and Process:** The City of Stratford initiate a zoning by-law Amendment to rezone the entire subject site to Medium Residential Density Special in accordance with the Official Plan, optimizing the use of the land and providing planning flexibility. The rezoning process is expected to require a Traffic Impact Study and Archaeological Assessment and approvals from the Upper Thames River Conservation Authority (UTRCA). The City should expect to have these studies competed by consultants and awarded through an RFP process in accordance with its procurement policy.
- **50% Land Partnership with Not-For-Profit:** The City of Stratford to partner with a not-for-profit organization, providing significantly reduced land and development costs for up to 50% of the site.
- **Request for Proposal and Award and Surplus Lands:** The City of Stratford to prepare and issue an RFP in accordance with its procurement policy for the purchase of approximately 50% of the pre-zoned lands. The RFP should be a two-envelope system for consideration of purchase; the first envelope proposing the development information and a financial plan utilizing the CIT with incentives for constructing attainable units; the second envelope providing detailed development concept information with consideration of future development. Submitted proposals will be reviewed and considered for approval by Council.

This option provides the developer with flexibility and creativity to propose a development that can meet the requirements of attainable market housing, utilize the tools within the CIT and maximize unit yield for profit. Costs associated with the approvals and construction would be incurred by the developer. This option provides the City with a hands-off approach, income from the sale of the land to offset costs for the not-for-profit development, an increased tax base and a City road and sanitary asset.



Figure 20: 150 McCarthy Road West Financial Assessment

Development Items	Estimated Full Budget (Market Value)	Development (Private Enterprise)	Development (City of Stratford)	Partnership	
				Private 50% land	Not-for-profit 50% land
Approximated Land Value (15.38 Acres)	\$7,750,000	\$3,875,000 (50%)	\$0	\$3,875,000	\$0
Zoning Application Process	\$35,000 (RFP) (External)	\$35,000 (RFP) (External)	\$0 (Internal)	\$0	\$0
Park Land Dedication (5.0% of appraised land value)	\$387,500.00	\$193,750 (50% reduction)	\$0	\$193,750	\$0
Development Charges (DC) (254 units)	\$2,540,000	\$1,270,000 (50% reduction)	\$0	\$1,270,000	\$0
Zoning Studies • Traffic Impact Study • Archaeological Study	\$75,000 (RFP) (External)	\$75,000 (RFP) (External)	\$75,000 (RFP) (External)	\$37,500 (RFP)(External)	\$0 (\$37,500 City Funded)
Design & Construction Services • Draft Plan of Subdivision • Engineering • Construction Administration	\$250,000 (RFP) (External)	\$250,000 (RFP) (External)	\$250,000 (RFP) (External)	\$125,000 (RFP)(External)	\$125,000 (RFP)(External)
Road Construction Costs (600m)	\$2,000,000 (Tender) (External)	\$2,000,000 (Tender) (External)	\$2,000,000 (Tender) (External)	\$1,000,000 (Tender) (External)	\$1,000,000 (Tender) (External)
External Construction Works (Sanitary)	\$900,000 (Tender) (External)	\$900,000 (Tender) (External)	\$900,000 (Tender) (External)	\$450,000 (Tender) (External)	\$0 (\$450,000 City Funded)
Subtotal	\$13,937,500	\$8,598,800 +/-	\$3,225,000	\$6,963,800	\$1,125,000
Contingency (10%)	\$1,393,800	\$859,900 +/-	\$322,500	\$696,400 +/-	\$112,500
(1) Total (excluding HST)	\$15,331,300	\$9,458,700 +/-	\$3,547,500	\$7,660,200 +/-	\$1,237,500
Minimum Recovery Sale Price per Acre (12.41 Acre, development land)	\$1,235,400 +/-	\$762,200 +/-	\$285,900 +/-	\$1,235,500 +/- (6.2 acres)	\$199,600 +/- (6.2 Acres)
Market Sale Price per acre	\$504,000	\$504,000	\$504,000	\$504,000	\$504,000
Project Profit per acre (10%)	\$123,500 +/-	\$76,200 +/-	\$28,600	\$123,600 +/-	\$0
(2) Total Land Sale Profit (12.41 acre)	\$1,532,600 +/-	\$941,600 +/-	\$354,900 +/-	\$766,300 +/- (6.2 Acres)	\$0 +/- (6.2 Acres)

Figure 20 continues on the following page.

Development Items	Estimated Full Budget (Market Value)	Development (Private Enterprise)	Development (City of Stratford)	Partnership	
				Private 50% land	Not-for-profit 50% land
Projected Sale Price per Acre	\$1,358,900	\$838,400 +/-	\$314,500 +/-	\$1,359,100 +/-	\$199,600 +/-
Market Sale Price per Acre (Difference)	+\$854,900	+\$334,400	-\$189,500 +/-	+\$855,100 +/-	-\$304,400 +/-
Total (1) + (2)	\$16,863,900 +/-	\$10,400,300 +/-	\$3,902,400 +/-	\$8,426,500 +/-	\$1,237,500 +/-
(A) Market Sale Price per Unit (254 units)	\$66,400 +/-	\$40,900 +/-	\$15,400 +/-	\$66,400 (127 units)	\$9,800 +/- (127 units)
(B) Average Construction Cost Per Unit (1,000ft²)	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
(C) Average External Site Works Cost Per Unit	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Unit Cost (A) + (B) + (C)	\$316,400 +/-	\$290,900 +/-	\$265,400 +/-	\$316,400 +/-	\$259,800 +/-
Cost Reduction per Unit	N/A	-\$25,500 +/-	-\$51,000 +/-	\$0	-\$56,400 +/-
City Capital Increase (Land Sale, DC's, Park Land)	\$10,677,500	\$5,338,800	\$349,200 +/-	\$5,338,800 +/-	\$0
City Asset (Estimated)	\$2,900,000	\$2,900,000	\$2,900,000	\$1,450,000 +/-	\$1,450,000 +/-
Yearly City Tax Base Increase	\$406,400	\$406,400	\$406,400	\$203,200	\$203,200 (TBD Tax incentive)



The findings of the Financial Assessment table suggest the following:

DEVELOP LANDS – PRIVATE DEVELOPER

- Provides an average unit cost of approximately \$290,900.
- Provides a cost reduction from market value per unit of approximately \$25,500.
- Provides the City with a \$2,900,000 City road and sanitary trunk asset.
- Provides a substantial capital increase of approximately \$5,338,800 for future funding.
- Provides a yearly tax base increase of approximately \$406,400.

DEVELOP LANDS – CITY OF STRATFORD

- Provides an average unit cost of approximately \$265,000.
- Provides a cost reduction from market value per unit of approximately \$51,000.
- Provides the City with a \$2,900,000 City road and sanitary trunk asset.
- Provides a minimal capital increase of approximately \$349,200 for future funding.
- Provides a yearly tax base increase of approximately \$406,400.
- Minimizes the carrying cost to the developer.

DEVELOP LANDS – CITY OF STRATFORD AND NOT-FOR-PROFIT PARTNERSHIP

- Provides an average unit cost of approximately \$316,400 for private development and \$259,800 for the not-for-profit.
- Provides the greatest cost reduction from market value per unit, at approximately \$56,400 for the partnership.
- Provides the City with total approximate asset of \$2,900,000 from the roads and sanitary trunk.
- Provides a capital increase of approximately \$5,338,000 from the sale and development of the surplus lands to offset the partnership costs and future funding.
- Provides a yearly tax base increase of approximately \$406,400 with consideration of tax incentives.

There are a significant number of financing options in need of further review to provide an optimized financial solution balancing the budget for attainable market housing and City benefit, including but not limited to utilizing existing grant and loan programs through, for example the Canada Mortgage and Housing Corporation (CMHC).²⁷

HABITAT FOR HUMANITY

Over the past decade, the price of housing has steadily increased while income levels have struggled to keep pace.

Habitat for Humanity has an alternate housing strategy providing homes to low-middle-income families by utilizing what they can comfortably afford, taking into account the need for permanent shelter, subsidized prices and purchasing flexibility for prospective homeowners. Habitat combines the most significant factors from most, if not all, of the housing models identified below:

- Houses are provided to individuals and families with no required down payment and interest-free mortgage, allowing families with lower finances to afford a home.
- Mortgage payment amounts are set individually, depending primarily on household income rather than a fixed, uniform rate.
- Monthly installments are no more than 25% of the gross household income, including the principal repayment and property tax amounts.
- This mortgage is reinvested in a revolving fund used to develop more houses in the community, creating self-reinforced and sustainable development of accessible and attainable units.

While the Habitat housing model does involve finance, it also utilizes an equally valuable contribution of time in the form of volunteering. Habitat homeowners are required to commit at least 500 hours as a volunteer with the organization, leveraging their skills and time into a meaningful contribution to the Habitat community by enabling more people to afford secure housing. Habitat homes help create \$175,000 worth of benefits for the local community.²⁸

Ultimately, the Habitat housing model ensures individuals and households have the flexibility to pay based on how much they can afford. The model utilizes a combination of money, time and skills so low- to middle-income families and individuals can live in a safe and attainable market house without compromising on other necessities. Habitat's goals are to make sure everyone needing a home can afford one and with their established homeownership model, they are successfully fulfilling the basic definition of attainable housing.

Other models researched for this report identified excellence in one aspect or another of the development process, for example (see [Appendix C](#)) the financing concept of;

- **Options International:** Built on a cooperative business model. No one company/agency/group can do it alone. This approach leverages CMHC, Infrastructure Ontario and municipal loans. It takes a holistic approach to economic development through scalable efforts, grows over time, continues building more housing and investing in the community, is focused on moving people to housing ownership and builds equity and wealth.
- **Land Leasing:** Homeowners buy and own the building but lease the land it sits on. When you buy a house on leased land, you can get a mortgage as usual.



- **Cooperative:** A housing cooperative or “co-op” is a corporation whereby the owners do not own their units outright. Instead, each resident is a shareholder in the corporation based in part on the relative size of the unit they live in.
- **Affordable Homeownership Loan Program:** This program is offered to qualified low-to moderate-income households with down payment assistance loans of up to 5% of the purchase price of a home.

By comparison, the Habitat for Humanity model offers the expertise and attainable homeownership that residents take pride in, creating more confidence and community engagement among homeowners. The Habitat model also provides the opportunity to ‘pay it forward’ providing more families with a safe place to live.

HABITAT FOR HUMANITY HOMEOWNERSHIP MODEL

Habitat for Humanity is a national non-profit organization working towards a world where everyone has a safe and decent place to live. Habitat operates a social enterprise ReStore, an environmentally conscious home and building supply store reselling quality new and used building materials. The model and approach can be summarized as follows:

Building Homes: Utilizing volunteers, contractors and skilled tradespeople, Habitat builds appropriate and attainable market homes providing a solid foundation for families to build better, healthier lives.

Fundraising: Funds are raised to build Habitat homes through cash donations, ReStore sales, gifts of goods and labour and mortgage payments from families, which are reinvested back into the organizations to build more homes.

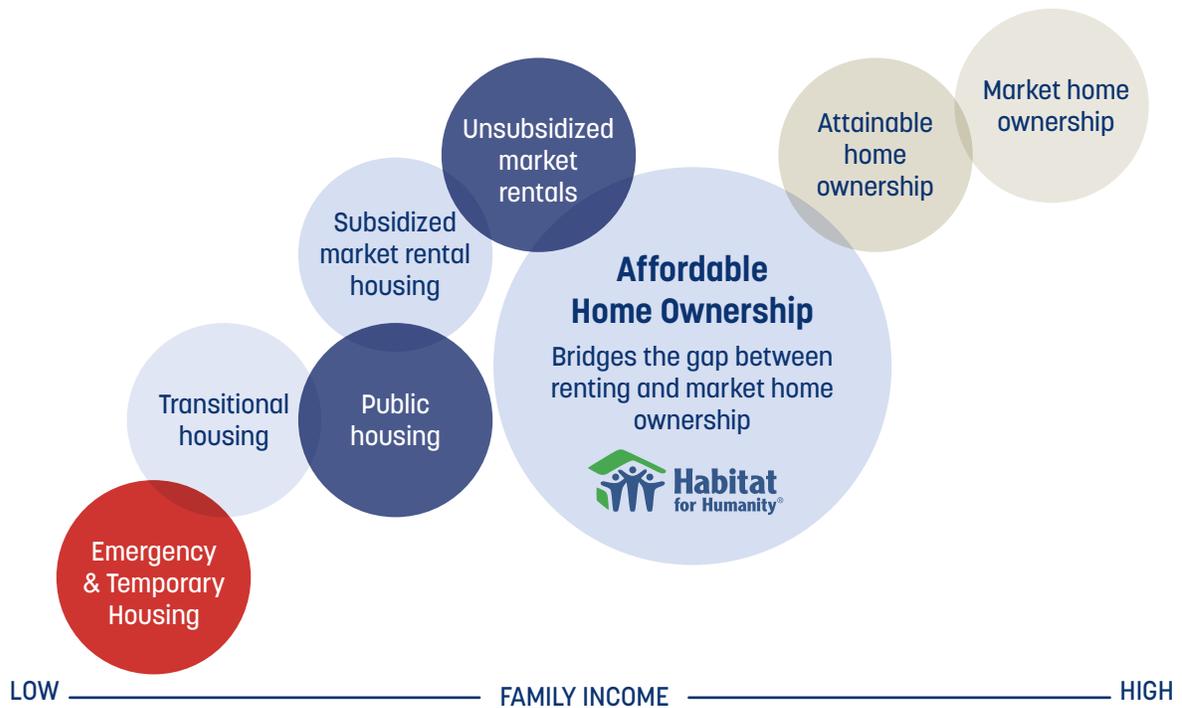
Attainable Homeownership: Applicant families accepted to become Habitat homeowners purchase their home with no down payment. Families pay an interest free mortgage and make payments that never exceed 30% of their household income. Families must also contribute at least 500 volunteer hours to Habitat to be eligible to move into the home.

Attainable Mortgage: Attainable market housing homeownership is accessible by removing barriers that make owning a home impossible for many working families and individuals. Although Habitat homes are sold at fair market value, Habitat homeowners’ monthly mortgage payments are set at no more than 30% of their gross household income, including principal repayment and property tax. Gross household income is reviewed annually and adjustments to the monthly mortgage payment are made.

How you buy: Homeownership is intended to be permanent and stable and Habitat’s financial eligibility range is in place to ensure that. The gross annual household income must be between \$33,600 and \$64,500 and demonstrated as coming from a stable, ongoing source for at least the previous two years. Applicants also must show stable or improving credit with no items currently in collections.

Should the homeowner decide to sell their Habitat home before the full amount of the mortgage has been paid, Habitat for Humanity has the first right of refusal to buy the home back. Homeowners selling their home back to Habitat are entitled to the principal they paid, less a percentage of the fair market value specified in the mortgage documents. This percentage is used to bring the house up to the standards required for re-sale. The homeowners will also share in a portion of the appreciation in the fair market value of the home over the original purchase price at the time of sale to Habitat.

Figure 21: Habitat for Humanity Service Model



Once families move in, they are responsible for maintaining their own home. The goal is to help families and individuals prepare for homeownership by providing classes ranging from financial literacy and budgeting to home repair and maintenance.

BUILDING GREEN "BUILDING GREEN, BUILDING TOGETHER"

- 22% reduced overall waste to landfill.
- Over 500,000 lbs metal recycled.
- 25% more energy efficient than building code regulations.
- 364,730 lbs of e-waste recycled.



4.4 Pilot Project Consolidated Recommendations

The 3188 Vivian Line 37 and 150 McCarthy Road pilot sites both provide the City with varying financial options while supporting the supply of attainable market housing. It is recommended the City consider the following:

1. Declare 3188 Vivian Line 37 surplus land in accordance with the City's policy and propose the sale of the land through an RFP utilizing the CIP incentives. Set conditions on the land to remain attainable market housing for 25 years, thereby providing the City with immediate development movement for increasing housing supply while ensuring it remains attainable.
2. Utilize capital gains from 3188 Vivian Line 37 land sale to fund CIP program incentives throughout the city with new development applications as well as for infrastructure improvements to 150 McCarthy Road West.
3. Rezone 150 McCarthy Road West to Medium Residential Density Special completed by the City of Stratford.
4. Develop partnership with not-for-profit by gifting lands, development charges and parkland dedication fees for up to 50% of the site.
5. Declare remaining 50% of 150 McCarthy Road West as surplus land in accordance with the City's policy and propose the sale of land through an RFP process and utilize the CIP and CIT incentives for the sale of the land. Set conditions on the land to remain attainable market housing for 25 years. This capital gain from the surplus lands should be used to recoup the not-for-profit partnership costs and fund future CIP program applications while ensuring access to attainable market housing for years to come.

This recommendation should provide the City with an expedited increased supply of attainable market housing by utilizing the development ready 3188 Vivian Line 37 site. This recommendation also utilizes the financial gains to provide necessary infrastructure improvements required for the development of 150 McCarthy Road West as well as for future CIP program funding applications.

5.0 Development and Redevelopment



5.1 Summary

Development and redevelopment in a city have the potential to create mixed-income communities with attainable market housing integrated into larger communities with other housing options.

The City of Stratford recognizes the need for infill, intensification and redevelopment. This form of development encourages the creation of additional housing units without the need to provide significant upgrades to municipal infrastructure.

The City of Stratford utilizes a Geographical Information System (GIS) database to provide City service information to public residents. The existing GIS system was reviewed for its capabilities and available information compared to larger cities such as the City of London and the City of Kitchener. The review led to a recommendation to provide additional information on the GIS system identifying potential infill development sites.

RESIDENTIAL INFILL DEVELOPMENT

Infill and intensification are recognized as developing underutilized properties within existing developed areas. The City of Stratford contains an abundance of aging residential dwellings sought after by developers and home renovators (house flippers). The aged dwellings typically require upgrading, maintenance or demolition and are generally priced between \$300,000 and \$350,000. These properties provide two types of opportunity:

1. HOME RENOVATING (HOUSE FLIPPER)

A home renovator recognizes the high value housing market and utilizes the attainable market housing to invest into renovating the existing dwelling and reselling the newly renovated dwelling substantially over the purchase price. This type of construction does not require development charges and only requires building permit fees associated with renovation. In addition to a house flipper increasing the value of the renovated dwelling, in most circumstances the value of surrounding dwellings will also increase, reducing affordability.



2. REDEVELOPMENT FOR INCREASED DENSITY

A developer utilizes the “low priced” housing to increase residential density and obtain rental units by demolishing the existing dwelling. The developer is typically required to complete a rezoning and site plan application process to increase density and develop the site. The processes require developers to pay development charges and any additional costs associated with the site plan approval process such as fencing, site and servicing requirements, etc. The additional costs associated with these types of developments can be upwards of \$250,000 and require substantial capital financing. Unfortunately, additional costs are ultimately added to the expense of the unit, leading to increased rents.

CONSIDERATIONS:

MINIMIZE THE ABILITY FOR HOUSE FLIPPING

It is recommended the City of Stratford consider implementing a permit process directed at house flippers. The permit fees should be structured to minimize the profitability of the projects that hold ownership less than a year that are not creating additional dwelling units. The fee structure should consider a scaled fee approach comparing the purchase price to the resale price. This would minimize the profit margins, increase the number of dwelling units, reduce the opportunity for house flippers and increase supply of attainable market housing.

DEVELOPER INCENTIVES FOR INCREASED DENSITY

Refer to “[Incentives](#)” section of this report for recommended incentives for increased density development for attainable units.

IDENTIFYING INFILL OPPORTUNITIES FOR MULTI-RESIDENTIAL AND RENOVATED DWELLINGS

As previously mentioned, the City of Stratford is saturated with aging dwellings on large lots. The existing dwellings and large lot sizes provide opportunity for developers to demolish the existing building and redevelop the site to increase residential density through the development approval process.

All properties are subject to identification as potential infill development. The following page provides recommendations to identify underutilized lands and provide simplified navigation to zoning by-law information for land parcels with considerations to maintaining tree canopy where possible.

CONSIDERATIONS:

As noted in the previous section, all properties can be recognized for potential infill and therefore it is recommended the City of Stratford implement digital filtering tools and zoning information links in the existing GIS system and identify underutilized and redevelopment lands.

GIS FILTERING TOOLS

It is recommended a filtering tool be added to the existing GIS system to identify parcels by lot frontage. This tool would be available to the public.

LINK TO ZONING AND DEVELOPMENT INFORMATION

It is recommended site-specific zoning and development information be linked to each identified parcel when selected on the GIS program and be made publicly accessible. Providing information more accessibly should allow the public to review property information and limit the verbal and digital correspondence with City staff, promoting more efficient use of staff hours.

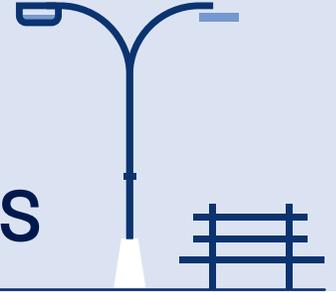
IDENTIFYING UNDERUTILIZED LANDS

It is recommended an internal layer within the existing GIS database be implemented to identify underutilized lands in existing residential zoning and redevelopment sites for Staff use only. The implemented GIS layers will only be available internally for the following reasons:

- Property owners would recognize the development potential and increase the selling price.
- Developers are educated to recognize infill property and opportunity.



6.0 Actions and Next Steps



6.1 Summary

Attainable market housing is a global challenge requiring all levels of government, the private and non-profit sector to work together to address the need. The current economic and social climate requires action on the development of attainable market housing. Identified below are areas of excellence as well as actions and next steps for consideration.

AREAS OF EXCELLENCE

- The site plan pre-consultation with the Site Plan Review Committee.
- Allowing the building permit to be reviewed concurrently with the site plan approval process.
- Site Plan Committee review meeting one day prior to applicant consultation.
- 10-day building permit application review.
- Affordable Homeownership Loan Program.

Figure 22: Prioritized Actions

ACTION 1

Identify a new Project Manager position that can execute on the recommendations of this report, support builders, non-profits and identify Best Practices, liaise and provide data supports to Infrastructure Development Services for continuous improvements.

Tactics: Resource and hire/contract Project Manager to lead the implementation of this report's recommendations.

Next Steps: Budget review, develop a job description, hire and supervise staff. (June/July 2021)

ACTION 2

Project Manager develop Implementation Work Plan in consultation with City Departments and relevant stakeholders.

Tactics: Project Manager develop and lead Implementation Work Plan.

Next Steps: Budget review, develop a 3-year Implementation Plan. (July 2021)

Estimated Cost: \$95,000

ACTION 3

Develop and adopt a Community Improvement Plan identifying a Community Incentives Toolbox to promote attainable housing creation and other objectives. As part of this Community Improvement Plan project, consider improvements to and streamlining of existing development approval processes.

Tactics: Develop a Community Improvement Plan including Urban Design Guidelines and refresh the existing draft Comprehensive Zoning By-law to consider opportunities for expanding approvals (e.g., Pre-zoning, as reviewed in this Report).

Next Steps: Project Manager to lead this process. (September 2021)

Estimated Cost:

1-3% City Budget Annually

Tactics: Develop a toolbox of possible incentives for review and alignment with the Development Charges Review and the Official Plan Review Process.

Next Steps: Project Manager to lead this process. (September 2021)



ACTION 4

Establish a “Yes in My Backyard” initiative to address any public concerns relating to the ‘missing middle’ and diversified attainable housing developments.

Tactics: Develop an awareness and education campaign to promote diversified housing development for positive social impact and community engagement.

Next Steps: Project Manager leads process. (February 2022)

ACTION 5

Develop and adopt a Communications Plan

Tactics: Develop a communications strategy to increase transparent, effective and efficient communications with the private and public sectors including but not limited to:

- Restructure relevant Development webpages for effectiveness and efficiencies, ease of use and a public-facing tracking system of permits and consultation when required.
- Improved access to application documentation and submission standards.

Next Steps: Project Manager to lead this process. (February 2022)

Estimated Cost: \$75,000

ACTION 6

Pilot innovative housing opportunities for attainable home ownership/rental development on two City-owned parcels of land on Vivian Line and McCarthy Road while continuing to meet the application standards and all applicable laws.

Tactics: Pilot One: Vivian Private Development RFP

Next Steps: Project Manager to develop RFP. (June 2022)

Tactics: Pilot Two: McCarthy with non-profit partnership. Work with, for example, Habitat for Humanity to design and develop a concept for attainable housing development.

Next Steps: Project Manager to develop partnership memorandum of understanding with a non-profit, seek funding to offset costs of service requirements through CMHC. (June 2022)

Estimated Cost: TBD

ACTION 7

Integration of technology in public consultation processes, improve/expand e-permitting and cross-departmental utilization of the existing GIS system.

Estimated Cost: TBD

Tactics: Consider optimizing the existing GIS system to be utilized by all City departments as well as the public with the following:

- Provide the ability to recognize underutilized lands for City use.
- Provide data links to zoning and approval process information with parcel identification selection.
- Provide additional property parameter filtering capabilities for public use to identify infill opportunities.
- Provide the ability to identify current development applications.

Next Steps: Budget review, Infrastructure Development Services staff to lead and execute, Project Manager supports timeline and implementation. (April 2022)

ACTION 8

Increase City staffing levels in departments administering the development process and identify relevant professional development opportunities and succession strategies to ensure continued employment of well-qualified staff.

Estimated Cost: TBD

Tactics: Assess staffing capacity and structure in current and future opportunities and adjust accordingly (as needed):

- Continuous education and training of staff and development of a succession plan.

Next Steps: Review and recommend next steps in partnership with Infrastructure Development Services staff and Project Manager. (July 2021)

ACTION 9

Encourage more innovation and creativity in housing, including but not limited to housing design, materials and creative approaches to more attainable housing units.

Estimated Cost: TBD

Tactics: New partnerships, processes improvements, minimizing wait times and development of the Community Improvement Plan.

Tactics: Consider a revision to the existing by-law to permit secondary dwelling units in accordance with the Planning Act.

Tactics: Consider Official Plan review:

- Review “Heritage Area” policies in central area.
- Consider removing the current policies in the Official Plan that address Stable Residential Areas and infill intensification.

Next Steps: Project Manager to identify partnership opportunities and tracking tool. (July/August 2021)



6.2 Conclusion

Adding attainable housing requires systematic changes including planning reform, streamlining of regulations, shifting toward inclusionary/permissive zoning and the development of a community improvement plan with a toolbox of incentives.

New attainable housing is critical in meeting community needs. The public and private sectors must find innovative ways to finance development, invest in sustainable design concepts to create energy-efficient housing and help those looking to improve their housing situation. The non-profit sector also has a key role to play in working with housing providers to implement alternative tenure models, while supporting advocacy efforts, formulating policy and providing technical support, information and expertise to developers and homeowners.

Appendix





Appendix A: Process Information and Recommendations Supporting Information



CityWide Permits Proposal

August, 2020

SUBMITTED BY:

Gabe Metron, Regional Director

148 FULLARTON ST, 9TH FLOOR
LONDON, ON N6A 5P3



CITYWIDE PERMITS AND INSPECTIONS

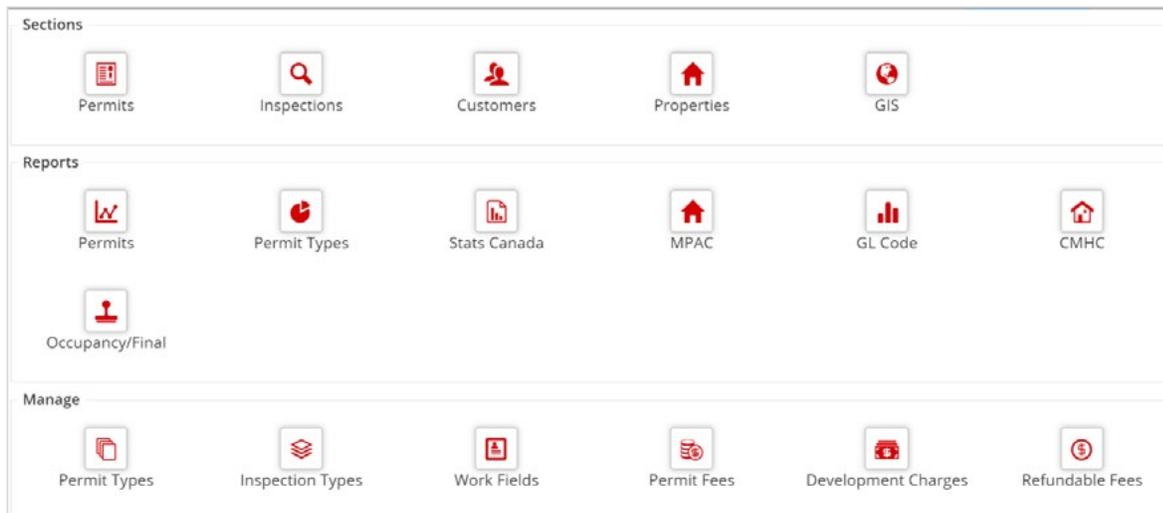
CityWide Permits and Inspection module automates and simplifies the process of permit application, review, approval and inspection. Beginning from the building permit application to the completion of the final inspection, information must be tracked and approved. Municipalities and inspectors can stay organized in the process by using CityWide Permits application to manage both permits and inspections.

Allow the complete record of a building permit to be stored in one system along with digital drawings, payment information, applicant information, and property information.

Access information quickly and conveniently in the field as your inspectors access their personal task-lists, violation histories, property records, and previous inspection results. Complete inspections from the field, attach pictures, and capture signatures electronically from your Smartphone or Tablet.

