



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

**Meeting #:** 4697th  
**Date:** Monday, August 8, 2022  
**Time:** 7:00 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, Chris Bantock - Deputy Clerk, Tatiana Dafoe - City Clerk, David St. Louis - Director of Community Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Taylor Crinklaw - Director of Infrastructure and Development Services, Karmen Krueger - Director of Corporate Services, Anne Kircos - Acting Director of Human Resources, Jodi Akins - Council Clerk Secretary, Jonathan DeWeerd - Chief Building Official, Nancy Roulston - Manager of Engineering

To watch the Council meeting live, please click the following link: <https://stratford-ca.zoom.us/j/81888620847?pwd=b0dpVjBGYzllbXZ5NEhRdmx3L1ZRUT09>

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:**

14 - 35

Motion by

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated July 11, 2022 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 August 8, 2022 be added to the Agenda as printed.**

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

**5.1. At the August 8, 2022 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

4.1 Arbitration Update with the Stratford Professional Fire Fighters Association (SPFFA) - 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)); and Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e));

4.2 Draft Accommodation Licensing By-law - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));

4.3 Draft Site Alteration By-law - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

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

**6.1. Delegation Request from Loreena McKennitt**

Loreena McKennitt has requested to address Council with respect to Item 9.2.1 of this agenda - Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027).



Motion by

**THAT the delegation of Loreena McKennitt with respect to a Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027), be heard.**

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

### **7.1. Correspondence - 25th Dragon Boat Festival**

Organizers have requested designation of the 25th Dragon Boat Festival to be held Saturday, September 17, 2022 as a municipally significant event for the purpose of obtaining a liquor licence. The festival will be held in Lower Queen's Park and Tom Patterson Island.

The Fire Department, Building Division and Corporate Services did not identify any concerns with the event.

Motion by

**THAT City Council hereby designates the 25th Dragon Boat Festival to be held September 17, 2022 in Lower Queen's Park and on Tom Patterson Island as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

### **7.2. Resolution - Second Extension of Agreement for Integrity Commissioner Services (COU22-057)**

36 - 38

Motion by

**Staff Recommendation: THAT the agreement dated December 18, 2018 between Robert J. Swayze and The Corporation of the City of Stratford for provision of Integrity Commissioner services be extended for a further two year term to December 9, 2024.**

### **7.3. Proclamation - Lung Cancer Awareness Month**

39 - 40

Motion by

**THAT Stratford City Council hereby proclaims November 2022 as Lung Cancer Awareness Month in the City of Stratford to recognize the need for research in lung cancer affecting women and lung cancer health disparities, and encourage all citizens to learn about lung cancer and early detection through lung cancer screening.**

### **7.4. Resolution - Proposed Amendments to the Code of Conduct for Members of Council, Local Boards and Committees By-law 133-2018 (COU22-058)**

41 - 44

Motion by

**Staff Recommendation:** THAT the Code of Conduct for Members of Council, Local Boards and Committees By-law 133-2018, be amended to:

- Add the following new section:
  - "Orientation and Training: Attendance by members of Council, local boards and committees at orientation and training sessions paid for by the City shall be mandatory. Members unable to attend an orientation or training sessions due to illness or bereavement shall notify the City Clerk prior to the session. The City shall make available the resources and a recording of the session to the member. The member shall then be required to complete the form, enclosed as Appendix C declaring they read the materials and/or watched the session."
- Delete section 47 and replace with the following new section 47:
  - a. all formal complaints must be made in writing, setting out the reasonable and probable grounds for the allegation that a Member has contravened the Code of Conduct on the Complaint Form / Affidavit attached as Appendix B to this Code of Conduct;
  - b. all formal complaints must be filed with the Integrity Commissioner to determine if the matter is a complaint with respect to non-compliance with the Code of Conduct and not covered by any other applicable legislation or City policies;
  - c. any witnesses in support of the allegation must be identified on the Complaint form;
  - d. the formal complaint shall include the name of the Member alleged to have breached the Code of Conduct, the section of the Code of Conduct that was allegedly contravened, the date, time and location of the alleged contravention;
  - e. the Integrity Commissioner may request additional information from the complainant.

#### 7.5. Proclamation - Childhood Cancer Canada

Motion by

**THAT Stratford City Council hereby proclaims September 2022 as Childhood Cancer Canada month in the City of Stratford.**

#### 7.6. Resolution - Assumption of Avon West Phase 2 and Avon West Phase 3 Subdivision (COU22-059)

45 - 49

Motion by

**Staff Recommendation:** THAT Council authorize the assumption of the

completed public services in the Avon West Subdivision, Phase 2 and Phase 3 as described in the Subdivision Agreement with Werner Bromberg Limited, registered as Instrument PC81629, the First Amending Agreement registered as Instrument PC132360 and the Second Amending Agreement registered as Instrument PC132361, for Ahrens Street, Brown Street, Thomas Street, Riddell Street, Lots 11-40, 99-102, 143-150, 161-174, Plan 44M-39, Blocks 194, 195, 196, 197, 199, and 200 Plan 44M-39, Parts 1-41 Plan 44R-5258, and Parts 1-44 Plan 44R-5376.

**7.7. Resolution - McCarthy Road West 0.3m Reserve (COU22-060) 50 - 53**

Motion by

**Staff Recommendation:** THAT the City of Stratford declare Part 2 Plan 44R-6008 as public highway and dedicate it as forming part of McCarthy Road West.

**7.8. Resolution - Boathouse Washroom Project Financing Alternatives (COU22-061) 54 - 57**

Motion by

**Staff Recommendation:** THAT the report entitled "Boathouse Washroom Project Financing Alternatives" (COU22-061) be received for information;

**AND THAT** direction be given to staff regarding the preferred funding option for the Boathouse project.

**7.9. Correspondence - Special Occasion Permit Request**

The Stratford Slo-Pitch Year-end Tournament will be held on September 9-11, 2022 at the Packham Road Sports Complex and the organizer has applied for a special occasion permit liquor licence.

The Fire Department, Corporate Services Department and the Community Services Department have indicated they have no concerns with the event.

Motion by

**THAT** City Council does not express concern with the issuance of a special occasion permit for the Stratford Slo-Pitch Year-end tournament to be held September 9-11, 2022 at the Packham Road Sports Complex, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

**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 August 8, 2022 be adopted as printed.**

#### 9.1.1. Stratford Landfill Public Input Invited June 2022 (ITS22-018) 58 - 61

THAT Council consider any comments received;

AND THAT the report titled, "Stratford Landfill Public Input June 2022" (ITS22-018), be received for information.

### 9.2. Report of the Planning and Heritage Committee:

Motion by

**THAT the Report of the Planning and Heritage Committee dated August 8, 2022 be adopted as printed.**

#### 9.2.1. Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027) 62 - 93

That the matter of a Proposed Exemption from Sign By-law 159-2004 for 35 Waterloo Street North be filed.

#### 9.2.2. Heritage Stratford Recommendation Regarding the Intent to Designate 86 John Street South and 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act (PLA22-025) 94 - 132

THAT the Report titled, "Follow up to Report PLA22-025" (PLA22-028), be received.

#### 9.2.3. Heritage Stratford Recommendation Regarding the Intent to Designate 86 John Street South and 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act (PLA22-025)

THAT the Heritage Stratford request for Council to issue a Notice of Intent to Designate 86 John Street S and 90 John Street S, under Part IV, Section 29 of the Ontario Heritage Act, as amended, be filed.

#### 9.2.4. City of Stratford Municipal Heritage Registry – Non-Designated Properties Proposed for Inclusion (PLA22-026) 133 - 139

THAT Council direct Staff to notify the 30 property owners of the Heritage Stratford resolution and inform them of the upcoming virtual public open house;

THAT Staff hold a virtual public open house to educate and inform affected property owners and the public on the objectives of including non-designated properties on the Municipal Heritage Register;

AND THAT following the virtual public open house, staff forward a final recommended list of properties to be included on the Municipal Heritage Registry as non-designated properties for Council's consideration.

### **9.3. Report of the Finance and Labour Relations Committee:**

Motion by

**THAT the Report of the Finance and Labour Relations Committee dated August 8, 2022 be adopted as printed.**

#### **9.3.1. Destination Stratford Update 2 (FIN22-027) 140 - 155**

THAT the Destination Stratford Q2 Update dated June 21, 2022, be received for information.

#### **9.3.2. Purchasing Policy Exemption for Crane/Service Body Retrofit (FIN22-028) 156 - 167**

THAT Council approve an exemption from the Purchasing Policy to sole source the Crane/Service Body Retrofit to Eloquip Ltd.

#### **9.3.3. Electricity Procurement – City of Stratford (FIN22-025) 168 - 171**

THAT the report titled, "Electricity Procurement – City of Stratford" (FIN22-025), be received for information.

#### **9.3.4. Treasurer's Statement for Development Charges and Parkland Reserve Funds 2021 (FIN22-026) 172 - 176**

THAT the 2021 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;

AND THAT the 2021 Treasurer's Statement for City of Stratford Cash In Lieu of Parkland Reserve Fund be received for information.

**9.3.5. 2022 Community Grant Appeal Request (FIN22-024)**

177 - 205

THAT the matter of the appeal of Council's decision regarding denial of a 2022 community grant to ONE CARE Home and Community Support Services be filed.

**10. Notice of Intent:**

None scheduled.

**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 11.4 be taken collectively.**

Motion by

**THAT By-laws 11.1 to 11.4 be read a First and Second Time.**

Motion by

**THAT By-laws 11.1 to 11.4 be read a Third Time and Finally Passed.**

**11.1. Assumption of Completed Public Services in the Avon West Subdivision, Phases 2 and 3**

206 - 207

To assume the completed public services in the Avon West Subdivision, Phase 2 and Phase 3 as described in the Subdivision Servicing Agreement with Werner Bromberg Limited registered as Instrument PC81629, the First Amending Agreement registered as Instrument PC132360 and the Second Amending Agreement registered as Instrument PC132361, for Ahrens Street, Brown Street, Thomas Street, Riddell Street, Lots 11-40, 99-102, 143-150, 161-174, Plan 44M-39, Blocks 194, 195, 196, 197, 199, and 200 Plan 44M-39, Parts 1-41 Plan 44R-5258, and Parts 1-44 Plan 44R-5376.

**11.2. Contribution Agreement for the Electric Vehicle Charging Station Expansion Project**

208 - 209

To authorize the entering into and execution of a Contribution Agreement, and any other necessary documentation, between Her Majesty the Queen in Right of Canada as represented by the Minister of Natural Resources and The Corporation of the City of Stratford to carry out the City of Stratford Electric Vehicle Charging Station Expansion Project.

**11.3. Amend Code of Conduct for Members of Council, Local Boards and Committees** 210 - 211

To amend By-law 133-2018, to make changes to the Code of Conduct for Members of Council, Local Boards and Committees regarding attendance at orientation and training sessions, as well as formal complaint procedures.

**11.4. Dedication of Part of McCarthy Road West as Public Highway** 212

To dedicate Part 2 on Reference Plan 44R-6008, as a public highway forming part of McCarthy Road West in the City of Stratford.

**12. Consent Agenda: CA-2022-081 to CA-2022-095** 213 - 227

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 September 12, 2022.

Motion by

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

- **Social Services Committee [7:05 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [7:10 p.m. or thereafter following the Regular Council meeting]; and**
- **Finance and Labour Relations Committee [7:15 p.m. or thereafter following the Regular Council meeting];**
- **Planning and Heritage Committee [7:20 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 August 8, 2022 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. Social Services Committee

Motion by

THAT Items 5.2 and 7.1 of the Social Services Committee meeting dated August 8, 2022 be adopted as follows:

5.2 Identified Need within the Homelessness Portfolio for Enhanced Staffing (SOC22-012)

THAT the report titled, "Identified Need within the Homelessness Portfolio for Enhanced Staffing" (SOC22-012), be received for information;

AND THAT Council approve the hiring of one FTE Supervisor of Homelessness and Housing Stability position.

7.1 Homemakers and Nurses Services Contract Renewal 2022-24 (SOC22-011)

THAT the Director of Social Services be authorized to renew the Agreement with One Care Home and Community Support Services, for Homemakers and Nurses Services for the period from June 1, 2022, to May 31, 2024.

### 15.2.2. Infrastructure, Transportation and Safety Committee

Motion by

THAT Items 7.1 and 9.1 of the Infrastructure, Transportation and Safety Committee meeting dated August 8, 2022 be adopted as follows:

7.1 Blue Box Services with Circular Materials Ontario for the



Transition Period of May 1, 2024 to December 31, 2025  
(ITS22-021)

THAT the Chief Administrative Officer be authorized to negotiate and enter into a contractual agreement for Blue Box Services with Circular Materials Ontario for the Transition Period of May 1, 2024, to December 31, 2025.

#### 9.1 Overnight Parking Strategy (ITS22-019)

THAT the Clerk be directed to bring forward a by-law to amend Section 8(1) - No Parking In Unposted Locations - of the Traffic and Parking By-law 159-2008, as amended, to add the following:

- in a manner that obstructs municipal snow clearing operations.

AND THAT staff be directed to undertake an application to the Ministry of the Attorney General, pursuant to the Provincial Offences Act, for Part II set fines to be utilized as follows:

1. \$60 voluntary payment within 7 days and \$80 set fine for parking on a roadway or shoulder between 2:00 a.m. and 6:00 a.m.; and,
2. \$60 voluntary payment within 7 days and \$80 set fine for parking in a manner that obstructs municipal snow clearing operations.

#### 15.2.3. Finance and Labour Relations Committee

Motion by

THAT Item 5.2 of the Finance and Labour Relations Committee meeting dated August 8, 2022 be adopted as follows:

5.2 Long-Term Debt and Borrowing Draft Policy, Lease Financing Draft Policy, and Update of Banking Signing Authorities, (FIN22-031)

THAT the report titled "Long-Term Debt and Borrowing Draft Policy, Lease Financing Draft Policy, and Update of Banking Signing Authorities", (FIN22-031), be received for information;

THAT a new Policy F.1.19 "Long-Term Debt and Borrowing", be approved;

THAT the amended Policy F.1.10 "Lease

Financing”, be approved;

AND THAT section 4.13 of the Delegation of Authority By-law 135-2017, as amended, be further amended to include the Manager of Revenue and Taxation and the requirement for two signatures, one of which must be the Chief Administrative Officer or the Director of Corporate Services and Treasurer.

#### **15.2.4. Planning and Heritage Committee**

Motion by

THAT Item 5.1 of the Planning and Heritage Committee meeting dated August 8, 2022 be adopted as follows:

##### **5.1 Proposed Site Alteration By-law (PLA22-030)**

THAT the Site Alteration By-law as presented, be adopted by Council to regulate the filling, grading and excavation of soil;

THAT Fees and Charges By-law 172-2021 as amended, be further amended to establish fees and charges under the Site Alteration By-law;

AND THAT City Construction Inspectors be appointed as Enforcement Officers under By-law 60-2003 as amended for the purpose of enforcing the Site Alteration By-law in addition to existing Enforcement Officers.

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

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 11.5 to 11.10 be taken collectively.

Motion by

THAT By-laws 11.5 to 11.10 be read a First and Second Time.

Motion by

THAT By-laws 11.5 to 11.10 be read a Third Time and Finally Passed.

##### **15.3.1. Amend Traffic and Parking By-law**

To amend Section 8(1), No Parking in Unposted Locations, of the Traffic and Parking by-law 159-2008, as amended.

- 15.3.2. Site Alteration By-law** 229 - 239
- To prohibit and regulate the placing or dumping of fill, removal of topsoil and the alteration of the grade of land in the City of Stratford.
- 15.3.3. Amend Fees and Charges By-law to Establish Fees under the Site Alteration By-law** 240 - 241
- To amend Schedule "E" of the Fees and Charges By-law 172-2021, to establish fees and charges under the Site Alteration By-law.
- 15.3.4. Appoint Enforcement Officers for the Purpose of Enforcing the Site Alteration By-law** 242 - 243
- To amend By-law 60-2003 as amended, to appoint Enforcement Officers for the purpose of enforcing the Site Alteration By-law.
- 15.3.5. Amend Delegation of Authority By-law** 244 - 245
- To amend By-law 135-2017, as amended, to delegate Council's authority to the Manager of Taxation and Revenue and to add the requirement for two authorized signatures to complete various banking matters.
- 15.3.6. Confirmatory By-law** 246
- To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on August 8, 2022.

**15.4. Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

Motion by

**THAT the August 8, 2022 Regular Council meeting adjourn.**



## Stratford City Council Regular Council Open Session MINUTES

Meeting #:	4696th
Date:	Monday, July 11, 2022
Time:	7:00 P.M.
Location:	Electronic Meeting
Council Present in Council Chambers:	Mayor Mathieson - Chair Presiding
Council Present Electronically:	Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos
Regrets:	Councillor Beatty
Staff Present in Council Chambers	Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Karmen Krueger - Director of Corporate Services, Chris Bantock - Deputy Clerk
Staff Present:	David St. Louis - Director of Community Services, Kim McElroy - Director of Social Services, Anne Kircos - Acting Director of Human Resources, Neil Anderson - Deputy Fire Chief, Taylor Crinklaw – Director of Infrastructure and Development Services, Jodi Akins – Council Clerk Secretary, Miranda Ivany – Planner, Nancy Roulston – Manager of Engineering, Michael Mousley – Manager of Transit, Jonathan DeWeerd – Chief Building Official, Zac Gribble – Executive Director, Destination Stratford
Also Present:	Members of the public and media

### **1. Call to Order:**

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

Councillor Beatty provided regrets for this meeting.

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

Councillor Burbach declared a pecuniary interest on Item 5.1 of the Planning and Heritage Committee agenda, Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027), as she is a member of the board for the organization making the request.