CITYWIDE PERMITS AND INSPECTION FEATURES:

- Centralize documents relating to permits and inspection
- Process permits and inspections faster and easier
- Mobile Application for in-field use by inspectors
- Inspection reports include pass/fail, pictures, and notes
- Track properties, owners, roll numbers, current usage
- Manage Permit fees, development charges, refundable fees
- Customized inspection and permit types
- Retain full permit history and property owner history
- Comprehensive reporting to meet legislative requirements (Stats Canada, MPAC, Tarion)





PSD – Research, Consulting, Software

PROPERTIES

- Owners, address, roll number, assessed values, PIN numbers, zoning, sq ft., current use

Save Details Notes Contacts Attached Files Service Requests Work Orders Permits	Location		Unit	11
	Municipal Address	123 Main Street	Area	None
	City	London	Postal Code	N6H0L0
	Province/State	Ontario		
	Country	Canada		
	Property Details		Import ID	11111
	Roll Number	11111	Property Use	Commercial Use
	Legal Description	Legal	Zoning Exception	No
	Zoning	Zone 1 - Z-001	Building Area	555
	Assessed Value	\$5,555,555.00		

APPLICATIONS/PERMITS

- Find existing property
- Applicant (property owner, builder/contractor, designer, other)
- Project info – status, application date, permit type, days to issue permit, construction type, current use vs intended use, plans, project value, sq ft.
- Permit fees, development charges

Add Permit

Property | Contacts | Project Information | Work To Be Done | Inspections | Fees | Notes/Files

Select Address/Location

Select Customer Property | **Select Other Property** | Enter Address/Location

Address	Unit	Roll Number	Postal Code	City	
<input type="text"/>	<input type="button" value="Search"/>				

Search to find properties

Permit #	Permit Type	Construction Type	Project Address	Applicant	Permit Status	Work Description	Project Value	# of Water
2019-0010	New Single Family Dwelling (SFD)	New	123 Main Street		Application	2 Storey, Attached Garag...	\$400,000.00	
2019-0009	New Single Family Dwelling (SFD)	New	19 Antrim Cres		Permit Issued		\$25,000.00	
2019-0008	New Single Family Dwelling (SFD)	New			Application		\$25,000.00	
2019-0007	New Single Family Dwelling (SFD)	New			Application		\$5,000.00	
2019-0006	New Single Family Dwelling (SFD)	New			Application			
2019-0005	New Single Family Dwelling (SFD)	New			Application			
2019-0004	Residential SDD Addition	Addition			Application			
2019-0003	New Single Family Dwelling (SFD)	New			Application			
2019-0002	New Single Family Dwelling (SFD)	New			Application			
2019-0001	New Single Family Dwelling (SFD)	New			Permit Issued			

INSPECTIONS

- Permit ID
- Property
- Inspection Type
- Inspected By, date, time, status
- Check in/out

Inspection #	Permit #	Inspection Type	Property	Status	Re-inspection Required	Inspected By	Actions
INSP-0066	2019-0009	Substantial Completion of the Structural Framing	19 Antrim Cres	Not Started	No		
INSP-0065	2019-0009	Substantial Completion of the HVAC and Plumbing Rough In	19 Antrim Cres	Not Started	No		
INSP-0064	2019-0009	Readiness to Construct Footings	19 Antrim Cres	Not Started	No		
INSP-0063	2019-0001	Substantial Completion of the Structural Framing		Not Started	No		
INSP-0062	2019-0001	Substantial Completion of the HVAC and Plumbing Rough In		Not Started	No		
INSP-0061	2019-0001	Readiness to Construct Footings		Not Started	No		

Schedule/Complete Inspection

Schedule

Inspected By:

Date:

Start Time:

End Time:

Result

Enter Result:

Inspection Passed:

Re-inspection Required:

Notes



PSD – Research, Consulting, Software

PERMIT TYPES

Name	Construction Type	Current Use	Intended Use	Building Code	Work Code	Days To Issue	Actions
Residential SDD Addition	Addition	Accessory Use	Accessory Use	110	01	10	[Edit] [Delete]
New Single Family Dwelling (SFD)	New	Vacant Lot	Single Detached Dwelling	110	01	10	[Edit] [Delete]
Commercial Addition	Addition		Accessory Use	150	09	10	[Edit] [Delete]

Save

Details

- Required Fields
- Inspections
- Attached Files
- Permits
- Fees
- Permit Fees
- Development Charges
- Refundable Fees

Permit Type

Name:

Construction Type:

Current Use:

Intended Use:

Building Code:

Work Code:

Days To Issue:

Required Checks

Zoning/Planning: Yes No

Building Review: Yes No

Other Check: Yes No

MANAGE FEES

- Permit Fees
- Development Charges
- Refundable Fees

Name	GL Code	Construction Types	Fee Type	Fee	Actions
Test fixed	146353602	Addition	Fixed Cost	\$250.00	[Edit] [Delete]
Test percent of all	1467726022	Alteration/Renovation, A...	% Of Other Fee(s)	100.00% Of All Other Fees	[Edit] [Delete]
Plumbing Fixtures	GI Code 1	All	Per # of Fixtures	\$25.00 Per	[Edit] [Delete]
Test per 1st floor	GI Code 2	Demolition	Per 1st Floor	\$100.00 Minimum + \$0.25 Per Sq Ft under 1,000 + \$0.35 Per Sq Ft over	[Edit] [Delete]
Test percent of other		All	% Of Other Fee(s)	75.00% Of Plumbing Fixtures	[Edit] [Delete]
Single Family Dwelling House		New	Per Building/Work Area	\$1,800.00 Minimum + \$0.70 Per Sq Ft	[Edit] [Delete]
Water Meter			Fixed Cost	\$305.00	[Edit] [Delete]
Sewer Connection		New	Fixed Cost	\$50.00	[Edit] [Delete]

New Fee

Details

Year:

Name:

GL Code:

Construction Type:

Fee

Fee Type:

Work Field:

Flat/Tiered: Flat Tiered

Fee:

Minimum/Maximum

Minimum Plus: Yes No

PSD – Research, Consulting, Software

PERMIT INFORMATION

Save Details Work To Be Done Checks Notes Attached Files Variances Attached Contacts Property Inspections Fee Summary Permit Fees Development Charges Refundable Fees Log	Permit Type Permit Type: New Single Family Dwelling (SFD) Current Use: Aircraft Hanger Building Code: 115	Construction Type: New Intended Use: Aircraft Hanger Work Code: 02
	Details Permit Number: 2019-0009 Permit Status: Permit Issued Total Fees: \$700.00	Project Address: 19 Antrim Cres Plans Status: Not Submitted Paid Fees: Yes No
	Dates Application Date: 2019-02-26 Approved Date: 2019-03-11 Issued Date: 2019-03-13 Last Activity Date: 2019-03-26 13:44:12	Created By: supportdm Approved By: supportgm Issued By: supportmd
	Permit Flags Construction Without Permit: Yes No Second Dwelling Unit: Yes No	
	Actions Close Permit Decline Application Permit Summary Receipt	Map

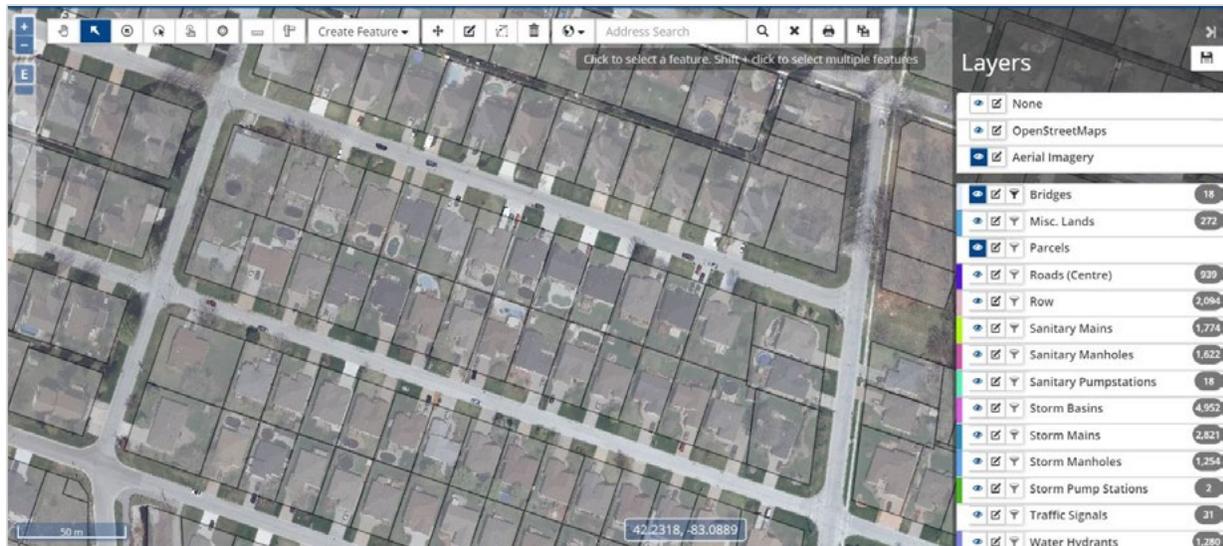
CUSTOMER INFORMATION

Save Details Notes Properties Service Requests Work Orders Permits	Name Name: John Smith Staff: Yes Company: PSD Import ID: import id
	Address Address 1: 123 Lovely Street Unit Number: 11 City: London Postal Code: N6H100 Address 2: address 2 P.O. Box: 1111 Province/State: Alberta Country: Canada
	Contact Information Phone Number: (519) 123-1234 Email: derekmac87@gmail.com Fax: (519) 123-1235 Extension: ext Mobile Number: (519) 123-1234
	Builder/Designer Is Builder: Yes No Is Designer: Yes No
	Actions Add Service Request Add Work Order

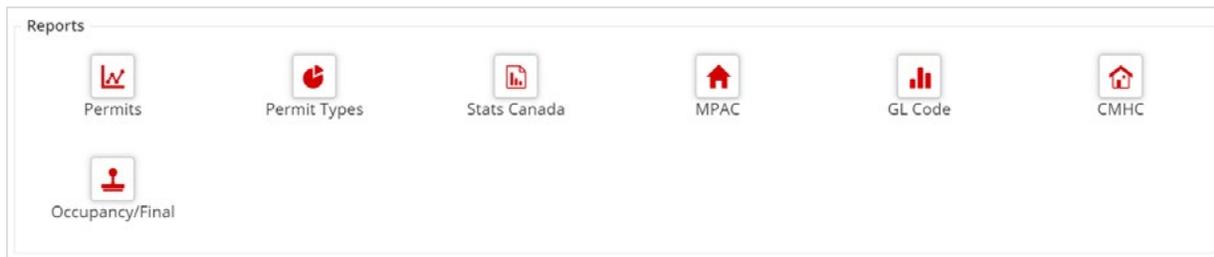


PSD – Research, Consulting, Software

MAPPING



PERMITS REPORTS DASHBOARD



REPORT SAMPLE

Permit #	Application Date	Work Description	Status	Work Value	Permit Fee	Development Charges	Refundable Fees	Total
2019-0001	2019-01-31		Permit issued	\$0.00	\$700.00	\$100.00	\$0.00	\$800.00
2019-0002	2019-02-14		Application	\$0.00	\$700.00	\$950.00	\$0.00	\$1,650.00
2019-0003	2019-02-19		Application	\$0.00	\$700.00	\$1,955.00	\$0.00	\$2,655.00
2019-0004	2019-02-20		Application	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2019-0005	2019-02-25		Application	\$0.00	\$700.00	\$0.00	\$0.00	\$700.00
2019-0006	2019-02-25		Application	\$0.00	\$700.00	\$0.00	\$0.00	\$700.00
2019-0007	2019-02-25		Application	\$0.00	\$700.00	\$0.00	\$0.00	\$700.00
2019-0008	2019-02-26		Application	\$0.00	\$700.00	\$0.00	\$0.00	\$700.00
2019-0009	2019-02-26		Permit issued	\$0.00	\$700.00	\$0.00	\$0.00	\$700.00
2019-0010	2019-03-13		Application	\$0.00	\$5,005.00	\$12,184.00	\$300.00	\$17,489.00

COST BREAKDOWN – CITYWIDE PERMITS

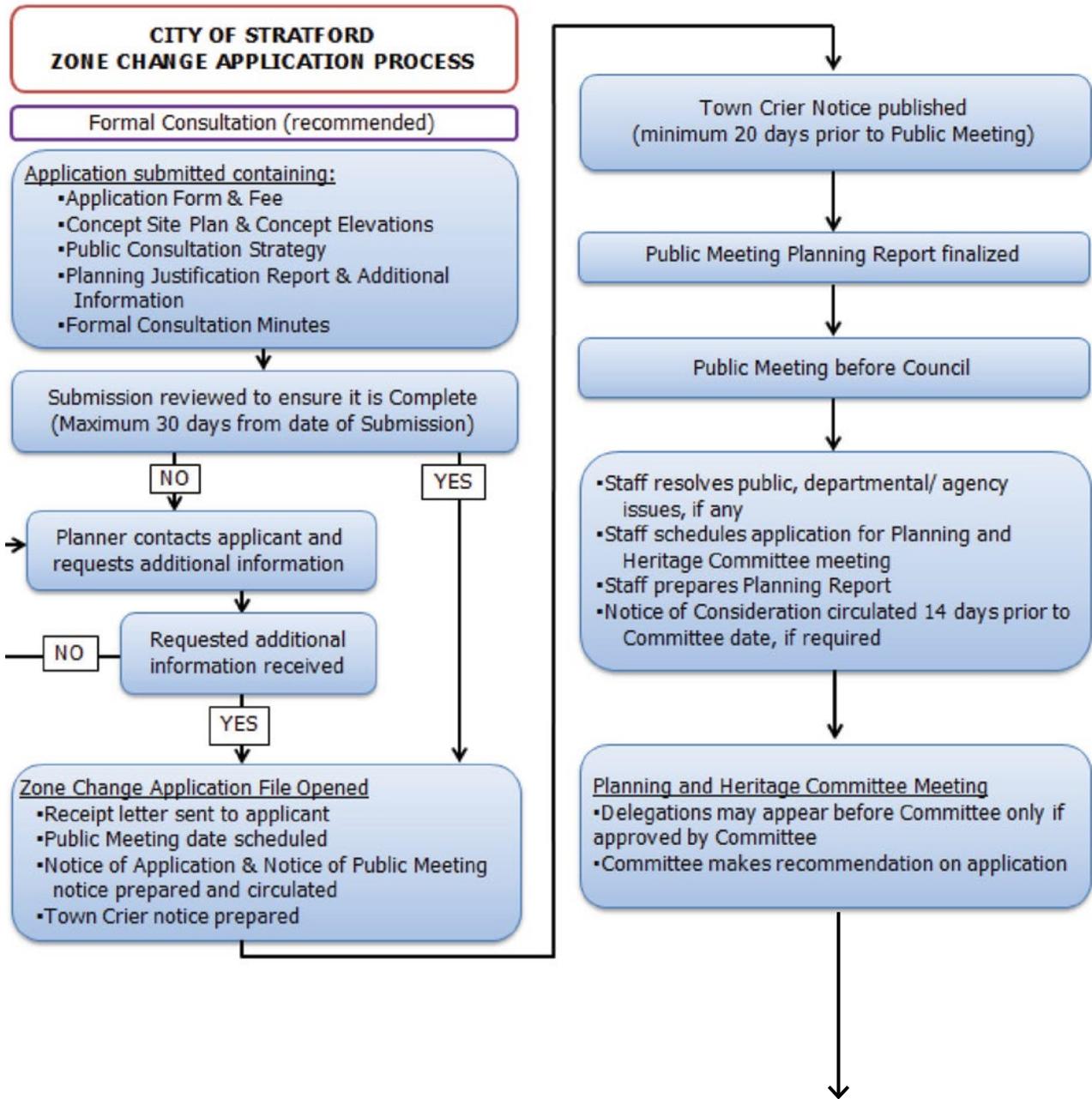
CityWide Permits Software License	
Enterprise Software License	
Existing CityWide Client Discount 25%	
Total Software	

Implementation Professional Services			
Project Management	Pre-implementation Needs Assessment		
	Standard Project Management		
	Total Project Management		
Standard Data Migration & Implementation	Permit Types		
	Inspection Types		
	Customers and Properties		
	Fees Structures (Permits, DC's, Refundable, etc.)		
	Notification Processes		
	Reporting		
	Testing		
	Go- Live Support		
Total Data Migration & Implementation			
Training	Admin Training Days	1	
	End User Training Days	2	
	Total Training		
Value Added Services	Custom Reporting Services		
	Custom Training		
	Customized Address Search		
	Process Mapping and Improvement		
	Legacy Data Analysis & Upload		
	Asset Data Analysis		
	3rd Party Integration (Adelaide Metcalfe GIS)		
Total Value Added Services			
Total Implementation Costs			
Total CityWide Permits Software & Implementation Services			

Annual Support/Maintenance	
CityWide Permits Module	
Total Annual Support/Maintenance	

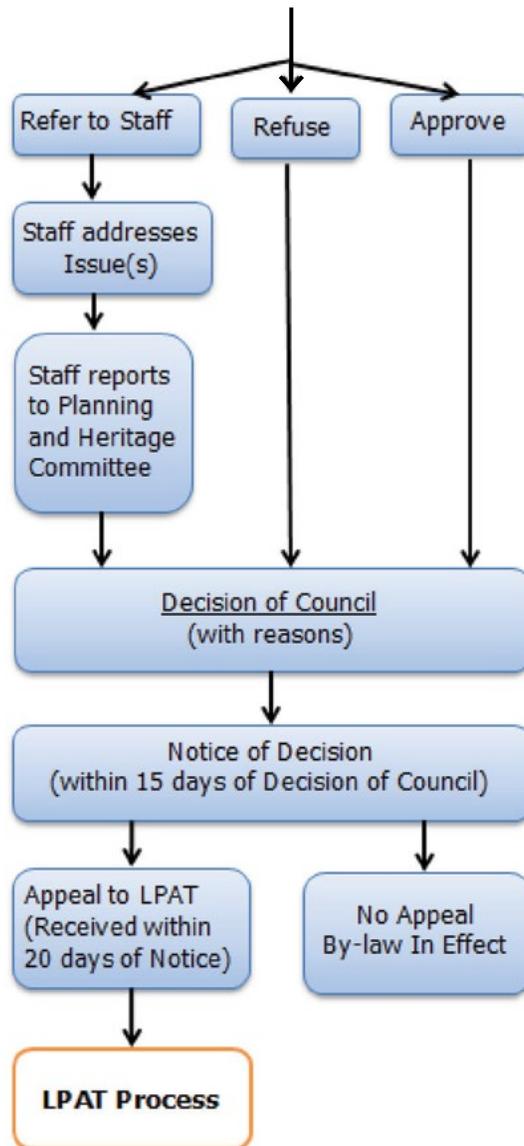


City of Stratford Zone Change Process



Process diagram continues on the next page.

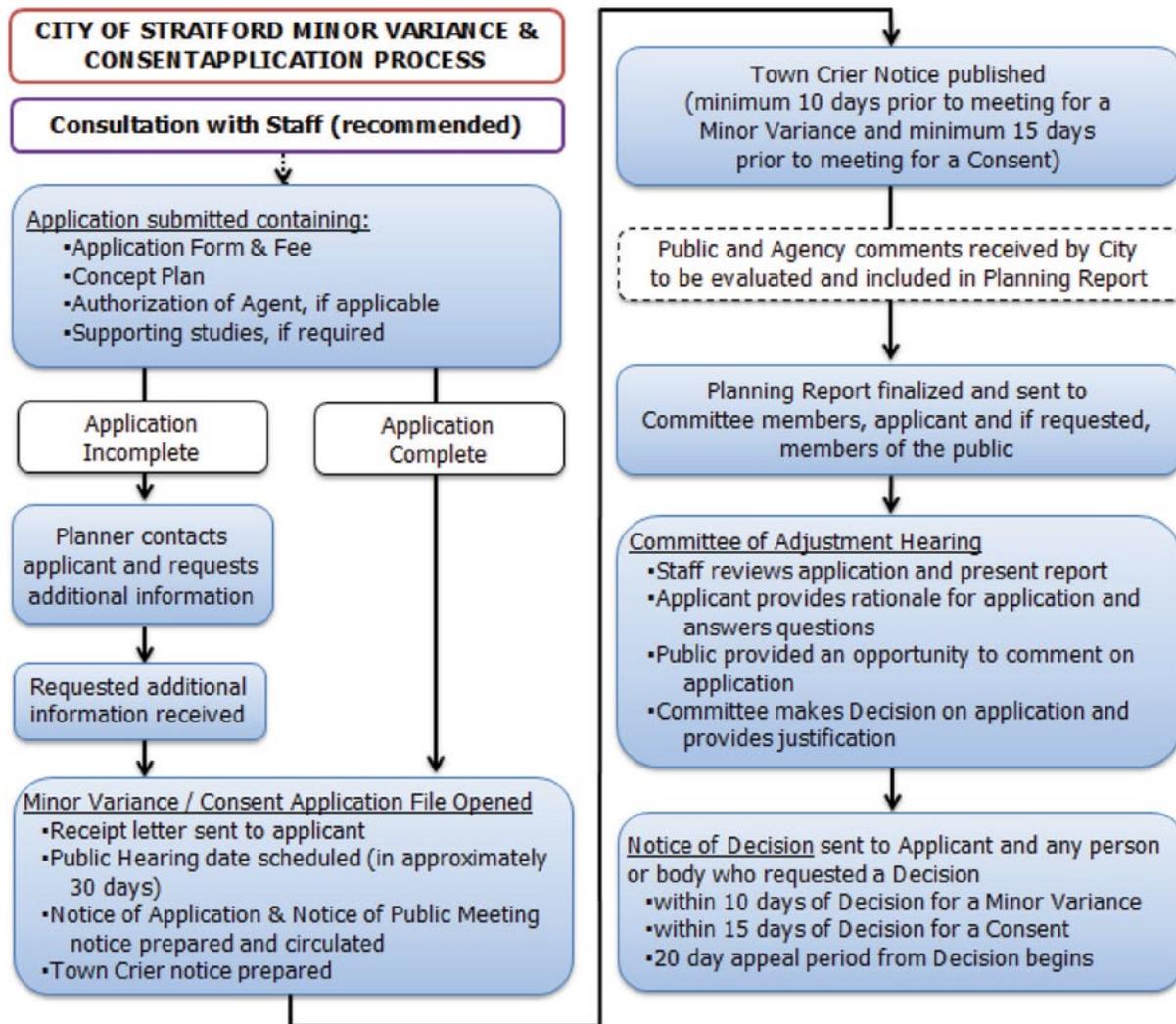
Process diagram continues
from previous page.



[View the full document](#) on the City of Stratford website.

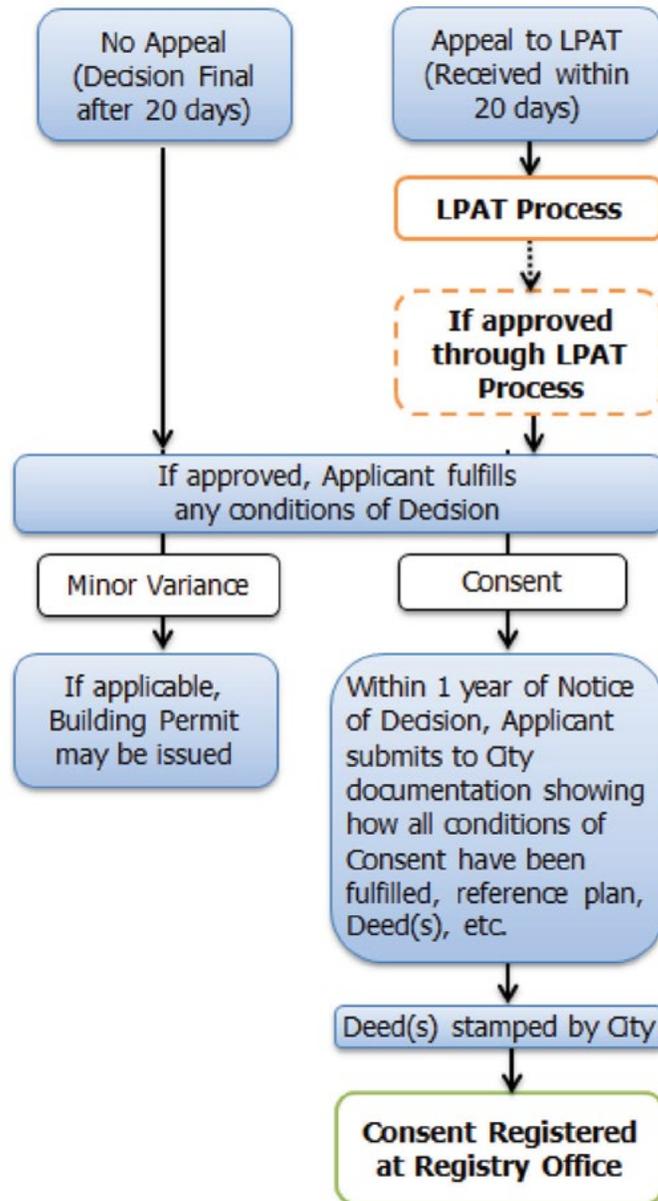


City of Stratford Consent Process



Process diagram continues on the next page.

City of Stratford Consent Process continued.

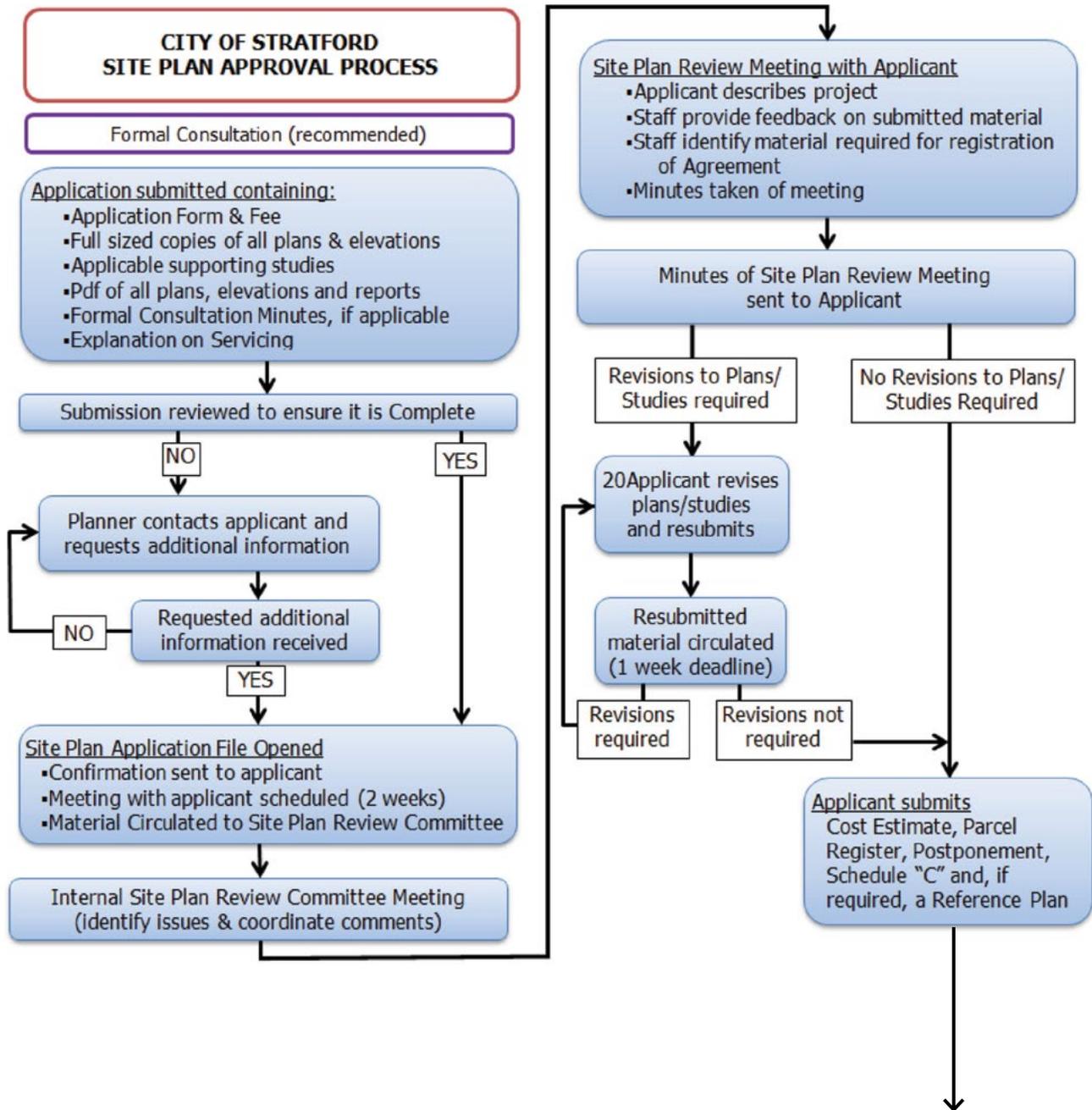


Visit the full documents on the City of Stratford website:

- [Committee of Adjustment Process](#)
- [Committee of Adjustment Guideline](#)



City of Stratford Site Plan Process



Process diagram continues on the next page.

Process diagram continues
from previous page.



Visit the City of Stratford website for the full documents:

[Site Plan Application Guideline](#)

[Site Plan Approval Process](#)



City of Hamilton Site Plan Security Calculation

An example of an Irrevocable Letter of Credit is attached as SCHEDULE "3". (October 15, 2003)

5.2 Lump Sum Payment

The amount of the Letter of Credit is calculated based on the area and frontage of the lot, and the type of land use. The following formulas shall be used for calculating the value of the required Letter of Credit:

For new development, the amount of the letter of credit shall be based on the following, which may or may not represent 75% of the estimated cost of exterior site works, but in no case shall the amount be less than \$50,000.00

Residential:	\$75,000 per hectare + \$800 per metre frontage
Industrial:	\$25,000 per hectare + \$200 per metre frontage
Institutional:	\$30,000 per hectare + \$600 per metre frontage
Commercial:	\$75,000 per hectare + \$600 per metre frontage

For additions, alterations or additional buildings on developed sites, the amount of the letter of credit shall be based on the following, which may or may not represent 75% of the total cost of all site development works, but in no case shall the amount be less than \$25,000.00

Residential:	\$38,000 per hectare + \$400 per metre frontage
Industrial:	\$12,500 per hectare + \$100 per metre frontage
Institutional:	\$15,000 per hectare + \$300 per metre frontage
Commercial:	\$38,000 per hectare + \$300 per metre frontage

After satisfactory completion of **all exterior site works** and receipt of **all required certifications**, the total amount of the security held by the City shall be released except for landscaping which shall be held until June following the end of the first growing season. Securities can be reduced as the works are completed.

6. SITE PLAN AGREEMENT/UNDERTAKING

One original copy of the Site Plan Undertaking must accompany the final Site Plan submission. The undertaking must be signed by the owner and where the owner is a corporation, must be signed by the authorized signing officer(s) and the corporate seal affixed. The names of the persons signing must also be typed or printed below the signature line. The Site Plan Undertaking Format is attached as SCHEDULE "4"

At the discretion of the Manager, Development Planning, the owner may be required to register a Site Plan Agreement on title.

7. SITE PLAN APPROVAL

Site Plan approval is valid for one (1) year from the date of approval by the Manager, Development Planning. If a Building Permit is not issued during this time, Site Plan approval is void.

A request for extension of Site Plan approval may be made directly to the Manager, Development Planning, prior to the lapsing of the one (1) year approval. Written justification for the extension and the required fee shall be provided with the request for extension. The Manager of Development Planning will consider the request in light of current requirements and:

Appendix B: Incentives Summary

ELIMINATE DEVELOPMENT CHARGES

A program that eliminates development charges for attainable market housing and non-market housing development, see above the CIT.