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

R2022-280

**Motion by** Councillor Gaffney

**Seconded by** Councillor Ritsma

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated June 27, 2022 be adopted as printed.**

**Carried**

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

R2022-281

**Motion by** Councillor Clifford

**Seconded by** Councillor Ingram

**THAT the Addendum to the Regular Agenda of Council and Standing Committees dated July 11, 2022, to add receipt of correspondence and delegations to Item 11.4, be added to the Agenda as printed.**

**Carried**

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

**5.1 At the June 27, 2022, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

4.1 Proposed Disposition of Land in the Crane West Business Park - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

R2022-282

**Motion by** Councillor Ritsma

**Seconded by** Councillor Gaffney

**THAT the City of Stratford hereby consents to the sale of the properties known as Lots 2 and 3 in the Crane West Business Park legally described as Part of Lot 1 and 2, Concession 3 (Downie) designated as Parts 9, 10 and 11 Reference Plan 44R-5904 subject to a drainage easement over Part 9, Reference Plan 44R-5904 as in R145534, in the City of Stratford, County of Perth being part of PIN 53264-0091(LT) to McKinley Hatchery (St. Marys) Ltd.**

**Carried**

**5.2 At the July 11, 2022, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

4.1 Proposed Disposition of Land in the Wright Business Park - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years);

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

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

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

### **6.1 ADDED - Request for Delegation regarding the Municipal Accommodation Tax By-law**

R2022-283

**Motion by** Councillor Ingram

**Seconded by** Councillor Burbach

**THAT the correspondence from Karen Zamaria and Jack McDonald dated July 11, 2022 be received;**

**AND THAT the delegations by Reverend R. L. Read, President of the Stratford and Area Bed & Breakfast Association, Karen Zamaria and Jack McDonald and Murray Sanderson, regarding Item 11.4, "Municipal Accommodation Tax by-law", be heard.**

**Carried**

Reverend R.L. Read stated that on June 21, The CAO and Director of Corporate Services invited the Stratford and Area Bed & Breakfast Association (SABBA) board to submit feedback on a draft proposal of the Municipal Accommodation Tax (MAT). When invited to submit feedback, he advised that there was no discussion of the draft proposal being voted on but this was then done at the subsequent meeting. He further stated that only half an hour was permitted for feedback discussion at their meeting with staff but that this was not sufficient. The meeting invitation did not provided sufficient lead time to read the draft and gather our own data. He requested that Council defer further implementation of the MAT given that SABBA was not further engaged with following the meeting with staff. Murray Sanderson, also speaking as a delegate tonight, is the SABBA MAT representative and he is in support of what Mr. Sanderson has to present.

Murray Sanderson stated that the MAT was first raised at Council in Feb 2020. Instructions provided at that time to staff were to commence public consultations. Due to Covid-19 this was understandably not done. At this time they are now faced with a by-law prepared and ready for vote. Mr. Sanderson advised that SABBA has not had consultation that they expected and to his knowledge doesn't believe anyone else has. This decision is something that is very important and should be put to the public and various groups effected in order to get more feedback. Mr. Sanderson advised that the BnB's are opposed for a number of reasons,

many of which were sent out in an email to Council. He stated that tourists will pay it but costs to BnB's to break out costs such as charging for meals, parking, Wi-Fi, and anything else not accommodations related. For BnB's this is a considerable hardship as many don't have the accounting systems to do this. Many charge one price and add HST on top but now will have to break it out and add HST on the MAT. Mr. Sanderson stated that back in February of 2020, Council instructed staff to do consultation but also included a provision to review Destination Stratford and tourism in the City, however this has not been done. Mr. Sanderson questioned how this new by-law will be enforced until a short term accommodation by-law has also been approved. He stated that he believes this will hurt tourism in Stratford and reduce the number of overnight stays. Four percent does not sound like a lot but ends up being over seventeen percent in tax with the HST. Without proper enforcement this will drive more BnB's underground. Mr. Sanderson encouraged Council to reconsider this tax until further studies can be undertaken, understanding that the damage it will cause will be insurmountable and will drive accommodators underground or out of business. He stated that if the City is not prepared to put this on hold then licensed BnB's should be exempt from payment of the MAT.

Karen Zamaria and Jack McDonald advised that they are co-proprietors of a BnB that has been running for 35 years at 66 Bay Street. They felt they had a duty to speak out when they learned late by email about this. They had not been alerted or advised by anyone from the City beforehand. They concurred with recent comments from other delegates and are unsure why at the last meeting Council passed a four percent MAT tax to be charged for all tourists staying overnight in all City accommodations. We have all endured an over 2 year global pandemic impacting all business in our lives but particularly accommodations. Many still get last minute cancellations because clients test positive for Covid-19 before coming into Stratford. With gas and basic necessities soaring and inflation rising, they questioned if this is the time to consider implementing the passing of another tax for the consumer and tourist to pay. They questioned how much money would be spent to collect a four percent MAT tax and what the actual net profit would be. They stated that more accommodators will be required to sell or declare bankruptcy due to this tax and questioned if a destination marketing fee tax had been considered instead. It was further stated that the Ontario government has been



offering a tax rebate staycation credit. Now Stratford is proposing to put another tax on clients. They requested that alternatives be considered and to scrap the tax.

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

### **7.1 Proclamation - Request from #1792 Project**

R2022-284

**Motion by** Councillor Ritsma

**Seconded by** Councillor Burbach

**THAT Stratford City Council hereby proclaims 2022 as the "230th Anniversary of the Year of Black Loyalist Exodus of 15 Ships to Sierra Leone" in the City of Stratford.**

**Carried**

### **7.2 Proclamation - World Duchenne Awareness Day**

R2022-285

**Motion by** Councillor Ingram

**Seconded by** Councillor Bunting

**THAT Stratford City Council hereby proclaims September 7, 2022 as "World Duchenne Awareness Day" in the City of Stratford to raise awareness of and show support for those living with Duchenne muscular dystrophy.**

**Carried**

### **7.3 Proclamation - Rail Safety Week**

R2022-286

**Motion by** Councillor Gaffney

**Seconded by** Councillor Sebben

**THAT Stratford City Council hereby proclaims September 19 to 25, 2022 as "Rail Safety Week" in the City of Stratford to raise awareness of rail safety, save lives and prevent injuries caused by incidents involving trains and citizens.**

**Carried**

### **7.4 Resolution - T-2022-17 Asphalt Resurfacing (COU22-056)**

The CAO advised that the recommendation from staff is for approval of the scope of work for the tender price listed. It was further advised that

the information in the report identifies as to why the scope is recommended to be expanded.

The Manager of Engineering provided an overview of the additional scope of work for the tender being recommended.

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

- repairs to John Street not being included in this contract due to traffic control concerns with other work taking place in the area; and,
- consideration for road patching on John Street to smooth out and fill potholes.

R2022-287

**Motion by** Councillor Ingram

**Seconded by** Councillor Ritsma

**THAT Council approve the additional scope of work and that the Tender (T-2022-17) for the Asphalt Resurfacing 2022 Contract be awarded to Capital Paving Inc. at a total tender price of \$2,648,763.27, including HST;**

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

**Carried**

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

None scheduled.

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

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

R2022-288

**Motion by** Councillor Ingram

**Seconded by** Councillor Burbach

**THAT the Report of the Planning and Heritage Committee dated July 11, 2022 be adopted as printed.**

It was requested that Items 9.1.1 and 9.1.2 be taken separately.

Mayor Mathieson called the question on Item 9.1.1.

**Carried**

Mayor Mathieson called the question on Item 9.1.2.

**Carried**

**9.1.1 Planning Report, Zone Change Amendment Z02-22, 385 West Gore Street (PLA22-023)**

THAT application Z02-22 to amend the zoning at 385 West Gore Street from a Residential Second Density R2(1) Zone to a Residential Third Density (R3-12) Zone with site specific regulations BE APPROVED for the following reasons:

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

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

**9.1.2 Planning Report Draft Plan of Condominium Application 31CDM22-002, 84 Church Street (PLA22-024)**

THAT Council of the City of Stratford pursuant to Section 51(31) of the Planning Act grant draft approval to Plan of Condominium 31CDM-22002 subject to the following conditions:

- a. This approval applies to the Draft Plan of Condominium submitted by Baker Planning Group, prepared by MTE Ontario Land Surveyors Ltd. certified by Trevor McNeil, OLS, File No. 36618-101-D1 (L), drawing file name 36618-101-D1.DWG, dated March 31, 2022. The Plan contains a total of 5 residential units.
- b. This draft approval is for a Standard Plan of Condominium under Part X of the Condominium Act, 1998.

- c. The development is to be registered as one condominium corporation. The phase limits are to be to the satisfaction of the Manager of Planning.
- d. This approval of the draft plan applies for a period of five (5) years, and if final approval is not given within that time, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.
- e. Prior to final approval for the registration of any phase of the condominium corporation within this development, a list of apartment numbers and the corresponding legal descriptions that will be in place upon registration of the plan of condominium shall be submitted to the City to the satisfaction of the Manager of Planning.
- f. Prior to final approval for the registration of any Condominium Corporation a plan shall be provided demonstrating that the unit boundaries in conjunction with the approved site plan are in compliance with the applicable Zoning By-law regulations.
- g. The Condominium Declaration shall contain appropriate provisions requiring municipal addressing and/or door point numbers to be posted on the façade of each Unit in accordance the City's Municipal Addressing By-law 47-2008 to the satisfaction of the Manager of Planning.
- h. Prior to final approval for the initial registration or any subsequent phase of the development as a condominium corporation by the Approval Authority, the Manager of Planning, City of Stratford, is to be advised in writing by the City of Stratford Corporate Services Department, Tax Division that all financial obligations/encumbrances on the said lands have been paid in full, including property taxes and local improvement charges.
- i. Prior to final approval, the Owner shall make arrangements for the granting of any easements for utilities and municipal services.
- j. Prior to final approval, the Manager of Planning, is to be advised in writing, by the telecommunications company, that

the Owner has made satisfactory arrangements with a telecommunications provider for the provision of permanent or temporary wire-line communications/telecommunication services to this plan.

- k. Prior to final approval, the Manager of Planning, is to be advised in writing, by Hydro One and/or Festival Hydro, that the Owner has made satisfactory arrangements with an electricity provider for the provision of permanent or temporary electricity services to this plan.
- l. Prior to final approval, the Manager of Planning, is to be advised in writing, by Enbridge Gas Inc., that its requirements with respect to easements and rights-of-way for services have been met.
- m. Prior to final approval for the registration or the development as a condominium corporation, the Manager of Planning is to be advised in writing by Canada Post that the Owner has confirmed mail delivery equipment has been supplied and installed to the satisfaction of Canada Post.
- n. That the Condominium Declaration proposed to be registered or any amendment thereto to effect the registration of a condominium phase shall be submitted for approval to the City's Manager of Planning. The said Declaration shall contain:
  - i. A provision that outlines that telecommunications, mail delivery equipment, water lines and appurtenances, hydro, perimeter fencing, parking, sanitary sewer lines and appurtenances are to be described as a common element and may include items that are external to the buildings and items that service more than one Unit or the Units and common elements and are to be operated, repaired, and maintained by the Condominium Corporation to the satisfaction of the Manager of Planning;
  - ii. A provision that unitized parking spaces are to be owned by residential unit owners; and

- iii. A provision that the condominium corporation agrees to maintain the subject lands in compliance with approved Site Plan.
- iv. Provisions requiring municipal addressing and/or door point numbers to be posted on the façade of each Unit in accordance the City's Municipal Addressing By-law 47-2008 to the satisfaction of the Manager of Planning.
- o. That prior to final approval, the Owner provide a written undertaking directed to the City's Manager of Planning to register a Condominium Declaration which shall include the approved provisions as required in condition (n) hereof.
- p. That a comprehensive site audit, including the preparation of a site plan, a landscape plan, a site lighting plan and a grading plan, representing current site conditions, be submitted for acceptance to the City's Manager of Planning and that any site works required by said Manager to bring the property to a safe and functional standard, be provided to the satisfaction of the Manager. Such works may include enclosed garbage containers, and additional site lighting to provide safety for occupants, and upgraded landscaping to implement previously approved plans, and changes to the layout of the parking spaces and traffic aisles.
- q. That a Technical Building Audit be completed and submitted to the City's Chief Building Official for approval and any deficiencies identified under the Ontario Building Code, Fire Code, or Chapter 665 of the Municipal Code (Property Standards for Maintenance and Occupancy) be rectified to the satisfaction of the Chief Building Official.
- r. The digital copy of the plans provided are required containing the plan of condominium in Auto CAD native format (.dwg), stored as a single file, with all of the classes of features (eg. building footprint, Unit boundaries, interior roadways, access to public street, retaining walls, noise attenuation walls, fences, etc.) separated into different layers. For further information, please contact City of Stratford Infrastructure and Development Services Department.

- s. Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein contained, the Owner shall file with the City of Stratford a complete submission consisting of all required clearances and final plans, and to advise the City of Stratford in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the City of Stratford, such submission will be returned to the Owner without detailed review by the City.
- t. That any legal costs and disbursements be reimbursed by the applicant.

Notes:

- 1. Pursuant to Section 51(59) of the Planning Act, if a plan approved under Section 51(58) of the Planning Act is not registered within 30 days of approval, the City of Stratford may withdraw its approval.
- 2. If final approval is not given to this Plan, within 5 years of the draft approval date, and no extensions have been granted, draft approval shall lapse under subsection 51(32) of the Planning Act, R.S.O., 1990. If the Owner wishes to request an extension to draft approval, a written explanation, together with a resolution from the local municipality, must be received by the Approval Authority 60 days prior to the lapsing date.
- 3. All plans are to be prepared using total station survey and compatible with the latest version of AutoCAD. The final plan submitted for registration, engineered design drawings and construction record drawings are to be provided in print and digital format referenced to a control network compiled to the satisfaction of the City of Stratford Engineering Department in accordance with Ontario Basic Mapping (U.T.M. Grid 1:2000), for future use within the City's geographical information system.
- 4. For the purposes of clarification no Occupancy Permit shall not be issued and no occupancy shall be permitted for any particular unit until all of the requirements of the Ontario Building Code in relation to occupancy for any particular Unit

has been achieved including but not limited to the Additional Work related to the Unit.

5. The Owner is advised that clearances from the following agencies are required:
  - City of Stratford Corporate Services Department, Tax Division
  - City of Stratford Infrastructure and Development Services Department, Manager of Planning
  - City of Stratford Infrastructure and Development Services Department, Chief Building Official
  - City of Stratford Infrastructure and Development Services Department, Engineering Division
  - Canada Post
  - Enbridge Gas Inc.
  - Festival Hydro
  - Bell Canada
6. The following is required for registration under the Registry Act and for City use:
  - Two (2) original mylars
  - Five (5) white paper prints
  - One (1) digital copy

AND THAT the above is recommended for the following reasons:

- a. the request is consistent with the Provincial Policy Statement;  
and
- b. the request conforms with the goals, objectives and policies of the Official Plan.

# **10. Notice of Intent:**

None scheduled.



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

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

It was requested that By-laws 11.3, 11.4 and 11.5 be taken separately.

R2022-289

**Motion by** Councillor Clifford

**Seconded by** Councillor Ritsma

**THAT By-laws 90-2022 and 91-2022 be taken collectively.**

**Carried** unanimously

R2022-290

**Motion by** Councillor Henderson

**Seconded by** Councillor Burbach

**THAT By-laws 90-2022 and 91-2022 be read a First and Second Time.**

**Carried** two-thirds support

R2022-291

**Motion by** Councillor Bunting

**Seconded by** Councillor Gaffney

**THAT By-laws 90-2022 and 91-2022 be read a Third Time and Finally Passed.**

**Carried**

R2022-292

**Motion by** Councillor Ritsma

**Seconded by** Councillor Ingram

**THAT By-law 92-2022 be read a First and Second Time.**

**Carried** two-thirds support

R2022-293

**Motion by** Councillor Ingram

**Seconded by** Councillor Henderson

**THAT By-law 92-2022 be read a Third Time and Finally Passed.**

**Carried**

R2022-294

**Motion by** Councillor Bunting

**Seconded by** Councillor Vassilakos

**THAT By-law 93-2022 be read a First and Second Time.**

Discussion ensued with respect to:

- referring the matter back to staff to complete further consultation;
- ensuring that small accommodators are consulted to determine if administrative supports are available; and,
- needing more time to consider the Municipal Accommodation Tax (MAT).

A request was made for a recorded vote to be taken.

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

- an overview of consultation efforts taken to date;
- a by-law being prepared and coming forward to a future meeting to consider licensing of short term rental accommodations;
- the MAT providing for an opportunity to increase enforcement resources;
- ensuring that all licensed BnB's are included in consultation moving forward; and,
- future consultations being planned for in-person with other opportunities but contingent on advice coming from Public Health officials.

**Motion by** Councillor Henderson

**Seconded by** Councillor Sebben

THAT the Municipal Accommodation Tax (MAT) By-law be referred to staff to undertake further consultation on imposing the MAT, the rollout of the MAT, and any feedback with regards to enforcement and collection.

**Defeated**

Discussion continued with respect to:

- consultations being able to go ahead separate from the by-law being approved;
- the by-law being amended if changes required as a result of consultations;
- looking into how other municipalities have implemented a MAT; and,
- no further direction being required of Council, following approval of the by-law, to implement a four percent MAT.

A recorded vote was taken on the motion:

In Support (9): Councillor Bunting, Councillor Vassilakos, Councillor Ingram, Councillor Burbach, Mayor Mathieson, Councillor Henderson, Councillor Ritsma, Councillor Clifford, Councillor Gaffney

Opposed (1): Councillor Sebben

**Carried** two-thirds support

R2022-295

**Motion by** Councillor Gaffney

**Seconded by** Councillor Ingram

**THAT By-law 93-2022 be read a Third Time and Finally Passed.**

**Carried**

R2022-296

**Motion by** Councillor Clifford

**Seconded by** Councillor Ingram

**THAT By-law 94-2022 be read a First and Second Time.**

**Carried** two-thirds support

R2022-297

**Motion by** Councillor Gaffney

**Seconded by** Councillor Bunting

**THAT By-law 94-2022 be read a Third Time and Finally Passed.**

**Carried**

### **11.1 Transfer to McKinley Hatchery of Certain Lands in the Crane West Business Park - By-law 90-2022**

To authorize the transfer (conveyance) to McKinley Hatchery (St. Marys) Ltd. of Parts 9, 10, 11, 12, 14, 15 and 16, Plan 44R-5904, in the Crane West Business Park.

### **11.2 Award Tender for Asphalt Resurfacing 2022 - By-law 91-2022**

To authorize the acceptance of a tender, entering into of a contract and the undertaking of the work by Capital Paving Inc. for Asphalt Resurfacing 2022 [T-2022-17].

### **11.3 Delegate Council's Authority to Approve Site Plans - By-law 92-2022**

To amend By-law 135-2017, as amended, to delegate Council's authority to the Manager of Planning, or delegate, to approve site plans and to

authorize the entering into and execution of approved site plan agreements and amending agreements.

#### **11.4 Municipal Accommodation Tax By-law - By-law 93-2022**

To impose a Municipal Accommodation Tax in the City of Stratford.

#### **11.5 Amend Zoning By-law 10-2022 to Rezone Lands Known Municipally As 385 West Gore Street - By-law 94-2022**

To amend By-law 10-2022 as amended, with respect to zone change application Z02-22 to amend the Residential Second Density R2(1) zone at 385 West Gore located on the southeast corner of West Gore Street and McCulloch Street to a Residential Third Density R3 zone with site specific regulations.

### **12. Consent Agenda: CA-2022-076 to CA-2022-080**

It was questioned as to the number of members required to pass a two-thirds majority vote for the First and Second Reading of by-laws at today's meeting. The City Clerk clarified that the two-thirds required based on those present at the meeting is 7. It was further clarified that it is two-thirds of the whole Council, being 8, that is required for motions to reconsider.

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

#### **13.1 Downtown Garbage Collection**

A question was raised with respect to overflowing garbage cans in the downtown over the weekend and what happened operationally. The CAO advised that staff are in receipt of feedback from garbage collection activities and the City has since put out a media release apologizing for the situation. It was further clarified that this was operational and staff are endeavoring to ensure it does not happen again.

#### **13.2 Forman Ave Safety Concerns**

Safety concerns on Forman Ave were raised by a member with respect to speeding and speedbumps. The Director of Infrastructure and Development Services advised that speeds encountered during an analysis of the area are within acceptable standards. It was further advised that a report will be coming forward to a future meeting to consider additional traffic calming measures.

### **13.3 Pothole Maintenance**

It was questioned if a schedule for road patching was still ongoing as potholes near Huntingdon and Avondale have been presenting bikers with challenges. The Director of Infrastructure and Development Services advised that the City is legislatively required to meet minimum standards for road conditions and pothole maintenance crews address areas of non-compliance every day.

### **13.4 Park System Washrooms**

It was questioned what the earliest time is that the public washrooms become available each day in the park system. The Director of Community Services advised that they are open from 9am to 9pm and that staff can look into them possibly opening earlier.

### **13.5 Highway 7/8 Expansion**

It was questioned when the building of a multi-lane road between Stratford and New Hamburg might be raised again with the Ministry of Transportation. The Mayor advised that a meeting has been requested with the Minister and staff at the regional office in London. It is not currently in their 5 year plan and did not make the top 10 projects but can be raised and followed up with a letter in advance.

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

The next Regular Council meeting is August 8, 2022.

R2022-298

**Motion by** Councillor Clifford

**Seconded by** Councillor Ritsma

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

- **Infrastructure, Transportation and Safety Committee [7:05 p.m. or thereafter following the Regular Council meeting];**
- **Finance and Labour Relations Committee [7:10 p.m. or thereafter following the Regular Council meeting];**
- **Planning and Heritage Committee [7:15 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 July 11, 2022 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

Councillor Burbach declared a pecuniary interest on Item 5.1 of the Planning and Heritage Committee agenda, Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027), as she is a member of the board for the organization making the request.

## **15.2 Committee Reports**

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

As the motion for the following item was defeated at Committee, the City Clerk advised that a motion would be listed to be filed on the August 8th Council agenda:

#### **5.1 Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027)**

### **15.2.2 Finance and Labour Relations Committee**

R2022-299

**Motion by** Councillor Gaffney

**Seconded by** Councillor Vassilakos

**THAT Item 7.4 of the Finance and Labour Relations Committee meeting dated July 11, 2022 be adopted as follows:**

#### **7.4 Long-Term Debt Update (FIN22-029)**

**THAT the report titled, "Long-Term Debt Update" (FIN22-029), be received;**

**THAT Council confirms the authorization of the long-term debt to a maximum of \$23,952,899 for the following projects, payments for which are included in the 2022 budget:**

- **the Aerial Fire Truck: \$1,732,495,**
- **the Quinlan Pumping Station: \$3,626,333,**
- **the Queen St Storm Project: \$13,909,071, and**
- **the Britannia Phase 2 Project: \$4,685,000 payments for which are not included in the 2022 budget;**

**THAT staff be directed to apply amounts levied in 2022 for the purposes of repayment of these projects to the currently unfunded balances to reduce the amounts required as noted;**

**THAT a by-law to authorize the borrowing in the form of a bank loan from RBC in the principal amount of \$5,358,828, towards the cost of the Aerial Fire Truck and the Quinlan Pumping Station, be adopted;**

**THAT a by-law to authorize the borrowing in the form of a bank loan(s) in the principal amount of \$18,594,071, towards the cost of the Queen Street Storm and Britannia Phase 2 Projects be brought forward to a future Council meeting;**

**AND THAT the Chief Administrative Officer or City Clerk and the Treasurer, two signatures required, be authorized to sign all related documents with the City's financial institution to complete the borrowing of funds.**

**Carried**

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

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

#### **By-law 95-2022 - Borrowing By-law**

To enter into a bank loan agreement with the Royal Bank of Canada for the purpose of long-term borrowing.

#### **By-law 96-2022 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 11, 2022.

R2022-300

**Motion by** Councillor Bunting

**Seconded by** Councillor Burbach

**THAT By-laws 11.6 and 11.7 be taken collectively.**

**Carried** unanimously

R2022-301

**Motion by** Councillor Sebben

**Seconded by** Councillor Clifford

**THAT By-laws 95-2022 and 96-2022 be read a First and Second Time.**

**Carried** two-thirds support

R2022-302

**Motion by** Councillor Gaffney

**Seconded by** Councillor Vassilakos

**THAT By-laws 95-2022 and 96-2022 be read a Third Time and Finally Passed.**

**Carried**

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

R2022-303

**Motion by** Councillor Ritsma

**Seconded by** Councillor Ingram

**THAT the July 11, 2022 Regular Council meeting adjourn.**

**Carried**



Meeting Start Time: 7:00 P.M.  
Meeting End Time: 8:22 P.M.

Meeting Reconvene Start Time: 9:34 P.M.  
Meeting Reconvene End Time: 9:35 P.M.

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Mayor - Daniel B. Mathieson

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Clerk - Tatiana Dafoe



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## MANAGEMENT REPORT

**Date:** August 8, 2022  
**To:** Mayor and Council  
**From:** Jodi Akins, Council Clerk Secretary  
**Report #:** COU22-057  
**Attachments:** None

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**Title:** Second Extension of Agreement for Integrity Commissioner Services

**Objective:** To renew the agreement with Robert J. Swayze for provision of Integrity Commissioner services for an additional two year term to December 9, 2024.

**Background:** Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017, legislated a requirement for municipalities to appoint an Integrity Commissioner by March 1, 2019. To meet this requirement, a request for proposals was issued in October 2018 and following evaluation of proposals, the contract was awarded to Robert J. Swayze, Barrister and Solicitor for a two year term to 2020. The agreement provides for two additional two year terms to be exercised by the City. The first extension was exercised following approval by Council on November 23, 2020 (COU20-185) and is set to expire December 9, 2022.

Pursuant to the agreement, staff provided notice in writing to Mr. Swayze that the City wishes to extend the agreement for the remaining two year term to December 9, 2024. Mr. Swayze acknowledged the request and confirmed he is agreeable to the proposed extension. Although the agreement only requires thirty (30) days' notice in writing prior to the expiry of the extended term, staff have opted to exercise this option early due to the upcoming municipal election occurring in the Fall of 2022.

**Analysis:** No changes have been made or are proposed for the existing agreement dated December 18, 2018. As Integrity Commissioner, Mr. Swayze reports to Council and is responsible for performing in an independent manner, the functions assigned to him by the municipality with respect to:

- Application of the Council Code of Conduct;
- Procedures, rules and policies governing the ethical behaviour of Council;
- Application of the *Municipal Conflict of Interest Act*;

- Provide advice to members of Council, as requested, regarding their obligations under the Council Code of Conduct and/or *Municipal Conflict of Interest Act*;
- Educate Council and the public on the Council Code of Conduct and the *Municipal Conflict of Interest Act*.

**Financial Implications:** Throughout the 2021-2022 term of this agreement (approximately 1.5 years to date), costs in the amount of \$21,827.83 (inclusive of HST) were paid for this service. Costs for this service depend on the number of complaints received and investigated and on the number of requests for advice that are submitted.

**Financial impact to current year operating budget:**

There are no proposed increases to the fee or mileage rates should the agreement be renewed. The Clerks Investigations G-R18-CLRK Reserve account is used to fund the service, which is in turn, funded from a transfer to the reserve fund. The 2022 transfer to the reserve fund for this activity was \$30,000. The ending balance for this reserve at December 31, 2021 was \$56,256.29. Based on the anticipated entries to be made from the 2022 budget at this time, the anticipated ending balance for December 31, 2022 will be \$36,256.29.

**Financial impact on future year operating budget:**

Funds will continue to be included in future year operating budgets to cover the anticipated cost of this service.

**Legal considerations:**

As noted above, it is a requirement under Bill 68 for municipalities to have appointed an Integrity Commissioner.

**Alignment with Strategic Priorities:**

**Not applicable:** These services are required under Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017.

**Alignment with One Planet Principles:**

**Not applicable:** These services are required under Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017.

**Staff Recommendation: THAT the agreement dated December 18, 2018 between Robert J. Swayze and The Corporation of the City of Stratford for provision of Integrity Commissioner services be extended for a further two year term to December 9, 2024.**

**Prepared by:** Jodi Akins, Council Clerk Secretary  
**Recommended by:** Tatiana Dafoe, City Clerk  
 Karmen Krueger, CPA, CA, Director of Corporate Services  
 Karmen Krueger, CPA, CA, Acting Chief Administrative Officer



Whereas, lung cancer is the leading cause of cancer death among men and women in Canada, accounting for more deaths than colon cancer, breast cancer, and prostate cancer combined; (1,2)

Whereas, over 20,000 Canadians are expected to die of lung and bronchus cancer in 2022, representing nearly one quarter of all cancer deaths in Canada; (1,2)

Whereas, according to research by Canadian oncologists, lung cancer is expected to be the most commonly diagnosed cancer in Canada, with over 30,000 new lung cancer cases expected in 2022; (2)

Whereas the 5-year survival rate for localized lung cancer is ~60%, yet only ~24% of lung cancers are diagnosed at this stage; (3)

Whereas, screening for lung cancer for high-risk individuals using low-dose computed tomography can lead to the earlier detection of lung cancer and save lives, reducing the mortality by 20% when compared to screening by chest x-ray in the National Lung Screening Trial (4) and reducing the risk of death at 10 years by 24% in men and 33% in women as demonstrated by another large randomized trial; (5)

Whereas, funding for lung cancer research trails far behind funding for research of many other cancers, and additional research is needed in early diagnosis, screening, and treatment for lung cancer as well as in lung cancer affecting women and lung cancer health disparities;

Whereas, organizations working in Canada such as the Canadian Lung Cancer Screening Initiative are committed to educating about lung cancer and lung cancer screening and working to increase lung cancer screening rates.

Therefore, I, Mayor \_\_\_\_\_, hereby proclaim November 2022 as Lung Cancer Awareness Month in \_\_\_\_\_, and recognize the need for research in lung cancer affecting women and lung cancer health disparities, and encourage all citizens to learn about lung cancer and early detection through lung cancer screening.

- (1) Canadian Cancer Statistics Advisory Committee. Canadian Cancer Statistics 2022. Canadian Cancer Society; 2022: <https://cancer.ca/en/research/cancer-statistics>
- (2) Brenner, D. R., Poirier, A., Woods, R. R., Ellison, L. F., Billette, J.-M., Demers, A. A., Zhang, S. X., Yao, C., Finley, C., Fitzgerald, N., Saint-Jacques, N., Shack, L., Turner, D., & Holmes, E. (2022). Projected estimates of cancer in Canada in 2022. *Canadian Medical Association Journal*, 194(17). <https://doi.org/10.1503/cmaj.212097>
- (3) “Cancer of the Lung and Bronchus - Cancer Stat Facts.” *SEER*, [seer.cancer.gov/statfacts/html/lungb.html](https://seer.cancer.gov/statfacts/html/lungb.html).
- (4) National Lung Screening Trial Research Team, Aberle DR, Adams AM, et al. Reduced lung-cancer mortality with low-dose computed tomographic screening. *N Engl J Med*. 2011;365(5):395-409. doi:10.1056/NEJMoa1102873
- (5) de Koning HJ, van der Aalst CM, de Jong PA, et al. Reduced Lung-Cancer Mortality with Volume CT Screening in a Randomized Trial. *N Engl J Med*. 2020;382(6):503-513. doi:10.1056/NEJMoa1911793




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## MANAGEMENT REPORT

**Date:** August 8, 2022  
**To:** Mayor and Council  
**From:** Tatiana Dafoe, City Clerk  
**Report #:** COU22-058  
**Attachments:** None

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**Title:** Proposed Amendments to the Code of Conduct for Members of Council, Local Boards and Committees By-law 133-2018

**Objective:** To consider amendments to the Code of Conduct for Members of Council, Local Boards and Committees By-law 133-2018.

**Background:** Stratford City Council has had a Council and Local Board Code of Conduct (Code) since 2007. The Code governed the general duties of Members as they carry out their official functions and duties and in their community role as elected officials. Following adoption of Bill 68, municipalities were legislatively required to adopt a code of conduct for members of council and its local boards and to appoint an Integrity Commissioner by March 1, 2019. In 2018, Council amended its Code through By-law 133-2018 to reflect the new legislative requirements and the role of an Integrity Commissioner.

As the Code has not been revised since the amendments in 2018, the purpose of this report is to propose additional amendments for consideration by Council.

### Analysis:

#### 1. Mandatory Attendance at Orientation and Training Sessions

The first proposed amendment is to require mandatory attendance by members of Council, local boards and committees at orientation and training sessions paid for by the City. Orientation and training sessions provide members with information on a variety of topics. It is important for all members to attend and participate in these sessions so that all members have the necessary tools and resources to fulfil their role and to receive the same information.

The inclusion of a mandatory attendance provision in the Code will enable the Integrity Commissioner to recommend a penalty for a contravention at their discretion.

Understanding that there may be reasons for a member's absence at an orientation or training session, such as illness, the City shall make available the resources and a recording of the session to the member. The member will then be required to complete a declaration form indicating that they read the materials and watched the session.

## 2. Amendments to section 47

Following consultation with the City's Integrity Commissioner, section 47 is recommended to be amended to require complaints to be filed directly with the City's Integrity Commissioner. The Code currently requires that complaints and requests for investigations be sent to the Clerk. Once received by the Clerk, the Clerk then forwards the complaint or request for an investigation onto the Integrity Commissioner for review.

As the Integrity Commissioner operates independently and is responsible for reviewing, responding and investigating complaints, it is appropriate for complaints and requests for investigation to be sent directly to them. The Clerk is not kept apprised of the status of complaints or investigations and is unable to respond to requestors looking for an update on their complaint or request. Staff support amending the Code to require complaints to be forwarded directly to the City's Integrity Commissioner.

## 3. Deletion of subsection b from Section 47

Following consultation with the City's Integrity Commissioner, subsection b of section 47, outlined below, is recommended to be deleted.

"b. formal complaints must be signed by an individual (which includes the authorized signing officer of an organization), but the identity of the complainant shall be disclosed only to the Integrity Commissioner and the City Clerk. "

Subsection b is recommended to be deleted for the following reasons:

1. The Act requires complaints to be from individuals. This subsection suggests that the complaint can be from an organization which is contrary to the Act.
2. The Integrity Commissioner cannot consider every complainant to be anonymous as the wording suggests.

## **Financial Implications:**

### **Impact to Current and Future Years Operating Budgets:**

An annual amount is included in the budget for services of the Integrity Commissioner, including conducting investigations. As this report is related to an administrative amendment, there are no financial implications relating to the proposed changes.



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

**Not applicable:** This report seeks to amend the Code of Conduct and therefore does not directly relate to any of the Strategic Priorities.

### **Alignment with One Planet Principles:**

**Not applicable:** This report seeks to amend the Code of Conduct and therefore does not directly relate to any of the One Planet Principles.

**Staff Recommendation: THAT the Code of Conduct for Members of Council, Local Boards and Committees By-law 133-2018, be amended to:**

- **Add the following new section:**
  - **"Orientation and Training: Attendance by members of Council, local boards and committees at orientation and training sessions paid for by the City shall be mandatory. Members unable to attend an orientation or training sessions due to illness or bereavement shall notify the City Clerk prior to the session. The City shall make available the resources and a recording of the session to the member. The member shall then be required to complete the form, enclosed as Appendix C declaring they read the materials and/or watched the session."**
- **Delete section 47 and replace with the following new section 47:**

#### **Formal Complaints**

**47. Any Employee, Member or member of the public who has identified or witnessed behaviour or activity by a Member that appears to be in contravention of this Code may have their concerns addressed through the formal complaint process set out below:**

- a. **all formal complaints must be made in writing, setting out the reasonable and probable grounds for the allegation that a Member has contravened the Code of Conduct on the Complaint Form / Affidavit attached as Appendix B to this Code of Conduct;**
- b. **all formal complaints must be filed with the Integrity Commissioner to determine if the matter is a complaint with respect to non-compliance with the Code of Conduct and not covered by any other applicable legislation or City policies;**
- c. **any witnesses in support of the allegation must be identified on the Complaint form;**
- d. **the formal complaint shall include the name of the Member alleged to have breached the Code of Conduct, the section of the Code of Conduct that was allegedly contravened, the date, time and location of the alleged contravention;**

- e. the Integrity Commissioner may request additional information from the complainant.**

**Prepared by:** Tatiana Dafoe, City Clerk  
**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services  
Karmen Krueger, CPA, CA, Acting Chief Administrative Officer




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## MANAGEMENT REPORT

**Date:** July 25, 2022  
**To:** Mayor and Council  
**From:** Nancy Roulston  
**Report#:** COU22-059  
**Attachments:** 44M-39, 44R-5258, 44R-5376

---

**Title:** Assumption of Avon West Phase 2 and Avon West Phase 3 Subdivision

**Objective:** To request Council authorization to assume both Phase 2 and Phase 3 of the Avon West subdivision.

**Background:** Both Phase 2 and Phase 3 of the Avon West subdivision are complete. The public services have been constructed and installed according to City specifications, standards and requirements, as specified in the subdivision agreement.

**Analysis:** All of the standard requirements for Phases 2 and 3 of the Avon West Subdivision have been met in accordance with Subdivision Servicing Agreement dated May 10, 2010, Instrument Number PC81629, the First Amending Agreement dated February 3, 2015 registered as Instrument PC132360, and the Second Amending Agreement dated October 26, 2015 registered as Instrument PC132361.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

All legal fees are to be paid for by the Developer.

#### **Financial impact on future year operating budget:**

Upon assumption of the infrastructure, there will be annual operating and maintenance costs for the roads, sidewalks, sewers, watermains and stormwater management facility.

#### **Link to asset management plan and strategy:**

Upon assumption of the infrastructure, these assets will be specifically added to the asset management plan. The new assets' replacements will be planned for based on estimated useful life. The adjustment to the asset management plan will impact future capital planning forecasts, and funding strategies will be updated accordingly.

## **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.

### **Widening our Economic Opportunities**

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

## **Alignment with One Planet Principles:**

### **Sustainable Water**

Using water efficiently, protecting local water resources and reducing flooding and drought.