SUITE DEVELOPMENT INCENTIVE²⁹

Reduction of DCC's (to \$0) for the development of either a living or garden suite. For homeowners, a secondary suite can generate extra income, help them care for aging parents or give their kids some independence. It's also something the City could help with. When you add a living or garden suite to your property, you could qualify for a 100% discount of your Development Cost Charges. I.e. if you qualify for this City incentive, to grant up to \$10,000 through a Municipal Matching Rental Construction Program.

Available Incentive:

- 3 years Preferred Tax Grant—a yearly monetary grant in the amount the developer paid in municipal tax as a result of the assessed value of improvements relating to a principal residence on the property.
- Waiver of Load Capacity Charge.
- Waiver of Development Fees.
- Waiver of parking requirements for the secondary suite.

NEIGHBOURHOOD DENSITY DEVELOPMENT INCENTIVE

Reduction of DCC's (to \$0 - maximum value of \$50,000) for residential development:

- In identified city zones.
- Outside Downtown or in zones that are within 400 metres of a neighbourhood facility (schools, commercial areas, rec or health buildings, community gardens or parks).
- In the zones where 90% of maximum density is achieved.

IDENTIFIED ZONE DEVELOPMENT INCENTIVE

Reduction of DCC's (to \$0) for residential development in a specific zone where density achieved is 50% higher than the minimum requirement.

NON-PROFIT OR NON-GOVERNMENTAL ORGANIZATION INCENTIVE

Further financial incentives are offered for projects undertaken by non-profit and/or non-governmental organizations as follows:

- Grant equal to the cost of development fees (maximum of \$20,000).
- Deferral of payment on property purchased from the City.
- Cash grants for purpose-built attainable market and non-market housing rental and ownership projects.



RENTAL AND SUPPORTIVE HOUSING DEVELOPMENT INCENTIVE

Reduction of DCC's (to \$0) and a 10-year Tax Grant (total value of \$500,000) for development of one or both of the following:

- A minimum of four rental housing units maintained for a minimum of 10 years.
- A minimum of four supportive housing units owned/operated by a non-profit agency or non-government organization.

Other notable considerations of the new Housing Development Incentives Policy include:

- Only the residential portion of a building will receive an incentive.
- Residential units (excluding rental/supportive housing) must be apartments with two or less bedrooms.
- Applications will not be processed until a Development Permit is issued.

TAX INCREMENT FINANCING (TIF)³⁰

Tax Increment Financing as a means of financing community revitalization projects in municipalities. In a TIF financing scheme, the base property tax of a targeted development property or district is frozen and the anticipated increase in the property tax resulting from redevelopment — that is, the increment — is used to finance the development project. The TIF scheme eventually expires, at which time the property taxes begin to flow to the municipality.

- Tax increment financing subsidizes companies/residents by refunding or diverting a portion of their taxes to help finance development in an area or (less frequently) on a project site. Usually, TIF helps pay for infrastructure improvements (streets, sewers, parking lots) in the area near a new development.
- Annual grant equal to 60% of the municipal property tax increase generated by the project for up to 10 years after project completion. Annual grant is equal to 80% of the municipal property tax increase if the project is an attainable housing development. Annual grant is equal to 100% of the municipal property tax increase if the project achieves LEED certification. Maximum grant limit of \$500,000.

TAX EXEMPTION FOR ATTAINABLE HOUSING COMPLEXES: ONTARIO PROPERTY TAX EXEMPTIONS FOR APARTMENT BUILDINGS.

Under Ontario law, all properties are liable to assessment and taxation unless an organization can show its property is exempt. Section 3 of the Assessment Act (the “Act”) lists several exemptions, and, in each case, the Applicant must prove it satisfies the required elements to claim the exemption.

Section 3(1)(12)(iii) grants an exemption from property taxation for:

- Land owned, used and occupied by any charitable, non-profit philanthropic corporation organized for the relief of the poor if the corporation is supported in part by public funds.
- Providing relief from taxation to those organizations satisfying the criteria for a full/partial tax exemption for up to 25 years.

LOW-INCOME HOUSING TAX CREDIT (LIHTC)³¹

Provides a tax incentive to construct or rehabilitate attainable rental housing for low-income households.

- The Low/Moderate Income Housing Tax Credit (LIHTC) subsidizes the acquisition, construction and rehabilitation of attainable housing (rental and ownership) for lower- and moderate-income tenants.
- Provides tax credits to for-profit or non-profit owners of rental housing used for long-term low/moderate-income housing over a 10+ year period.
- Encourages better location and maintenance of moderate-income housing by enabling competition between developers for tax credits and creating a market test for the viability and need for moderate/low-income housing. This tax credit can be used to complement other government programs helping renters, such as rent supplements, co-operative housing programs, housing allowances and local government programs.

NON-PROFIT OWNED LAND

Some land in communities is owned by non-profit organizations or faith-based groups. These organizations may be able to make land available for housing through low-cost long-term leases, donating land or providing the land at below market value. In each case, the housing is made more attainable by separating the cost of the buildings from the cost of the land and subsequently reducing or eliminating the latter. Similarly, the non-profit may be able to develop their land, if they have the capacity to do so; partnerships in this case can be very useful. Benefits:

- Because land is donated, this approach requires fewer resources and energy to undertake than other strategies.
- Potential for lower cost housing due to low cost of land.
- Providing land can give private developers an incentive to build attainable market housing.

RESIDENTIAL CONVERSION, REHABILITATION AND INTENSIFICATION PROGRAM: INGERSOLL

This program provides a loan or grant to encourage property owners to create one or more new residential dwelling units within and near the Downtown core through the rehabilitation, renovation or addition to an existing building(s). The purpose of this program is to encourage an increase in the residential population living in and around the downtown. Proposals may include the demolition of existing buildings to make way for new buildings containing multi-unit residential development,



including registered condominium units. Programs encouraging residential development in the downtown area are important to promote a mix of housing types, tenures and affordability. Renovations that add one or more new residential dwelling units within the existing building. Purpose:

- Assist property owners with the creation of new residential dwelling units within eligible areas.
- Encourage an increase in residential population living in eligible areas.

The town will grant back 50% of the building permit fees associated with residential conversion, rehabilitation and intensification. The town will provide a tax increment grant on improvements creating an increase in assessment over a five-year period with 80% of the tax increase granted back in year one, 70% in year two, 60% in year three, 40% in year four and 20% in year five. The grant will be awarded upon successful completion of all program requirements.

REDUCING COSTS BY STREAMLINING APPROVALS AND OTHER INCENTIVES

As planning and approval processes can add to the cost of developing housing, it makes sense that streamlining these processes for attainable market housing projects will reduce costs to those developing housing. Other incentives encouraging development may include funding support for secondary suite development or other types of land intensification. Some techniques used for lower approval costs include; ‘one stop shopping’ for builders and residents or priority placement in permitting queues.

- Expediting approvals means construction can start sooner, lowering financing costs and risks.
- Providing minor funding or relaxation on charges for creating new units such as secondary suites, lot splits or rental can catalyze housing that might not otherwise occur.

DEVELOPER INCENTIVES

As with most manufacturers, housing developers want to maximize their profits, so the costs of producing a housing unit are passed on to consumers in the form of sale prices and monthly rents. Therefore, any costs the developer incurs during development will impact the price local households pay for their housing.

Developer incentives lower the cost of residential construction and make attainable market housing development more feasible. Incentives, such as density bonuses and impact fee waivers, can be provided to developers at no cost to local jurisdictions while infrastructure and public amenity improvements require financial investments by localities. The Developer Incentives section of this report will focus on the following programs:

- Density Bonuses
- Impact Fee Waiver & Proportional Impact Fees

DEVELOPMENT INCENTIVES FOR ATTAINABLE MARKET RENTAL HOUSING

Development of a minimum of four attainable market housing units in the Historic Townsite. Rents must be kept attainable for the entire duration of the Standard Tax Grant. Rents shall be compared on an annual basis. Rents must be reduced if found to exceed median market rates, whereas owners are encouraged to maintain current rents should they be below median market rates. Recipients are to provide this information with their grant request on an annual basis. Available Incentive:

- Ten years of a Standard Tax Grant — a monetary grant in the amount the developer would have paid in annual municipal taxes as a result of the improvements to the property.
- A waiver of the Load Capacity Charge.
- A waiver of Development Fees.

DEVELOPMENT INCENTIVES FOR VACANT AND/OR UNDERDEVELOPED PROPERTY

Development with a minimum construction value of \$75,000 in the city.

- Five years of a Standard Tax Grant — a monetary grant in the amount the developer would have paid in annual municipal taxes as a result of improvements to the property.

DEVELOPMENT INCENTIVES FOR MARKET RENTAL HOUSING

Development of a minimum of four Market Rental Housing units in the City.

- Ten years of a Standard Tax Grant — a monetary grant in the amount that the developer would have paid in annual municipal taxes as a result of the improvements to the property.

DENSITY BONUSES

Zoning incentives allowing developers to build additional units if a residential project includes a certain number of attainable market housing units. By increasing the allowable density in a given location, density bonuses allow developers to increase profits and can improve the feasibility of underutilized sites. They also result in attainable market housing without requiring public subsidies. Bonuses are commonly targeted to specific districts where a jurisdiction wants to encourage high-density development, such as redevelopment or transit station areas. Density bonuses are a key feature of inclusionary zoning policies. Inclusionary zoning ordinances typically offer density bonuses as the primary incentive to encourage developers to include attainable housing in their residential projects. Highlights:

- Permits developers to build more units at a site than regular zoning allows.
- Provided in exchange for the developer's agreement to build attainable market housing on site.
- Density thresholds (such as 20% of total density) are set by local jurisdictions.
- Bonuses can be provided at no cost to local governments.



EXPEDITED PERMITTING

Delays during any stage of the development process increase the costs of new housing. Expedited permitting for projects with an attainable market housing component can reduce land holding times before development begins and provide greater certainty to the development process. Expedited permitting can include prioritized permit review and approval or creation of a one-stop centre for multi-agency reviews and permitting. As with density bonuses, offering expedited permitting can reduce development costs for attainable market housing without requiring public subsidies. Highlights:

- Fast-tracking review and permitting processes for residential development that include attainable market housing units.
- Helps developers of such projects retain profit margin.
- The program can be employed at no cost to local jurisdictions.

IMPACT FEE WAIVER AND PROPORTIONAL IMPACT FEES

Impact fees are one-time charges assessed on new developments to help pay for new or expanded infrastructure to serve them. Revenue collected through impact fees helps fund the expansion of water and sewer lines to the new development, the building of new or improvement of existing roads or sidewalks in the area and the creation of public amenities such as parks or new schools. Like all other development costs, impact fees add to the final cost of housing. To make attainable market housing projects more attractive to developers, many localities offer to waive the impact fees associated with developments including attainable market housing units. Alternatively, a “proportional” impact fee program may be developed in which impact fees are adjusted according to the size of the housing unit or the location of the new housing. Larger homes and those located in outlying areas where infrastructure does not currently exist usually command a higher fee than smaller, in-town units. Highlights:

- Encourages attainable market housing development by lowering developer costs.
- Makes attainable market housing development more feasible in high-cost areas.
- Impact fees based on housing size may encourage the development of smaller, less expensive housing units.

HOUSING ORGANIZATION AND CAPACITY BUILDING

Whistler Housing Authority (WHA) and Banff Housing Corporation (BHC)

A housing organization is a non-profit entity dedicated to providing and managing non-market housing stock for rent or purchase by qualified individuals and families. In addition to being a repository for attainable market housing units, a housing organization can house expert advisors on attainable market housing, ongoing champions for attainable market housing and in some cases leverage expert skills and knowledge to support other needs such as property management. Housing organizations can also serve specific projects, a municipality or a greater region.



Benefits:

- Attainable market housing is more likely to be produced and effectively managed when a high functioning organization is dedicated to that goal.
- Acts as a community resource for housing.
- Can monitor the process of rentals and resales to ensure individuals and families qualify.
- Can hold housing funds and act as project managers for new developments.

HOUSING INCENTIVE PROGRAM³²

Encourages the building of attainable market housing units and helps stimulate the economy.

- The City provides a grant of up to \$50,000 towards pre-development activities for an attainable market housing project.
- A rebate on eligible City development fees for an attainable market housing project.

This program is only available to non-profit organizations for attainable market housing projects. Both attainable rental and homeownership projects are eligible.



Appendix C: Financial and Development Models

There are several factors influencing the selection of land uses, heights and appropriate densities for development including community acceptance, existing community character, urban design objectives, transportation requirements, servicing capacity and the ability of the area to absorb new population and employment. However, a key consideration is the mix of uses and the density of new development needed to make redevelopment of existing properties financially viable.

It is important to explore various financial models for different types of development such as:

FINANCING: URBAN WEALTH FUND — HAMBURG AND COPENHAGEN

Hamburg and Copenhagen have improved housing supply by pooling publicly owned assets into an “Urban Wealth Fund”³³ that partners with the private sector to deliver projects. Sharing risks and benefits align the interests of stakeholders and can streamline infrastructure development, planning and land-use regulations.

LAND TRUST: (MUNICIPAL LAND AND LAND TRUSTS)

A real estate land trust is one of many types of trusts.³⁴ In legal terms, a trust is any arrangement in which one party holds property for another party’s benefit. The property owner never gives up control of the assets — cash, stocks, bonds, real estate — but the trustee becomes the owner for legal purposes.

The function of all trusts is shielding the asset owner from certain legal proceedings and tax exposure. In the case of real estate land trusts, the trust greatly simplifies the process of passing on the real estate to heirs or new owners.

LAND BANK^{35,36}

A quasi-governmental entity created by counties or municipalities to effectively manage and repurpose an inventory of underused, abandoned and foreclosed property.

Vacant land is bought and investors may sit on purchased land. The term “land banking” implies almost exactly what it is. Rather than putting cash into a savings account, some entrepreneurs have acquired land, parking their cash in a tangible, fixed asset that cannot be broken, stolen or destroyed.

Often overlooked by investors, land banking is a buy-and-hold technique that, when done correctly, is also relatively low-risk. (i.e.: Manhattan, USA; Shenzhen, China; Dubai, United Arab Emirates; Tokyo, Japan).

LAND LEASE HOME OWNERSHIP: COLLINGWOOD, PARKBRIDGE³⁷

Land lease is one approach that can reduce the cost of home ownership. Using the land lease model, you buy and own the building but lease the land it sits on. When you buy a house on leased land, you can get a mortgage as usual.

For families moving into a land lease community, this arrangement offers an opportunity to be homeowners much earlier. For retirees, land lease allows them to live in a house that's equal to — or better than — the home they left and still leaves them with money to maintain their lifestyle. In both situations, the purchase of a land lease home frees up inventory in the overcrowded rental market.

Land lease dwellings offer much more than an attainable entrée into the housing market. Many land lease communities come with amenities you wouldn't get in many traditional communities — swimming pools, community centres, walking trails, clubhouses, and in some cases, the maintenance of the grounds — often for less than you would pay for a typical condominium maintenance fee. As developers, the Parkbridge model of land leasing creates an environment including amenities, management and facilitated benefits long-term, something that can't be done in a traditional build-to-sell development. Parkbridge has a long-term shared equity partnership with homeowners. Each supports the other because of the mutual benefits of creating active, vibrant communities and bringing a new, better model of attainable, achievable housing to Canada, thereby disrupting the status quo.³⁸

DENSITY BY DESIGN: KINGSTON³⁹

Working on Mid-rise and Tall Buildings Policy to increase density and commitment to smart growth as a city. The planning department is looking at new alternatives for densification allowing for more responsible growth. While still looking at development of detached homes and secondary units to increase housing options in low-rise subdivisions, mid-rise and tall buildings allow for more people, greater affordability and green energy options for a range of lifestyles. Mid-rise and tall buildings use less energy per household and can provide the option to walk, bike or take the bus to work and live a healthier lifestyle. This option makes good use of city infrastructure, prevents urban sprawl and re-directs money to other necessary projects. Mid-rise and tall buildings can be designed to enrich the local streetscape, responding to local natural surroundings, heritage, stable neighbourhoods and the waterfront.

AFFORDABLE HOMEOWNERSHIP LOAN PROGRAM⁴⁰

The City of Stratford Social Services Department recently re-launched its Affordable Homeownership Loan Program, which provides qualified low- to moderate-income households with down payment assistance loans of up to 5% of the purchase price of a home.

The maximum household income limit for applications to the 2020 Affordable Homeownership Loan Program is \$88,400 if applying as a couple or family and \$74,600 if applying as an individual. The current maximum purchase price of an eligible residential property for 2020 is \$396,045. A home inspection is also a mandatory condition of receiving a loan.

CO-OPERATIVES

See Below (1)



STAKEHOLDER SUPPORT HOUSING FUND (SSHF) HURON COUNTY

See Below (2)

HOME OWNERSHIP: OPTIONS INTERNATIONAL⁴¹

See Below (3)

HABITAT FOR HUMANITY

See Below (4)

1. Co-operatives

A housing cooperative or “co-op” is a type of residential housing option that is actually a corporation whereby owners do not own their units outright. Instead, each resident is a shareholder in the corporation based in part on the relative size of their unit.

HOW HOUSING COOPERATIVES WORK

Owners of a co-op own shares of the cooperative instead of owning their unit outright, unlike a condominium. With some co-ops, owners can sell their co-op shares on the open market, subject to approval by the co-op board and depending on the market rate for co-ops in that location.

Co-ops are often less expensive than rental apartments because they operate on an at-cost basis, collecting money from residents to pay outstanding bills. In areas where the cost of living is high, co-ops may be an attractive option from a financial perspective. However, common fees paid to a co-op may be quite a bit higher than those paid to a condominium association.

In addition to the financial aspect of co-op ownership, there are also social aspects that must be taken into account. Smaller co-ops are run by residents, with everyone contributing to maintenance, landscaping and setting rules. By contrast, larger co-ops may be run by a board of directors consisting of selected residents.

TYPES OF CO-OPS

The structure of housing co-ops varies. The most popular options include:

- **Market Rate Co-ops:** Allows co-op members to buy and sell shares at whatever rate the market will bear.
- **Limited Equity Co-ops:** Sets restrictions on the price at which shares can be bought and sold.
- **Leasing Co-ops:** The co-op corporation leases the building rather than owning it and accumulates no equity value. In this case, the co-op may have a cash reserve on hand if the building ever goes up for sale.

COSTS TO PURCHASE A CO-OP

Since you are essentially buying shares of a company, look at the co-op's financial situation and meet other residents. They will be both your business associates and your future neighbors.

Before buying, consider the following:

- Location
- Amenities
- Costs
- Ability to lease your unit
- Pets policy
- Insurance requirements

To purchase shares in a co-op, each buyer takes out a share loan instead of a traditional mortgage. These loans operate much like mortgages, but co-op residents are also responsible for paying a pro-rated share of the common costs of maintaining the building.

Known as maintenance, these costs are generally paid monthly and billed on an at-cost basis. Maintenance may or may not include real estate taxes, and the annual maintenance fees tend to go up each year with inflation.

The cost of the property's mortgage may also be included in the monthly fee. Even if an individual tenant has paid off his or her share of the loan, it's possible for the building itself to have a mortgage on it, held by the corporation instead of an individual partner. The share loan pays the cost of buying into the partnership and has nothing to do with the underlying mortgage on the property itself. Buyers are entitled to all of the tax deductions enjoyed by homeowners, including deductions for interest and real estate taxes.

Additional expenses include monthly utility bills for each buyer's residence and insurance costs. While the building itself should be covered under a blanket insurance policy, the contents of each individual residence are not. A personal insurance policy, known as an HO-6, is required to protect personal possessions from water damage, fire, theft and other calamities.

SPECIAL CONSIDERATIONS FOR CO-OPS

Co-ops must abide by the laws governing fair housing, but they can be more restrictive than other housing options when it comes to ownership requirements. Because there is no landlord or tenants, the rules for purchasing shares in the partnership are set by the partners.

When you buy into a co-op, you become a shareholder in a corporation that owns the property. As a shareholder, you are entitled to exclusive use of a housing unit in the property.



KEY TAKEAWAYS

- A co-op is a way to own a primary residence where homeowners don't own their units outright; instead, each resident is a shareholder in the co-op itself.
- Some co-op owners can sell their co-op shares on the open market, subject to the market rate for co-ops in that location.
- Co-ops can be less expensive than apartments since they operate on an at-cost basis, collecting money from residents to pay expenses.
- Before buying shares of a co-op, be sure to check out the financial situation and fees involved.

HOUSING FUNDS: CAPITAL REGIONAL DISTRICT (CRD) HOUSING TRUST FUND

There are a number of mechanisms for municipalities to raise funds for attainable market housing and it is important those funds are aggregated into a Housing Fund set up by a municipality, regional government or housing organization. Funding can come from property taxes, works and service charges for new development or from cash-in-lieu contributions from developers using a density bonus or rezoning agreement.

Housing funds provide secure equity assistance, leverage or funds to be applied to any attainable market housing project. This fund can aggregate smaller contributions for greater impact and is easy to set up.

DESIGN AND OPERATIONAL SAVINGS: BAKER GARDENS, CRANBROOK AND WHISTLER HOUSING AUTHORITY (WHA), PASSIVE HOUSE

The design of housing as well as the construction approach and commitment to energy efficiency can reduce the investment required for housing as well as the ongoing operational costs. Lot sizes, dwelling size/density, the use of common spaces and smart design all impact costs. Construction techniques such as modular housing or prefab housing constructed offsite in a warm, dry environment keep costs down by reducing higher onsite labour costs and weather dependent building conditions. Once design and construction approaches are applied, energy efficient building techniques will reduce operating costs over the life of the building. Benefits:

- More attainable market housing construction and operation costs for housing organizations, renters and homeowners.
- Prefab and modular homes can often be built faster than onsite construction homes.
- Healthier and more comfortable homes.
- Potential economic development opportunity for local builders.

Example: Baker Gardens, Cranbrook is a modular housing development with 36 one-story, one-bedroom rental homes. While meant for seniors with disabilities, the model is applicable to other tenants. In partnership with BC Housing, who purchased the modular housing, the development is managed by the Canadian Mental Health Association, Kootenays. Other partners include Columbia Basin Trust (grants) and the City of Cranbrook (land and waived development fees). Modular housing is built with a high energy rating, one of 20 modular home developments across BC.

Example: Whistler Housing Authority (WHA), Passive House, has a goal of dramatically reducing the energy use of a dwelling by employing air tightness, increased insulation and better openings and heat exchange ventilation. Energy costs are reduced by close to 2/3 compared to a traditional home and building costs are estimated at 5% above traditional homes. Currently there are three Whistler homes with attainable market housing covenants utilizing a prefabricated passive house approach to speed up construction, reduce operating costs and improve building comfort. The passive homes are also relatively efficiently designed. They are built on small lots, with two of the homes in a duplex configuration and single-family homes housing a suite. The WHA also built a 25-unit passive house rental apartment building on municipally owned land and passed on operating cost savings to tenants.

2. Stakeholder Support Housing Fund (SSHF): Huron County

The Stakeholder-Supported Housing Fund model was developed by Huron County Economic Development in response to the acute shortage of attainable market housing observed in 2019 and 2020 across Southwestern Ontario. Home prices throughout the region soared in recent years thanks to the simple economic logic of supply and demand. Many people want inexpensive homes, but such units are in short supply. Rising prices and intense competition for available properties, especially in the sub-\$300,000 market, are driving away workers and having a negative impact on the workforce. Many employers struggle to grow, or even meet existing orders, because they can't find staff.

The Stakeholder-Supported Housing Fund model closes the loop, bringing Huron County's business community on board as key partners in solving housing challenges and ensuring they make a modest profit in the process. Under the SSHF model, business owners who have identified the labour force shortage as a barrier to growth are the initial investors/lenders to a new development company. The development company acquires land and builds homes. These homes are made available as rent-to-own units, with 15–20% of rents being held in escrow, building a nest egg for the tenant. After five to seven years (depending on the type of unit), tenants will have accumulated sufficient capital to take out a mortgage and buy their unit from the development company. Once all units sell, the development company is liquidated and capital returned to investors. Our initial estimates, assuming no major shifts in interest rates or inflation, show investors receiving a CAGR of 2.5–4% over the life of the project — hardly windfall profits, but ahead of inflation.

The toolkit Huron County Economic Development designed allows prospective investors to input a desired number (and type) of units and specify a timeline for development. The model returns calculations of the overall capital costs of the project including how much initial investment will be required, how much funding can be leveraged, how much will be paid out in interest over the lifetime of the project and return on investment/CAGR. The toolkit allows calculations to be based on combinations of single-family detached or semi-detached homes, four- and eight-unit row houses, and 10-unit condominiums. Entry prices for tenants vary slightly depending on location (due to differences in land prices and development charges), with condominium units starting around \$150,000. Monthly rental prices for the equivalent units would be about \$1,000 in the starting year.



The Stakeholder-Support Housing Fund will increase the supply of inexpensive, attainable market housing in Huron County. The fund involves no commitment of public funds and opens up a path to home ownership for people who might otherwise have become lifelong renters. This will help ease labour force challenges, allow Huron County businesses to pursue new opportunities and reach their full growth potential.

3. Home Ownership: Options International⁴²

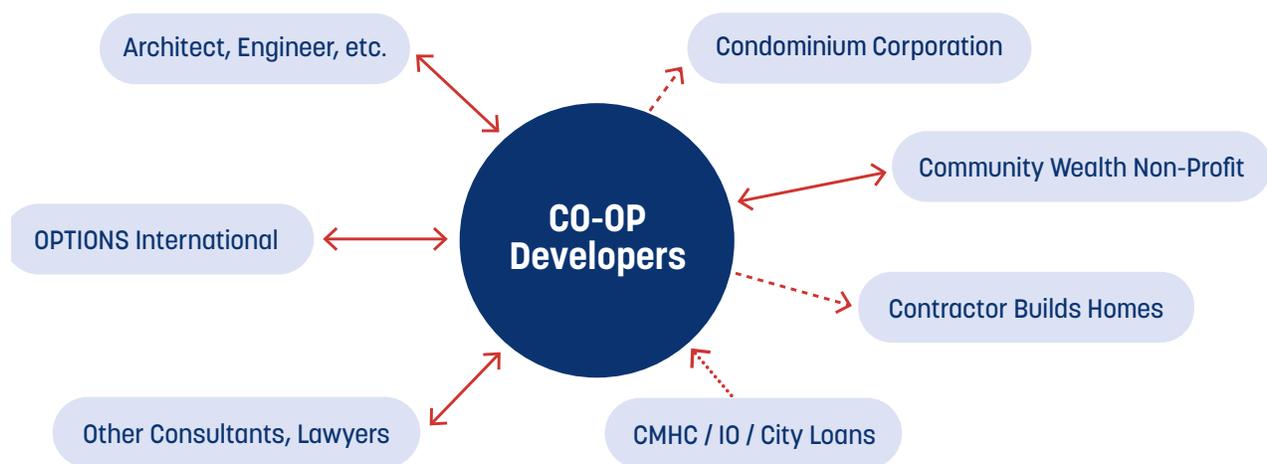
A vibrant and effective housing market is a key ingredient to building a country's economy.

The Options' model presents an opportunity to address housing demand and economic development in a way that is both respectful of local culture and inclusive of a broad spectrum of the population with a goal of delivering 10,000 units of housing and transforming the economy for the better through jobs created.

Model:

- Built on a cooperative business model. No one company/agency/group can do it alone.
- Leverage CMHC, Infrastructure Ontario and municipal loans.
- Takes sustainable numbers of families and individuals off the attainable market housing wait lists.
- Takes a holistic approach to economic development through scalable efforts. The fund grows over time and continues building more housing and investing in the community.
- Focused on moving people to housing ownership and building equity and wealth.

KEY FEATURE #1: A NOT-FOR-PROFIT PARTNERSHIP MODEL



KEY FEATURE #2: COST SAVINGS THROUGHOUT

CONSTRUCTION COST IS LOWER

- Fewer “frills” and building amenities but maintain high standards of construction quality.
- No complicated design elements.
- Further opportunity to reduce cost and scale with modular/factory construction.

PROFESSIONAL SERVICES AT A DISCOUNT

- The more units built, the lower the cost for planning, architecture, etc.

VERY LOW COST FOR MARKETING

- The housing wait lists are the “marketing” list.
- 110,000 households on the Toronto wait list alone.
- Sales commission of \$800-\$1,000/unit.
- No sales office.

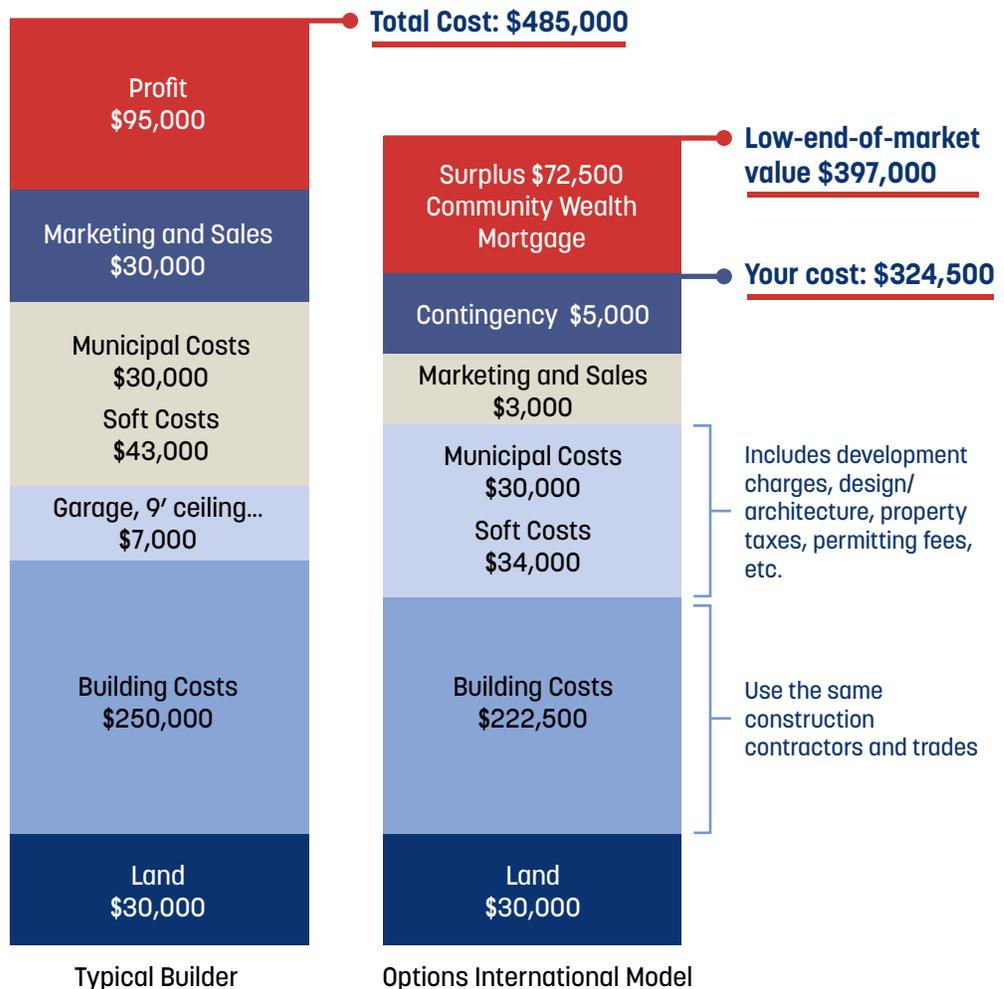
“PROFITS” ARE SURPLUSES USED TO CREATE JOBS AND BUILD EVEN MORE HOMES

How It’s Done: High Quality Construction, Lower Cost

Calculations based on a 1,100 sq. ft. 3 Bedroom townhouse.