### **Travel and Transport**

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

**Staff Recommendation: THAT Council authorize the assumption of the completed public services in the Avon West Subdivision, Phase 2 and Phase 3 as described in the Subdivision Agreement with Werner Bromberg Limited, registered as Instrument PC81629, the First Amending Agreement registered as Instrument PC132360 and the Second Amending Agreement registered as Instrument PC132361, for Ahrens Street, Brown Street, Thomas Street, Riddell Street, Lots 11-40, 99-102, 143-150, 161-174, Plan 44M-39, Blocks 194, 195, 196, 197, 199, and 200 Plan 44M-39, Parts 1-41 Plan 44R-5258, and Parts 1-44 Plan 44R-5376.**

<b>Prepared by:</b>	Nancy Roulston, Manager of Engineering
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure and Development Services
	Joan Thomson, Chief Administrative Officer

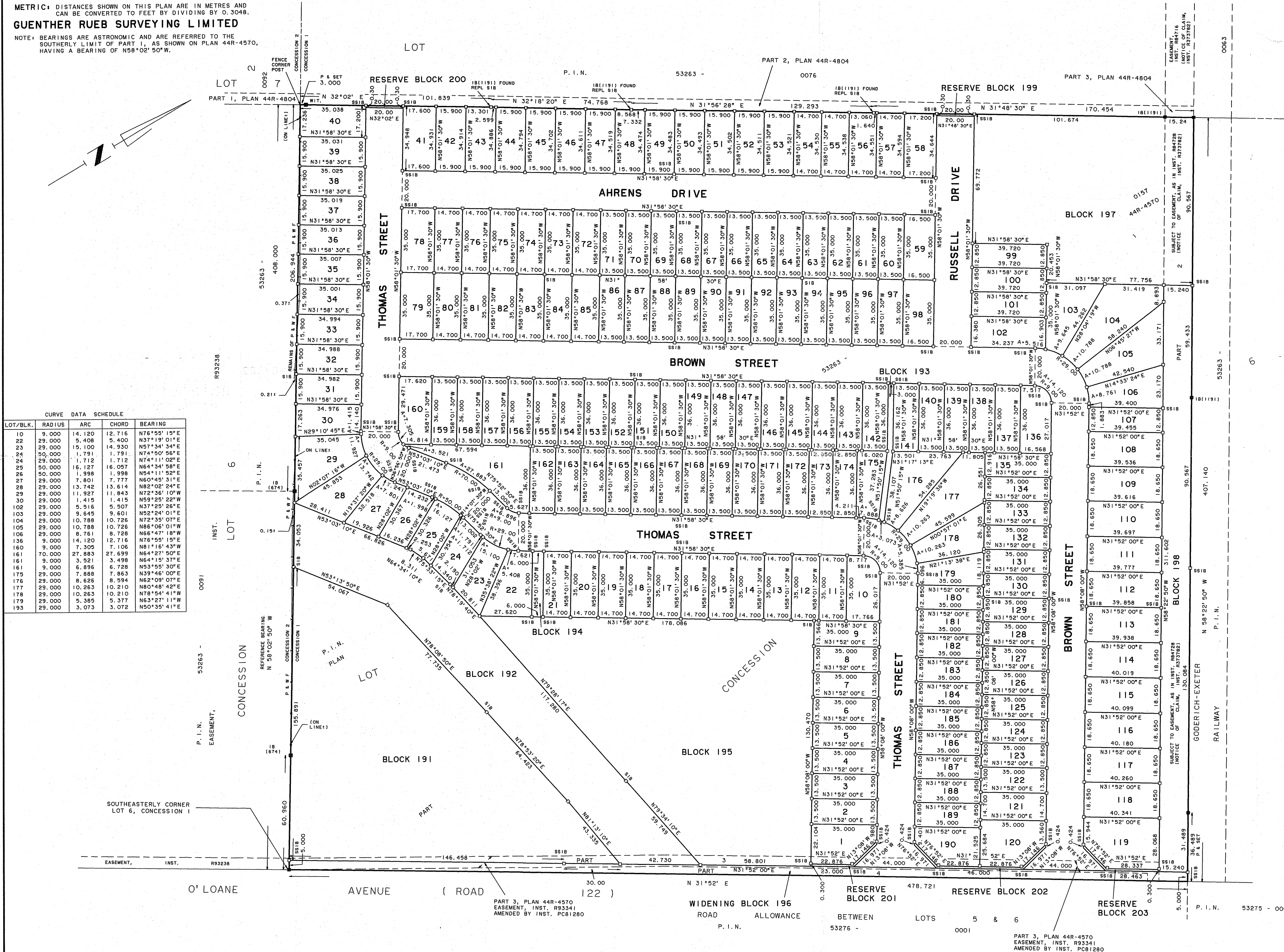
**PLAN OF SUBDIVISION**  
OF PART OF LOT 6, CONCESSION 1  
**CITY OF STRATFORD**  
COUNTY OF PERTH  
(GEOGRAPHIC TOWNSHIP OF DOWNIE)

SCALE = 1 : 1000

METRIC: DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

**GUENTHER RUEB SURVEYING LIMITED**

NOTE: BEARINGS ARE ASTROMONIC AND ARE REFERRED TO THE SOUTHERLY LIMIT OF PART 1, AS SHOWN ON PLAN 44R-4570, HAVING A BEARING OF N58°02'50"W.



PLAN 44M - 39

**CERTIFICATE OF REGISTRATION**

I CERTIFY THAT THIS PLAN 44M-39 IS REGISTERED IN THE LAND REGISTRY OFFICE FOR THE LAND TITLES DIVISION OF PERTH (No. 44) AT 11:25 O'CLOCK ON THE 15<sup>th</sup> DAY OF November 2010.

AND ENTERED IN THE REGISTER FOR P. I. N. 53263-0157

AND THE REQUIRED CONSENTS ARE REGISTERED AS PLAN DOCUMENT NO. PC 86407

**S. VIYURKA**

Adp LAND REGISTRAR

NOTE: THIS PLAN COMPRISES ALL OF P. I. N. 53263-0157.

BLOCK 198 AND PART OF BLOCKS 196 & 197 ARE SUBJECT TO EASEMENT, INST. R84728, NOTICE OF CLAIM INST. R373782.  
PART OF LOTS 1, 119, 120 & 190, PART OF BLOCKS 191, 192, 195 & 196, PART OF RESERVE BLOCKS 201, 202 & 203, PART OF THOMAS STREET AND PART OF BROWN STREET ARE SUBJECT TO EASEMENT, INST. R93341, AMENDED BY INST. PC81280.

APPROVED UNDER SECTION 51 OF THE PLANNING ACT, R.S.O. 1990, C.P. 13, AS AMENDED, BY THE COUNCIL OF THE CORPORATION OF THE CITY OF STRATFORD THIS 24<sup>th</sup> DAY OF September, 2010.

*Paul Mathieson*  
MAYOR, DAN MATHIESON

*Joan Thomson*  
CLERK, JOAN THOMSON

WE HAVE THE AUTHORITY TO BIND THE CORPORATION

**OWNER'S CERTIFICATE**

This is to certify that:

- LOTS 1 to 190, both inclusive, BLOCKS 191 to 195, both inclusive, BLOCKS 197 and 198, the streets, namely, THOMAS STREET, BROWN STREET, RUSSELL DRIVE and AHNES DRIVE, the street widening, namely BLOCK 196, and the reserves, namely BLOCKS 199 to 203, both inclusive, have been laid out in accordance with our instructions.
- The streets and street widening are hereby dedicated to THE CORPORATION OF THE CITY OF STRATFORD as Public Highways.

Dated the 23<sup>rd</sup> day of Sept., 2010

**WERNER BROMBERG LIMITED**

*Werner Bromberg*  
GARY BROMBERG, PRESIDENT

I HAVE THE AUTHORITY TO BIND THE CORPORATION

**LEGEND**

- CC = CUT CROSS
- CM = CONCRETE MONUMENT
- SIB = STANDARD IRON BAR
- SSIB = SHORT STANDARD IRON BAR
- IB = IRON BAR
- IT = IRON TUBE
- RIB = ROUND IRON BAR
- F = FENCE
- = FOUND (SIB(1191), UNLESS OTHERWISE NOTED)
- = PLANTED (IB, UNLESS OTHERWISE NOTED)
- M = MEASURED
- WIT = WITNESS
- OU = ORIGIN UNKNOWN
- INST. = INSTRUMENT
- REG. = REGISTERED
- REPL = REPLACED WITH
- P = PLAN 44R-4570
- P & WF = POST AND WIRE FENCE

**SURVEYOR'S CERTIFICATE**

I CERTIFY THAT:  
1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.

2. THE SURVEY WAS COMPLETED ON THE 17<sup>th</sup> DAY OF AUGUST, 2010.

DATED AT KITCHENER  
AUGUST 26, 2010

*Eric R. Rueb*  
ERIC R. RUEB  
ONTARIO LAND SURVEYOR

**GUENTHER RUEB SURVEYING LIMITED**  
KITCHENER, ONTARIO



## PLAN OF SURVEY

OF LOTS 79, 80, 81, 82, 83, 84, 85, 86, 87, 88,  
89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 151, 152,  
153, 154, 155, 156, 157, 158, 159 & 160,  
REGISTERED PLAN 44M-39

CITY OF STRATFORD  
COUNTY OF PERTH

SCALE = 1 : 500

METRIC: DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES  
& CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

GUENTHER RUEB SURVEYING LIMITED

NOTE: BEARINGS ARE ASTRONOMIC AND ARE REFERRED TO THE NW'ly LIMIT  
OF LOTS 79 TO 98, AS SHOWN ON REGISTERED PLAN 44M-39, HAVING  
A BEARING OF N 31°58'30" E.

PLAN 44R- 5258

RECEIVED AND DEPOSITED

Sept. 1/2015

Christy Townsend

REPRESENTATIVE FOR THE  
LAND REGISTRAR FOR THE  
THE LAND TITLES DIVISION  
OF PERTH (No. 44)

I REQUIRE THIS PLAN TO BE  
DEPOSITED UNDER THE LAND TITLES  
ACT.

AUG. 26, 2015

Erich R. Rueb  
ERICH R. RUEB, O.L.S.

## SCHEDULE OF PARTS

PART	COMPOSITION	P. I. N.	AREA (m <sup>2</sup> )
1	PART OF LOT 160, R.P. 44M-39	ALL OF 53263 - 0404	596.3
2	PART OF LOTS 159 & 160, R.P. 44M-39		440.6
3	PART OF LOTS 158 & 159, R.P. 44M-39		440.6
4	PART OF LOTS 157 & 158, R.P. 44M-39		440.6
5	PART OF LOTS 156 & 157, R.P. 44M-39		440.6
6	PART OF LOTS 155 & 156, R.P. 44M-39		440.6
7	PART OF LOTS 154 & 155, R.P. 44M-39		440.6
8	PART OF LOTS 153 & 154, R.P. 44M-39		440.6
9	PART OF LOTS 152 & 153, R.P. 44M-39		440.6
10	PART OF LOTS 151 & 152, R.P. 44M-39		440.6
11	PART OF LOT 151, R.P. 44M-39		440.6
12	PART OF LOT 79, R.P. 44M-39	ALL OF 53263 - 0403	407.75
13	PART OF LOTS 79 & 80, R.P. 44M-39		326.4
14	PART OF LOT 80, R.P. 44M-39		326.4
15	PART OF LOTS 80 & 81, R.P. 44M-39		326.4
16	PART OF LOTS 81 & 82, R.P. 44M-39		326.4
17	PART OF LOT 82, R.P. 44M-39		326.4
18	PART OF LOTS 82 & 83, R.P. 44M-39		326.4
19	PART OF LOTS 83 & 84, R.P. 44M-39		326.4
20	PART OF LOT 84, R.P. 44M-39		326.4
21	PART OF LOTS 84 & 85, R.P. 44M-39		326.4
22	PART OF LOT 85, R.P. 44M-39		326.4
23	PART OF LOTS 85 & 86, R.P. 44M-39		326.4
24	PART OF LOTS 86 & 87, R.P. 44M-39		326.4
25	PART OF LOT 87, R.P. 44M-39		326.4
26	PART OF LOTS 87 & 88, R.P. 44M-39		326.4
27	PART OF LOTS 88 & 89, R.P. 44M-39		326.4
28	PART OF LOTS 89 & 90, R.P. 44M-39		326.4
29	PART OF LOT 90, R.P. 44M-39		326.4
30	PART OF LOTS 90 & 91, R.P. 44M-39		326.4
31	PART OF LOTS 91 & 92, R.P. 44M-39		326.4
32	PART OF LOT 92, R.P. 44M-39		326.4
33	PART OF LOTS 92 & 93, R.P. 44M-39		326.4
34	PART OF LOTS 93 & 94, R.P. 44M-39		326.4
35	PART OF LOT 94, R.P. 44M-39		326.4
36	PART OF LOTS 94 & 95, R.P. 44M-39		326.4
37	PART OF LOTS 95 & 96, R.P. 44M-39		326.4
38	PART OF LOT 96, R.P. 44M-39		326.4
39	PART OF LOTS 96 & 97, R.P. 44M-39		326.4
40	PART OF LOTS 97 & 98, R.P. 44M-39		326.4
41	PART OF LOT 98, R.P. 44M-39		407.75

NOTE: PARTS 1 TO 11 COMPRISE ALL OF P. I. N. 53263-0404  
PARTS 12 TO 41 COMPRISE ALL OF P. I. N. 53263-0403

## LEGEND

CC	= CUT CROSS
CM	= CONCRETE MONUMENT
SIB	= STANDARD IRON BAR
SSIB	= SHORT STANDARD IRON BAR
IB	= IRON BAR
IT	= IRON TUBE
RIB	= ROUND IRON BAR
PB	= PLASTIC BAR
F	= FENCE
■	= FOUND (IB(1191), UNLESS OTHERWISE NOTED)
□	= PLANTED (IB UNLESS OTHERWISE NOTED)
M	= MEASURED
WIT	= WITNESS
U	= ORIGIN UNKNOWN
INST.	= INSTRUMENT
REG.	= REGISTERED
P	= REG. PLAN 44M-39
1191	= GUENTHER RUEB SURVEYING LTD.
ORP	= OBSERVED REFERENCE POINT

## SURVEYOR'S CERTIFICATE

I CERTIFY THAT:  
1. THIS SURVEY AND PLAN ARE CORRECT AND IN  
ACCORDANCE WITH THE SURVEYS ACT, THE  
SURVEYORS ACT, THE LAND TITLES ACT AND  
THE REGULATIONS MADE UNDER THEM.

2. THE SURVEY WAS COMPLETED ON THE 26th DAY  
OF AUGUST, 2015.

DATED AT KITCHENER  
AUGUST 26, 2015

Erich R. Rueb  
ERICH R. RUEB  
ONTARIO LAND SURVEYOR

GUENTHER RUEB SURVEYING LIMITED  
KITCHENER, ONTARIO

Job No. 15-02

C-949

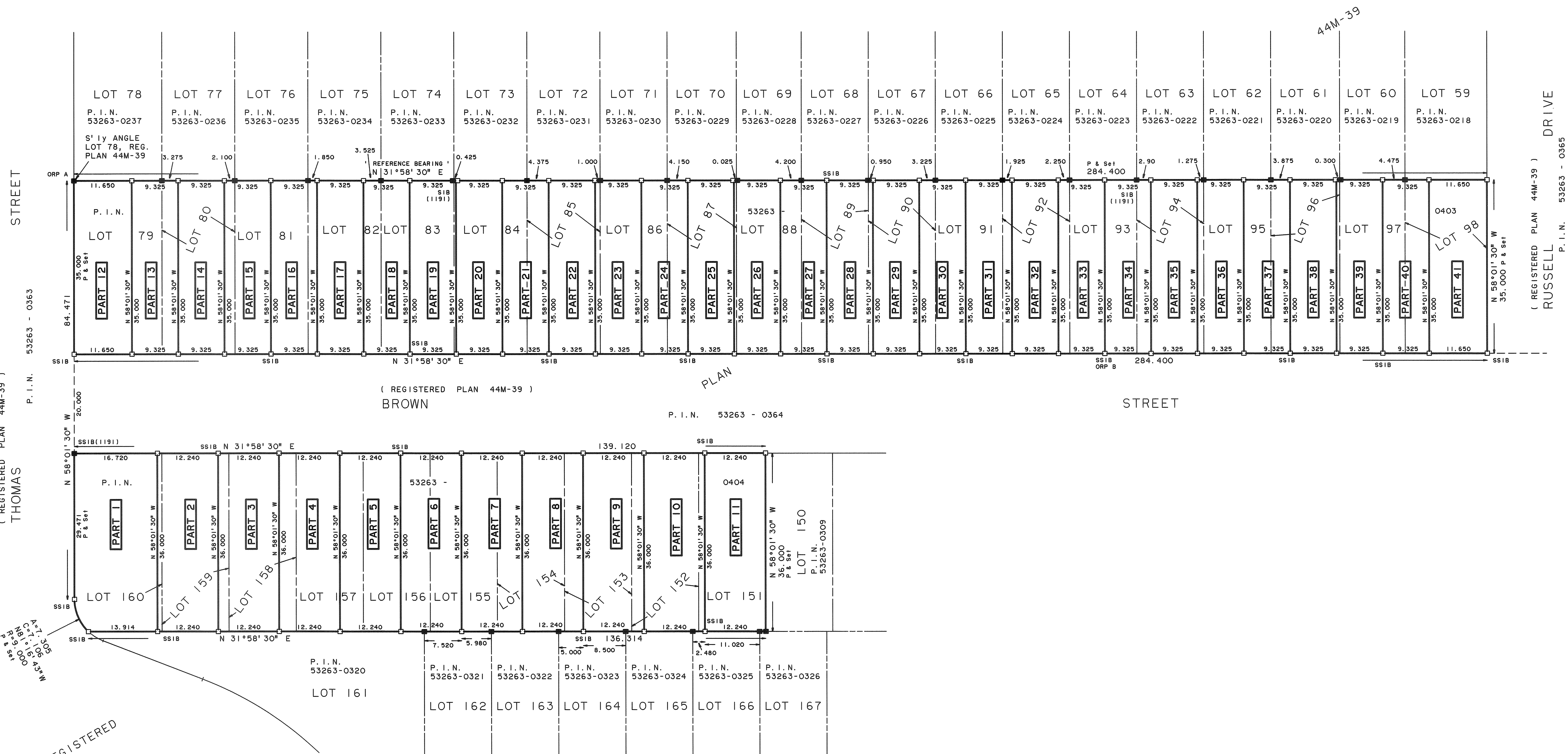
OBSERVED REFERENCE POINTS (ORPs) DERIVED BY REAL TIME NETWORK  
OBSERVATIONS, UTM ZONE 17, NAD 83 (CSRS)(1997).  
COORDINATES TO URBAN ACCURACY PER SEC. 14(2) OF O. REG. 216/10

POINT ID	NORTHING	EASTING
ORP A	4802498.57	498879.24
ORP B	4802655.98	499018.71

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

TO OBTAIN UTM GRID BEARINGS, A ROTATION OF 0°00'30" COUNTER-  
CLOCKWISE CAN BE APPLIED TO BEARINGS SHOWN ON THIS PLAN.