Market cost for land and construction—everything else, especially the profit, is lower.

Market cost for land; if it can be secured for less for increase density, housing can be even more affordable





KEY FEATURE #3: INNOVATIVE FINANCING MODEL

This is the real secret sauce.

1ST MORTGAGE IS A CMHC BULK MORTGAGE THAT IS FRACTURED PER UNIT

- CMHC offers a bulk construction mortgage to build “attainable rentals” administered by Community Wealth and Meridian Credit Union for a modest fee.
- CMHC financing is at 10- or 15-year bond rate (>1%).

INFRASTRUCTURE ONTARIO LOAN FOR LAND AND INFRASTRUCTURE-RELATED MUNICIPAL COSTS

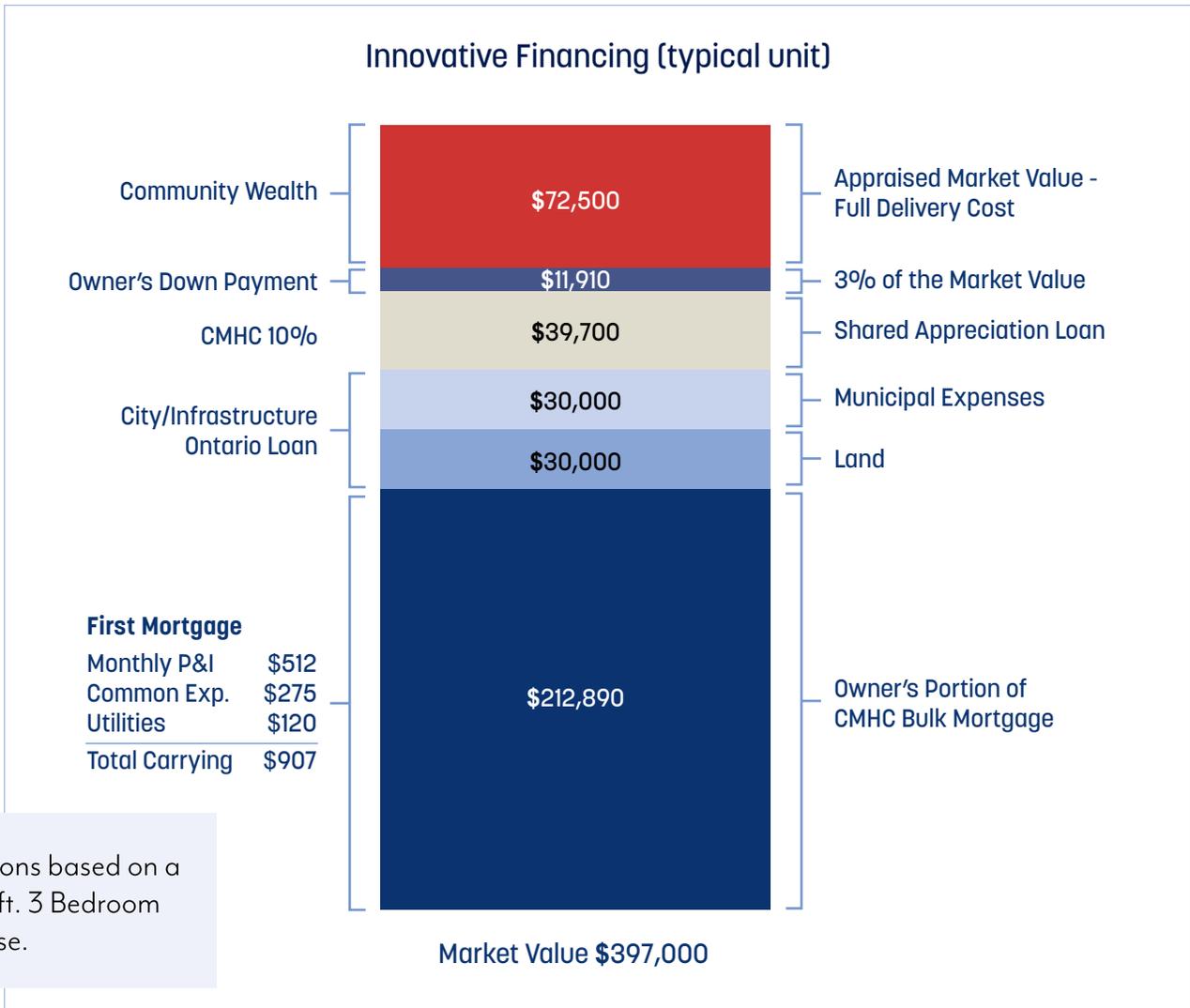
- Provides a loan (guaranteed or borrowed by the municipality) covering municipal expenses such as development charges, permit fees, property tax during construction, etc.
- Ensures the municipality remains “whole.”
- Held as a community wealth second mortgage and paid back on sale of units.
- If municipality or other public entity wishes to lend the land value, an opportunity exists to lower the price or build more units.
- Municipal loan can be included as an equity contribution.
- Property taxes can be deferred (as they are on the construction of attainable market housing rental) and recovered on re-sale + interest.

CMHC FIRST TIME HOME BUYERS INCENTIVE – 10%

- Up to 10% shared equity loan contributing to down payment relief.
- Uptake on this program has been slow so far... offering a bulk opportunity.
- Repaid upon sale or refinancing of the unit using shared appreciation of equity.

OWNERS DOWN PAYMENT IS MODEST

- The pool of those on the wait list who can afford “some” down payment is large.
- Partners (such as Meridian CU) will assist with savings planning and coaching where needed.
- Rent-to-own models can be applied to help transition.
- “Incentivize honesty” — the more you put in, the more equity you get out.



THE GROWTH OF COMMUNITY WEALTH

COMMUNITY WEALTH GROWTH FUND

- 60% for additional housing developments.
- 30% for job creation through social enterprises.
- 10% for capacity building.

COMMUNITY WEALTH MORTGAGE FUND

- Becomes the equity that can be used to build the next project and so on.

60% OF SOCIETY'S WEALTH IS GENERATED THROUGH REAL ESTATE

- This program helps modest income families build equity and join the wealth-creation generator enjoyed by so many others.



4. Habitat for Humanity Model Overview

IT STARTS WITH YOU

Everyone deserves a safe and decent place to live. People in our community partner with Habitat Heartland to build homes for families and individuals in need of decent, attainable housing.

BUILDING HOMES

With the help of volunteers, contractors and skilled tradespeople, Habitat builds decent and attainable homes providing a solid foundation for families to build better, healthier lives.

FUNDRAISING

Funds are raised to build Habitat homes through cash donations, ReStore sales, gifts of goods and labour and mortgage payments from families and are invested back into the organization to build more homes.

ATTAINABLE HOME OWNERSHIP

Habitat Heartland homeowners purchase a home at fair market value with no down payment. Families pay an interest-free mortgage and make payments that never exceed 25% of their household income. Families also contribute 500 volunteer hours helping build their own home and the homes of others.

HABITAT HOMEOWNERS

Families must demonstrate a need for decent, attainable housing. They partner with Habitat to become homeowners by volunteering, attending education workshops on home maintenance and financial literacy (among other subjects) and by making attainable mortgage payments on their home.

BUILDING FUTURES, STRENGTHENING COMMUNITY

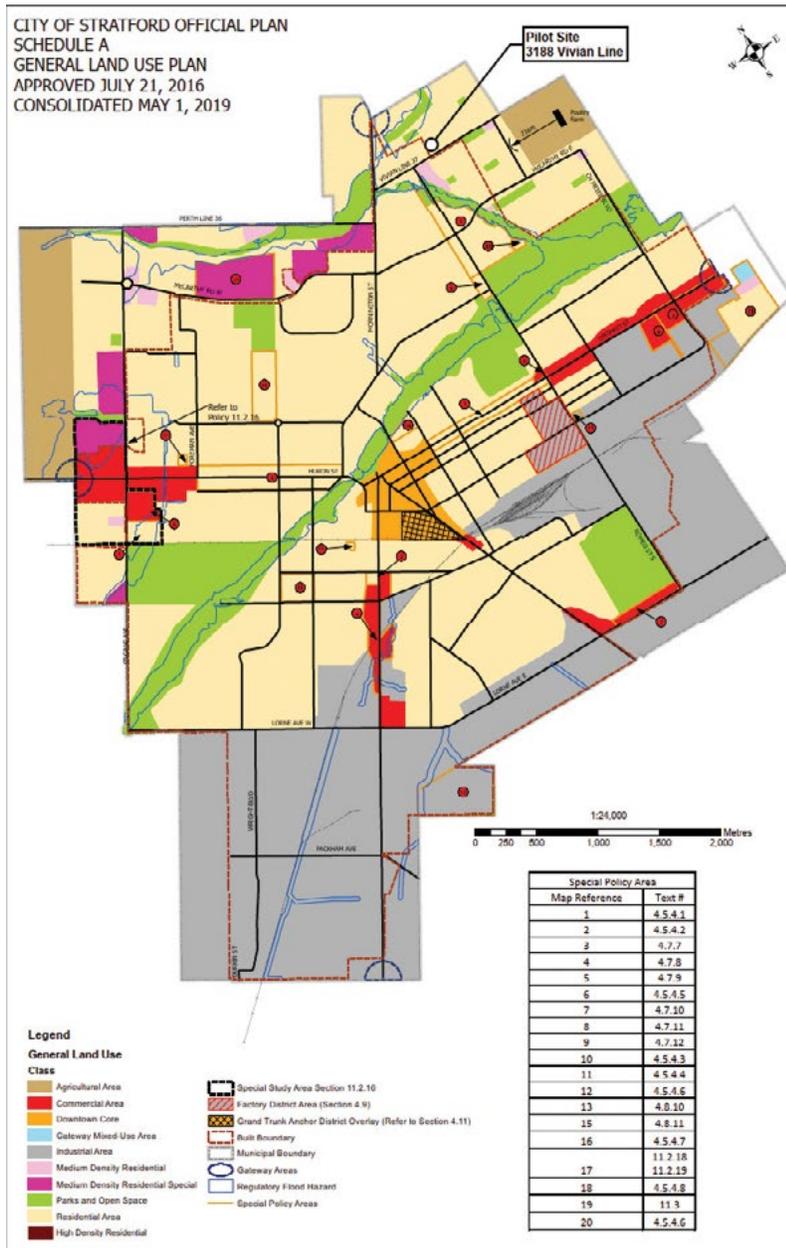
There is a direct correlation between Habitat homeownership and the health and well-being of families. Children see improvements in grades, it relieves financial stress and parents, and children feel safer in their homes and live healthier lives. Wherever Habitat builds, there is tangible evidence that strong, stable homes help build stronger communities.

Habitat for Humanity Heartland Ontario partners with families and individuals who cannot afford a conventional mortgage to build and buy simple, decent quality, attainable homes through a no-interest, no down payment mortgage. With monthly payments set at up to 30% of the total household income, the Habitat homeownership solution not only helps provide attainable housing for people in need, it enables low-income earners to build assets, reduce their dependence on social assistance and break the cycle of poverty. Homeowners who own a Habitat Heartland Ontario home are part of a selection process based on a need for housing, an ability to pay a mortgage and a willingness to contribute 500 volunteer hours.

Appendix D: City Owned Lands

Site #1: 3188 Vivian Line 37

Schedule A - City of Stratford Official Land Use Plan



EXISTING INFRASTRUCTURE

The subject site was reviewed for available servicing and servicing constraints. In review of the existing infrastructure and information provided from the City of Stratford Infrastructure and Development Services Department the following is understood:

WATER SERVICING

The subject site has an existing 300mm diameter watermain on Vivian Line. As per information provided by the City of Stratford Infrastructure and Development Services, the existing watermain infrastructure on Vivian Line has available capacity to service the future development.

SANITARY SERVICING

The subject site has an existing 200mm diameter local sanitary sewer and a 450mm diameter sanitary trunk sewer on Vivian Line. As per information provided by the City of Stratford Infrastructure and Development Services, the existing sanitary infrastructure does not have available capacity and are unable to service the future development.



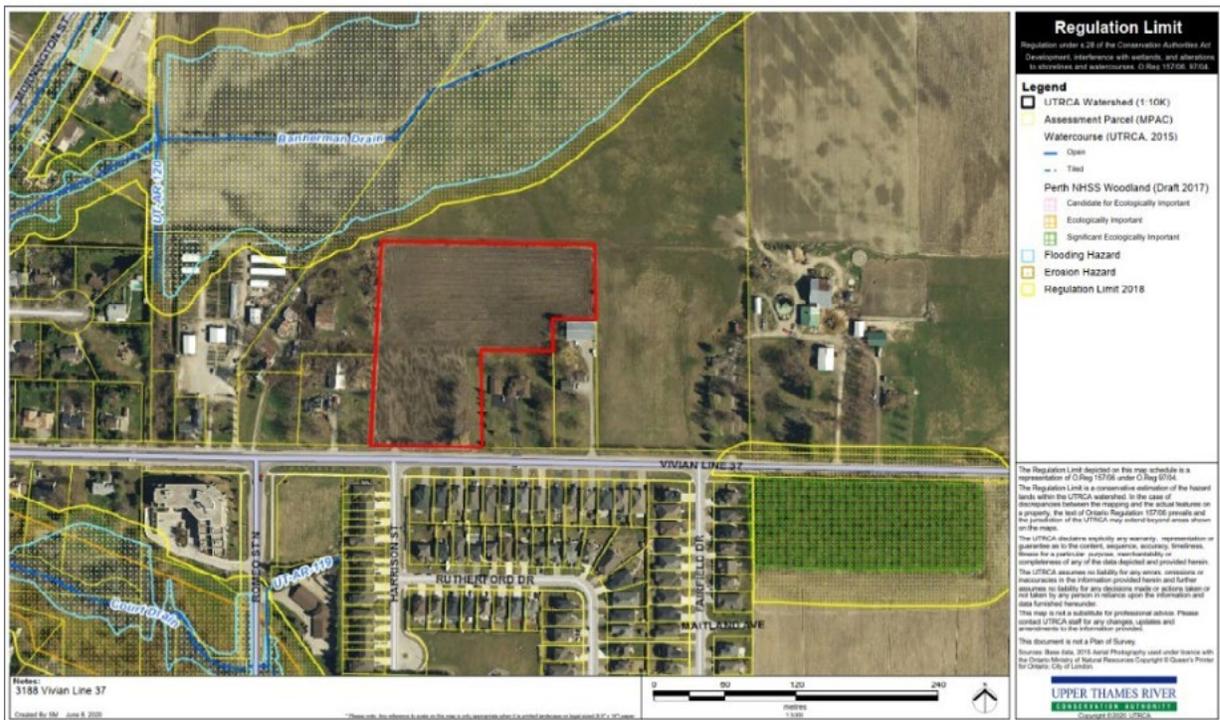
STORMWATER SERVICE / STORMWATER MANAGEMENT SERVICING

The subject site has an existing 300mm diameter storm sewer and 450mm diameter storm sewer on Vivian Line. As per information provided by the City of Stratford Infrastructure and Development Services, the existing 450mm diameter storm sewer on Vivian Line is considered within the existing stormwater management plan and includes approximately 1.25 hectares of the subject site.

Stormwater management quantity and quality controls will be required for the subject site. Quantity controls for the post development condition of the 1.25 hectares area contributing to the existing stormwater management facility be controlled to the allowable runoff coefficient of C=0.55. Quantity control for the remaining 1.06 hectares is expected to be directed north to the Bannerman Drain and control post development to the predevelopment flow rate. Quality controls will be for post development flows to obtain a Ministry of Environment, Conservation and Parks enhanced level of control.

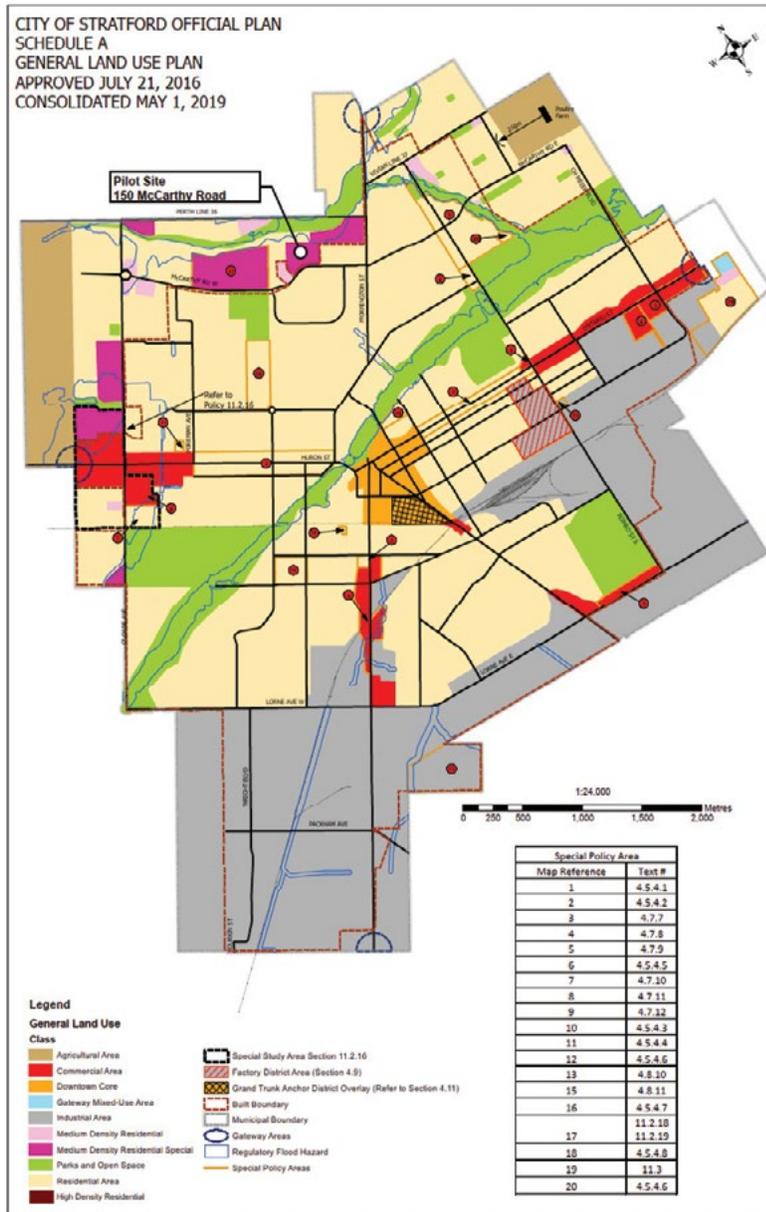
UPPER THAMES RIVER CONSERVATION AUTHORITY

In accordance with the Upper Thames River Conservation Authority (UTRCA) digital mapping, there are no floodplain hazards and are not subject to regulation requirements and approval.



Site #2: 150 McCarthy Road West

Schedule A - City of Stratford Official Land Use Plan



EXISTING INFRASTRUCTURE

The subject site was reviewed for available servicing and servicing constraints. In review of the existing infrastructure and information provided from the City of Stratford Infrastructure and Development Services Department, the following is understood:

WATER SERVICING

The subject site has an existing 300mm diameter watermain on McCarthy Road West and an existing 200mm diameter watermain on Deacon Street. As per information provided by the City of Stratford Infrastructure and Development Services, the existing watermain infrastructure on McCarthy Road West and Deacon Street, both have available capacity to service the future development.

SANITARY SERVICING

The subject site has an existing 250mm diameter sanitary sewer on Deacon Street and a 250mm diameter sanitary sewer on McCarthy Road West. As per

information provided by the City of Stratford Infrastructure and Development Services, the existing sanitary infrastructure does not have available capacity and are unable to service the future development.

In accordance with the master servicing strategy, the subject site is to be serviced by a future sanitary sewer trunk extension of Bradshaw Drive. To service this site will require approximately 500m of sanitary sewer to be installed through private undeveloped lands. It is expected that



the future development of the vacant lands will provide the subject site with a sanitary service however at this time, it is unknown the expected time of development and ultimately the construction of the trunk sewer to service the subject site.

STORMWATER SERVICE / STORMWATER MANAGEMENT SERVICING

The subject site has an existing 300mm diameter storm sewer on Deacon Street and a 375mm diameter storm sewer on McCarthy Road which outlets to an existing 600mm diameter storm sewer at the existing storm maintenance hole. As per information provided by the City of Stratford Infrastructure and Development Services, the existing 375mm diameter storm sewer on McCarthy provides minimal available capacity and will require stormwater management if the development is proposed to be serviced by McCarthy Road West.

Alternatively, stormwater servicing may be proposed to be directed to a preliminarily located regional stormwater management facility in accordance with the City of Stratford West Secondary Plan.

Stormwater management quantity and quality controls will be required for the subject site. Quantity controls for the subject site will be to control the 250-year post development flow rate to the 5-year predevelopment (existing) flow rate. Quality controls will be for post development flows to obtain a Ministry of Environment, Conservation and Parks enhanced level of control.

UPPER THAMES RIVER CONSERVATION AUTHORITY

In accordance to the Upper Thames River Conservation Authority (UTRCA) digital mapping, minor floodplain hazards are illustrated and therefore subject to regulation limit and approval.



Endnotes

- 1 <https://www.cmhc-schl.gc.ca/en/developing-and-renovating/develop-new-affordable-housing/programs-and-information/about-affordable-housing-in-canada>
- 2 <https://perthhuron.unitedway.ca/wp-content/uploads/2019/11/Living-Wage-Summary-2019-Web.pdf>
- 3 <https://www.amo.on.ca/AMO-PDFs/Reports/2019/Fixing-Housing-Affordability-Crisis-2019-08-14-RPT.aspx>
- 4 <https://www.cmhc-schl.gc.ca>
- 5 <https://www.moneysense.ca/spend/real-estate/cmhc-tightens-mortgage-rules-in-latest-response-to-covid-19/#:~:text=CMHC%20provides%20insurance%20that%20protects,is%20paid%20by%20the%20homeowner>
- 6 https://www.chba.ca/CHBA/Housing_in_Canada/The_Government_Role/Municipal_Benchmarking.aspx
- 7 Stratford Business Case for Alternative AMR May 2020
- 8 <https://www.mitchelladvocate.com/news/local-news/huron-perth-home-sales-set-records-for-fifth-straight-month-2>
- 9 <https://creastats.crea.ca/board/huro>
- 10 <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3531011&Geo2=CD&Code2=3531&SearchText=stratford&SearchType=Begins&SearchPR=01&BI=All&TABID=1&type=0>
- 11 <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3531011&Geo2=PR&Code2=35&SearchText=Ontario&SearchType=Begins&SearchPR=01&BI=All&TABID=1&type=0>
- 12 <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3531011&Geo2=C=D&Code2=3531&SearchText=stratford&SearchType=Begins&SearchPR=01&BI=All&TABID=1&type=0>
- 13 www.cityofstratford.ca 2020-21 Request for Alternative Average Market Rents for the Canada-Ontario Housing Benefit (COHB) Business Case May 2020 City of Stratford
- 14 www.cityofstratford.ca 2020-21 Request for Alternative Average Market Rents for the Canada-Ontario Housing Benefit (COHB) Business Case May 2020 City of Stratford
- 15 https://www.stratford.ca/en/inside-city-hall/resources/Social_Services/Housing/Ten-Year-Housing-and-Homelessness-Plan-Update-2020-2024.pdf
- 16 City of Stratford Social Services Department (2019). 2019 Local Rental Market Scan
- 17 https://www.stratford.ca/en/inside-city-hall/resources/Social_Services/Housing/Ten-Year-Housing-and-Homelessness-Plan-Update-2020-2024.pdf
- 18 http://www.rentalhousingindex.ca/en/#bedroom_csd
- 19 <https://www.planningboard.ca/news/local-unemployment-rate-increases-to-8-1-in-april/>
- 20 <https://perthhuron.unitedway.ca/research/living-wage/>
- 21 <https://psdrccs.com/permits/>
- 22 <https://psdrccs.com/permits/>
- 23 The Blue Mountains “Housing Within Reach” Community Improvement Plan 2019
- 24 https://gowlingwlg.com/en/insights-resources/articles/2020/overlooked-benefit-of-municipal-property-tax/?utm_source=Mondaq&utm_medium=syndication&utm_campaign=LinkedIn-integration
- 25 <http://www.suiteadditions.com/blog/2017/10/27/government-incentives-for-second-suites-are-they-worth-it>
- 26 https://thebluemountains.ca/document_viewer.cfm?doc=1616
- 27 <https://www.cmhc-schl.gc.ca/en/developing-and-renovating/funding-opportunities/seed-funding>
- 28 <https://habitat.ca/en/about-us/our-impact>
- 29 <http://www.suiteadditions.com/blog/2017/10/27/government-incentives-for-second-suites-are-they-worth-it>
- 30 https://www.thebluemountains.ca/document_viewer.cfm?doc=1196
- 31 <https://www.homelesshub.ca/resource/building-affordable-rental-housing-unaffordable-cities-canadian-low-income-housing-tax>
- 32 <https://www.calgary.ca/cs/olsh/affordable-housing/affordable-housing-development-financial-incentive-program.html>
- 33 <https://www.weforum.org/agenda/2018/02/steps-to-unlock-the-hidden-wealth-of-cities/>
- 34 <https://money.howstuffworks.com/personal-finance/retirement-planning/estate-freeze-trusts.htm>
- 35 <https://retipster.com/land-banking/>
- 36 <https://invest-islands.com/how-land-banking-works/>
- 37 <https://www.parkbridge.com/en-ca/residential/live-smart-lease>
- 38 https://www.thestar.com/sponsored_sections/alternative-homeownership/2019/08/01/homeownership-for-the-missing-middle.html
- 39 <https://www.cityofkingston.ca/city-hall/projects-construction/density-by-design>
- 40 <https://www.stratford.ca/en/news/affordable-homeownership-loan-program-still-accepting-applications.aspx>
- 41 <http://www.optionsinternational.net/>
- 42 <http://www.optionsinternational.net/>





From: Jeremy Moore
Date: June 4, 2021 at 11:53:41 AM EDT
To: Dan Mathieson
Subject: Milton & Nile All-way Stop Request

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hello Mayor Mathieson,

We would really appreciate your help with this matter as we are very concerned about the safety of our own children, the neighbourhood children, as well as the elderly living in the area.

We constantly have speeding vehicles race up and down Milton as there isn't a stop sign at Nile St. I am not joking when I say people do over 100km/h on this street, in particular the motorcycles from a house down the street. The same day that I spoke to Councillors Ritsma and Vassilakos about this matter, a Suzuki Hyabusa stopped in front of that motorcycle house, revved it's engine and took off like a missile and must have been doing 120+ past our house. I am saying all of this as an avid motorcycle enthusiast myself. There is no excuse for this type of reckless behaviour, particularly in a residential neighbourhood!

On one occasion I personally confronted one of the individuals racing down the street on an unlicensed sport bike and he got into my face, followed by all of his friends, and they started threatening me and my family. The police showed up and even arrested the individual. I opted not to give a statement based on the threats I received.

In addition to speeding there are constant accidents at Nile and Milton as people roll through the Nile stop signs and are hit by speeding cars. It is my belief that an all-way stop would greatly reduce all of the above problems.

Our children are often playing out in front of our house, with sidewalk chalk, or on their scooters and bikes, and we are outside with them, but all it takes is one time.

Please, I am asking you to help make our neighbourhood safer for everybody. I have attached a petition signed by residents living on our street.

Thank you for your time,

Jeremy Moore

3 of 3

Petition for 4 WAY STOP at Intersection of Milton and Nile

Milton Street is seeing a marked increase in vehicle traffic.

Residents are also experiencing consistently higher speeds of these vehicles.

Potential expansion usage at **14 Milton St** from B&B to Inn can only increase vehicle traffic.

We need to **REDUCE** and **SLOW EXISTING TRAFFIC**, at least to the speed limit.

Safety is paramount; respect for our elders, children, cyclists, walkers; all of us.

Therefore, we the undersigned concerned citizens urge the City of Stratford to act now and construct an **ALL WAY STOP** at the corners of **Milton St** and **Nile St**.

Currently there are STOP signs on Nile St both sides of Milton St.

We believe by erecting **2 ADDITIONAL STOP SIGNS** at this intersection, one each on Milton St east and west of Nile St making this intersection an **ALL WAY STOP** will both;

1. **REDUCE TRAFFIC** and
2. **SLOW** existing **TRAFFIC**

HELP MILTON ST RESIDENTS STAY SAFE - SIGN BELOW

Print Name	Signature	Address	Date
Mary Beatty	<i>[Signature]</i>	[REDACTED]	7 Apr 21
SHARON LACEY	<i>[Signature]</i>	[REDACTED]	7/4/21
Jim Emison	<i>[Signature]</i>	[REDACTED]	7/4/21
Trama Emeswim	<i>[Signature]</i>	[REDACTED]	7/4/21
Alden Hadwen	<i>[Signature]</i>	[REDACTED]	7/4/21
DAVE PRICE	<i>[Signature]</i>	[REDACTED]	7/4/21
Stanley Wickers	<i>[Signature]</i>	[REDACTED]	8/4/21
RICHARD BEATY	<i>[Signature]</i>	[REDACTED]	8/4/21
Hilary Paulsen	<i>[Signature]</i>	[REDACTED]	8/4/21
Pierre Marchand	<i>[Signature]</i>	[REDACTED]	8/4/21
Megan Ellis	<i>[Signature]</i>	[REDACTED]	8/14/21
Melissa Theriot	<i>[Signature]</i>	[REDACTED]	8/14/21
Jeremy Moore	<i>[Signature]</i>	[REDACTED]	05/14/21
Joyce Locke	<i>[Signature]</i>	[REDACTED]	14/5/21

2 OF 3

Petition for 4 WAY STOP at Intersection of Milton and Nile

Milton Street is seeing a marked increase in vehicle traffic.