DISTANCES SHOWN ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO  
GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999549.





PLAN OF SURVEY

OF LOTS 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77 & 78  
REGISTERED PLAN 44M-39

CITY OF STRATFORD

COUNTY OF PERTH

SCALE = 1 : 500

METRIC: DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES  
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

GUENTHER RUEB SURVEYING LIMITED

NOTE: BEARINGS ARE ASTRONOMIC AND ARE REFERRED TO THE NW'ly LIMIT  
OF AHRENS DRIVE, AS SHOWN ON REGISTERED PLAN 44M-39, HAVING  
A BEARING OF N 31°58'30" E.

PLAN 44R- 5376

RECEIVED AND DEPOSITED

Feb 27, 2017

Christy Townsend

REPRESENTATIVE FOR THE  
LAND REGISTRAR FOR THE  
LAND TITLES DIVISION  
OF PERTH (No. 44)

I REQUIRE THIS PLAN TO BE  
DEPOSITED UNDER THE LAND TITLES  
ACT.

FEBRUARY 14, 2017

Eric R. Rueb

ERICH R. RUEB, O.L.S.

SCHEDULE OF PARTS

PART	COMPOSITION	P. I. N.	AREA (m <sup>2</sup> )
1	PART OF LOT 41, R.P. 44M-39	ALL OF 53263 - 0460	540.5
2	PART OF LOTS 41 & 42, R.P. 44M-39		471.5
3	PART OF LOTS 42 & 43, R.P. 44M-39		471.3
4	PART OF LOTS 43 & 44, R.P. 44M-39		470.9
5	PART OF LOTS 44 & 45, R.P. 44M-39		447.3
6	PART OF LOTS 45 & 46, R.P. 44M-39		446.4
7	PART OF LOT 46, R.P. 44M-39		445.4
8	PART OF LOTS 46 & 47, R.P. 44M-39		444.5
9	PART OF LOTS 47 & 48, R.P. 44M-39		443.5
10	PART OF LOTS 48 & 49, R.P. 44M-39		443.0
11	PART OF LOTS 49 & 50, R.P. 44M-39		443.1
12	PART OF LOT 50, R.P. 44M-39		443.2
13	PART OF LOTS 50 & 51, R.P. 44M-39		422.2
14	PART OF LOTS 51 & 52, R.P. 44M-39		422.3
15	PART OF LOTS 52 & 53, R.P. 44M-39		422.4
16	PART OF LOT 53, R.P. 44M-39		422.5
17	PART OF LOTS 53 & 54, R.P. 44M-39		422.6
18	PART OF LOTS 54 & 55, R.P. 44M-39		422.7
19	PART OF LOTS 55 & 56, R.P. 44M-39		422.7
20	PART OF LOTS 56 & 57, R.P. 44M-39		422.9
21	PART OF LOTS 57 & 58, R.P. 44M-39		423.3
22	PART OF LOT 58, R.P. 44M-39		535.6
23	PART OF LOT 59, R.P. 44M-39	ALL OF 53263 - 0461	541.45
24	PART OF LOTS 59 & 60, R.P. 44M-39		428.4
25	PART OF LOTS 60 & 61, R.P. 44M-39		428.4
26	PART OF LOTS 61 & 62, R.P. 44M-39		428.4
27	PART OF LOTS 62 & 63, R.P. 44M-39		428.4
28	PART OF LOTS 63 & 64, R.P. 44M-39		428.4
29	PART OF LOTS 64 & 65, R.P. 44M-39		428.4
30	PART OF LOTS 65 & 66, R.P. 44M-39		428.4
31	PART OF LOTS 66 & 67, R.P. 44M-39		428.4
32	PART OF LOTS 67 & 68, R.P. 44M-39		428.4
33	PART OF LOTS 68 & 69, R.P. 44M-39		449.75
34	PART OF LOT 69, R.P. 44M-39		449.75
35	PART OF LOTS 69 & 70, R.P. 44M-39		449.75
36	PART OF LOTS 70 & 71, R.P. 44M-39		449.75
37	PART OF LOTS 71 & 72, R.P. 44M-39		449.75
38	PART OF LOTS 72 & 73, R.P. 44M-39		449.75
39	PART OF LOTS 73 & 74, R.P. 44M-39		449.75
40	PART OF LOTS 74 & 75, R.P. 44M-39		449.75
41	PART OF LOTS 75 & 76, R.P. 44M-39		472.5
42	PART OF LOTS 76 & 77, R.P. 44M-39		472.5
43	PART OF LOTS 77 & 78, R.P. 44M-39		472.5
44	PART OF LOT 78, R.P. 44M-39		541.45

NOTE: PARTS 1 TO 22 COMPRISE ALL OF P. I. N. 53263-0460  
PARTS 23 TO 44 COMPRISE ALL OF P. I. N. 53263-0461

SURVEYOR'S CERTIFICATE

- I CERTIFY THAT:
- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
  - THE SURVEY WAS COMPLETED ON THE 10th DAY OF FEBRUARY, 2017.

DATED AT KITCHENER  
FEBRUARY 14, 2017

Eric R. Rueb  
ERICH R. RUEB  
ONTARIO LAND SURVEYOR

GUENTHER RUEB SURVEYING LIMITED  
KITCHENER, ONTARIO



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## MANAGEMENT REPORT

**Date:** August 8, 2022  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report#:** COU22-060  
**Attachments:** 44R-6008, 125OrrStreet

---

**Title:** McCarthy Road West 0.3m Reserve

**Objective:** To declare as a public highway, a portion of Block 57 Plan 44M-67, a 0.3m reserve on McCarthy Road West, to allow a driveway connection for the approved development at 125 Orr Street, as required by Site Plan Agreement 12-21.

**Background:** Site Plan Agreement 12-21 for 125 Orr Street allows the owner to develop the property with a three storey, 46-unit apartment building. The site plan agreement allows for an exit only driveway onto McCarthy Road West, which crosses the existing City owned 0.3m reserve.

**Analysis:** The developer has prepared a reference plan to describe the portion of the reserve block required to be dedicated as public right of way to allow the driveway connection to McCarthy Road West, as required by SPA12-21.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

Any legal fees associated with the dedication of the lands as road allowance are the responsibility of the developer.

#### **Financial impact on future year operating budget:**

There will be no financial impacts on future budgets.

### **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.



## **Alignment with One Planet Principles:**

### **Land and Nature**

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

**Staff Recommendation: THAT the City of Stratford declare Part 2 Plan 44R-6008 as public highway and dedicate it as forming part of McCarthy Road West.**

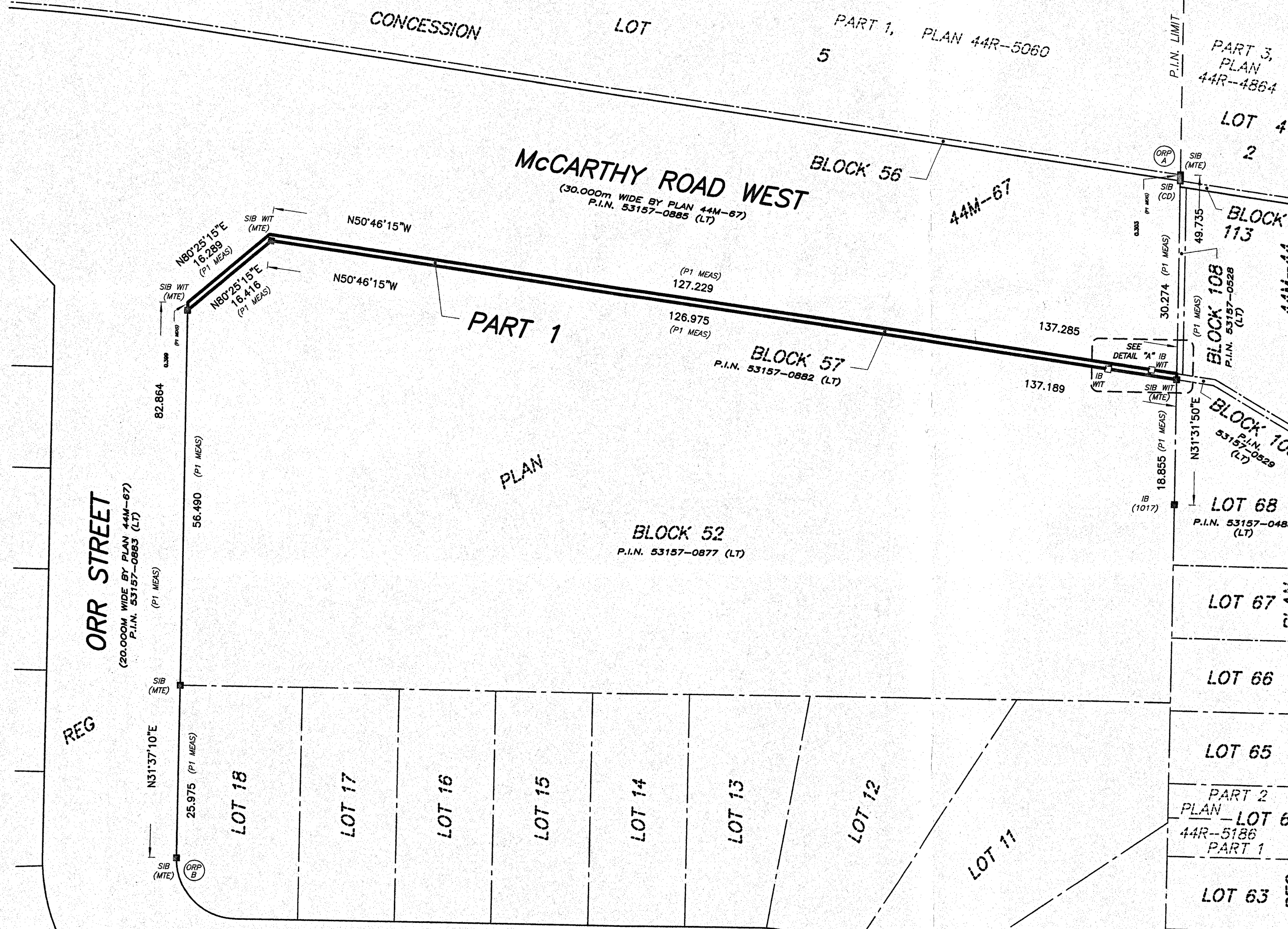
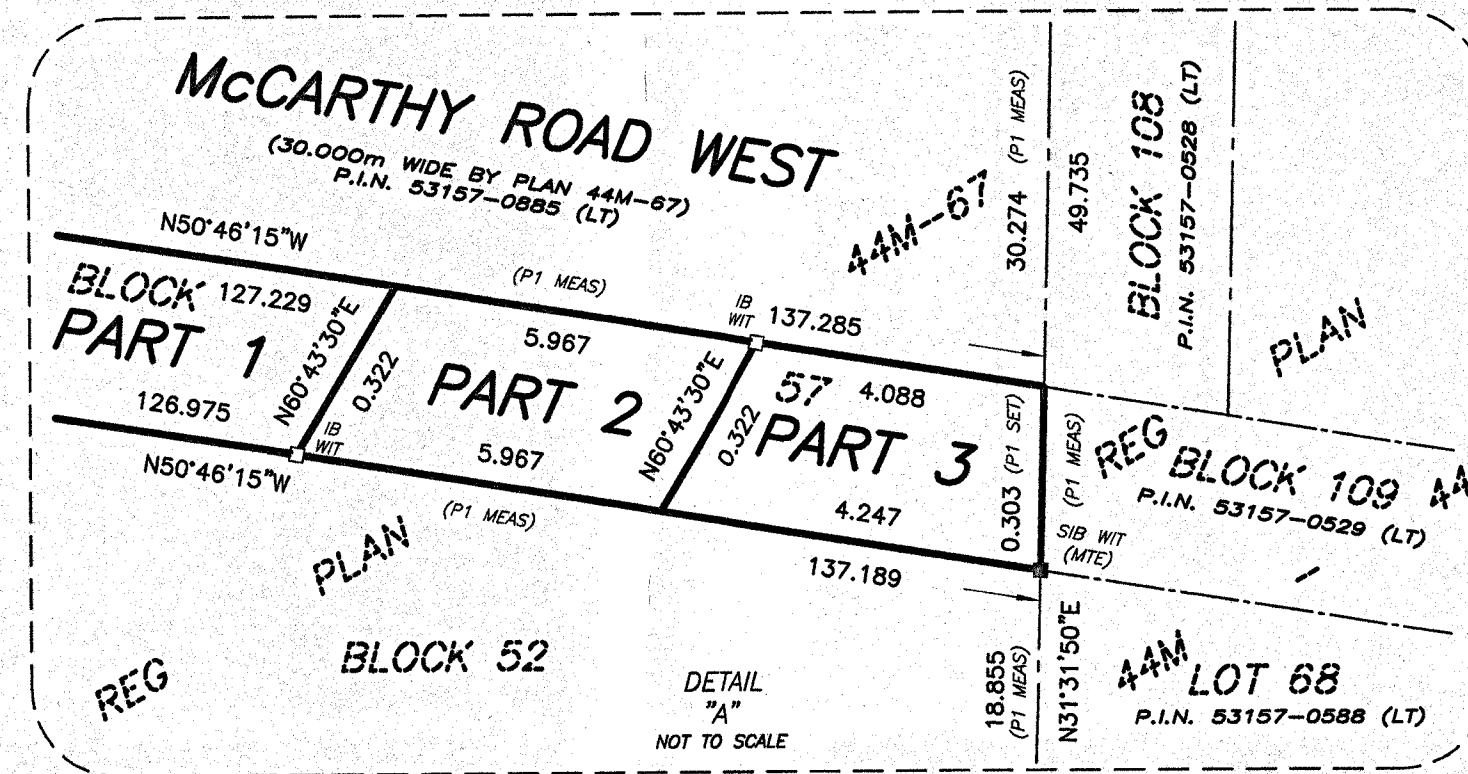
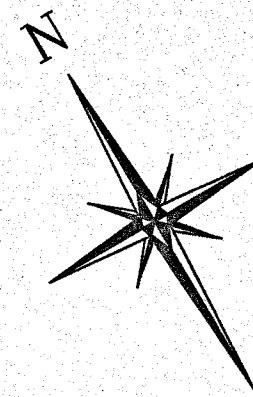
#### **Prepared by:**

#### **Recommended by:**

Nancy Roulston, Manager of Engineering  
Taylor Crinklaw, Director of Infrastructure and  
Development Services  
Joan Thomson, Chief Administrative Officer

**LEGEND**

□	DENOTES PLANTED MONUMENT
■	DENOTES FOUND MONUMENT
SIB	DENOTES STANDARD IRON BAR
SSIB	DENOTES SHORT STANDARD IRON BAR
IB	DENOTES IRON BAR
IBØ	DENOTES ROUND IRON BAR
CC	DENOTES CUT CROSS
CM	DENOTES CONCRETE MONUMENT
OU	DENOTES ORIGIN UNKNOWN
NTS	DENOTES NOT TO SCALE
WIT	DENOTES WITNESS
M, MEAS	DENOTES MEASURED
CALC	DENOTES CALCULATED
ORP	DENOTES OBSERVED REFERENCE POINT
P.I.N.	DENOTES PROPERTY IDENTIFICATION NUMBER
(LT)	DENOTES LAND TITLES
MTE	DENOTES MTE OLS LTD.
CD	DENOTES CALLON DIETZ INC.
1541	DENOTES ERICH RUEB O.L.S.
RP	DENOTES REGISTERED PLAN
P1	DENOTES PLAN 44M-67



I REQUIRE THIS PLAN TO BE  
DEPOSITED UNDER THE LAND  
TITLES ACT

DATE JUNE 30, 2022

*Trevor D.A. McNeil*  
TREVOR D.A. McNEIL, O.L.S.

PLAN **44R-6008**

RECEIVED AND DEPOSITED

DATE 2022-07-04

*M. L. Brown*  
REPRESENTATIVE FOR LAND REGISTRAR  
FOR THE LAND TITLES DIVISION OF  
PERTH (No. 44)

**PART SCHEDULE**

PART	BLOCK	PLAN	P.I.N.
1			
2	PART OF 57	44M-67	PART OF 53157-0882 (LT)
3			

PARTS 1, 2 AND 3 COMPRISE ALL OF P.I.N. 53157-0882 (LT)

**PLAN OF SURVEY**

OF ALL OF

**BLOCK 57**

**REGISTERED PLAN 44M-67**

IN THE

**CITY OF STRATFORD**

**COUNTY OF PERTH**

SCALE 1:500



**MTE OLS LTD.**  
**ONTARIO LAND SURVEYORS**

**METRIC:**

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

**NOTES:**

BEARINGS ARE UTM GRID, DERIVED FROM GPS OBSERVATIONS USING THE  
CAN-NET NETWORK AND ARE REFERRED TO UTM ZONE 17, NAD83  
(CSRS v7) EPOCH 2010.0.

DISTANCES ON THIS PLAN ARE GROUND DISTANCES AND CAN BE  
CONVERTED TO GRID DISTANCES BY MULTIPLYING BY THE COMBINED SCALE  
FACTOR OF 0.999600200

ALL COORDINATES ARE DERIVED FROM GPS OBSERVATIONS USING THE  
CAN-NET NETWORK AND ARE REFERRED TO UTM ZONE 17, NAD83  
(CSRS v7) EPOCH 2010.0.  
COORDINATES TO URBAN ACCURACY PER SEC. 14 (2) OF O.REG. 216/10

POINT ID	NORTHING	EASTING
SCP 09620020002	4804125.471	500266.801
SCP 09620020026	4804355.309	501618.202

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

**SURVEYOR'S CERTIFICATE:**

I CERTIFY THAT:

1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS  
ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS  
MADE UNDER THEM.

2. THE SURVEY WAS COMPLETED ON THE 30th DAY OF MARCH, 2022

JUNE 30, 2022

*Trevor D.A. McNeil*  
TREVOR D.A. McNEIL  
ONTARIO LAND SURVEYOR

THIS PLAN OF SURVEY RELATES TO AOLS PLAN SUBMISSION FORM NUMBER:

**V-28047**



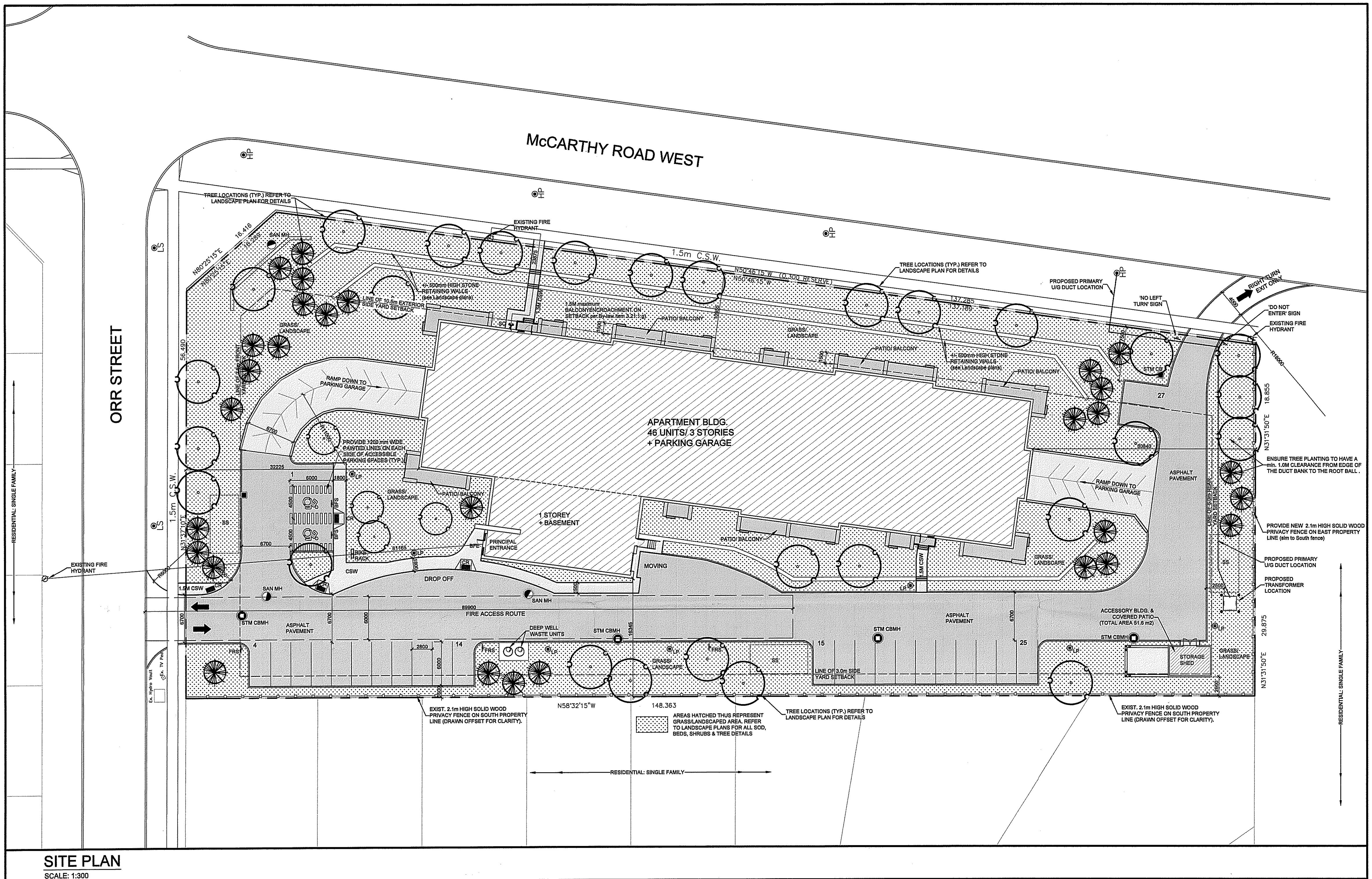
MTE ONTARIO LAND SURVEYORS LTD.  
365 HOME STREET  
STRATFORD, ONTARIO, N5A 2A5  
TEL: (519) 271-7952

Drawn: K. MEATH

Checked: TREVOR D.A. McNEIL

Project Number: 48668-100-R1





SITE PLAN  
SCALE: 1:300

ZONING: R5(1) - 15	PROPOSED	REQD BY ZBL
LOT AREA	8,605.8m <sup>2</sup>	min. 750 m <sup>2</sup>
DENSITY min 41.3 UPH / max 100 UPH	46	min. 36 max. 88
LOT FRONTAGE (Orr Street)	56.49	min. 20 m
SETBACK	32.2 m	min. 7.5 m
LOT DEPTH	148.4 m	min. 30 m
EXTERIOR SIDE YARD WIDTH (McCarthy Road)	10.95 m	min. 10.5 m
SIDE YARD WIDTH	16.3 m	min. 3 m
REAR YARD DEPTH	30.8m	min. 5 m
LOT COVERAGE	23.3%	max. 35 %
LANDSCAPED OPEN SPACE	43.1 %	min. 30 %
ACCESSORY BUILDING AREA (Garden shed)	51.6 m <sup>2</sup>	max. 100 m <sup>2</sup>
APARTMENT BUILDING AREA	2,001.2 m <sup>2</sup>	-
GROSS FLOOR AREA (TOTAL ALL FLOORS)	5,531.8 m <sup>2</sup>	-
NO. OF PARKING SPACES	71	48 units x 1.5 unit = 69
NO. OF HANDICAPPED SPACES	3	3
BUILDING HEIGHT - APARTMENT	11.3 m	max. 15.0 m
BUILDING HEIGHT - ACCESSORY BUILDING	4.6 m	max. 5.0 m
DRIVEWAY WIDTH AT PROPERTY LINE	(1) 6.7 m (1) 4.0 m	-
NO. OF STOREYS	3	-
NO. OF DWELLING UNITS CREATED	46	-

GENERAL NOTES:

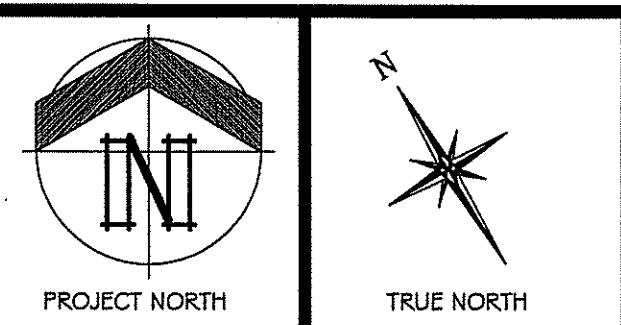
BARRIER FREE CURB RAMP MAX. SLOPE SHALL BE 8%.  
ALL CURB RAMP SHALL BE PROVIDED WITH A DETECTABLE WARNING SURFACE THAT IS COLOUR AND TEXTURE CONTRASTED TO SIDEWALK SURFACE; BARRIER FREE ENTRANCES TO RECEIVE POWER DOOR OPERATORS  
ALL LIGHT STANDARDS SHALL BE EQUIPPED WITH FULL CUT OFF SHIELD TO PREVENT LIGHT SPILLAGE TO NEIGHBOURING PROPERTIES.  
LIGHTS TO BE LITHONIA D-SERIES LED CW  
SPILL LIGHT CONTROL MOUNTED ON 20' POLES

ABBREVIATIONS

- BFS BARRIER FREE PARKING SIGN
- BFE BARRIER FREE ENTRANCE
- CR CURB RAMP
- DS DIRECTIONAL SIGNAGE
- FRS FIRE ROUTE SIGN
- LP LIGHT POLES
- SC SIAMENSE CONNECTION
- SAN MH SANITARY MANHOLE
- SS SNOW STORAGE AREAS
- STM CB STORM WATER CATCH BASIN
- STM CBMH STORM WATER CATCH BASIN MANHOLE
- STM OGS STORM WATER OIL GRIT SEPARATOR

SITE DEVELOPMENT DATA

CITY OF STRATFORD  
**APPROVED**  
UNDER SECTION 41 OF  
THE PLANNING ACT  
R.S.O. 1990, c.P. 13  
SIGNATURE: *Alma Bujala*  
NAME: *Alma Bujala*  
TITLE: *Manager of Planning*  
DATE: *Sept. 8, 2021*



No.	DATE	REVISION
1	18 FEB 2021	ISSUED FOR PRECONSULTATION
2	12 MAY 2021	UPDATED/ISSUED FOR SPA
3	21 JULY 2021	RE-ISSUED FOR SPA

**gb architect inc**  
430 ONTARIO STREET  
STRATFORD, ONTARIO, N5A 3J2  
PHONE (519) 272 0073 FAX (519) 272 1433

"Guy R. Bellemur, B. Arch., OAA, MRAIC,  
Principal Architect of GB ARCHITECT INC. is the  
designer for this project with respect to all architectural  
work identified on this drawing sheet. The Ontario  
Association of Architects has assigned  
Guy R. Bellemur as GB ARCHITECT INC.  
BCDS Number 4217  
as per requirements of the Ministry of Municipal  
Affairs & Housing Bill 124."

The Architect above has exercised responsible control  
with respect to design activities. The Architect's seal  
number is their BCDN number.



**COUNTRYSIDE**  
ESTATES  
APARTMENT PROJECT

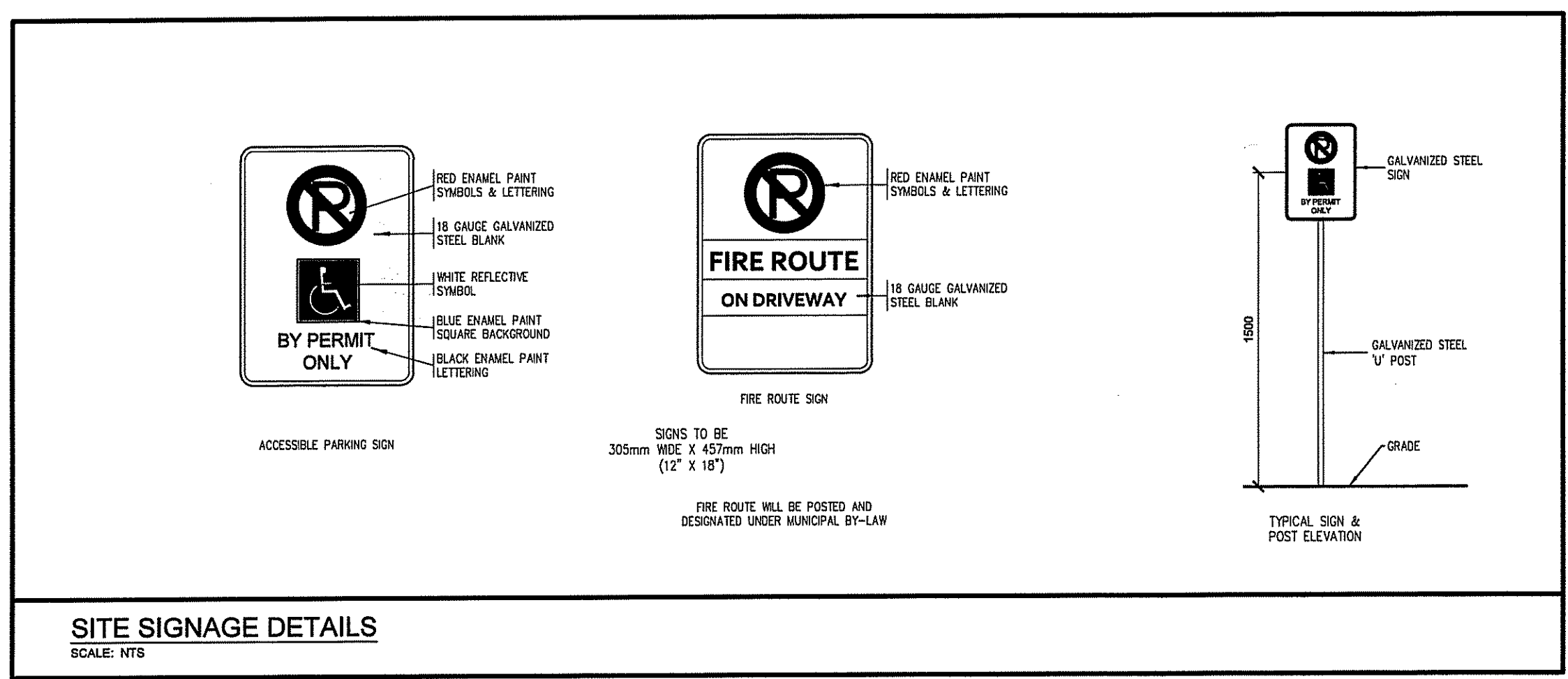
125 Orr Street,  
Stratford, ON  
DATE: 18 FEBRUARY 2021  
SCALE: AS SHOWN  
PROJECT No.: 20-01

SITE PLAN/ DATA

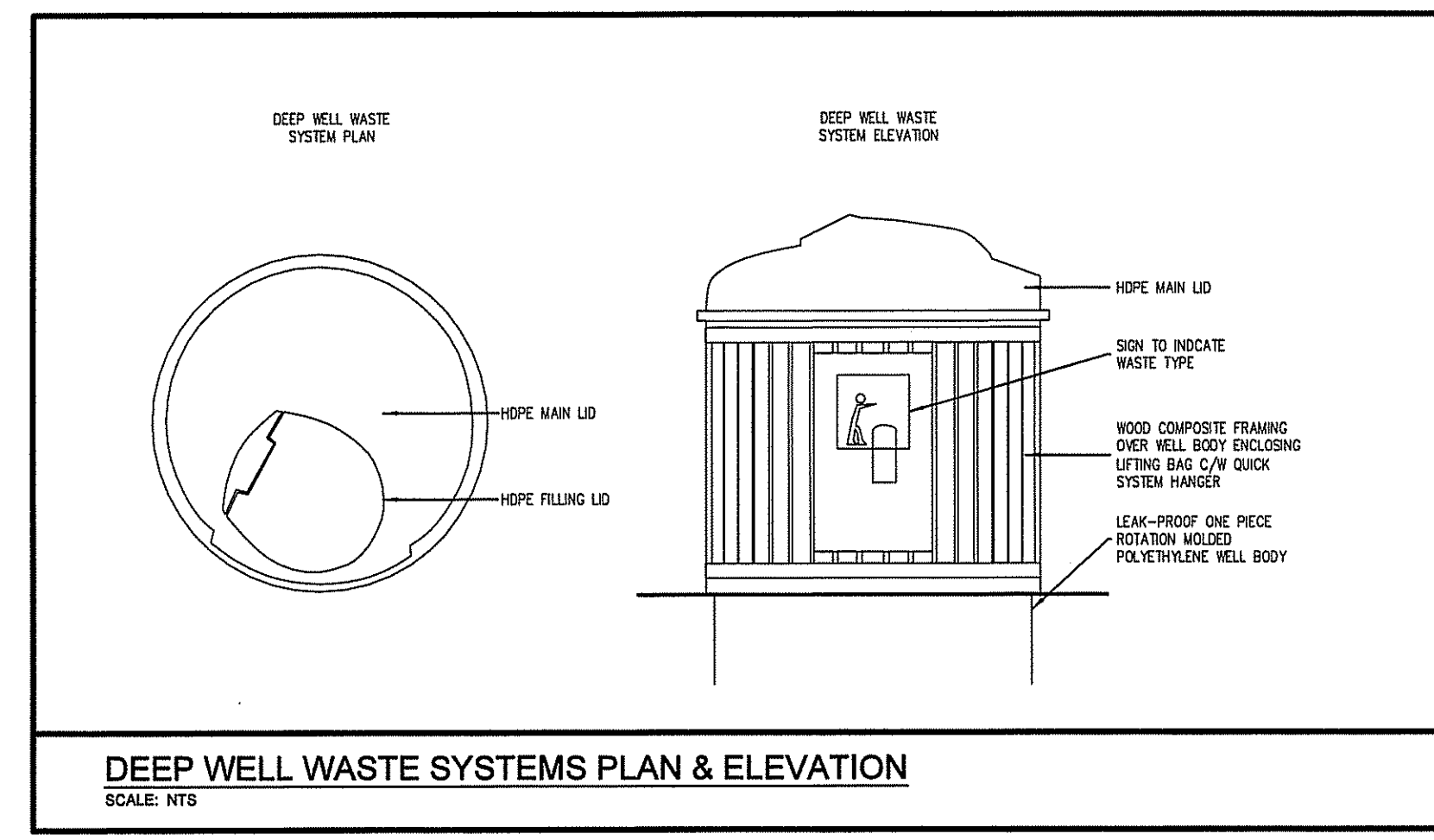
**SP1**

Received  
JUL 29 2021

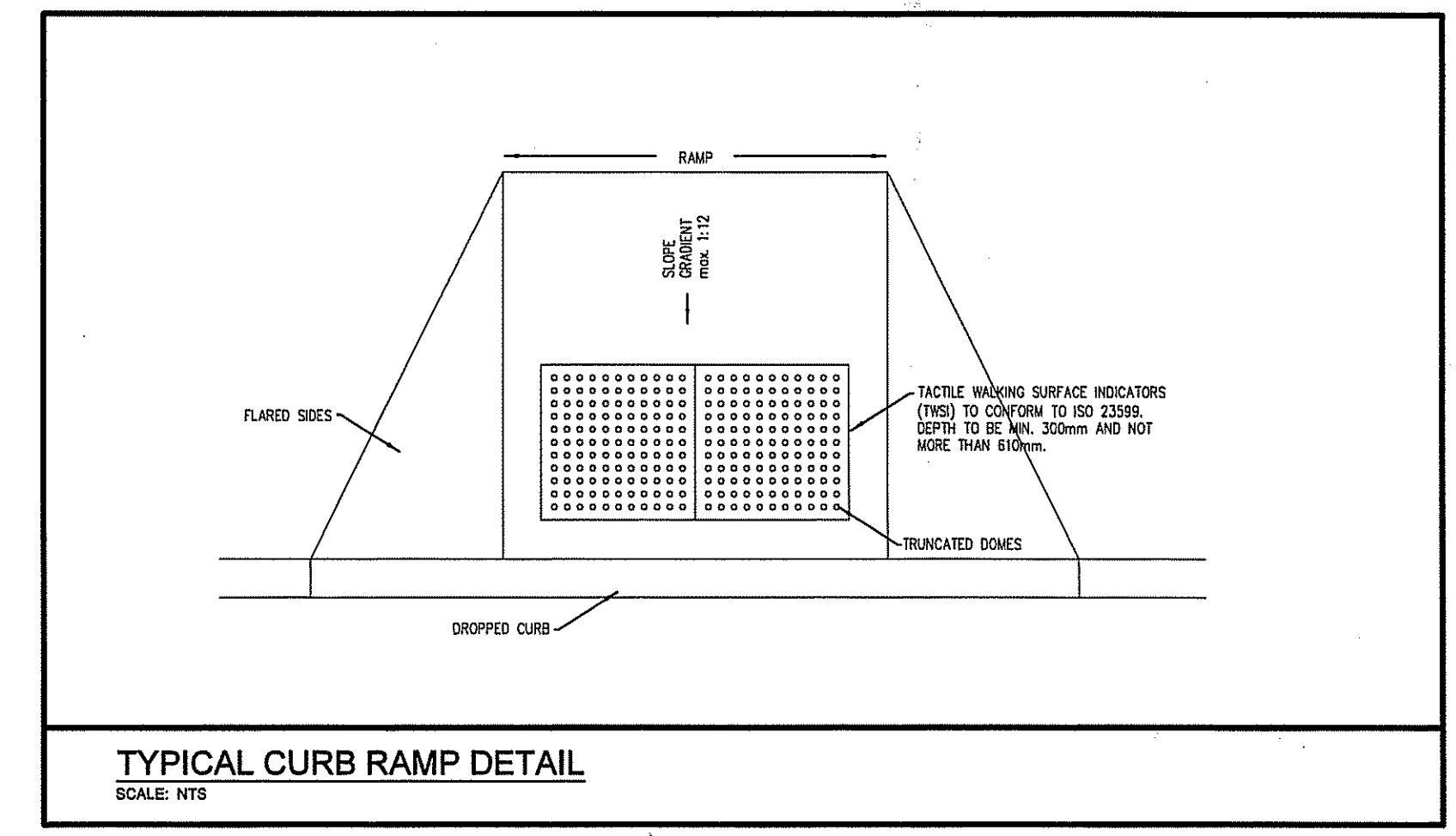
CITY OF STRATFORD  
Development Services



SITE SIGNAGE DETAILS  
SCALE: NTS



DEEP WELL WASTE SYSTEMS PLAN & ELEVATION  
SCALE: NTS



TYPICAL CURB RAMP DETAIL  
SCALE: NTS



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## MANAGEMENT REPORT

**Date:** August 8, 2022  
**To:** Mayor and Council  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report#:** COU22-061  
**Attachments:** None

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**Title:** Boathouse Washroom Project Financing Alternatives

**Objective:** To provide Council with information on funding options for the Boathouse project being proposed by Destination Stratford.