Residents are also experiencing consistently higher speeds of these vehicles.

Potential expansion usage at 14 Milton St from B&B to Inn can only increase vehicle traffic.

We need to **REDUCE** and **SLOW EXISTING TRAFFIC**, at least to the speed limit.

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Therefore, we the undersigned concerned citizens urge the City of Stratford to act now and construct an **ALL WAY STOP** at the corners of **Milton St** and **Nile St**.

Currently there are STOP signs on Nile St both sides of Milton St.

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1. **REDUCE TRAFFIC** and
2. **SLOW** existing **TRAFFIC**

HELP MILTON ST RESIDENTS STAY SAFE - SIGN BELOW

Print Name	Signature	Address	Date
STEPHAN QUINLAN	[Signature]	[Redacted]	April 05/2021
LORE HALL	[Signature]	[Redacted]	April 05/2021
Ken Goebel	[Signature]	[Redacted]	Apr 5. 21
Carol Goebel	[Signature]	[Redacted]	11
Dave Henderson	[Signature]	[Redacted]	Apr. 15/21
Kelly Henderson	[Signature]	[Redacted]	11
Hudson Becking	[Signature]	[Redacted]	11
Aaron Anderson	[Signature]	[Redacted]	11
Dawn Henderson	[Signature]	[Redacted]	11
[Redacted] Stevens	[Signature]	[Redacted]	11
ERIN O'NEILL	[Signature]	[Redacted]	11
Jadean Paff	[Signature]	[Redacted]	April 6
Pat Rogoff	[Signature]	[Redacted]	April 6
W. Grant Hoover	[Signature]	[Redacted]	May 11/21

1 of 3

Petition for 4 WAY STOP at Intersection of Milton and Nile

Milton Street is seeing a marked increase in vehicle traffic.

Residents are also experiencing consistently higher speeds of these vehicles.

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1. **REDUCE TRAFFIC** and
2. **SLOW** existing **TRAFFIC**

HELP MILTON ST RESIDENTS STAY SAFE - SIGN BELOW

Print Name	Signature	Address	Date
Parrick McCABE	<i>pmc</i>	[REDACTED]	APR 5
Sharon Costalhe	<i>Sharon Costalhe</i>	[REDACTED]	Apr 5
John Callan	<i>John Callan</i>	[REDACTED]	Apr 5
Marilyn Callan	<i>Marilyn Callan</i>	[REDACTED]	Apr 5
DAVID Callan	<i>David Callan</i>	[REDACTED]	Apr 5
April Tallman	<i>April Tallman</i>	[REDACTED]	Apr 5
John McTAVISH	<i>John McTavish</i>	[REDACTED]	Apr 5
Aileen Guckert	<i>Aileen Guckert</i>	[REDACTED]	Apr 5
Paula Guckert	<i>Paula Guckert</i>	[REDACTED]	Apr 5
William Sparr	<i>William Sparr</i>	[REDACTED]	Apr 5
Chris Schroer	<i>C. Schroer</i>	[REDACTED]	April 5 th
Steve Troym	<i>Steve Troym</i>	[REDACTED]	Apr 5 th
Jody MacDonald	<i>Jody MacDonald</i>	[REDACTED]	Apr 5/2021
Barbara Cabrera	<i>B Cabrera</i>	[REDACTED]	April 9/2021



MANAGEMENT REPORT

Date: June 14, 2021
To: Mayor and Council
From: Johnny Bowes, Manager of Environmental Services
Report#: COU21-059
Attachments: None

Title: Tower Site License Agreement Extension - Avon Maitland District School Board (AMDSB)

Objective: To extend the existing Tower Site License Agreement with the AMDSB for a 5 year term.

Background: In 2019, Council passed a motion to approve the Tower Site Agreement with the AMDSB to permit their two antennas on the Forman Water tower for two years. Within that agreement, there is an option to extend the contract for an additional five years.

Analysis: The current agreement expires on July 31, 2021. Pursuant to Paragraph 4 of the current Agreement, the AMDSB has exercised its right of renewal by providing written notice of their intention to renew.

Financial Impact: The AMDSB will pay \$2,355.88 for the 12 month period of August 1, 2021 to July 31, 2022. This will increase annually to \$2,403.00 (2022), \$2,451.06 (2023), \$2,500.00 (2024) and \$2,550.00 (2025).

The AMDSB will pay to the City a total of \$12,259.94 during the five year extension.

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 Tower Site Licence Agreement with the Avon Maitland District School Board, to permit their two antennas on the Forman Tower, be amended by extending the term for an additional five (5) year period to July 31, 2026;

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



Johnny Bowes, Manager of Environmental Services



Taylor Crinklaw, Director of Infrastructure & Development Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: June 14, 2021
To: Mayor and Council
From: Brent Raycraft, Supervisor of Fleet
Report#: COU21-060
Attachments: T-2021-19 Bid Summary

Title: Award of Tender T-2021-19 Sidewalk Tractor and Attachments

Objective: To obtain Council approval for the award of Tender T-2021-19 to Holder Tractors of Embrun Ontario.

Background: The Public Works Division needs a replacement for its 2005 Trackless Sidewalk Tractor and attachments as approved in the 2021 budget process. The tender was created, and three companies submitted tenders with Holder Tractors being the best price point for its machine and attachments.

Analysis: Currently the 2005 machine is very outdated with manual controls, nonuser friendly cab, high repair costs along with worn out attachments to help in winter operations within the City of Stratford for its sidewalk clearing and salt/sanding abilities. The new 2020 C70 Holder tractor and its attachments will bring up-to-date technology, driver ergonomics and increased safety to the winter operations team. The new machine will bring less downtime, better fuel economy along with Tier 4 emissions, new reliable attachments to clean and salt/sand sidewalks effectively, efficiently and ensuring the compliance level of safety to the public increases.

Financial Impact: This tender had an approved total budget of \$150,000.00, with total purchase for the tractor and attachments of \$143,025.74, HST included. The C70 Sidewalk Tractor is \$103,692.83, and the provisional attachments are the Folding V-Plow, the Blower Unit, and the Rear Discharge Sander and Dump Box (\$22,878.62).

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 Tender for the supply and delivery of one Sidewalk Tractor and Attachments (T-2021-19) be awarded to Holder Tractor at a cost of \$143,025.74 including HST.



Brent Raycraft, Supervisor of Fleet



Taylor Crinklaw, Director of Infrastructure & Development Services



Joan Thomson, Chief Administrative Officer

T-2021-19

Supply and Deliver One Sidewalk Tractor and Attachments

Closing Date: Wednesday, May 26, 2021

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
Holder Tractors Inc.	Embrun, Ontario	Submission 1	Equipment Price Schedule: \$103,692.83
Cubex Ltd.	Brantford, Ontario	Submission 1	Equipment Price Schedule: \$135,103.05
Work Equipment Ltd.	Courtland, Ontario	Submission 1	Equipment Price Schedule: \$126,000.00

 Witness (Print Name)

Signature

Date

 Witness (Print Name)

Signature

Date

 Witness (Print Name)

Signature

Date



MANAGEMENT REPORT

Date: June 14, 2021
To: Mayor and Council
From: Nathan Bottema, Project Manager
Report#: COU21-061
Attachments: Bid Summary T2021-22

Title: Asphalt Resurfacing 2021 - Tender Award for Contract T2021-22

Objective: To obtain Council approval to accept the Steed and Evans Limited bid of \$848,109.07 including HST, for the Asphalt Resurfacing 2021 Contract T2021-22.

Background: The Asphalt Resurfacing tender was posted on the City's website. The work includes:

- Resurfacing Romeo Street from Arden Park to Vivian Line 37 and from Lorne Avenue to Norfolk Street, approximately 2.5 km of road;
- Upgrading the existing storm and watermain at the Arden Park intersection;
- Full-depth asphalt restoration from Delamere Avenue to Kelly's Lane;
- Installing a 1.5 m bike lane between McCarthy Road to Delamere Avenue, with shared lanes at the intersections.

An online public engagement period was arranged to allow local residents and interested members of the public an opportunity to review and comment on the planned improvements. The feedback received was summarized and presented to Council in Report COU21-058 on May 25, 2021.

Analysis: There were a total of 16 contractors that picked up plans for the project, with three submitting official bids. The lowest qualified bid of \$848,109.07 including HST was provided by Steed and Evans Limited. The submission was reviewed and their experience and references were checked with excellent results. The Contractor has successfully completed other projects in the City such as the 2018 Asphalt Resurfacing Project (Douro Street – Romeo to C.H. Meier) and was the asphalt subcontractor on the St. Vincent PH2 and Redford Crescent Reconstructions. The Steed and Evans Limited bid of \$848,109.07 is \$763,748.49 after the HST Partial Rebate. This tender price is within the 2021 Resurfacing budget.

Part of the remaining project budget will be used to construct bike lanes between McCarthy Road and Vivian Line 37. The work required to establish 1.5 m bike lanes includes reconstructing and paving the shoulder. This will cost \$145,500 based on the unit prices and will bring the total project cost to \$911,809.29 after partial HST rebate.

Financial Impact: The 2021 capital budget contains a total of \$1,550,000 for asphalt resurfacing. This budget provides funds for the resurfacing project, annual crack sealing, and the annual geotechnical testing program for future projects and is funded as follows:

Federal Gas Tax	\$	1,075,000.00	R-R11-RFED
Water Reserve	\$	75,000.00	R-R11-WATR
Storm Reserve	\$	325,000.00	R-R11-STRM
Sanitary Reserve	\$	75,000.00	R-R11-WWTR
Total	\$	1,550,000.00	

The budget will be utilized as follows:

2021 Resurfacing	\$	912,000.00
Crack Sealing	\$	75,000.00
Geotechnical Reports (allowance)	\$	80,000.00
Miscellaneous work (allowance)	\$	483,000.00
Total	\$	1,550,000.00

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 Tender for the Asphalt Resurfacing 2021 contract (T2021-22) be awarded to Steed and Evans Limited at a total tender price of \$848,109.07 including HST;

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



Nathan Bottema, Project Manager

A handwritten signature in dark ink, appearing to read "Taylor Crinklaw". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Taylor Crinklaw, Director of Infrastructure and Development Services

A handwritten signature in dark ink, appearing to read "Joan Thomson". The signature is cursive and somewhat compact.

Joan Thomson, Chief Administrative Officer

Romeo Street Asphalt Resurfacing

Closing Date: Wednesday, June 2, 2021

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
Steed and Evans Limited	St. Jacobs, Ontario	Submission 1	\$848,109.07
Coco Paving Inc	Petersburg, Ontario	Submission 1	\$889,310.01
Capital Paving Inc	Guelph, Ontario	Submission 1	\$1,062,000.00

Witness (Print Name) Signature Date

Witness (Print Name) Signature Date

Witness (Print Name) Signature Date



MANAGEMENT REPORT

Date: June 14, 2021
To: Mayor and Members of Council
From: Chris Bantock, Deputy Clerk
Report#: COU21-062
Attachments: None

Title: Downtown Restaurant and Retail Meter Hood Rental Program Update

Objective: To seek Council approval for an adjusted meter hood rental program that reflects the Province's Roadmap to Reopen three-step plan.

Background: At the January 11, 2021, Regular Council meeting, the following resolution (R2021-09) was adopted with respect to parking considerations and COVID-19 relief:

THAT the following tiered approach to meter hood rental provisions during COVID-19 be approved:

- **Grey/Lockdown – Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals. Each downtown core retail establishment may request up to one (1) free meter hood rental.**
- **Red/Orange – Each downtown core restaurant selling food for curbside pickup/takeout may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate. Retail establishments may rent up to two (2) meter hoods at the required daily rate**
- **Yellow/Green – Restaurants selling food for curbside pickup/takeout and retail establishments in the downtown core may rent up to one (1) meter hood at the required daily rate.**
- **No Restriction – Meter hoods are rented in accordance with the Meter Hood Rental Policy P.1.2.**

THAT restaurants which may receive temporary patio extensions, if approved

by Council, no longer be eligible for free meter hood rentals under Red/Orange COVID-19 restrictions.

AND THAT two (2) hours of free parking be permitted from Monday to Friday in the downtown core, effective January 12 through to January 31, 2021.

Following the province's announcement of the Roadmap to Reopen three-step plan, staff recognized that the previously approved tiered meter hood rental program would become outdated as the Province's colour-coded response framework was phased out. With Ontario moving to Step 1 of the Roadmap on June 11, 2021, an adjusted rental program is required should Council wish to continue offering meter hood services to downtown restaurants and retail businesses.

Analysis: Under the Province's Roadmap to Reopen three-step plan, the following guiding principles have been established with respect to restaurants and retail businesses:

Restaurants and Bars

Before Step 1

- Open for take-out, drive-through and delivery service.

Step 1

- Outdoor dining with 4 people per table and other restrictions.

Step 2

- Outdoor dining with 6 people per table and other restrictions.
- Karaoke permitted with restrictions (outdoor).

Step 3

- Indoor dining with capacity and some other restrictions.
- Outdoor dining with capacity limited to permit physical distancing of 2 metres.
- Buffets permitted.
- Karaoke permitted with restrictions.

Retail

Before Step 1

- Essential retail at 25% capacity.
- Other restrictions apply to some essential retailers (for example, restricted hours, appointments required).
- In-store shopping at discount and big box retailers limited to essential goods.
- Curbside pick-up or delivery for non-essential retail.
- Restrictions on shopping malls.

Step 1

- Essential retail at 25% capacity and can sell all goods (including discount and big box).
- Non-essential retail at 15% capacity.
- Retail stores in malls closed unless the stores have a street facing entrance.

Step 2

- Essential retail at 50% capacity.
- Non-essential retail at 25% capacity.

Step 3

- Essential and non-essential retail open with capacity limited to permit physical distancing of 2 metres.

When considering adjustments to the meter hood program to reflect the above, staff performed a comparison of the restrictions under the former colour-coded response framework to restrictions under the Roadmap to Reopen. With respect to restaurants, it was noted specifically that indoor dining could not resume until Step 3 of the Roadmap to Reopen, whereas this was only prohibited under grey/lockdown in the color-coded framework. When looking at retail businesses, non-essential retail is restricted to 15% and then 25% in Steps 1 and 2, respectively. However, this was previously 25% and 50% under grey/lockdown and red, respectively. Overall, the Roadmap to Reopen has more restrictive top end limitations for restaurants and retail establishments to adhere to in comparison to the color zones that areas of the province could previously fluctuate between.

For Council's consideration, staff have prepared the following adjusted meter hood rental program for restaurants and retail to align with the Province's Roadmap to Reopen three-step plan:

- Lockdown/Stay-at-Home
 - Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.
 - Each downtown core retail establishment may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate.
- Step 1
 - Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.
 - Each downtown core retail establishment may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate.
- Step 2
 - Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.
 - Each downtown core retail establishment may request up to one (1) free meter hood rental.

- Step 3
 - Restaurants selling food for curbside pickup/takeout and retail establishments in the downtown core may rent up to one (1) meter hood at the required daily rate.
- Post Framework/No Restrictions
 - Meter hoods are rented in accordance with the Meter Hood Rental Policy P.1.2. – same as approved program pre-COVID-19.

Of importance to note, there is minimal change in meter hood provisions between Lockdown/Stay-at-Home and Step 2. This is due to the previously mentioned higher end restrictions of the Roadmap to Reopen three-step plan in comparison to the former color-coded response framework. The most significant change in the proposed meter hood rental program takes place during Step 3 when restrictions are minimal, with the exception of maintaining appropriate physical distancing. Similar to the initial meter hood program, once the Province enters a period of post framework/no restrictions, the rental of meter hoods will no longer be available to restaurants and retail businesses.

As was approved by Council during the adoption of the last program, staff continue to recommend that restaurants with patio extensions not be eligible to participate in the meter hood rental program. Many, if not all, restaurants with patio extensions are using the parking spaces available in front of their building and the addition of meter hoods with patio extensions would likely require taking up parking spaces from neighboring businesses in order to accommodate. Furthermore, as of the writing of this report, it should be noted that available parking spaces are already quite limited in a couple of downtown areas due to temporary patio extensions, including on Market Place and on Wellington Street between Market Place and St. Patrick Street.

Financial Impact: In accordance with the Meter Hood Rental Policy, rental rates are \$6.75 (+HST) per day for a single hood and \$13.50 (+HST) per day for a double hood. Renters are also required to provide the City with a \$50.00 cash deposit at the time their rental is picked up. As rentals for curbside pick-up and takeout fall outside of the policy, no expected revenue would be lost in terms of being able to offer further rentals as other renters under the policy (most commonly trades people and construction projects) will continue to pay the associated fees.

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 following approach to meter hood rental provisions during COVID-19 be approved:

- **Lockdown/Stay-at-Home**
 - **Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.**
 - **Each downtown core retail establishment may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate.**
- **Step 1**
 - **Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.**
 - **Each downtown core retail establishment may request up to one (1) free meter hood rental and may rent up to one (1) additional meter hood at the required daily rate.**
- **Step 2**
 - **Each downtown core restaurant selling food for curbside pickup/takeout may request up to two (2) free meter hood rentals.**
 - **Each downtown core retail establishment may request up to one (1) free meter hood rental.**
- **Step 3**
 - **Restaurants selling food for curbside pickup/takeout and retail establishments in the downtown core may rent up to one (1) meter hood at the required daily rate.**
- **Post Framework/No Restrictions**
 - **Meter hoods are rented in accordance with the Meter Hood Rental Policy P.1.2. – same as currently approved program.**

AND THAT restaurants with temporary patio extensions are not eligible for meter hoods under the approved rental program.



Chris Bantock, Deputy Clerk



Spencer Steckley, Manager of Financial Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: May 26, 2021
To: Infrastructure, Transportation and Safety Committee
From: Taylor Crinklaw, Director of Infrastructure and Development Services
Report#: ITS21-019
Attachments: Report #ITS21-014; T.J. Dolan Trail Option #2, T.J. Dolan Trail Option #3, T. J. Dolan Traffic Count (May 12, 2021)

Title: Formalized Design Options for T.J. Dolan Drive Multi-Use Trail

Objective: To present to Council formalized designs of the two preferred options for T.J. Dolan Drive Multi-Use Trail for discussion, and to confirm how Council would like to proceed.

Background: At the May 10, 2021, Infrastructure, Transportation and Safety Committee meeting three conceptual options were proposed for the closure of T.J. Dolan Drive, between Centre Street and St. David Street. Based on the conceptual designs provided, the Staff recommendation of closing this section of T.J. Dolan Drive and converting it to a multi-use trail was defeated. The respective report is attached.

Based on the discussion of this meeting Staff prepared formalized designs of the two preferred options. Formalized Option 2 consists of maintaining a one-way street from St. David Street to Centre Street and a 3.0 m multi-use trail; while Formalized Option 3 consist of closing the road for a 3.0 m paved multi-use trail.

Analysis: The road base for T.J. Dolan Drive from St. David Street to Centre Street is in poor condition and the road should be rebuilt in the near future. The cost to rebuild the road is estimated at \$200,000. This should be accounted for when considering Option 2, which would maintain one-way vehicle traffic. Option 2 has some impact on trees, requires the relocation of two light standards, and would maintain most of the parking on T.J. Dolan Drive. Option 3 would see the loss of parking on T.J. Dolan Drive, new parking added to Centre Street, no impact to trees, more green space and implementation of a green design. Drawings illustrating the formalized designs are attached.

Financial Impact: Funding has been included in the 2021 Capital Budget to construct a new trail from St. Vincent Street to St. David Street in the amount of \$100,000.

In late November of 2020, the City was advised that it would receive funding through the COVID stream under the Investing in Canada Infrastructure Program (ICIP) in Ontario. Under this program active transportation projects were eligible for funding. An application was made to convert T.J. Dolan Drive to a trail all the way to Centre Street from St. Vincent Street, which would be applicable to both Option 2 and Option 3. Confirmation of funding is anticipated momentarily. Anticipated funding totals just over \$350,000.

Upon confirmation the City will have just over \$450,000 to complete this project. The estimated funding required for Option 2 and 3 is just under \$400,000.

It should be noted that Option 2 or the option to leave T.J. Dolan Drive in its current state would require future asphalt resurfacing budget of approximately \$200,000 to be set aside for the reconstruction of the deteriorating road.

Reallocating funds to a different project is not anticipated to be possible due to the tight timelines.

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 Staff proceed to finalize the design and go to tender with Formalized Option 2;

Or,

THAT Staff proceed to finalize the design and go to tender with the Formalized Option 3;

Or,

THAT Council direct Staff to take no further action with the extension of the multi-use trail from St. David Street to Centre Street;

AND THAT T.J. Dolan Drive is to remain open to vehicle traffic from St. David Street to Centre Street.

Handwritten signature of Taylor Crinklaw in black ink.

Taylor Crinklaw, Director of Infrastructure and Development Services

Handwritten signature of Joan Thomson in black ink.

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: May 10, 2021
To: Infrastructure, Transportation and Safety Committee
From: Ed Dujlovic
Report#: ITS21-014
Attachments: Public Meeting Minutes: March 15 2021; Aerial photo of T. J. Dolan Drive between Centre Street and St. David Street; Map of T. J. Dolan Drive between Centre Street and St. David Street

Title: May 25 2021 - ITS21-014.docx

Objective: To obtain Council direction on the proposal to permanently close the portion of the paved road known as T. J. Dolan Drive between Centre Street and St. David Street.

Background: In February of 2021 Council approved the following recommendations:

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

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

AND THAT Staff proceed to give public notice that Council is to consider a by-law to permanently close T.J. Dolan Drive from St. David Street to Centre Street for conversion to a multi use trail.

On March 15, 2021, a public meeting was held to receive input from the public on the proposed closure and conversion to a multi-use trail. Concerns and comments that were raised at public meeting and through submissions made were as follows:

- Loss of parking along T.J. Dolan Drive,
- Increased parking pressure on the John Street parking lot,
- Access to the river by car,
- Vehicles being able to drive up the hill on St. David Street in the winter,

- Increased parking of vehicles on St. David Street and Centre Street,
- Access to backyards,
- Increase in property values and the impact on property taxes,
- Concerns regarding grass cutting,
- Generation of garbage,
- In support of the road closure to convert to a multi-use trail.

Emergency services were contacted to determine what concerns they would have with the proposed closure. Police, fire, and paramedics services did not have any concerns. The City's Active Transportation Advisory Committee passed a motion in favour of the proposed closure and conversion to a multi-use trail. The City's Public Works department indicated a need for snow storage and a turn around at the closed end of St. David Street for maintenance vehicles. They did not have concerns with maintaining the St. David Street in the winter.

Analysis: T.J. Dolan Drive from St. David Street to Centre Street has a 5.5m to 6.6 m wide paved surface, no curbs or storm sewers, has a 3.0m granular shoulder on the river side from Centre Street to approximately 115.0m towards St. David Street, and has a posted speed limit of 30km/h.

The 2019 road assessment rates the condition of the road as good. This is a result of asphalt that was laid in 2017 by Public Works. The road base was in very poor condition. The road is already showing signs of failure in several locations since the work was done and the road would have to be rebuilt in the near future. The cost to reconstruct the road is estimated at \$200,000.

Currently there are no restrictions with respect to parking on Centre Street or St. David Street in the immediate area.

City staff reviewed three options as follows:

Option 1 – Two Way Traffic and 3.0m Paved Multi-use Trail

- The trail would be located on the north side.
- Would need to cut into the hill on the south side to shift the road, to make room for the trail.
- Construction of barrier curb between road and trail.
- Relocation of 2 existing streetlights.
- Loss of 3 trees.
- Construction of a retaining wall for 100.0m.
- Loss of all existing parking on T.J. Dolan Drive
- Can use on street parking on St. David Street and Centre Street

Option 2 – One Way from St. David Street to Centre Street and 3.0m Paved Multi-use Trail

- The trail would be located on the north side.
- From St. David Street approximately 64.0m slight shift of the road to the south required.
- Minimal impact on trees.
- Relocation of 2 existing streetlights.
- Construction of barrier curb between road and trail.
- Existing parking on T.J. Dolan Drive can be maintained.
- Can use on street parking on St. David Street and Centre Street

Option 3 – Road Closure for 3.0m Paved Multi-use Trail

- Construction of turn around needed on St. David Street
- Loss of all existing parking on T.J. Dolan Drive
- Parking can be constructed on Centre Street at T.J. Dolan Drive
- Can use on street parking on St. David Street and Centre Street
- No impact to trees or existing lighting on T.J. Dolan Drive
- Trail would be located along the centre line of the existing road.
- More green space.
- Trail can be aligned so that there is more green space between the trail and the river.

Option 1 is not recommended as there is no opportunity to construct new parking to compensate for the loss of parking on T.J. Dolan Drive and results in the loss of trees and green space.

Option 2 would have the least short-term cost as additional parking and turn around construction not required. It does not address the long-term road needs. Addresses the concerns of the two property owners that front St. David Street during the winter season and maintains existing parking.

Option 3 would require the construction of a turn around and additional parking to compensate for lost parking spaces. Provides for a trail without interaction with vehicles. Increases the green space. Public Works has advised that roads with hills are done on a second priority basis for winter maintenance. Future capital and maintenance cost would decrease with reduced hard surface to maintain. The City does have a policy in place that allows for application to temporarily access City lands to get to private property.

Financial Impact: Funding has been included in the 2021 Capital Budget to construct a new trail from St. Vincent Street South to St. David Street in the amount of \$100,000.

In late November of 2020, the City was advised that we would receive \$302,406.72 through the COVID stream under the Investing in Canada Infrastructure Program (ICIP) in Ontario. Under this program active transportation projects were eligible for funding. An application was made for the trail that included converting T.J. Dolan Drive to a trail all the way to Centre Street from St. Vincent Street South. The City has yet to be advised if the application has been approved.

If the application is approved there will be just over \$400,000 to complete the project.

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.

Developing our Resources

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

Staff Recommendation: THAT T.J. Dolan Drive between St. David Street and Centre Street be closed and converted to a multi-use trail.