**Background:** This report is being brought forward at this time for Council's information only to provide supplementary analysis of financial considerations for the Boathouse project. Due to the timing of the request from Destination Stratford, staff have prepared this information proactively to assist Council, should the project wish to be supported.

**Analysis:** Destination Stratford is requesting Council support for the boathouse renovation and upgrade project for which grant funding was received. Since receiving quotes for the work, it is now evident that the grant funding will be insufficient to complete the project without additional financial support. Details are provided in the Destination Stratford Report presented at this Council meeting.

This project was not budgeted by the City in 2022, so there are no specific funds allocated to support this project.

As outlined in the Destination Stratford report, grant funding was applied for and received in the amount of \$293,500 based on estimates available at the time of application. Bids were solicited, and based on required scope and inflated pricing, the expected cost now including all fees is \$476,000. This leaves a funding gap of \$182,500. Including the addition of a small contingency, Destination Stratford is asking for \$198,925.

The funding for the project received by Destination Stratford has a completion date requirement of December 31, 2022. Due to the seasonal operation of the boathouse, work cannot commence until the operation slows and halts so timing of getting any



revised pricing and getting the contractors will be challenging. There is a possibility of extending the due date, but this is not guaranteed.

The boathouse building is a City-owned asset that is over 50 years old and in need of an update. No significant investment has been made into the building since it was constructed, in approximately 1981, based on the City's asset records. This investment would not only modernize the building but extend the useful life of the asset overall.

This project as proposed by Destination Stratford does have a resulting increase in service level. Providing year-round access to the washrooms at this site has an increased custodial staffing requirement as well as increased utilities costs to move from five months of servicing to twelve months. The estimated increase to staff costs of approximately 3 hours per day (if open, for example, from 9am-9pm), adds approximately 636 more hours annually and an estimated \$20,000.

Utility costs will also be higher, to cover the costs of heating in the winter months, as well as the additional open times. Based on a review of the project scope that did not include building insulation and current utility rates (water, heat, hydro), these are estimated at \$12,000 annually. Heating costs may exceed estimates as the insulation in the building is limited to the pipes themselves, rather than a fully insulated building. Regular maintenance supplies and other related costs are anticipated to add another \$2,000 annually.

It should be noted that the location of this public City facility makes it somewhat more exposed to increased maintenance costs due to anticipated use, risk of vandalism and other considerations that may require additional budgeted resources for future year planning. These have not been included in the analysis.

### **Options:**

- 1) Support the request, providing funding support to Destination Stratford as the project manager. This will have a financial impact to the City of up to \$198,925 that was unplanned for. There are not many alternatives for funding sources, however, the tax stabilization reserve is the most appropriate for unplanned expenditures such as this one. At the time of this report, there is sufficient unallocated funds in this reserve.
- 2) Support the request but with City staff to be directly involved in the procurement process, project scope and project management. This option would require direction to re-tender the project, using the City's purchasing policy framework. As this project was originally supported from grant funding to Destination Stratford, the City's purchasing policy would not typically apply. Three local contractors were selected through the Architect to provide direct quotations for this project. But if this level of funding from the City is being contemplated, consideration should be given to the appropriate involvement, particularly given the time that has elapsed since

quotes were obtained, and similar projects that have recently been scoped by the City since the original quotes were obtained. This option like 2) has a potential financial impact to the City of up to \$198,925. This option has a direct impact on City staff capacity to add the project to current activities. If no extension is granted, this option has the larger timing risk.

- 3) Support the capital investment but do not change hours of operations. This would eliminate the impact on future operating budgets, except for the asset management impacts, not yet determined.
- 4) Do not support the request. The consequence is no financial impact to the City and the project cannot proceed. The grant funding approved will be required to be returned, and all required work will be deferred until such time as sufficient funds can be raised to do the project.

One of the driving factors for the urgency of this project is tied to the grant funding so, if Council selects option 1), 2) or 3) to proceed, City staff and Destination Stratford will need to work quickly and closely together to ensure the grant timelines are met in any case.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

Consideration of funding sources is limited to those available at this time. The recently approved Municipal Accommodation Tax might have been appropriate if previously established, but as there is not any funds to draw at this time, this was not considered a viable alternative for the project. In any case, the impact to the City's net revenues and expenses would be zero if using the tax stabilization reserve to offset the cost.

#### **Financial impact on future year operating budget:**

Currently estimated at \$34,000 annually for custodial staffing, utilities and materials and supplies.

#### **Link to asset management plan and strategy:**

As the boathouse is a City-owned asset, this project ties into the City's asset management plan and future replacement strategy. As has been previously highlighted for Council during budgets and staff reports, there is a significant asset rehabilitation and replacement funding shortfall across all departments, which includes this particular asset in Community Services. The total improvement value will be included in the capital additions for the year.

While not ideal timing, this project will reduce pressure on the funding shortfalls in the asset management plan accordingly for this asset.

The project represents a \$492,235 investment in the building.

## **Alignment with Strategic Priorities:**

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

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

### **Developing our Resources**

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

## **Alignment with One Planet Principles:**

### **Health and Happiness**

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

**Staff Recommendation: THAT the report entitled "Boathouse Washroom Project Financing Alternatives" be received for information;**

**AND THAT direction be given to staff regarding the preferred funding option for the Boathouse project.**

**Prepared by:** Karmen Krueger, CPA, CA  
Director of Corporate Services

**Recommended by:** Joan Thomson, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** June 29, 2022  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Taylor Crinklaw, Director of Infrastructure and Development Services  
**Report #:** ITS22-018  
**Attachments:** Correspondence received from Scott Tousaw, May 23, 2022;  
 Correspondence received from Scott Wishart, May 26, 2022.

**Title:** Stratford Landfill Public Input Invited June 2022

**Objective:** To consider comments received regarding the operation of the Landfill site.

**Background:** As a requirement of Environmental Compliance Approval Number A150101 for the Stratford Landfill Site, the public must be invited to make comments, either verbal or written, about the operation of the Landfill Site on a semi-annual basis.

**Analysis:** Notice was placed in the Beacon Herald Town Crier and Marketplace from May 14<sup>th</sup> through June 18<sup>th</sup>, 2022, inclusive, inviting citizens to provide comments on the operation of the landfill site or request to appear as a delegation at the Infrastructure, Transportation and Safety Sub-committee meeting on June 29<sup>th</sup>, 2022.

Two responses have been received by Staff to date. Comments praised staff working at the landfill, and included suggestions for increased services. Suggestions included: the identification of alternatives to landfilling of mattresses and furniture; planting of trees around the perimeter of the landfill; identification of aluminum recycling initiatives; and exploring options for decreasing wait times at the landfill entrance.

Mulch at the landfill is provided free for residents of Stratford. Contractors would be required to pay for mulch, however, no such requests have been received to date. Recycling/repurposing furniture and mattress has been considered by Staff, but no viable plan has been put into place yet.

The scale at the landfill is obsolete and requires immediate replacement. Before a work plan is finalized for its replacement, Public Works has started a facility review to consider reorientation of some of the onsite facilities.

**Financial Implications:**



**Financial impact to current year operating budget:**

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

**Financial impact on future year operating budget:**

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

**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.

**Alignment with One Planet Principles:****Culture and Community**

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

**Zero Waste**

Reducing consumption, reusing, and recycling to achieve zero waste and zero pollution.

**Zero Carbon Energy**

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

**Staff Recommendation: THAT Council consider any comments received;**

**AND THAT the report titled, "Stratford Landfill Public Input June 2022" (ITS22-018), be received for information.**

**Prepared by:**

Taylor Crinklaw, Director of Infrastructure and  
Development Services

**Recommended by:**

Joan Thomson, Chief Administrative Officer

**From:** Scott Tousaw <[REDACTED]>  
**Sent:** Monday, May 23, 2022 8:39 AM  
**To:** Michelle Cronin <[REDACTED]>  
**Subject:** Landfill Comments

Hi, a few thoughts/ideas for your request for public comments, from a resident who uses the site dropoff perhaps twice a year:

- the Landfill staff are always pleasant and helpful;
- the free wood chips are much appreciated;
- alternatives to landfilling mattresses and furniture should be found; perhaps furniture could be included in the study underway; e.g., could a commercial enterprise extract the wood, metal and cloth components for recycling?
- the landfill could be ringed by several rows of trees; in 25 years the landfill hill would be largely screened;
- on recycling, I understand aluminum is not accepted and yet it is valuable and efficiently recycled; we, along with a few neighbours, save our cat food tins for occasional delivery to one of the metal recyclers, who gladly receive it; let's find a way as a community to recycle aluminum.

Thanks, and keep up the great work.

--

Scott

*"Simplicity is the ultimate sophistication."* Leonardo da Vinci

**From:** Scott Wishart <[REDACTED]>  
**Sent:** Thursday, May 26, 2022 3:39 PM  
**To:** Michelle Cronin <[REDACTED]>  
**Subject:** Landfill Site

Hi Michelle,

First, thanks to you and the City for offering to take feedback on the Romeo Street landfill site. Staff there are unfailingly courteous, efficient and helpful. It's a well-run facility already.

Given its local popularity and continued growth in user traffic, though, I wonder if there are ways to speed up the entry off Romeo Street. With the high volume of construction workers, backyard gardeners, and professional and DIY home renovators using the site, it's not unusual for lineups to be lengthy. Waits of 10-15 minutes aren't uncommon, depending on the day of the week and time of day. Would a second small kiosk, not unlike what's in use at provincial parks, for example, be of any value to ease the congestion? I've no doubt staff is well aware of peak hours, so it shouldn't be too onerous to engage an extra person for 'check in' during those times.

Just an idea.

A second suggestion is, potentially, a money generator for the City. Or, alternatively, a good will gesture, with defined limits, for City taxpayers.

While compost is available at the site, there is not, I believe, any option for the pickup of mulch/wood chips. With the popularity of gardening in Stratford, a small area catering to this market might be successful. Or not. It seems, though, that there is a plentiful supply (T.J. Dolan Natural Area seems to get the bulk) of City-generated mulch which could be monetized. Say, two bucks for a yardwaste-sized bag, limit of four per vehicle, that kind of thing.

Anyway, all just idle thoughts.

Wishing you the best with the process.

Stay well.

Cheers,  
Scott

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Scott Wishart  
[REDACTED], Stratford ON  
[REDACTED]




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## MANAGEMENT REPORT

**Date:** July 11, 2022  
**To:** Planning and Heritage Committee  
**From:** Kelton Frey - Municipal Law Enforcement Officer  
**Report #:** PLA22-027  
**Attachments:** Sign Permit Application Drawings; Letter Correspondence 35 Waterloo Street.

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**Title:** Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North

**Objective:** To consider an exemption to the City of Stratford's Sign By-law 159-2004 at 35 Waterloo Street North.

**Background:** Staff were contacted by the owners of 35 Waterloo Street North regarding installing signage on the fence at the same property. The variance application request is to allow five additional permanent sign frames to be placed on the fence facing Waterloo Street North, Elizabeth Street, and William Street. Under Sign By-law 159-2004, these signs are classified as ground signs. All ground signs measuring over 1.6 m in height above grade need to be signed and sealed by a Professional Engineer registered to practice in Ontario. If the signs are approved, drawings will be requested that are stamped by an engineer. Such drawings have not been submitted to date.

Through the site plan and surveys provided to staff, it has been determined that the fence currently installed at 35 Waterloo Street North is on City property. The fence requires an encroachment agreement with the City or the removal and re-installation of the fence on the applicant's property. The applicants have applied for an encroachment, and the application is with the City Clerks Office. The encroachment application is being held until the outcome of this variance is established to determine the extent of the encroachment.

This variance is to allow five new ground (fence) signs on a residential property. In the R2(1)-15 residential zone where this property is located, only an address ground sign is permitted. There is currently one address ground sign already erected on the property.

In 2012 a Variance application was received to add area to the existing ground sign on the property. Minutes from 2012 indicate that Heritage Stratford at the time raised concerns about the proposed signs and that discussion focused on concerns the proposed size and the placement of the sign. The final outcome was a sign that did not

change in size, but permitted the tenants names to be included in the middle of the sign.

With the current proposal, all but one of the proposed signs will be encroaching on City property per the site plan and survey provided by the applicant (attached).

Section 25.0 (ii) of the Sign By-law indicates that neither the maintenance and repair of signs or advertising devices, nor a change in the message displayed, shall be deemed to constitute an alteration. No new permits would be needed when the applicant decides to change the messages of the signs once approved by the City.

An analysis of the sight lines was conducted, and the following pictures / renderings were made by the applicant.







Staff prepared report PLA22-015 and presented at the Planning and Heritage Sub-Committee meeting on May, 26, 2022. After discussion, Sub-committee recommended approval of the Sign Variance requested by the Applicant.

At the Planning and Heritage Committee meeting on June 13, 2022, the variance request was referred to the Heritage Stratford Advisory Committee.

The Heritage Stratford Advisory committee adopted the following recommendation after discussion:

**“THAT the Heritage Stratford Advisory Committee supports the granting of an exemption from the Sign By-law 159-2004 at 35 Waterloo Street North, subject to the total number of signs approved being reduced from five (5) to three (3), with one large horizontal sign in the middle and two smaller sized ones on each end.”**

Discussion at the Heritage Stratford Advisory Committee included a concern with the number and size of the signs. Key points were that the number and size of signs could take away from the heritage building and forecourt. The Advisory Committee appeared relatively supportive of the signs but would still like a reduction in the size and number of signs.

After the completion of the Heritage Stratford Advisory Committee, staff reached out to the applicant and gained the following response:

“As someone who has strongly advocated for heritage subjects, and in particular architecture in the 40 years I have lived amongst this community, I am deeply appreciative that there is a Heritage Advisory Committee and all who continue to serve on it.

However, given that it is Council where the final decision will lie, I would like to press on with requesting a variance for the 5 signs as initially requested for the reasons set out in my April 7, 2022, letter to Ms. Bridge. It is possible that the Heritage Advisory Committee may not be fully aware of the strategic thinking behind the approach to signage here.

In the interests of and out of respect for everyone’s time, should it be that Council concurs with the position of the Heritage Advisory Committee in reducing the number of signs from five to three, I would then kindly request that the large sign be positioned at the corner of William and Mornington, which has stronger visibility.”

**Analysis:** Although the signs do not appear to affect the sight lines at the adjacent intersections, the installation of these signs would set a precedent for number and size of signage installed in a residential area. If the signs are permitted, the applicant would need to enter into an encroachment agreement for each of the signs as well as the encroachment of the fence area on municipal property.

In attempt to establish a comparable example of a similar site and location, would be the institutional building located at the southeast corner of Waterloo Street and Cobourg Avenue. These properties have similar use, are located on the same collector

road, but one is zoned Commercial (C3) and 35 Waterloo Street is zoned Residential (R2-15). If the commercial zoning were to be applied to 35 Waterloo Street, they would be permitted one sign on William Street, two signs on Waterloo Street and one sign on Elizabeth Street. Since there is an existing sign, this approach would limit what is approved to three new signs. The three new signs would need to be spaced out 25 m from one another. This would require that the small sign on William Street be located 25 m away from the existing (corner) sign. The large horizontal sign would need to be located 25 m away from the existing (corner) ground sign. The third sign would need to be located on Elizabeth Street and be at least 25 m away from the large horizontal sign proposed for Waterloo Street.

The applicant also enquired about artwork attached to the fence. In accordance with the Sign By-law, the artwork would not be considered a sign, provided that there is no advertising of a business within the artwork.

Staff are not supportive of the exemptions and recommended against the Application, as it doesn't adhere to the Sign By-law, some signs would be located on City property and would require encroachment agreements and could influence future applications that are not in compliance with the Sign By-law. The Staff recommendation was considered at the May 26, 2022 Planning and Heritage Sub-committee meeting.

The Planning and Heritage Sub-committee recommended approval of the exemptions and the Application at that Sub-committee meeting.

At the Planning and Heritage Committee meeting on June 13, 2022, the Committee referred the matter to Heritage Stratford Advisory for their advice.

The following recommendations have been provided for Planning and Heritage Committee's further consideration at the July 11, 2022 Committee meeting:

**A. Planning and Heritage Sub-committee recommendation:** THAT the sign variance for five (5) additional ground signs located on municipal property adjacent to 35 Waterloo Street be approved, provided that the Applicant enters into an encroachment agreement with the City for the signs and fence installed on City property and that proper design documents are provided with the sign permit application. [May 26, 2022]

**B. Heritage Stratford Advisory Committee recommendation:**

THAT the sign variance for three (3) additional ground signs located on municipal property adjacent to 35 Waterloo Street North be approved subject to the following conditions:

- Approval is for one large horizontal ground sign to be located at the middle of fence line fronting Waterloo Street.



- Approval is for one small ground sign to be located at the northmost section of the fence fronting Waterloo Street.
- Approval for one small ground sign to be located on the fence within the site triangle of Waterloo Street and William Avenue.
- For approval the applicant must enter into an encroachment agreement for the signs and fence installed on City property.
- For approval the owner must provide the necessary design documentation and certifications as part of the sign application.