Ed Dujlovic, Acting Director of Infrastructure and Development Services



Joan Thomson, Chief Administrative Officer

Traffic Count: T. J. Dolan Drive

Wednesday, May 12, 2021

Sunny, 15°C

St. David Street to Centre Street

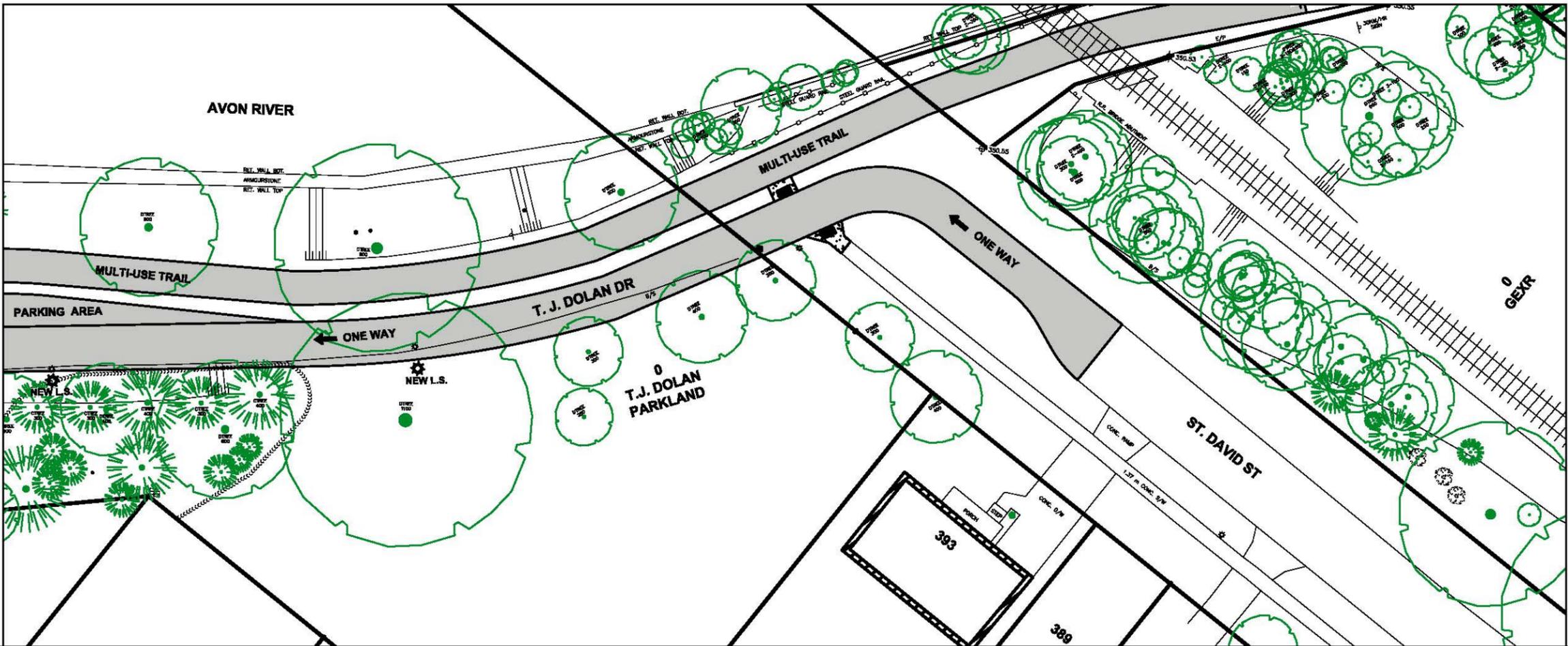
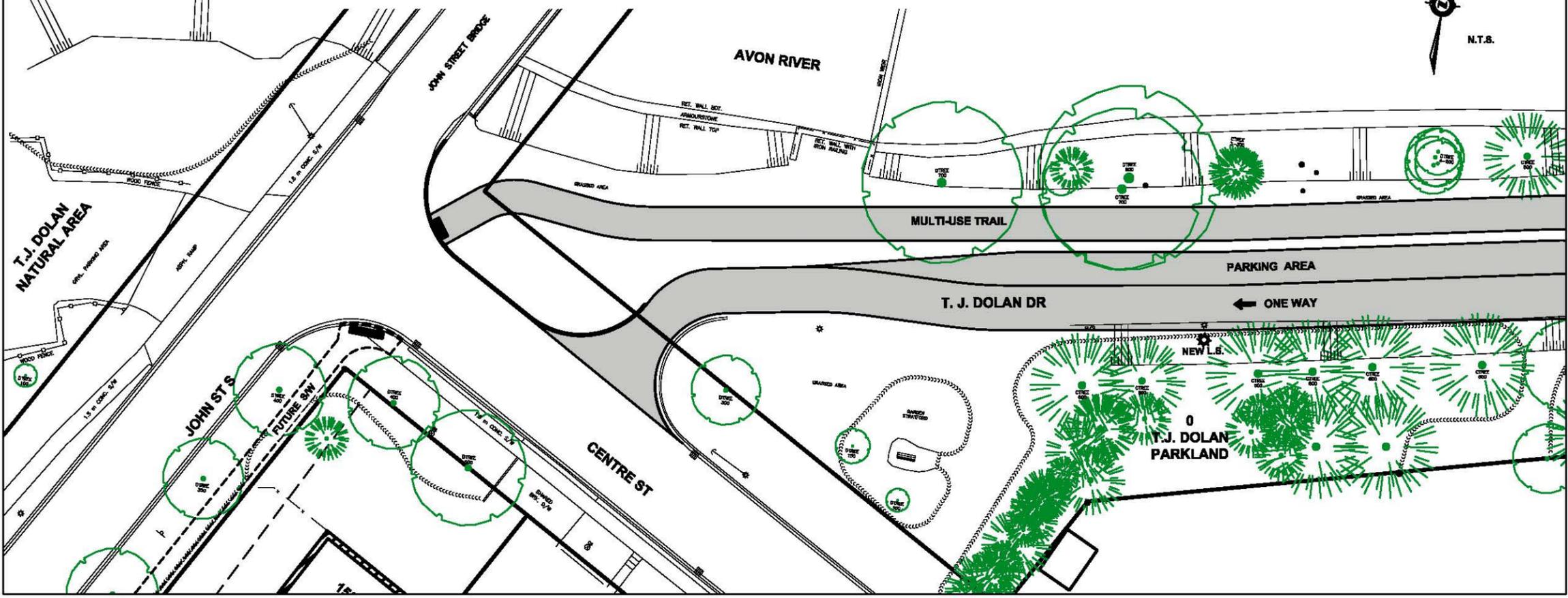
	Vehicles	Bicycles	Pedestrians
8:00am	1	0	3
8:30am	4	0	7
9:00am	5	0	5
9:30am	0	0	5
10:00am	3	0	2
10:30am	5	1	2
11:00am	6	0	5
11:30am	2	0	2
12:00pm	1	0	0
12:30pm	8	0	10
1:00pm	3	0	9
1:30pm	7	0	2
2:00pm	4	0	9
2:30pm	4	0	4
3:00pm	6	3	1
3:30pm	9	4	7
4:00pm	-	-	-
Totals	68	8	73

Centre Street to St. David Street

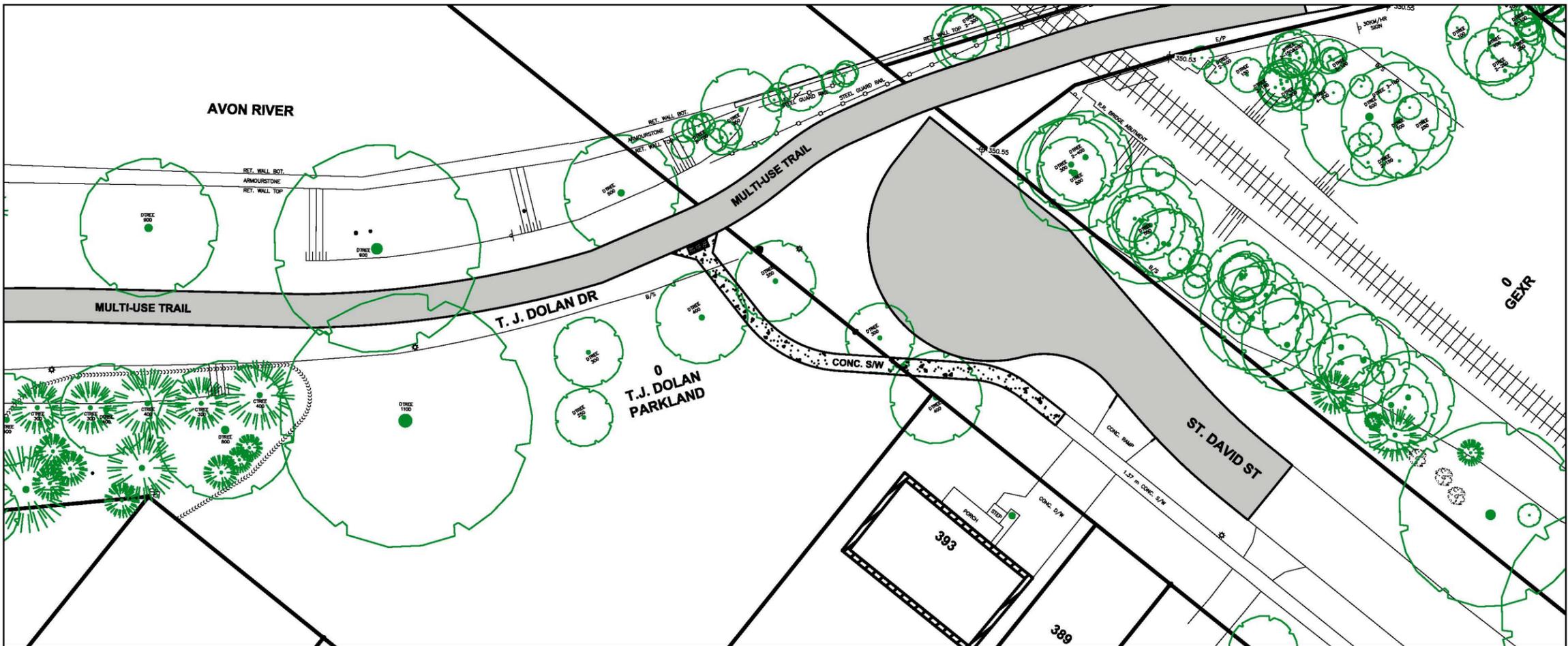
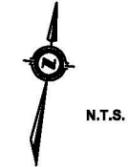
Vehicles	Bicycles	Pedestrians	Parking
1	0	3	1
3	0	3	1
4	0	8	4
3	0	4	1
6	1	1	0
5	0	3	5
1	0	9	3
9	0	4	2
3	1	6	0
5	0	9	5
6	1	3	3
7	0	6	4
10	1	9	5
3	3	3	1
5	0	4	3
3	0	1	1
-	-	-	-
74	7	76	39

Use	Total Count
Vehicles	142
Bikes	15
Pedestrians	149
Parking	39

T.J. Dolan Multi-Use Trail - St. David St. to Centre St. - Option 2



T.J. Dolan Multi-Use Trail - St. David St. to Centre St. - Option 3





MANAGEMENT REPORT

Date: May 25, 2021
To: Planning and Heritage Committee
From: Alyssa Bridge, Manager of Planning
Report#: PLA21-011
Attachments: None

Title: Planning Report Zone Change Application Z03-21, 14 Milton Street

Objective: The purpose of this report is to provide staff's recommendation on the Zone Change Application submitted by Patterson Planning Consultants on behalf of Ken and Ewa Murphy to change the zoning of the property municipally known as 14 Milton Street from a Residential Second Density R2(2) zone to a Residential Third Density R3-special zone to allow an Inn as an additional permitted use. In addition, the applicant has requested the following:

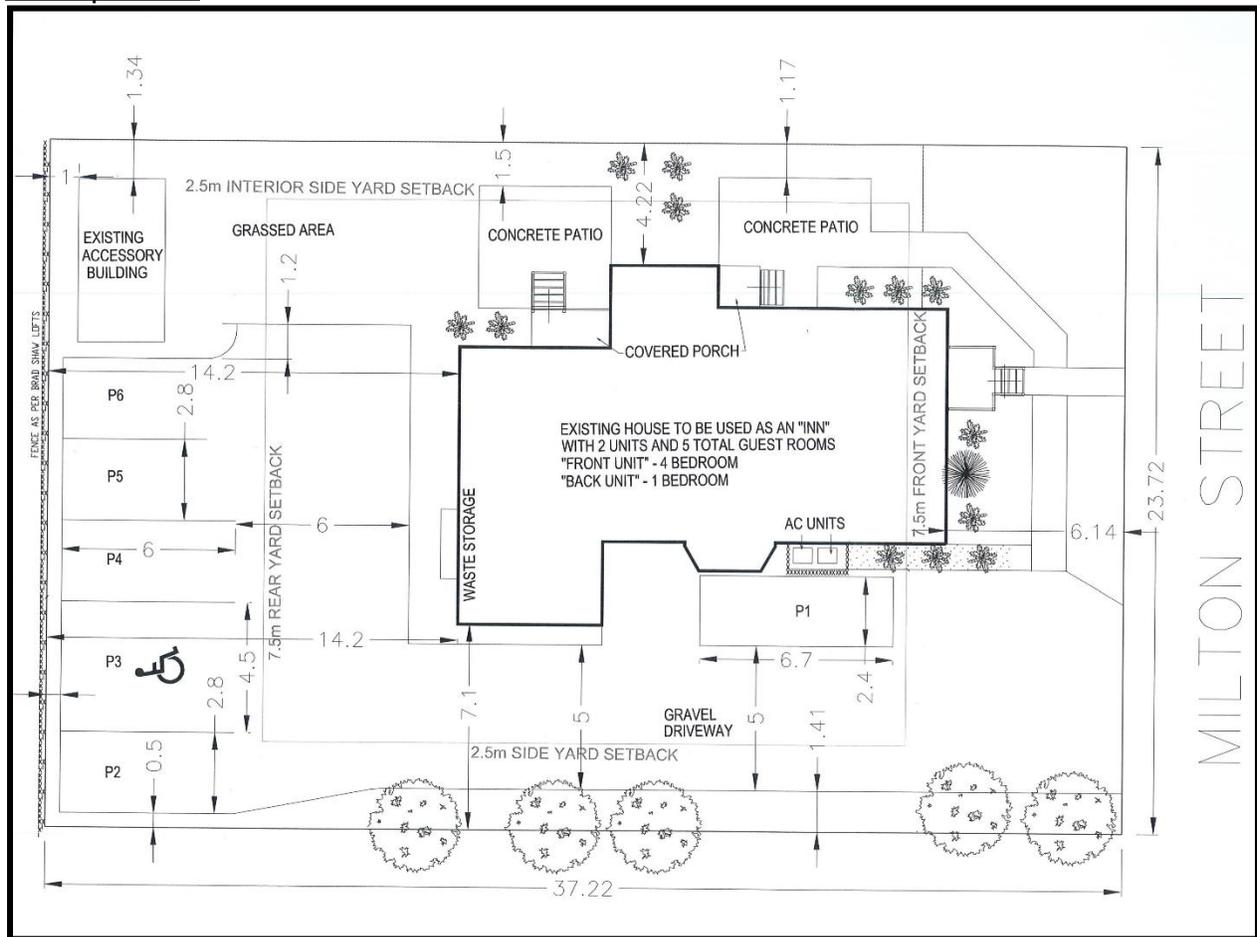
- to allow a front yard setback of 6.1 m;
- to allow an eastern side yard setback of 4.2 m;
- to permit a 0.5 m setback for a parking area and driveway along the western property line without a planting strip;
- to permit a two-way traffic driveway width of 5 m; and
- to permit a patio to be located within an interior side yard with a setback of 1m from the eastern property line.

The application was accepted on February 9, 2021. A Planning Justification Report and Cultural Heritage Impact Assessment were submitted with the application.

Location and Zoning Map



Concept Plan:



Background:

Agency Comments

The application was circulated to various agencies on May 5, 2021 and the following comments have been received to date:

- Fire Department: An Inn Fire Inspection and Report Fee will be required annually at the current rates.
- Community Services: No concerns.
- Heritage Services: No comments received.
- Upper Thames River Conservation Authority: No objection.
- CN Railway:
 - It is noted that the subject site is located within 300m of a CN rail yard. New sensitive land uses should not be permitted within 300 metres of a rail yard. CN has concerns of developing/densifying sensitive uses abutting our railway right-of-way. This is due to noise, vibration and potential trespass issues that will result. Development of sensitive uses in proximity to railway operations cultivates an environment in which land use incompatibility issues are exacerbated. CN's guidelines reinforce the safety and well-being of any existing and future occupants of the area.

- CN urges the municipality to pursue the implementation of the following criteria as conditions of an eventual project approval:
 - The proponent shall be required to undertake noise studies, to the satisfaction of the Municipality and CN railway, and shall undertake appropriate measures to mitigate any adverse effects from noise that were identified.
 - The insertion of the below clause in all development agreements, offers to purchase, and agreements of Purchase and Sale or Lease of the dwelling:

“Warning: Canadian National Railway Company or its assigns or successors in interest has or have a rights-of-way within 300 metres from the land the subject hereof. There may be alterations to or expansions of the railway facilities on such rights-of way in the future including the possibility that the railway or its assigns or successors as aforesaid may expand its operations, which expansion may affect the living environment of the residents in the vicinity, notwithstanding the inclusion of any noise and vibration attenuating measures in the design of the development and individual dwelling(s). CNR will not be responsible for any complaints or claims arising from use of such facilities and/or operations on, over or under the aforesaid rights- of-way.”
- Building Services:
 - Letter of use is required to be provided to determine if a Change of Use permit is required to be obtained. If Change of Use Permit is required to be obtained, permit to be issued and all work completed prior to the Inn use commencing.
 - Two Building Permits remain open on the property that are required to be closed out prior to the Inn use commencing.
- Engineering Services:
 - The Engineering Department has reviewed the submission for Zone Change application noted above and does not object to the zone change.
 - At the site plan stage, we are requesting the site address storm water management. Both quantity and quality control measures must be considered.

Public Comments:

Notice of the application was sent to 71 surrounding property owners on March 22, 2021. Notice was also published in the Beacon Herald on March 27, 2021. No written public comments have been received to date as of May 5, 2021.

One member of the public spoke at the public meeting. The resident expressed concerns with the impact of the development on the community, the size of the

proposed patios, traffic, noise and the operation of the proposed Inn. Comments from the public are addressed in the Analysis Section below.

Analysis:

2020 Provincial Policy Statement

The 2020 Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest and is set out in three main areas: Building Strong Communities, Wise Use and Management of Resources, and Protecting Public Health and Safety. All development applications are required to be consistent with the Provincial Policy Statement (PPS).

Building strong communities is achieved by promoting efficient development and land use patterns and avoiding development patterns that cause environmental, public health or safety concerns.

Section 1.1.1 of the Provincial Policy Statement states that healthy, liveable and safe communities are sustained by promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term.

Section 1.1.3.2 of the Provincial Policy Statement states that land use patterns within settlement areas shall be based on densities and a mix of land uses which efficiently use land and resources and support active transportation. Specifically, 1.1.3.2 states:

Land use patterns within settlement areas shall be based on densities and a mix of land uses which efficiently use land and resources; are appropriate for, and efficiently use, the infrastructure and public services facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion.

Section 1.4.3 of the Provincial Policy Statement states:

Planning authorities shall provide for an appropriate range and mix of housing types and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area by:

- d) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities and support the use of active transportation and transit in areas where it exists or is to be developed.*

The City's infrastructure has adequate capacity to accommodate an Inn on the subject lands.

The PPS supports new developments which efficiently uses land, resources, infrastructure and public service facilities. The proposed Inn would contribute to a mix of land uses in the neighbourhood and is located on a public transit route. The proposal allows for the intensification of the lands on full municipal services which already exist. The lands promote active transportation as they are in proximity to amenities and services in the downtown core and are located less than a block away from the City's public transit terminal. The request to add an Inn as a permitted use on the consistent with the 2020 PPS.

Official Plan

The property is designated Downtown Core and Residential Area in the Official Plan and is within the Heritage Area. The Downtown Core policies allow for all types of retail uses, offices, accommodation, institutional uses and facilities for community, recreation and parks. Residential Uses are also permitted in the upper stories of commercial buildings, in former industrial or commercial buildings or in free standing structures.

The Downtown Core identifies priority uses within the designation which include business and personal services of all types, including hotels, conference facilities and other similar use and culture, entertainment, dining and accommodation.

Milton Street is classified as a local street.

The Guiding Principles of the Official Plan include the encouragement of appropriate intensification and infill which reflects the existing context of the City with respect to factors such as height and design. Conflicts between land uses are to be minimized and complete communities, which meet residents' needs throughout their life, are encouraged.

The subject lands are located within the Heritage Area and are adjacent to properties designated under Part IV of the Heritage Act. Section 3.5.7 of the Official Plan requires that a Heritage Impact Assessment is prepared to evaluate any development adjacent to designated heritage properties to ensure that the heritage attributes of the protected property has been conserved. A Heritage Impact Assessment was prepared for the proposed development. The report concluded that there is no proposed infill development and no alteration to municipal services and that the heritage qualities of the heritage area or corridor will not be negatively impacted because of the proposed redevelopment. It also states that the evaluation does not identify any negative impacts on 245 Downie Street or 6-8 Shakespeare Street due to the redevelopment.

The application has been circulated to Heritage Stratford and no comments have been received to date.

As part of the City's Growth Management and Intensification Strategy, Section 3.2 of the Official Plan supports the review of existing zoning regulations and other development standards to remove barriers to intensification. These standards include

parking and setback requirements. The requested setback reductions that recognize the existing building and the reduced minimum driveway widths and setbacks to a patio will allow for the reuse of a property in the Downtown Core.

Section 3.3 of the Official Plan states that the City will promote the City as a cultural tourism destination and will endeavour to attract new tourism related activities and facilities which complement or do not conflict with its central tourism focus and promote the establishment of new accommodation establishments and facilities in order to provide the widest variety possible to meet the needs of all visitors to the City. The proposed use contributes to the achievement of this policy through the provision of an additional form of accommodation within the City.

The Official Plan supports intensification within Stable Residential Areas that is modest and incremental and that maintains criteria identified in Section 4.5.3.1. The section states:

Stable residential areas are residential areas where potential new development or redevelopment is limited. Any intensification will be modest and incremental occurring through changes such as development of vacant lots, accessory apartments, or other forms of residential housing that meet the criteria below. Applications for new development in such areas shall be evaluated based on their ability to generally maintain the following elements of the structure and character of the immediate surrounding residential area:

- i) scale of development respects the height, massing and density of adjacent buildings and is appropriate for the site;*
- ii) respects the nature of the streetscape as defined by such elements as landscaped areas, and the relationship between the public street, front yards and primary entrances to buildings;*
- iii) siting of buildings in relation to abutting properties ensures that there will be no significant negative impacts with respect to privacy and shadowing and appropriate buffering can be provided;*
- iv) satisfies the City with respect to the proposed grading, drainage and stormwater management, and, in particular that there is no impact on adjacent properties;*
- v) has regard for the City's Urban Design and Landscape Guidelines.*

The scale of the development respects the massing and density of other buildings along Milton Street and as there are no changes being made to the exterior façade and the building will continue to be compatible with the character in the neighbourhood. The Zoning By-Law requires a planting strip adjacent to the parking lot area along the north and east property boundaries. Planning staff are recommending that the planting strip is extended from the rear property line to the front of the existing building to maintain privacy for the adjacent property. The proposed development is in keeping with other properties in the area and conforms with the policies of Section 4.5.3.1 of the Official Plan.

Under the Goals and Objectives for Residential Areas, Section 4.5.1 reads:

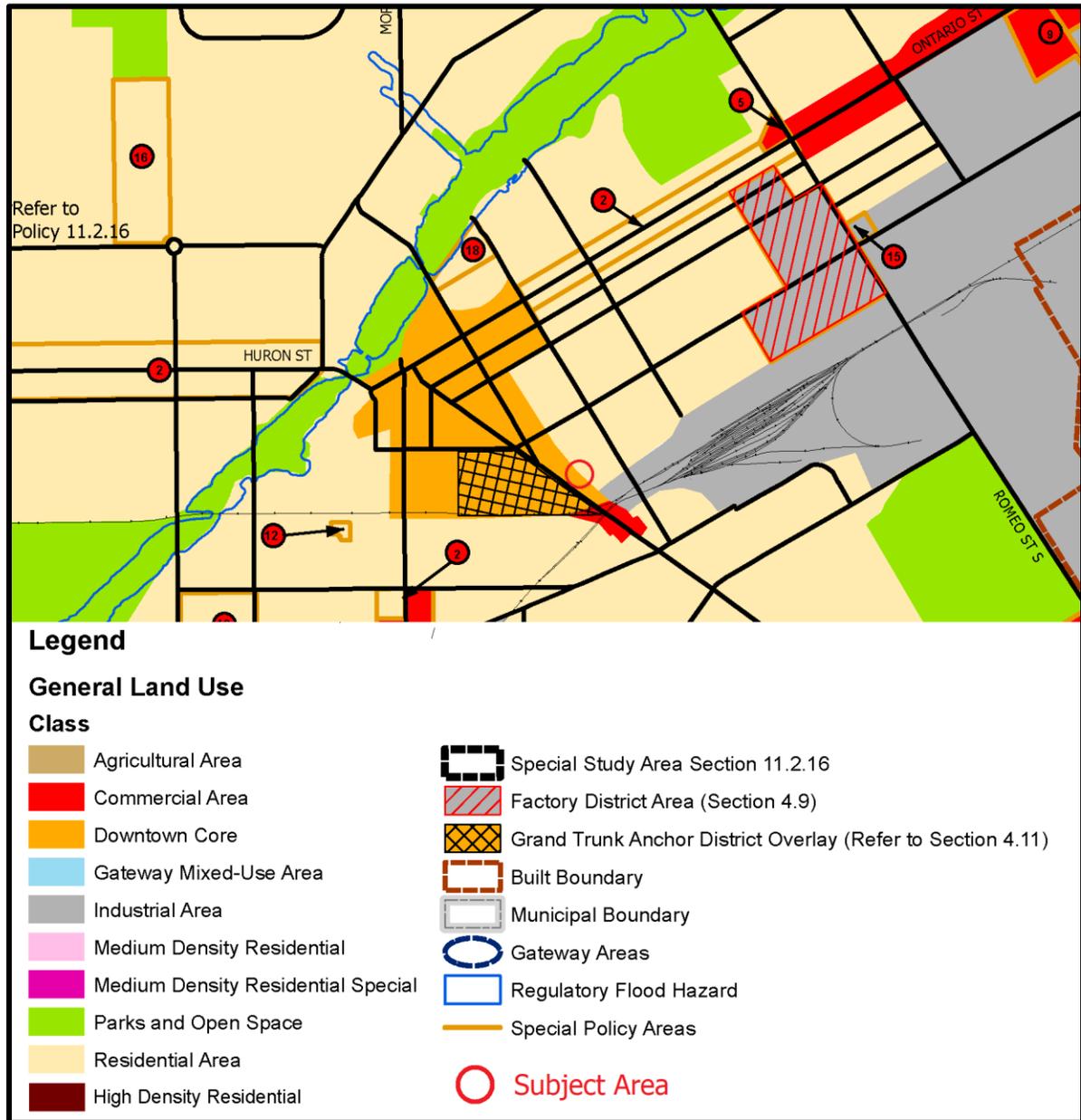
ii) To ensure that where intensification of development is proposed in residential areas, it is compatible in terms of scale, density and design with neighbouring development and adheres to sound planning principles related to servicing, traffic, site design and amenities, provided there is sufficient capacity in the City's municipal services to accommodate that development.

The applicant has not proposed any exterior changes to the existing building and with an additional planting strip along the eastern property line, there are no negative impacts to the privacy of adjacent residences as a result of the proposed development.

Engineering Services has stated that the site must address storm water management. The subject property will require Site Plan approval for the proposed Inn use. Both stormwater quantity and quality control measures will be reviewed through the Site Plan process.

The proposed zone change application to establish an Inn at 14 Milton Street conforms with the Official Plan.

Excerpt of Schedule "A": Land Use of the Official Plan



Zoning By-law

The lands are zoned Residential Second Density R2(2) zone which permits boarding house, converted, single detached, semi-detached and duplex dwellings, a day nursery, elementary school, a group home, a home occupation, and a religious institution. The rezoning of the lands to a Residential Third Density R3- special zone would allow for the proposed Inn with site-specific setbacks and driveway provisions. The R3 zone includes zoning provisions for non-residential uses.

The applicant has submitted a sketch that demonstrates that they will be able to meet the requirements of the Residential R3 Zone with the requested special site-specific zone.

The applicant has requested a 0.5m setback to a parking area and driveway without a planting strip. The adjacent property is a commercial building and the existing landscaping may be damaged when constructing a fence. Planning staff are of the opinion that a planting strip is not necessary to provide screening from the commercial property.

The applicant will be required to provide screening next to the rear and eastern side lot lines along the proposed parking area during the site plan approval process. Planning staff are also recommending that a planting screen is provided along the east property boundary to increase compatibility with the adjacent residential dwelling.

The requested reduction in the front yard setback and eastern side yard setback recognize the location of the existing building. The adjacent residential properties to the east are located closer to the front property line than the structure on the subject lands. The reduced setbacks are already established and the request will not have an impact on the character of the surrounding neighbourhood.

Staff are of the opinion that the sketch shows how the property can functionally accommodate the proposed Inn with minimal impacts on the streetscape of the neighbourhood.

Land use compatibility and future development potential

The subject land is adjacent to commercial zoned properties to the north and west and the additional permitted Inn land use will provide a transition from these commercial uses to the residential zoning to the south and the east.

An Inn is defined in the Zoning By-Law as:

A building used for the purposes of supplying temporary living accommodation to the public, for a fee, and containing a maximum of ten (10) guest rooms, dwelling units or combination thereof wherein such dwelling units are not restricted to occupancy by a person as his principal residence and may include one (1) accessory dwelling unit for the owner or operator thereof.

The Zoning By-Law requires 1 parking space per guest room plus one parking space per dwelling unit for an Inn. The proposed development would require 6 parking spaces which have been shown on the conceptual site plan. The size of the existing building and the parking requirements of the Zoning By-law will limit the ability to expand the Inn use of the property in the future.

Traffic

Milton Street is classified as a local street and the rezoning application to allow for an Inn will not significantly increase the amount of traffic on Milton Street. The proposed reduced driveway width is still of a suitable size to provide access to 6 parking spaces and allows for vehicles to enter and exit from Milton Street in a safe and forward motion.

Engineering Services have not expressed any concerns that proposed land use on this property will have an impact on traffic on Milton Street.

Noise and vibration concerns from proximity to the railway lands

CN rail has expressed a concern with developing sensitive uses within 300 metre of the CN rail yard and has requested that a noise study is undertaken and that noise and vibration warnings are included with any site plan approval.

A duplex dwelling is a permitted use within the Residential Second Density R2(2) Zone and the existing residential land use has already been established. The proposed Inn will be located within an existing building and the rezoning application will not be introducing a new sensitive land use to the area. As a residential land use established, Planning staff do not see a need for the completion of a noise and vibration study to allow the proposed Inn.

Privacy and noise

The side yard setback requirement in the Zoning By-Law is intended, in part, to provide privacy between adjacent property owners. Allowing a patio to be located within 1m of a side lot line may have a negative impact on the adjacent property. To alleviate any potential negative impact, Planning staff are recommending that a fence be provided from the rear property line to the front of the existing building to mitigate the impacts of the Inn's patio on the adjacent property by reducing noise and providing additional privacy for the adjacent property owner.

The proposed zoning would not permit a restaurant or a liquor licensed establishment.

Planning staff have reviewed the requested zone change application and are of the opinion, the proposed zoning with an additional planting/fence strip requirement along the east lot line, would allow for a development that is considered appropriate of the development of the lands.

This Zoning By-law Amendment is consistent with the PPS, is in conformity with the Official Plan provisions, meets the intent of the Zoning By-law, is consistent with the City's Strategic Priorities and represents good planning.

Should the Planning and Heritage Committee not approve the staff recommendation, the motion shall include a statement outlining how the recommendation of the Planning

and Heritage Committee complies with the Provincial Policy Statement and the City of Stratford Official Plan and how public input was considered.

Financial Impact: No municipal expenses are anticipated to support the development.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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 zoning of 14 Milton Street BE CHANGED from a Residential Second Density R2(2) zone to a Residential Third Density R3- special (R3-___) zone which allows an Inn as an additional permitted use, a front yard setback of 6.1 m, an eastern side yard setback of 4.2 m, a 0.5 m setback for a parking area and driveway along the western property line without a planting strip, a two way traffic driveway width of 5 m, a patio to be located within an interior side yard with a setback of 1.0 m from the eastern property line and a required planting strip from the rear lot line to the front of the existing dwelling along the east lot line 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; and**
- IV. the public was consulted during the zone change circulation and comments that have been received in writing or at the public meeting have been reviewed, considered and analyzed within the Planning report.**



Prepared by: Jeff Bannon, MCIP, RPP Planner



Recommended by: Alyssa Bridge, MCIP, RPP, Manager of Planning



Joan Thomson, Chief Administrative Officer

BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change Z03-21 to rezone the lands known municipally as 14 Milton Street, located on the north side of Milton Street between Downie Street and Nile Street to allow for a site specific Residential Third Density R3 Zone.

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 5 to By-law 201-2000 as amended, is hereby amended:

by changing from a Residential Second Density R2(2) Zone to a Residential Third Density R3 Special with site specific regulations R3- __ Zone those lands outlined in heavy solid lines on Schedule "A", attached hereto and forming part of this By-law, legally described as Lot 39 and Part Lot 42, Plan 75, Part 2 on Plan 44R-3277 in the City of Stratford and known municipally as 14 Milton Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 7.4, being the Exceptions of the Residential Third Density R3 Zone the following:

"7.4. __ a) Defined Area (14 Milton Street)
R3-__ as shown on Schedule "A", Map 5

b) Permitted Uses

- inn
- all uses permitted in the R3 Zone

c) Minimum setback from Milton Street

6.1m

- d) Minimum eastern side yard setback 4.2m
- e) Minimum setback for a parking area and driveway along western lot line without a planting strip 0.5m
- f) Minimum driveway width for two-way traffic 5.0m
- g) Minimum setback for a patio from the eastern lot line with a planting strip from the rear lot line to the front of the existing dwelling 1.0m

h) This By-law shall come into effect upon Final Passage and in accordance with the Planning Act.

Read a FIRST, SECOND AND THIRD TIME AND

FINALLY PASSED this the xxth day of xxxxxxxx 2021.

Mayor – Daniel B. Mathieson

City Clerk – Tatiana Dafoe

Schedule "A" to By-law ???-2021

14 Milton Street





MANAGEMENT REPORT

Date: May 25, 2021
To: Planning and Heritage Committee
From: Alyssa Bridge, Manager of Planning
Report#: PLA21-012
Attachments: None

Title: Planning Report, Zoning By-law Amendment Application Z04-21, 34 Brunswick Street

Objective: The purpose of this report is to describe staff's evaluation and recommendation of Zone Change Amendment Application Z04-21 for 34 Brunswick Street, submitted by Lori Szymanski on behalf of Anthony Jordaan. The purpose of the application is to amend the existing C3 zoning to add a Brew Pub as a permitted use.

The application was accepted on February 19, 2021.

A proposed Demolition and Construction Plan, Front Elevations and Basement Partition and Equipment Plan were submitted with the application.

Location Map:



Site Characteristics:

Characteristic	Information
Existing Use:	Restaurant (Downtown Core)
Frontage:	12.2m (40ft)
Depth	31.8m (104.6ft)
Area	465m ² (5005.22ft ²)
Shape	Regular

Surrounding Land Uses:

Direction	Use
North	Office (Downtown Core)
East	Retail Store (Downtown Core)
West	Retail Store (Downtown Core)
South	Theatre (Downtown Core)

Subject Land – 34 Brunswick Street (March 9, 2021)

Agency Comments

The application was circulated to various agencies on March 18, 2021 and the following comments have been received to date:

- Building: A build permit is required for the conversion of the existing restaurant to have a Brewery use within it. Building permits must be obtained and finalized prior to the change in use. Any questions regarding building permit requirements please contact Kelsey Hammond at 519-271-0250 x 217.
- Engineering: No concerns.
- UTRCA: No objection.
- Stratford Police: No concerns.
- Community Services: No concerns.

Public Comments:

Notice of the application was sent to 69 abutting property owners on March 18, 2021. Notice was also included in the 'Town Crier' published in the Beacon Herald on March 27, 2021. The public meeting was held on April 19, 2021. One public comment was received at the public meeting in support of the application.

Analysis:

Provincial Policy Statement

All planning decisions in the Province of Ontario shall be consistent with the Provincial Policy Statement (PPS) which came into effect on May 1, 2020. The 2020 PPS provides policy direction on matters of provincial interest relating to Building Strong Healthy Communities, Wise Use and Management of Resources, and Protecting Public Health and Safety.

Building strong and healthy communities can be achieved by encouraging efficient land use and development patterns that support sustainability by promoting resilient communities, environmental protection, and economic growth. The requested zoning would permit a Brew Pub within an existing restaurant is consistent with the PPS through the efficient use of land and the promotion of economic growth.

There are no Wise Use and Management of Resources or Protecting Public Health and Safety matters of consistency with the proposed amendment.

The zone change amendment for a Brew Pub with a maximum gross floor area of 35% for the brewery use is consistent with the 2020 Provincial Policy Statement.

Official Plan

The subject lands are designated "Downtown Core" in the Official Plan. The Downtown core is a compact, multi-use and multi-functional area of the City with a range of land uses is much broader than any other location in the City. The Downtown core is intended to function as a "central place" for the community and provides access to a full range of goods and services for residents of Stratford.

Policy 4.4.1 of the Official Plan sets out goals and objectives for the Downtown Core, including:

- To encourage the development, re-development, enhancement, and maintenance of a Downtown which is vibrant, compact, multi-functional, attractive and people friendly and which constitutes the primary focus of the City with its own distinct identity and character.
- To maintain the Downtown as the City's centre for retail and service trade and government services and to reverse the relative decline in the retail sector by establishing the 'Downtown Core' as the location of first choice for new retail development.
- To increase the diversity and number of residential opportunities.
- To encourage the rehabilitation and 'recycling' of functionally obsolete buildings and floor space no longer suited for the purpose for which they were originally designed or built.
- To make more efficient and productive use of municipally owned land used for public parking in the Downtown while at the same time not abandoning the City's long practice of providing convenient, inexpensive parking.

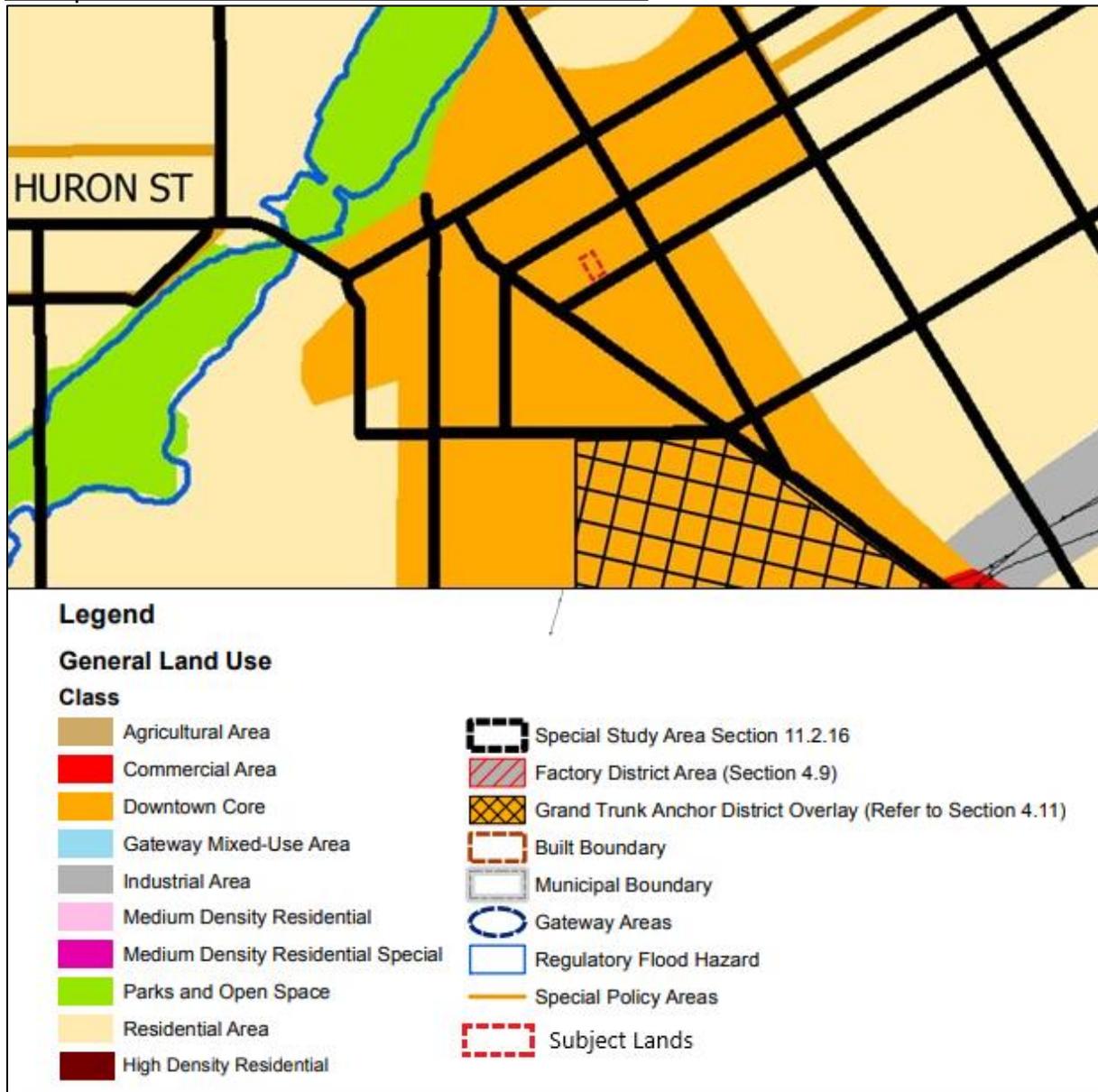
The Zone Change Amendment for a Brew Pub contributes to the achievement of the Downtown Core goals of the Official Plan as it will enhance and assist in maintaining a downtown which is vibrant and multi-functional.

Policy 4.4.2 of the Official Plan sets out the permitted uses for the Downtown Core. These uses include:

- all types of retail uses, including specialized and/or comprehensive retail facilities serving a City-wide or regional customer base, and retailers oriented to theatre patrons, tourists and visitors, as well as retail facilities oriented to the daily and weekly needs of residents, especially those located in and around the 'Downtown Core';
- business, professional and administrative offices;
- business and personal services of all types, including hotels, conference facilities and other similar uses;
- culture, entertainment, dining and accommodation;
- governmental facilities, public administration and other institutional uses;
- facilities for community and indoor recreation activities and parks and open space.

The Zone Change Amendment requesting a Brew Pub as an additional permitted use, aligns with the types of uses permitted in the Downtown Core in the Official Plan.

Excerpt from Official Plan Schedule 'A' – Land Use:



Policy 3.3 of the Official Plan contains a policy framework for Economic Development. This framework promotes the Downtown Core as an important employment area for retail, services, office, and entertainment uses, as well as the need to maintain and enhance its economic strength and diversity through continuing to actively promote Stratford as a cultural tourism destination and attract new tourism related activities and facilities which complement the central tourism focus. The proposed amendment contributes to the achievement of the Economic Development policies of the Official Plan through providing additional opportunities for tourism and entertainment within the Downtown core.

The subject property is within the Heritage Area of the Official Plan and is within the Heritage Conservation District. The proposed amendment would provide for an additional permitted use within an existing building. No changes to the exterior of the building are proposed and as a result, there are no issues of conformity with respect to the Heritage Area and Heritage Conservation District policies of the Official Plan.

Zoning By-law

The subject lands are currently zoned Central Commercial C3 which permits the following;

- amusement park,
- apartment dwelling,
- auditorium,
- boarding house dwelling,
- business office,
- candy shop,
- clinic,
- commercial school,
- converted dwelling,
- data centre,
- day nursery,
- dry cleaning establishment,
- dwelling unit,
- financial institution,
- fitness club,
- funeral home,
- garden centre,
- gas bar,
- group home,
- hostel,
- hotel,
- inn,
- large merchandise outlet,
- laundromat,
- liquor licensed establishment,
- merchandise rental store,
- merchandise service shop,
- motor vehicle sales or rental establishment,
- motor vehicle service station,
- neighbourhood store,
- parking lot,
- personal care establishment,
- personal service establishment,
- private club,
- professional office,
- public use,
- recreational entertainment establishment,
- religious institution,
- restaurant,
- retail store,
- school,
- senior's apartment dwelling,
- service trade,
- specialized medical office,
- specialty shop,
- studio,
- supermarket,
- theatre,
- veterinarian clinic,
- warehouse.

The Zone Change Amendment is requested to rezone the subject lands to a site-specific C3 zone. The requesting zoning will permit this property to operate as a Brew Pub, including the production of beer onsite and the sale of beer both on and off site. The City's current Zoning By-law does not define Brew Pub and staff recommend that the draft Comprehensive Zoning By-law definition of Brew Pub and associated regulations be utilized for this amendment. The draft Comprehensive Zoning By-law defines a Brew Pub as: "a small-scale brewery producing beer for sale on the premises or for distribution beyond the premises, with the floor area devoted to the production of beer

not to exceed 35% of the total floor area of the brew-pub and includes an accessory drinking establishment or restaurant and accessory retail sales”.

Planning staff are of the opinion that the site-specific zone change to add a Brew Pub as an additional permitted use with a maximum floor area of 35% devoted to the production of beer maintains the general intent and purpose of the Zoning By-law.

The Zone Change Amendment is consistent with the PPS, conforms with the Official Plan, maintains the intent of the Zoning By-law, is consistent with the City’s Strategic Priorities and represents good planning.

Should the Planning and Heritage Committee not approve the staff recommendation, the motion shall include a statement outlining how the recommendation of the Planning and Heritage Committee complies with the Provincial Policy Statement and the City of Stratford Official Plan and how public input was considered.

Financial Impact: No municipal infrastructure is required for the proposed use.

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 Application Z04-21 to amend the zoning on 34 Brunswick Street located on the north side of Brunswick Street from a Central Commercial Zone to a Central Commercial – Special Provision C3-___ Zone to permit in addition to the existing uses:

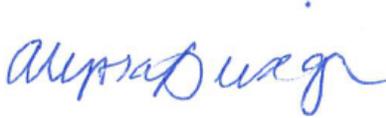
- **Brew Pub with a maximum of 35% of the total floor area devoted to the production of beer**

BE APPROVED for the following reasons:

- I. Public interest was considered;**
- II. The request is consistent with the Provincial Policy Statement and conforms with the Official Plan; and**
- III. The request will facilitate development that is appropriate for the lands, is compatible with the surrounding lands and is considered to be sound land use planning.**



Prepared by: Victoria Nikoltcheva, Planner



Recommended by: Alyssa Bridge, MCIP, RPP, Manager of Planning



Joan Thomson, Chief Administrative Officer

Draft By-law

Being a By-law to amend By-law 201-2000 as amended, with respect to zone change application Z04-21, to rezone the lands known municipally as 34 Brunswick Street located on the north side of Brunswick Street between Downie Street and Waterloo Street South in the City of Stratford to allow for a site-specific Central Commercial (C3) zone.

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 5 to By-law 201-2000 as amended, is hereby amended:

by changing from Central Commercial (C3) Zone to a Central Commercial Special Provision C3-___, those lands outlined in heavy solid lines and described as Central Commercial Special Provision C3-___ on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as PLAN 20 E PT LOT 244 known municipally as 34 Brunswick Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 14.4.12, being the Exceptions of the Central Commercial (C3) Zone the following:

14.4.12 a) Defined Area (34 Brunswick Street)

C3-___ as shown on Schedule "A", Map 5

b) Permitted Uses:

- Brew Pub
- All other uses permitted in the C3 zone

c) Definition:

For the purpose of the Defined Area, the following shall apply:

- i) Brew Pub means a small-scale brewery producing beer for sale on the premises or for distribution beyond the premises, with the floor area devoted to the production of beer not to exceed 35% of the total floor area of the brew-pub, and includes an accessory drinking establishment or restaurant and accessory retail sales.

d) Special Use Regulations:

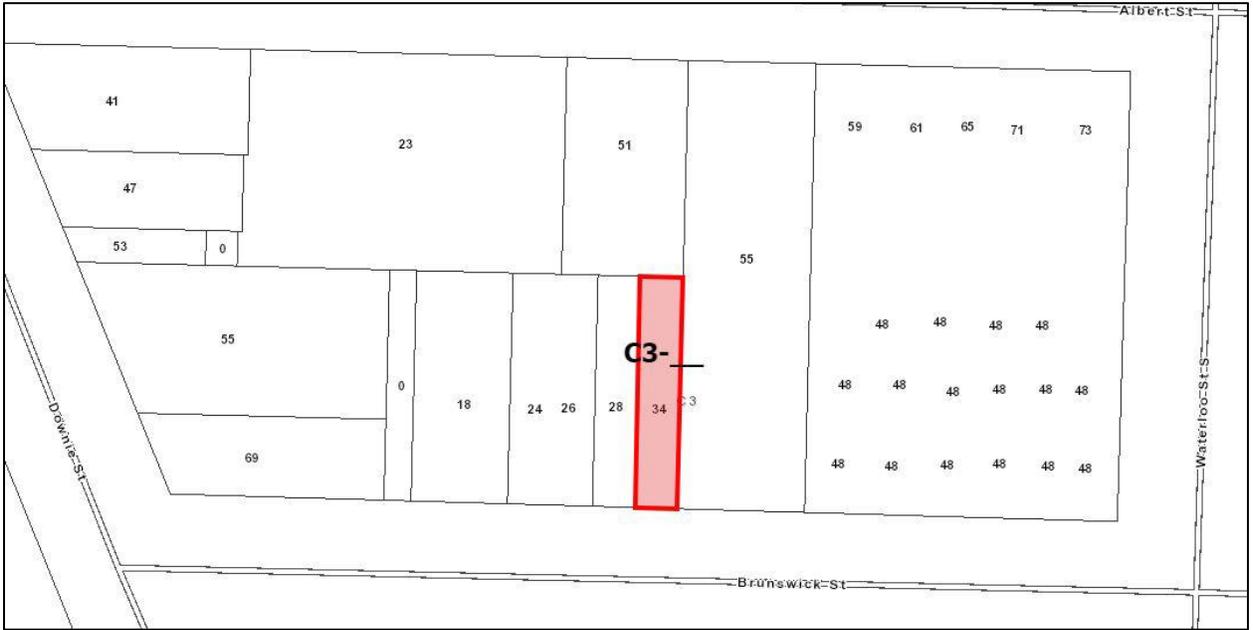
- i) The floor area devoted to the production of beer is not to exceed 35% of the total floor area of the Brew Pub.

3. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

Schedule "A" to By-law ____-2021





**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the execution of an Amending Tower Site License Agreement with the Avon Maitland District School Board to permit two antennas on the Forman Avenue Water Tower for a further five-year term to July 31, 2026.

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 Stratford Public Utility Commission entered into a Tower Site License Agreement with the Avon Maitland District School Board (hereinafter called the "Licensee") on the 15th day of September, 1999 for the purposes of defining their respective rights, privileges and obligations with respect to a water tower located near Forman Avenue in the City of Stratford known as the "Stratford Forman Avenue Water Tower" (hereinafter called the "Site");

AND WHEREAS The Corporation of the City of Stratford (hereinafter called the "Licensor") is now the owner of the Site;

AND WHEREAS the Council of The Corporation of the City of Stratford agreed to enter into a Tower Site License Agreement with the "Licensee" dated the 13th day of December, 2004 for further 5-year terms to the 31st day of July, 2009, the 31st day of July, 2014, and the 31st day of July, 2019 respectively and for a two-year term to 31st day of July, 2021;

AND WHEREAS the Council of The Corporation of the City of Stratford has agreed to enter into an amending agreement to extend the term by a further five years the 31st day of July, 2026;

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

1. That the Amending Agreement between The Corporation of the City of Stratford as Licensor and the Avon Maitland District School Board as Licensee, with respect to the use of the Forman Avenue Water Tower, 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 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change Z03-21 to rezone the lands known municipally as 14 Milton Street, located on the north side of Milton Street between Downie Street and Nile Street to allow for a site specific Residential Third Density R3 Zone.

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 5 to By-law 201-2000 as amended, is hereby amended:

by changing from a Residential Second Density R2(2) Zone to a Residential Third Density R3 Special with site specific regulations R3-9 Zone those lands outlined in heavy solid lines on Schedule "A", attached hereto and forming part of this By-law, legally described as Lot 39 and Part Lot 42, Plan 75, Part 2 on Plan 44R-3277 in the City of Stratford and known municipally as 14 Milton Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 7.4, being the Exceptions of the Residential Third Density R3 Zone the following:

- | | | |
|--------|--|--------------|
| "7.4.9 | <ol style="list-style-type: none"> a) <u>Defined Area</u> (14 Milton Street)
R3-9 as shown on Schedule "A", Map 5 b) Permitted Uses <ul style="list-style-type: none"> • inn • all uses permitted in the R3 Zone c) Minimum setback from Milton Street d) Minimum eastern side yard setback | 6.1m
4.2m |
|--------|--|--------------|

- e) Minimum setback for a parking area and driveway along western lot line without a planting strip 0.5m
- f) Minimum driveway width for two-way traffic 5.0m
- g) Minimum setback for a patio from the eastern lot line with a planting strip from the rear lot line to the front of the existing dwelling 1.0m

3. This By-law shall come into effect upon Final Passage and in accordance with the Planning Act.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

Schedule "A" to By-law ____-2021

14 Milton Street





**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 201-2000 as amended, with respect to zone change application Z04-21, to rezone the lands known municipally as 34 Brunswick Street located on the north side of Brunswick Street between Downie Street and Waterloo Street South in the City of Stratford to allow for a site-specific Central Commercial (C3) zone.

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 5 to By-law 201-2000 as amended, is hereby amended:

by changing from Central Commercial (C3) Zone to a Central Commercial Special Provision C3-12, those lands outlined in heavy solid lines and described as Central Commercial Special Provision C3-12 on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as PLAN 20 E PT LOT 244 known municipally as 34 Brunswick Street.
2. That By-law 201-2000 as amended, be further amended by adding to Section 14.4.12, being the Exceptions of the Central Commercial (C3) Zone the following:
 - 14.4.12 a) Defined Area (34 Brunswick Street)

C3-12 as shown on Schedule "A", Map 5
 - b) Permitted Uses:
 - Brew Pub
 - All other uses permitted in the C3 zone
 - c) Definition:

For the purpose of the Defined Area, the following shall apply:

i) Brew Pub means a small-scale brewery producing beer for sale on the premises or for distribution beyond the premises, with the floor area devoted to the production of beer not to exceed 35% of the total floor area of the brew-pub, and includes an accessory drinking establishment or restaurant and accessory retail sales.

d) Special Use Regulations:

i) The floor area devoted to the production of beer is not to exceed 35% of the total floor area of the Brew Pub.

3. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the transfer (conveyance) to 2809185 Ontario Inc. of Lot 6, Plan 44M-38, in the Wright Business Park.

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 Section 10(2) of the *Municipal Act 2001* provides that a single-tier municipality may pass by-laws respecting economic, social and environment well-being of the municipality;

AND WHEREAS the Council of The Corporation of the City of Stratford delegated authority by By-law 135-2017 as amended, to the Chief Administrative Officer to enter into agreements of purchase and sale in accordance with established Council policies, for vacant city-owned land in the Wright Business Park or in city-owned land in an industrial plan of subdivision, or in a city-owned designated business park, under certain conditions;

AND WHEREAS The Corporation of the City of Stratford entered into an Agreement of Purchase and Sale dated the 20th day of May, 2021 with 2809185 Ontario Inc. for certain property described in Paragraph 2 herein;

AND WHEREAS a condition of the Agreement of Purchase and Sale is the passage of a by-law to authorize the sale of the property upon the terms and conditions contained in the Agreement by Council of 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 lands described in Paragraph 2 herein shall be conveyed to 2809185 Ontario Inc.
2. That the lands referred to in Section 1 hereof are described as:

- a. Lot 6, Plan 44M-38, being all of PIN 53264-0099 (LT)
3. That the Mayor and Clerk or their respective delegates, representing The Corporation of the City of Stratford, are hereby authorized to execute all necessary documents to transfer (convey) the lands described in Paragraph 2 herein to 2809185 Ontario Inc. that have been prepared by or reviewed by the City's Solicitor.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

11.5



**BY-LAW NUMBER _____ -2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender by Holder Tractors Inc. for the supply and delivery of one sidewalk tractor and attachments [T-2021-19].

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;

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

1. That the tender [T-2021-19] of Holder Tractors Inc. for the supply and delivery of one sidewalk tractor and attachments be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute any necessary documents and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and delivery of one sidewalk tractor and attachments [T-2021-19] is \$143,025.74, HST included.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

11.6



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender by Steed and Evans Limited for the Asphalt Resurfacing 2021 Contract [T-2021-22].

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;

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

1. That the tender [T-2021-22] of Steed and Evans Limited for the Asphalt Resurfacing 2021 Contract be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute any necessary documents and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and delivery of one sidewalk tractor and attachments [T-2021-22] is \$848,109.07 including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

June 14, 2021

REFERENCE NO. CONSENT AGENDA ITEM

- | | |
|-------------|--|
| CA-2021-076 | <p>Correspondence from Gravel Watch Ontario in response to the request for feedback on the Consultation on Growing the Size of the Greenbelt.</p> <p>Attachment – Letter and submission from Gravel Watch Ontario dated April 19, 2021</p> <p>For the information of Council.</p> |
| CA-2021-077 | <p>Correspondence from the Township of the Archipelago regarding Bill 228 – Keeping Polystyrene out of Ontario’s Lakes and Rivers Act.</p> <p>Attachment – Resolution from the Archipelago dated May 21, 2021</p> <p>Endorsement of this resolution is requested.</p> |
| CA-2021-078 | <p>Correspondence from the Township of the Archipelago regarding Bill 279 – Environmental Protection Amendment Act (Microplastics Filters for Washing Machines), 2021</p> <p>Attachment – Resolution from the Archipelago dated May 21, 2021</p> <p>Endorsement of this resolution is requested.</p> |
| CA-2021-079 | <p>Notification from the Infrastructure & Development Services Department, Fleet Division, that they intend to call tender in accordance with the City’s Purchasing Policy for the purchase of three hybrid pickup trucks.</p> |
| CA-2021-080 | <p>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:</p> |

- Whitelock Street from Louise Street to Mowat Street on Tuesday, June 1 for one day for road maintenance.

CA-2021-081 Notification that the Corporate Services Department, ITS Division intends to call an RFP in accordance with the City's Purchasing Policy for the following:

- Citizen Portal

CA-2021-082 "Movies Under the Stars Parking Lot Edition" organizers have been approved to use the Cooper parking lot and Grand Trunk Community Centre for drive-in screenings and events from 6:00 p.m. to 9:00 p.m. every Friday and Saturday between June 18, 2021 and September 25, 2021 as well as the following dates:

- Thursday, July 1, 2021
- Friday, October 1, 2021
- Saturday, October 2, 2021
- Friday, October 15, 2021
- Saturday, October 16, 2021
- Friday, October 29, 2021
- Saturday, October 30, 2021
- Sunday, October 31, 2021
- Friday, December 10, 2021
- Saturday, December 11, 2021
- Friday, December 17, 2021
- Saturday, December 18, 2021

These dates are subject to applicable Provincial Orders and Public Health Guidelines in place at that time. The upper lot will remain open for overnight parking.

CA-2021-083 Resolution from the Town of Halton Hills calling for the elimination of the Local Appeal Planning Tribunal.

Attachment – Letter and Resolution from Halton Hills dated June 1, 2021

Endorsement of the resolution is requested.

CA-2021-084 Resolution from the Township of Huron-Kinloss requesting that the federal and provincial governments include apparatuses, training, equipment and structures for fire departments as eligible categories to any further infrastructure programs.

Attachment – Letter and Resolution from Huron-Kinloss dated June 1, 2021

Endorsement of the resolution is requested.

- CA-2021-085 Correspondence from Emma Blowes regarding the Ontario Students Against Impaired Driving "Safe Roads – Safe Community" project. Free road signs are available for anyone wanting to share the message of road safety.
- Attachment – Email from Blowes dated June 2, 2021 and letter dated May 18, 2021
- For the consideration of Council.
- CA-2021-086 Municipal Information Form for Liquor Licence Application for an outdoor area at 55 Queen Street (Stratford Festival Theatre).
- 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.
- Police Services and the Planning Department had no concerns with the application.
- The Building Division provided the following comments:
- Payment and application for the required AGCO agency letter have been submitted. Staff are waiting on confirmation regarding the tent crossing property lines and if any additional requirements are to be completed prior to issuing the letter.
- The Clerk's Office provided the following information:
- A portion of the area requested for use is located on municipal property and leased by the Stratford Festival through a long-term lease agreement. The application was circulated to the City's legal counsel and insurer for review and they have advised the lease agreement permits the sale and consumption of alcohol and contains the necessary clauses to protect the City.
 - The AGCO requires confirmation that the City does not object to the use of the subject municipal property for this operation. Subject to no concerns being received by Council, the accompanying letter to the AGCO will provide that the City consents to the use.



Dear Mayor and Council,

Gravel Watch Ontario acts in the interests of residents and communities to protect the health, safety, quality of life of Ontarians and of the natural environment in matters that relate to aggregate resources. Today, we share our comments (attached) which we have submitted to the Ontario government. It addresses several issues that concern you and communities across the province. They include the following:

- Cumulative impacts on communities of extraction industries, specifically of aggregate i.e., rock, gravel, sand, and clay;
- Preservation of prime farmland and of water resources necessary for food sustainability and renewable industries;
- Local planning to preserve natural capital through good policy, and practices;
- Resilience in the face of the twin threats of COVID-19 and climate change.

Gravel Watch Ontario recognizes the obligation of communities to protect our agricultural lands, water resources and natural environment, all of which are essential for building a climate-resilient Ontario for future generations. Gravel Watch Ontario has commented on government planning and aggregate policies for over 15 years and works with our members to ensure that policies regulating gravel

extraction do not result in permanent loss of farmland or rural landscape amenities and do not damage the integrity of the water resources supplied by the rural landscape.

We thank you for your significant work on these, offer the attached to assist you, ask you to link us to local community groups facing aggregate issues, and invite you to continue this dialogue.

Sincere wishes for good health.

Bryan Smith, President

Gravel Watch Ontario

info@gravelwatch.org

www.gravelwatch.org

ph: 289 270 7535



Date: April 19, 2021

To: greenbeltconsultation@ontario.ca

From: Gravel Watch Ontario, info@gravelwatch.org

Re: Consultation on Growing the Size of the Greenbelt, ERO number 019-3136

OVERVIEW

The following is a submission by Gravel Watch Ontario (GWO; www.gravelwatch.org) in response to the request for feedback on the Consultation on Growing the Size of the Greenbelt ERO 019-3136. Gravel Watch Ontario is a province-wide coalition of citizen groups and individuals that acts in the interests of residents and communities to protect the health, safety, quality of life of Ontarians and the natural environment in matters that relate to aggregate resources.

Gravel Watch Ontario recognizes the obligation to protect our agricultural lands, water resources and natural environment, all of which are essential for building a climate resilient Ontario for future generations. Gravel Watch Ontario has commented on government planning and aggregate policies for over 15 years and works with our members to ensure that policies regulating gravel extraction do not result in permanent loss of farmland or rural landscape amenities and do not damage the integrity of the water resources supplied by the rural landscape.

The consultation on ways to grow the size of Ontario's Greenbelt is especially timely as the COVID 19 pandemic has highlighted the critical need for food security from local sources during crisis periods and as one of the key factors in the subsequent economic recovery. Ontario has some of the best agricultural land in Canada, much of which is not protected by current land-use planning policies. These lands are a finite, non-renewable resource, and the foundation of one of the province's largest economic sectors, agri-food. Expansion of the Greenbelt will provide permanent protection of the farmland, water sources and natural ecosystems within the proposed Plan area as well as an opportunity for Ontario to become a world leader in farmland conservation. To mitigate the impact of the leapfrogging of development and aggregate extraction beyond the four Provincial Plans, Gravel Watch Ontario believes that more restrictive development policies are required throughout the province.

Overall, Gravel Watch Ontario supports the proposed expansion of the Greenbelt as outlined in the Initial Study Area of the Paris Galt Moraine and Urban River Valleys.

Gravel Watch Ontario agrees with the province that the Paris Galt Moraine is a valuable groundwater system that must be protected. The moraines continue to be under pressure for aggregate development, water takings (including below-water-table extraction), growth as well as the impacts of a changing and variable climate.

Recently an interim licence approval was granted for aggregate extraction of 750,000 tonnes of dolostone per year (for +25 years) in an ecologically rich area of the Paris Galt Moraine in Rockwood, Ontario (Hidden Quarry). Studies have shown that the quarry will impact both municipal and private wells and a provincially significant wetland. Gravel Watch Ontario is concerned that the quarry will serve as a precedent for unlimited extension to adjacent properties and an expansion into a mega quarry site.