**Financial Implications:** There will be no financial implications should the staff recommendation be approved. Schedule "A" to the Sign By-law sets out fees for Sign Permits and Sign Variances. A total of \$1,968.00 in fees have been collected relating to this application, including \$1,356.00 for permits, and a variance fee of \$612.00.

### **Alignment with Strategic Priorities**

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

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

#### **Developing our Resources**

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

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

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

### **Alignment with One Planet Principles:**

#### **Equity and Local Economy**

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

**Staff Recommendation: THAT Planning and Heritage Committee receive the subsequent report (PLA22-027) with options provided and give direction regarding the sign variance application submitted for five additional ground signs located on municipal property adjacent to 35 Waterloo Street.**

#### **Prepared by:**

#### **Recommended by:**

Kelton Frey, Municipal Law Enforcement Officer  
Taylor Crinklaw, Director of Infrastructure and  
Development Services  
Joan Thomson, Chief Administrative Officer



Falstaff Family  
Centre

## **Sign Permit Application Addenda**

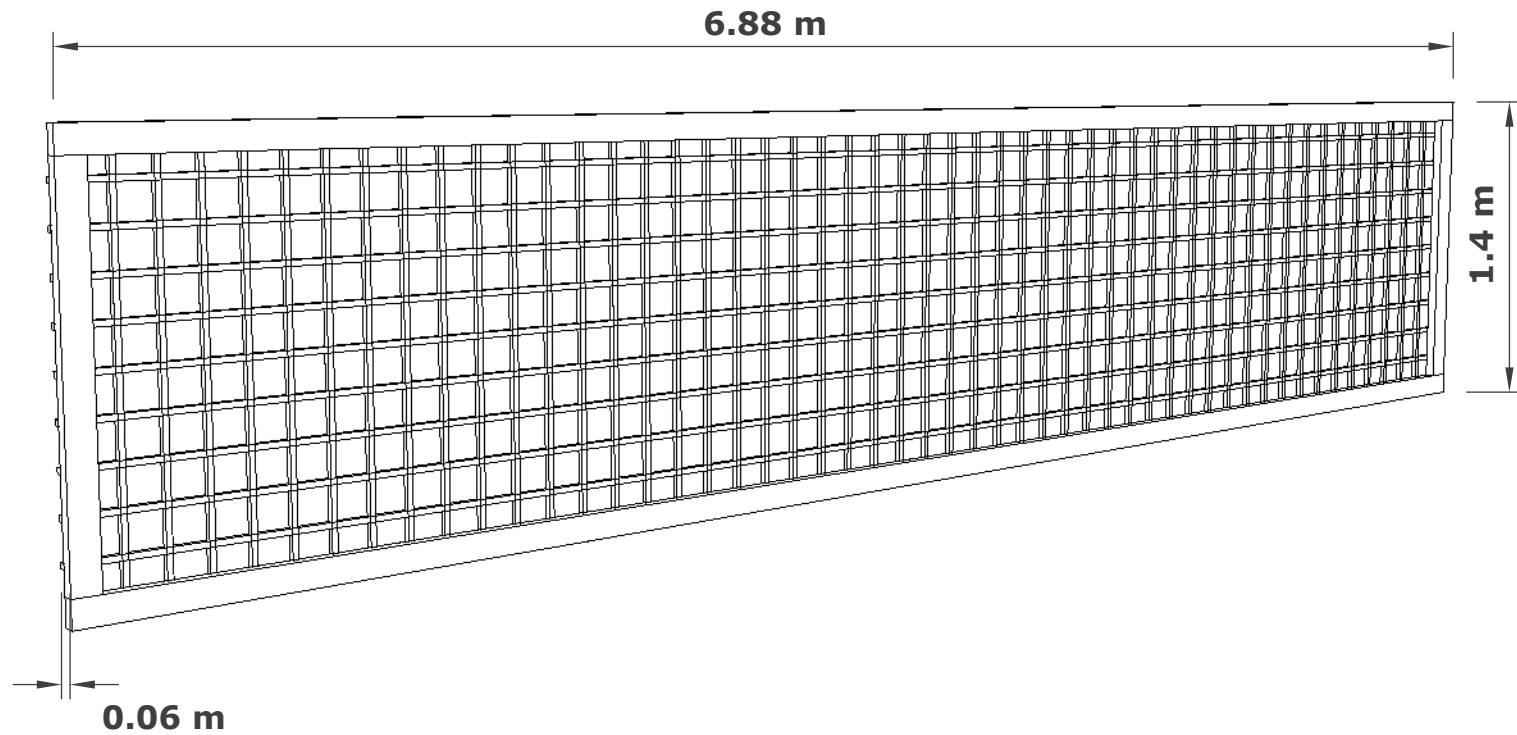
**Falstaff Family Centre  
35 Waterloo Street N  
Stratford, ON  
N5A 5H6**

**Owner: 1448456 Ontario Inc.**

**Existing Use: Community Centre  
Zoning: R2**

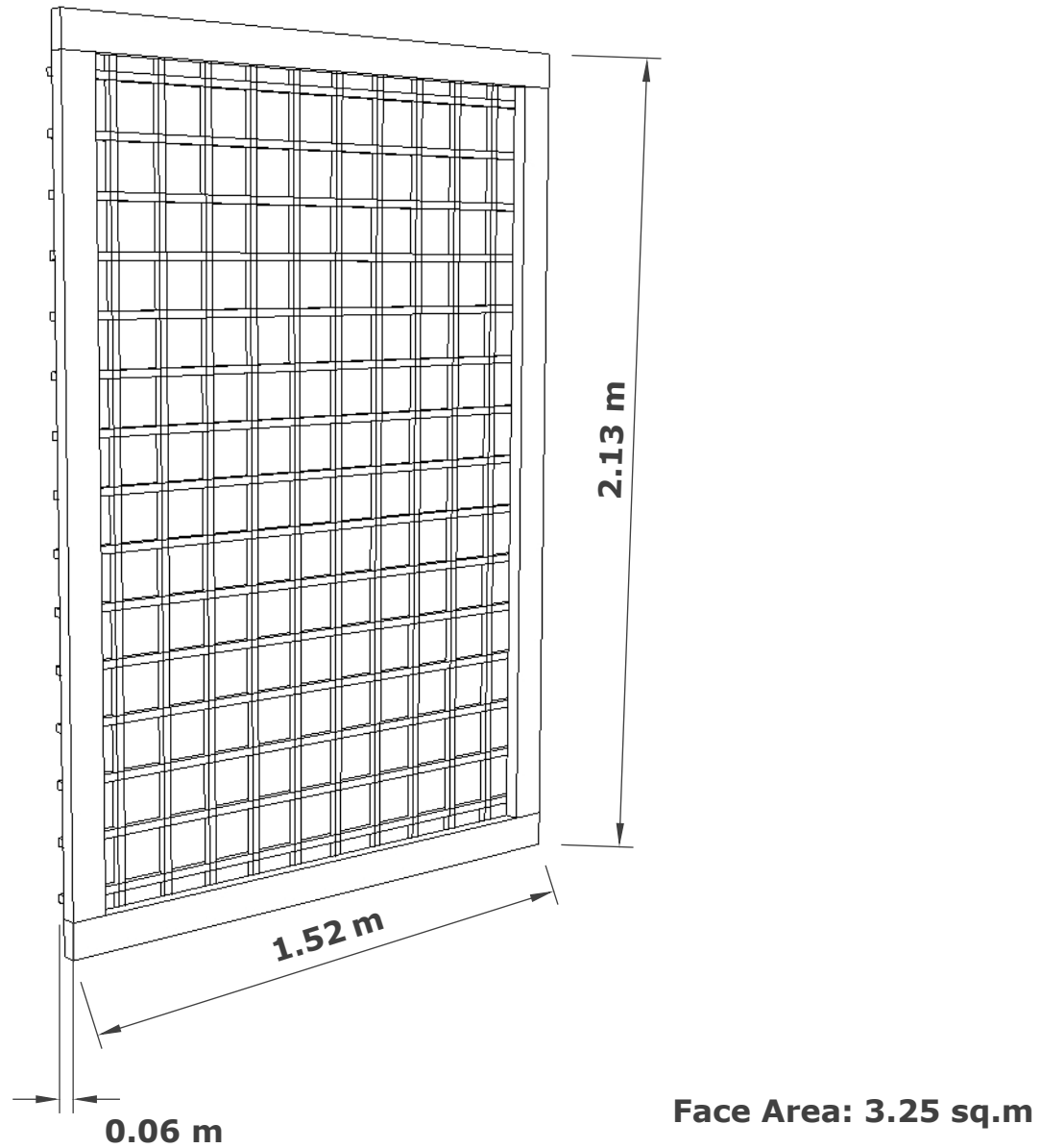
**Legal Land Description:  
PLAN 68 LOT 73 TO 75 LOT 54 TO 56  
PIN: 53127**

# Change Copy Sign Dimensions - Horizontal Type A

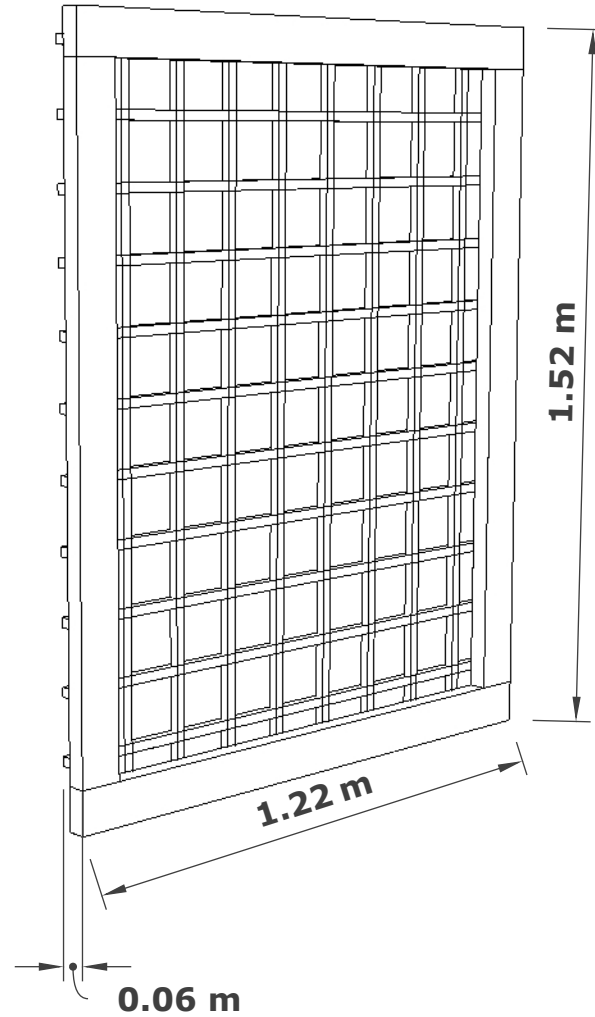


Face Area: 9.62 sq.m

# Change Copy Sign Dimensions - Vertical Type B

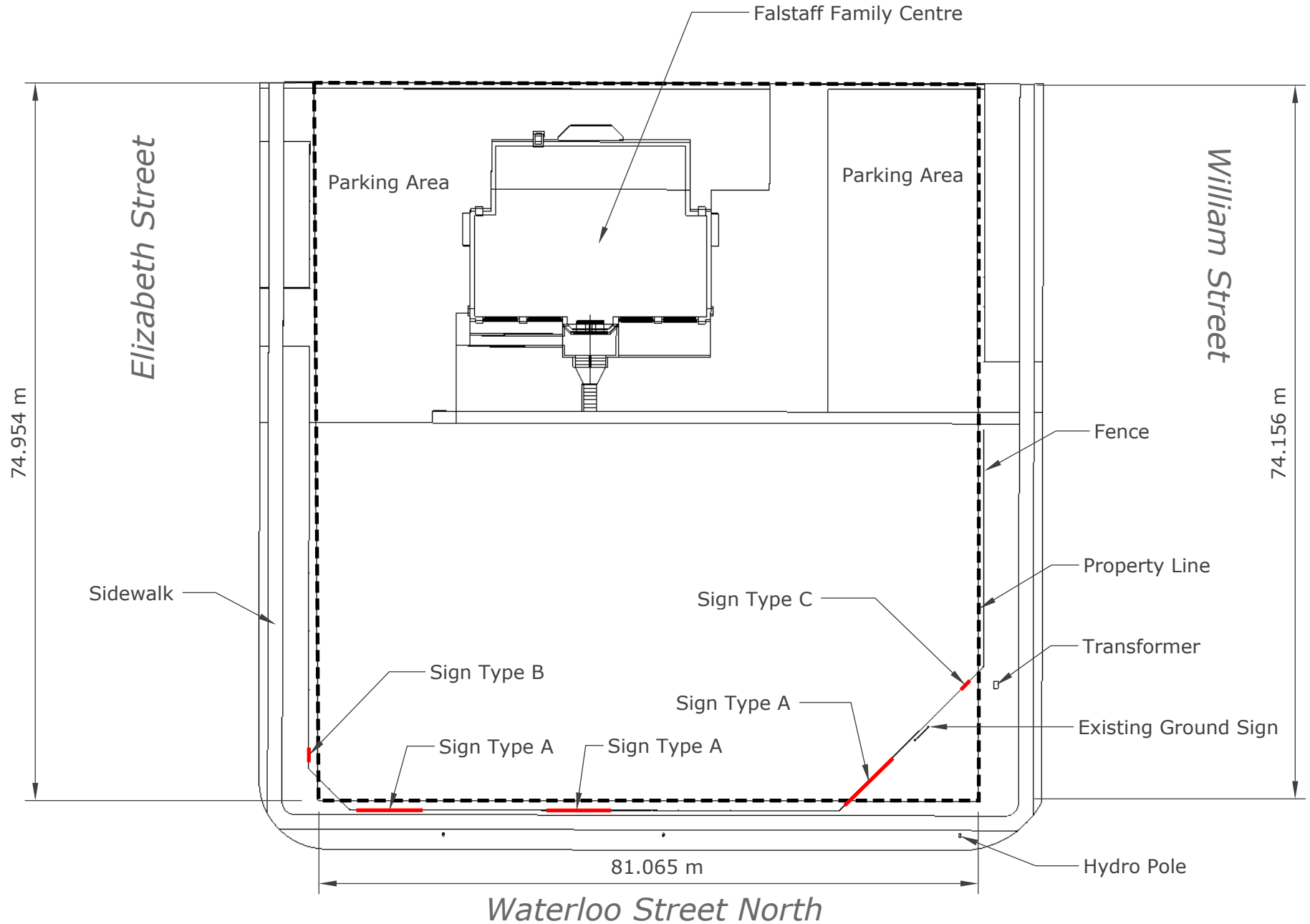


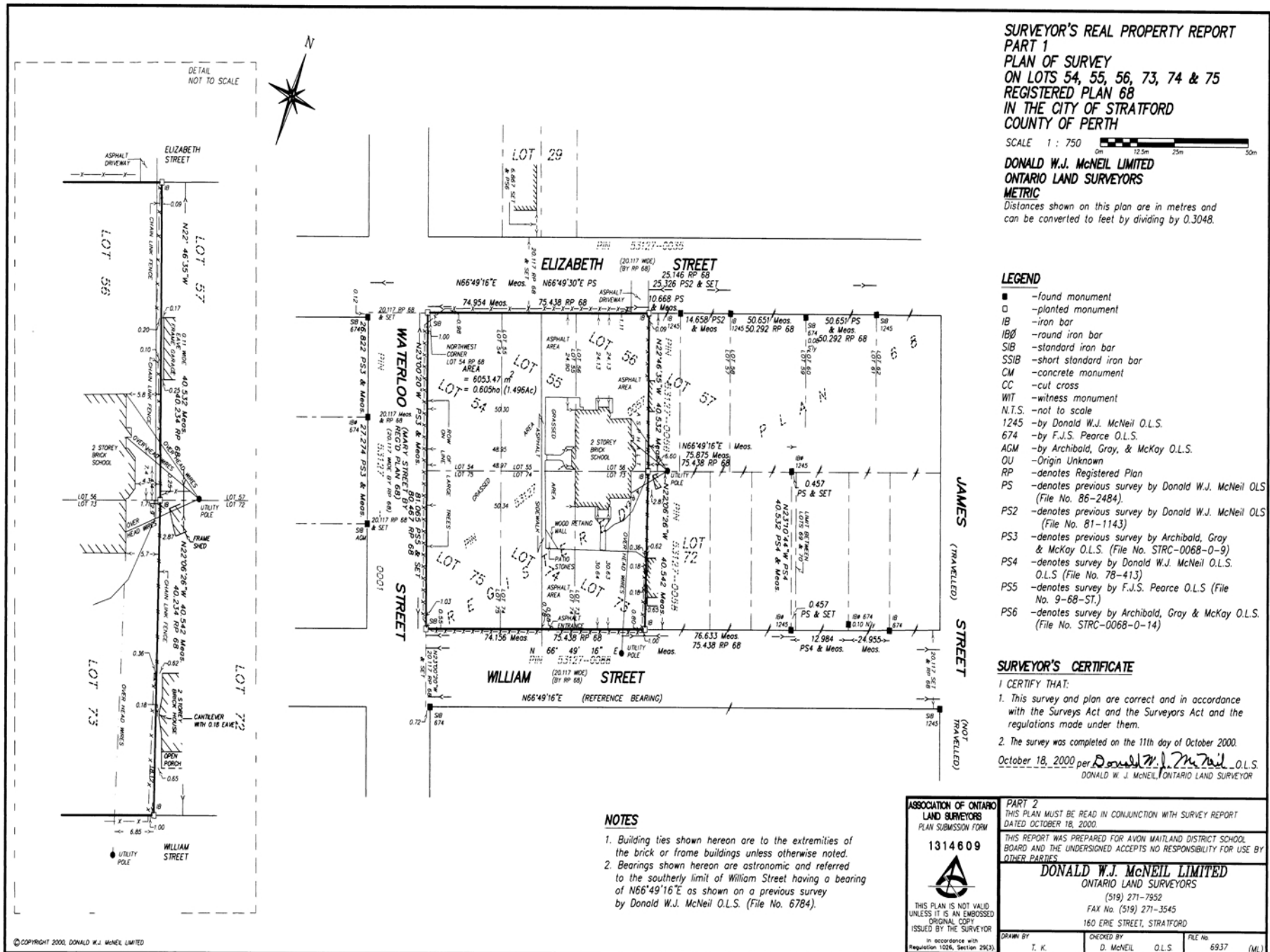
# Change Copy Sign Dimensions - Vertical Type C



**Face Area: 1.86 sq.m**

# Site Plan