In determination of the boundary for the expanded Greenbelt, GWO believes that the following points must be addressed:

- That the Greenbelt boundaries be significantly expanded to include more of Ontario's agricultural land
- That below-water table aggregate extraction be prohibited in the Greenbelt (refer to Bill 71, Paris Galt Moraine Conservation Act, 2019)
- That there be broader moraine protection across the province (i.e. The Oak Ridges Moraine Conservation Act) in addition to the Greenbelt Plan
- That the Moffat Moraine (part of the Paris, Galt and Moffat Moraines ANSI) be included in the Initial Study Area and mapping
- That the Greenbelt Plan policy 4.3.2 (2) (Non-Renewable Resource Policies) which restricts municipal official plans and zoning bylaws from containing provisions that are more restrictive than the policies of the Greenbelt Plan be removed and replaced with 1.4.1 (How to Read This Plan) which states that if the plans, regulations or standards are more restrictive than this Plan, the more restrictive provision shall prevail
- That provincial policy leadership is required to analyze the extent to which the cumulative effect of aggregate extraction negatively impacts groundwater recharge in the moraine areas
- That the province assess the cumulative impacts of water taking and/or permitting in the Greenbelt Plan Study Areas and across the province
- That the outwash gravel deposits adjacent to the moraine that store and transmit groundwater recharged in the moraine to river valleys, and the river valleys that contain the high-baseflow streams fed by discharge from the moraine be included in the mapped area
- Clarification is needed as to how the identification and future protection of the designated areas relate to either the Natural Heritage System or the Agricultural System for the Greater Golden Horseshoe Growth Plan
- Clarification is needed as to how the identification and future protection of the water features relates to existing source water protection policies. For example, how does Greenbelt designation of river valleys compliment and reinforce the source water protection area for the Eramosa River Valley

- In keeping with the directives of the consultation proposal that stipulates the provincial government will not remove lands from the Greenbelt, we request that the government cancel plans to build Highway 413 (GTA West) and the Bradford Bypass (Holland Marsh Highway)

The above relates to the overall protection of the agricultural land base and the connectivity of the natural heritage and water resource systems that sustain ecological and human health and form the environmental framework in south-central Ontario. As requested in the consultation document, we have outlined in detail our answers to your specific questions below.

QUESTION 1

What are your thoughts on the initial focus area of the Study Area of the Paris Galt Moraine?

The Initial Focus Area of the Paris Galt Moraine indicates that the government has a clear understanding of the need to expand the Greenbelt and to protect water resource systems for future generations. Recent investigative studies show that the contributions of the moraine to groundwater recharge and discharge extend well beyond the physical land form and that they influence water flow, temperatures, quality and associated terrestrial and aquatic habitats in the water system. It has been pointed out in submissions by the City of Guelph and the Grand River Conservation Authority (GRCA) that the current mapping fails to consistently include all the glacial outwash areas next to the moraine that provide the groundwater flow linkages between the moraine features and the rivers which are sustained by moraine recharge (i.e. the Eramosa River and other streams identified by the GRCA in their submission).

Both urban development and rural land-use practices such as below-water-table aggregate extraction continue to be at risk to the integrity of the hydrologic and ecological functions of the moraine. The cumulative impacts of both aggregate extraction and water taking must be considered in relation to growth and development.

GWO recommends that a Moraine Protection Act for all moraines in the Province of Ontario be established in addition to the policies of the Greenbelt Plan. We also recommend that the mapping of the Initial Study Area include outwash areas and spillways.

GWO is concerned that the Greenbelt Plan may provide less protection from aggregate extraction than current municipal plans due to the wording of Section 4.3.2 (2) of the Plan. The Grand River Conservation Authority, the Township of North Dumfries, the City of Cambridge and the Region of Waterloo oppose any extension of the Greenbelt Legislation at this time. The Region of Waterloo requests enhanced municipal consultation prior to establishment of final mapping associated with the proposed Greenbelt expansion. They advise that unless policies (language and framework) are

revised, they oppose any extension. Their response to the Province's Consultation on Growing the Size of the Greenbelt is as follows:

"The Greenbelt Plan does not limit municipalities from adopting policies that are more stringent than the requirements of the Greenbelt Plan, except in relation to agricultural uses and mineral aggregate resources. On those topics, the policies of the Greenbelt Plan prevail and municipalities cannot adopt policies that are more stringent."

"The Regional Official Plan also prohibits aggregate extraction in Core Environmental Features. The Greenbelt Plan does not include this prohibition."

"Given that a large share of the region's groundwater recharge areas also overlap with some of the region's largest aggregate deposits, Regional staff have consistently recommended a precautionary approach when considering the extraction of mineral aggregate resources. As noted above, some of these policies are more stringent than the requirements in the Greenbelt Plan."

QUESTION 2

What are the considerations in moving from a Study Area to a more defined boundary of the Paris Galt Moraine?

We agree with the Ontario Federation of Agriculture that the province clarify how defining a boundary to bring the Paris Galt Moraine into the Greenbelt will have regard for other provincial policy directives such as emphasizing a watershed-based approach to water-resource planning and giving recognition to the moraine's role in hydrological functions.

Development of a Paris Galt Moraine Conservation Plan in addition to the Greenbelt Plan would address and protect the features and functions of a more defined Moraine Study Area. GWO recommends that these Moraine Plans be applied province-wide and that:

- they must prohibit below-water-table extraction in clear, straightforward language
- aggregate extraction is not permitted in natural core areas (as in the Oak Ridges Moraine Conservation Plan)

The province must adhere to Section 1.4.1 of the Greenbelt Plan and not have exception for mineral aggregate resources.

QUESTION 3

What are your thoughts on the initial focus area of adding, expanding and further protecting Urban River Valleys?

Both public and private lands must be included to provide protection, avoid fragmentation and act as corridors for wildlife. We do agree with the Ontario Federation of Agriculture that including the Urban River Valleys in the total Greenbelt land area should not be used in order to balance the loss of protected agricultural lands to development and aggregate extraction.

QUESTION 4**Do you have suggestions for other potential areas to grow the Greenbelt?**

We believe that Ontario's Greenbelt should be expanded to include more agricultural land. In addition to the Greenbelt Plan, the moraines require a broader province wide Conservation Plan with more restrictive aggregate policies that include no below water table extraction.

Identifying 'food belts' in various regions of the province and by branding the goods produced there encourages Ontarians to grow and buy locally which will contribute to Ontario's economy and promote tourism comparable to the evolution of the Niagara Region's vineyards.

GWO supports Ontario Nature in that the following water resource areas should be protected:

- All moraines within the GGS, given their vital role in providing clean drinking water and mitigating floods;
- Private lands within urban river valleys, since it is primarily private lands, not public lands, that are threatened with urbanization and development;
- Coldwater streams, wetlands and headwaters of river systems since they improve water quality, provide critical habitat for fish and other wildlife and afford many further benefits such as flood control, carbon storage, groundwater recharge and recreational opportunities;
- Former glacial Lake Algonquin and Iroquois Shorelines and Plain since they feature significant groundwater discharge zones and are the headwaters of many cold water streams; and
- The Lake Simcoe Basin and Northern Simcoe County where many important ecological and hydrological features are vulnerable to land speculation and intensive development.

QUESTION 5**How should we balance or prioritize any potential Greenbelt expansion with the other provincial priorities?**

As noted by the Ontario Federation of Agriculture, it is important to acknowledge that less than 5% of Ontario's land base can support any agricultural production. From 2011 to 2016, the Census of Agriculture indicated that Ontario lost 319,700 acres of Ontario farmland. That's 175 acres of farmland per day. The current system is resulting in incremental loss of agricultural lands due to the prioritization of aggregate extraction, development and growth, over farmland preservation.

Several studies have suggested that enough aggregate supply is available currently to fuel economic growth for at least 50 years. Rather than continue to prioritize the extraction of new sources of aggregate, it would be in the province's best interest to create incentives to maximize reuse and reprocessing of aggregate materials under

safe and appropriate industrial conditions. A recent study completed by The National Farmers' Union, McMaster University and Gravel Watch Ontario revealed that 77% of aggregate extraction occurs on prime agricultural lands. Given that agricultural lands are a key economic driver in Ontario, they must be protected and prioritized from invasive industrial development such as mining, pits and quarries. The Ontario Federation of Agriculture stated that the 'interim use' of aggregate extraction as considered by the aggregate industry, undermines Ontario's food sustainability and arguably permanently alters agricultural land. This finite, non-renewable resource must be permanently protected.

Aggregate extraction below the water-table results in a permanent water surface when extraction is finished. This situation results in direct exposure of the groundwater system to contamination from airborne sources and spills, as well as removes the possibility of rehabilitation of the site to resumed agricultural use. Prior to the late 1980's, Section 3.16 of the Ministry of Agriculture and Food Guidelines Policy did not permit mineral extraction on Class 1 to 3 agricultural lands unless agricultural rehabilitation of the site was carried out. Gravel Watch Ontario believes that in conjunction with growing the Greenbelt consultation, below water table aggregate extraction should be prohibited on and full rehabilitation of all extraction sites to agricultural use is necessary. More effective and extensive monitoring and transparent reporting of existing pits and quarries is required.

QUESTION 6

Are there other priorities that should be considered?

We must consider that while the Greenbelt Plan protects the countryside, it also offers green space for urban dwellers. A key consideration is the positive contribution of urban residents to rural economies through recreational uses, purchases of goods and services, visits to restaurants, farmers' markets, fairs, festivals and bed and breakfast establishments. From field to fork, the agri-food sector contributes \$47.3B to Ontario's economy and supports over 860,000 jobs.

With its general hummocky nature, sand and gravel deposits and permeable soils, the Paris Galt Moraine provides and purifies water at no cost to citizens. Establishing a Moraine Conservation Act is an opportunity to address water management concerns in a fiscally responsible manner now before the situation becomes dire. Failing to properly protect the moraine and in turn preserve the region's source of fresh water will lead to massive investments for infrastructure to provide water for the region. Furthermore, local business, farmers and industry depend upon this water source for local jobs and prosperity.

CONCLUSION

Gravel Watch Ontario is optimistic that the outcome of this consultation process will lead to the permanent protection of the Paris-Galt Moraine. It is essential at this time that the province moves forward with the permanent protection of Ontario's agricultural lands, natural heritage and water resources through both the Greenbelt Plan and a Moraine Conservation Act with more restrictive aggregate policies. Thank you for the opportunity to comment on the proposed Greenbelt expansion in the Initial Study Area. Gravel Watch Ontario looks forward to continuing to work with the province during the next stages of this consultation and we welcome any questions you may have.

REFERENCES AND FURTHER LINKS

Review of the State of Knowledge for the Waterloo and Paris Galt Moraines. February 2009. Prepared for: Land and Water Policy Branch Ministry of the Environment. Prepared by Blackport Hydrogeology Inc. Blackport and Associates Ltd., AquaResource Inc.

Ontario Ministry of Agriculture and Food: Revision to Food Land Guidelines Policy Regarding Mineral Aggregate Extraction (416/965).

Mike Schreiner, MPP, Guelph Leader of the Green Party of Ontario.

<https://globalnews.ca/news/7646488/greenbelt-expansion-plan-agricultural-land-concerns/>
<https://www.sierraclub.ca/en/node/2844>

<https://www.tv.org/article/it-appears-the-gtha-is-running-out-of-land-for-new-homes-after-all>

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwiozof1cbvAhU2FFkFHa0gCqsQFjAEegQICBAD&url=https%3A%2F%2Fdigital.library.ryerson.ca%2Fislandora%2Fobject%2FRULA%253A7741%2Fdatastream%2FOBJ%2Fdownload%2FBeyond_the_Building_Boundary_Could_Developing_Parts_of_the_Whitebelt_Actually_Be_Beneficial_.pdf&usg=AOvVaw0hZ7a_MMAGcOGRcLDtnkQJ

<https://www.cbc.ca/news/canada/kitchener-waterloo/doug-ford-pc-greenbelt-open-developers-mike-schreiner-1.4641575>

https://www.ohba.ca/wp-content/uploads/pdfs/priority/Implementing_the_Growth_Plan_-_April_FINAL.pdf

<https://ofa.on.ca/wp-content/uploads/2018/01/Farmland-at-risk-How-better-land-use-planning-could-help-ensure-a-healthy-future-for-agriculture-in-the-Greater-Golden-Horseshoe.pdf>

www.gravelwatch.org

<https://www.tarba.org/leaders-and-laggards/>

<https://fcm.ca/sites/default/files/documents/resources/guide/infraguide-reuse-recycling-road-construction-maintenance-materials-mamp.pdf>

<https://www.thestar.com/news/investigations/2021/04/03/ford-friends-with-benefits-an-inside-look-at-the-money-power-and-influence-behind-the-push-to-build-highway-413.html>

<https://ofa.on.ca/wp-content/uploads/2019/11/OFA-submission-regarding-proposed-Aggregate-Resources-Act-amendments.pdf>

<https://ofa.on.ca/resources/ofa-consolidated-land-use-policy/>

<https://johnsonela20f.files.wordpress.com/2019/01/stephen-harper-speech.pdf>

<https://drive.google.com/file/d/12hNeggxbn66-TToSMuaXz7aFuryF-jLf/view>



Township of The Archipelago

9 James Street, Parry Sound ON P2A 1T4 -

Tel: 705-746-4243/Fax: 705-746-7301 -

www.thearchipelago.on.ca

May 21, 2021

21-092

**Moved by Councillor Emery
Seconded by Councillor Sheard**

RE: Bill 228 - Banning unencapsulated Polystyrene Foam

WHEREAS unencapsulated expanded and extruded polystyrene foam (PS foam) is a common and economical product used for dock flotation; and

WHEREAS unencapsulated PS foam, when used as floatation, deteriorates and breaks down through exposure to water, sunlight and chemicals (gasoline, oil & other contaminants), as well as from animals and physical impacts from boats and other debris; and

WHEREAS the environmental impacts associated with the breakdown of unencapsulated PS foam are significant. PS foam is one of the top items of debris found on shorelines, beaches, and surface water around the world. Widespread and global contamination has resulted in PS foam being found in the gut contents of wildlife, including in the Great Lakes - St. Lawrence River Basin. PS foam causes adverse effects to wildlife when ingested. Laboratory experiments show negative impacts of PS foam on feeding behaviour, growth, hepatosomatic index (HSI), and reproduction. Under certain conditions, PS foam leaches known toxics styrene and benzene. Floating particles of PS foam also has aesthetic impacts on shorelines and waterways; and

AND WHEREAS there is no Federal legislation in Canada regulating the use of unencapsulated expanded polystyrene foam (EPS) for docks to date. However, on May 13, 2021, the Province of Ontario passed *Bill 228: Keeping Polystyrene Out of Ontario's Lakes and Rivers Act*, to regulate and control its use for floats; and

NOW THEREFORE BE IT RESOLVED that the Great Lakes and St. Lawrence Cities Initiative (Cities Initiative) recognizes the need for PS foam to be encapsulated when used for flotation; and

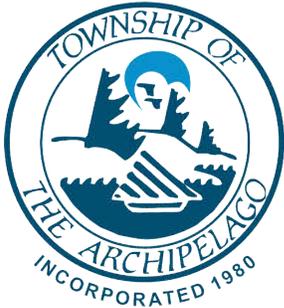
BE IT FURTHER RESOLVED that the Cities Initiative and its members call on the Federal Government of Canada (Ministries of Fisheries and the Environment) the Province of Ontario (Ministry of Natural Resources & Forestry, Ministry of Environment, Conservation & Parks), the Province of Quebec, The United States (U.S.) Federal Government, and the U.S. States of New York, Pennsylvania,

Ohio, Indiana, Michigan, Illinois, Wisconsin and Minnesota to work in collaboration with each other to enact laws which:

1. ban unencapsulated polystyrene (PS) products in all new and replacement public and private floating facilities across the Great Lakes Region and the coasts of Canada and the United States;
2. - find common standards of defining encapsulation with the goal of zero emissions of PS foam;
3. require the timely transition to approved encapsulated PS products, for all public and private floating facilities currently using unencapsulated PS foam; and
4. require the proper disposal of all unencapsulated expanded polystyrene (EPS) products currently being used for dock flotation.

BE IT FINALLY RESOLVED that Council for the Corporation of the Township of The Archipelago directs its staff to submit this resolution to the Great Lakes St. Lawrence Cities Initiative; and forward this resolution to all municipalities in the Great Lakes watershed and to Federal and Provincial Representatives.

Carried.



Township of The Archipelago

9 James Street, Parry Sound ON P2A 1T4 -

Tel: 705-746-4243/Fax: 705-746-7301 -

www.thearchipelago.on.ca

May 21, 2021

21-091

**Moved by Councillor Andrews
Seconded by Councillor Manners**

RE: - Bill 279 – Environmental Protection Amendment Act (Microplastics Filters for Washing Machines), 2021

WHEREAS microfibers are human-made strands less than 5mm composed of either synthetic or natural materials. Microfibers are shed through the wear and tear of textiles through the laundering process;

WHEREAS billions of microfibers are released into the Great Lakes daily from machine laundering of clothes. Studies have found a single load of laundry can release up to millions of microfibers into washing machine effluent, which flows to the wastewater treatment plant. Wastewater treatment can capture up to 99% of microfibers in sewage sludge, but microfibers are still released into aquatic ecosystems through treated effluent. Billions of microfibers are released into the aquatic ecosystem daily in the Great Lakes basin, either directly via treated final effluent, or indirectly as runoff from land-application of treated sewage sludge; and

WHEREAS microfiber contamination is widespread: Worldwide and local studies have shown microfibers present in commercial fish, Great Lakes fish (including Lake Trout, Rainbow smelt, Brown bullhead, etc.), honey, salt, Great Lakes beer, tap water, bottled water and much more; and

WHEREAS microfibers are the most prevalent type of microplastics in the environment and have been found in surface water, soil, biota, and atmospheric samples; and

WHEREAS a 2014 surface water study in Lake Erie, Lake Ontario, and their tributaries measured microplastics at abundances between 90,000 and 6.7 million particles per square kilometer. These levels of microplastics are similar to or exceed concentrations found in ocean gyres like the “Great Pacific Garbage Patch; and

WHEREAS microplastics do not biodegrade; and

WHEREAS chemicals such dyes and flame retardants are added to textiles during manufacturing. Textiles can also absorb chemicals from their environment after manufacturing. Some of these chemicals are toxic, and harmful chemical compounds can be released into the environment via leaching from microfibers; and

WHEREAS a growing body of research shows that the effects of microplastics on animal life are far-reaching. Researchers have investigated the impacts of microplastics on gene expression, individual cells, survival, and reproduction. Mounting evidence shows that negative impacts can include decreased feeding and growth, endocrine disruption,

decreased fertility, and other lethal and sub-lethal effects. Some of these effects are due to ingestion stress (physical blockage), but many of the risks to ecosystems are associated with the chemicals in the plastic. Studies have shown that chemicals transfer to fish when they consume microplastics. When these fish end up on our dinner plates, we potentially increase the burden of hazardous chemicals in our bodies; and

WHEREAS a recent set of laundering experiments in the laboratory; have shown that an external filter can capture an average of 87% of fibres by count and 80% by weight before they go down the drain (McIlwraith et al. 2019). On a wider scale and in real-life context, Georgian Bay Forever, the University of Toronto and the Town of Parry Sound are completing a study that is measuring the effect that about 100 filters in households has on reducing microfibre pollution in the effluent of a wastewater treatment plant. The results of this study are to be released in August; and

WHEREAS add-on filters cost approximately \$180-220 CDN to purchase and install, which is prohibitive for the average household. Accordingly, voluntary adoption rates are low; and

WHEREAS France has passed legislation (France 2020-105, Article 79) that requires future washing machines sold to have filters. California has introduced a bill (California AB 622), and Ontario has tabled Private Member's Bill 279 to prohibit sales of washing machines without a filter of mesh size 100 microns or smaller. Companies such as Arclik have manufactured washing machines with filters built directly into them;

NOW THEREFORE BE IT RESOLVED that the Great Lakes St. Lawrence Cities Initiative (Cities Initiative) recognizes that to date the largest documented source of environmental microfibers is washing machines, and that findings indicate washing machine filters mitigate the majority of fibres shed during machine washing; and

BE IT FURTHER RESOLVED that the Cities Initiative recognizes the need to require future sales of washing machines to include filters with a maximum mesh size of 100 microns; and

BE IT FURTHER RESOLVED that the Cities Initiative and its members call on the Ontario government to pass Bill 279, and to call on the Canadian and U.S. government to create appropriate regulatory measures to the same effect; and

BE IT FURTHER RESOLVED that until households can only buy new laundry machines outfitted with <100 micron filters, the Cities Initiative and its members call on provincial, state and federal governments to provide funding and education to help constituents reduce microfiber waste.

BE IT FINALLY RESOLVED that Council for the Corporation of the Township of The Archipelago directs its staff to submit this resolution to the Great Lakes St. Lawrence Cities Initiative; and forward this resolution to all municipalities in the Great Lakes watershed and to Federal and Provincial Representatives.

Carried.



THE CORPORATION
OF
THE TOWN OF HALTON HILLS

Resolution No.: 2021-0115

Title: Elimination of LPAT

Date: May 25, 2021

Moved by: Mayor R. Bonnette

Seconded by: Councillor J. Fogal

Item No. 12.1

WHEREAS The Government of Ontario, on June 6, 2019, passed the *More Homes, More Choice Act, 2019*, (Bill108);

AND WHEREAS the changes to the Local Planning Appeal Tribunal (LPAT), contained in Bill 108 gives LPAT the authority to make final planning decisions based on a subjective “best planning outcome” approach rather than compliance with municipal and provincially approved official plans and consistency with provincial plans and policy;

AND WHEREAS Bill 108 restricts third party appeals of plans of subdivision only to the applicant, municipality, Minister, public body or prescribed list of persons;

AND WHEREAS Bill 108 takes local planning decision-making out of the hands of democratically elected municipal councils and puts it into the hands of a non-elected, unaccountable tribunal;

AND WHEREAS the LPAT adds cost and delays delivery of affordable housing by expensive, time consuming hearings, contrary to the intent of the *More Homes, More Choice Act, 2019*;

AND WHEREAS Regional and City/Town Councils have spent millions defending provincially approved plans at the OMB/LPAT;

AND WHEREAS Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans;

NOW THEREFORE BE IT RESOLVED THAT in the short term, the Minister of Municipal Affairs and Housing immediately restore the amendments to the Planning Act that mandated the evaluation of appeals on a consistency and conformity with Provincial policies and plans basis;

AND FURTHER THAT in the long term the Government of Ontario eliminate the LPAT entirely, as an antiquated body that slows delivery and adds costs to housing supply via expensive and drawn out tribunal hearings;

AND FURTHER THAT this resolution be forwarded to the Premier, the Minister of Municipal Affairs and Housing, Halton's Members of Provincial Parliament, Leaders of the New Democratic, Liberal and Green parties, the Association of Municipalities of Ontario, the Small Urban Mayors' Caucus of Ontario, Mayors and Regional Chairs of Ontario and Halton's local municipalities.



Mayor Rick Bonnette

**The Corporation of the Township of Huron-Kinloss**

P.O. Box 130
21 Queen St.
Ripley, Ontario
N0G2R0

Phone: (519) 395-3735

Fax: (519) 395-4107

E-mail: info@huronkinloss.com

Website: <http://www.huronkinloss.com>

Honourable Doug Ford, Premier of Ontario
Queen's Park Legislative Building
1 Queen's Park, Room 281
Toronto, ON M7A 1A1
premier@ontario.ca

June 1, 2021

Dear Honourable Doug Ford;

Re: Copy of Resolution #370

Motion No. 370

Moved by: Jeff Elliott Seconded by: Lillian Abbott

THAT the Township of Huron-Kinloss Council hereby support the Town of Cochrane and the Township of Hudson in their request that the Federal and Provincial Government includes apparatuses, training, equipment and structures for fire departments as eligible categories to any further infrastructure programs AND further direct staff to forward a copy of this resolution to the Honourable Doug Ford Premier of Ontario, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Honourable Laurie Scott, Minister of Infrastructure, the Ontario Fire Marshal, Jon Pegg, the Ontario Association of Fire Chiefs, and all Ontario Municipalities.

Sincerely,

Kelly Lush
Deputy Clerk



The Corporation of the Township of Huron-Kinloss

P.O. Box 130
21 Queen St.
Ripley, Ontario
N0G2R0

Phone: (519) 395-3735

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E-mail: info@huronkinloss.com

Website: <http://www.huronkinloss.com>

c.c: Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Honourable Laurie Scott, Minister of Infrastructure, the Ontario Fire Marshal, Jon Pegg, the Ontario Association of Fire Chiefs, and all Ontario Municipalities



272
CORPORATION OF THE
TOWNSHIP OF HUDSON
903303 HANBURY RD.
NEW LISKEARD, ON P0J1P0
(t) 705-647-5439 (f) 705-647-6373
www.hudson.ca admin@hudson.ca

March 31st, 2021

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Attention: Premier Ford

RE: Support for Fire Departments

At the Township of Hudson's Regular Meeting of Council held on Wednesday March 3rd, 2021, the following resolution 2021-049 was put forward and passed:

WHEREAS the role of Ontario's 441 fire departments and their approximate 30,000 full, part-time, and volunteer firefighters is to protect Ontarians and their property; and

WHEREAS according to the Ontario Fire Marshal and Emergency Management's latest data, in Ontario there was over 11,000 number of loss fires, 9,500 no loss fires, 784 injuries, 91 fatalities, and over \$820 million dollars of estimated loss in 2018; and

WHEREAS fire emergencies only make up a portion of the total calls for help received by fire and emergency service departments as they respond to nearly every public emergency, disaster, or 9-1-1 call; and

WHEREAS Ontario's fire department infrastructure deficit continues to grow annually and is almost entirely borne by the municipality and local taxpayers with the majority having populations under 25,000; and

WHEREAS due to antiquated structures and equipment that do not meet current industry standards the safety of the Ontario public and Ontario firefighters is being jeopardized;

NOW THEREFORE the Council of the Corporation of the Township of Hudson resolves as follows:

1. **THAT** the Federal and Provincial Government includes apparatuses, training, equipment and structures for fire departments as eligible categories to any further infrastructure programs which will not only provide immediate stimulus to the local, provincial and federal economies given current economic uncertainty but also ensure the safety of Canadians and dedicated firefighters; and

2. **THAT** this resolution be forwarded to the Honourable Doug Ford Premier of Ontario, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Honourable Laurie Scott, Minister of Infrastructure, local MPP, local MP, the Ontario Fire Marshal, Jon Pegg, the Ontario Association of Fire Chiefs, and all Ontario Municipalities.

Please accept this for your consideration and any necessary action.

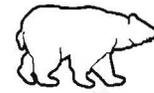
Sincerely,

A handwritten signature in black ink, appearing to read "Jordan Kemp". The signature is stylized with a large initial 'J' and a long, sweeping underline.

Jordan Kemp
Clerk-Treasurer
Township of Hudson

THE TOWN OF COCHRANE

171 Fourth Avenue
 Cochrane, Ontario, Canada, P0L 1C0
 T: 705-272-4361 | F: 705-272-6068
 E: townhall@cochraneontario.com



ONTARIO, CA

COCHRANE**WONDERFULLY UNEXPECTED****“VIA EMAIL”**

April 21, 2021

The Corporation of the Township of Hudson
 903303 Hanbury Road
 New Liskeard, ON
 P0J 1P0

Attention: Jordan Kemp – Clerk/Treasurer

Dear Ms. Kemp:

Re: Support for Fire Departments

This will acknowledge receipt of your letter and resolution dated March 31, 2021 pertaining to the above noted.

This will also serve to advise you that your correspondence was received by Council at its regular meeting held Tuesday, April 13th, 2021 and the following resolution was passed:

“Resolution No.: 103-2021**Moved by: Councillor Daniel Bélisle Seconded by :Councillor Shea Henderson**

BE IT RESOVLED THAT the Council of the Corporation of the Town of Cochrane endorses and supports the resolution from the Township of Hudson that the Federal and Provincial Government includes apparatuses, training, equipment and structures for fire departments as eligible categories to any further infrastructure programs which will not only provide immediate stimulus to the local, provincial and federal economies given current economic uncertainty but also ensure the safety of Canadians and dedicated firefighters.

CARRIED”

Trusting that this action of Council will be of assistance, I remain

Yours truly,

THE CORPORATION OF THE TOWN OF COCHRANE

Alice Mercier
 Clerk

/am



From:**Sent:** June 2, 2021 6:36 PM**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 Wednesday June 2nd 2021 6:34 PM with reference number 2021-06-02-091.

- **Subject:**
OSAID Road Safety Sign Request
- **Full name:**
Emma Blowes
- **Email address:**
- **Daytime phone number:**
- **Street# and name:**
- **City:**
Stratford
- **Message:**
Dear Mayor Dan Mathieson,

Hi, I'm Emma Blowes a grade 11 student at St. Michael here in Stratford. I wanted to reach out to you to let you know that this past year I have been part fo the Ontario Students Against Impaired Driving, OSAID Youth Advisory Team. We just completed hosting a webinar on the dangers of impaired driving for youth across Ontario.

We are now launching the new 'Safe Roads- Safe Community" project. This project is providing free steel road signs (See attached) for schools, community clubs, municipalities, or anyone who is willing to share the important message of road safety. Possible locations could be a school parking lot, the entrance to your town/city/village, arena parking lot entrances/exits, etc.

If you want a Free road sign with shipping costs included you simply need to order it on the OSAID website at : <https://www.osaid.ca/about-6> or just google "OSAID Road Signs"

Impaired driving is a serious issue and still remains the number one criminal cause of death and injury among teenagers in Canada. You can help us by helping to post one of these signs in your community.

Thank you for your time and consideration,

Emma blowes
Grade 11, St. Michaels
Youth Advisory Team, OSAID
info@osaid.ca
www.osaid.ca

- **File name/description:**

1. [50FD78E3-9CCC-4147-B489-4FD6F2E057C3.jpeg \[140.9 KB\]](#)



May 18, 2021

Dear Partner in Road Safety :

OSAID, Ontario Students Against Impaired Driving, is offering a free:
-Safe Roads Safe Community- steel road-sign while supplies last.

Any school, municipality community group, service club, etc. in Ontario can order one (shipping included) :

Impaired driving is a serious issue and remains the number one criminal cause of death and injury among teenagers in Canada. You can help us by posting one of these signs in your community.

If you have any questions please contact Matt Evans, Project Coordinator by phone or email.

Thank you for your time and consideration,

Sincerely,

Matt Evans
 OSAID Project Coordinator
 (416) 407-1693
info@osaid.ca

[Click here to order a Road-Sign](#)





**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on June 14, 2021.

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 June 14, 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 14th day of June, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe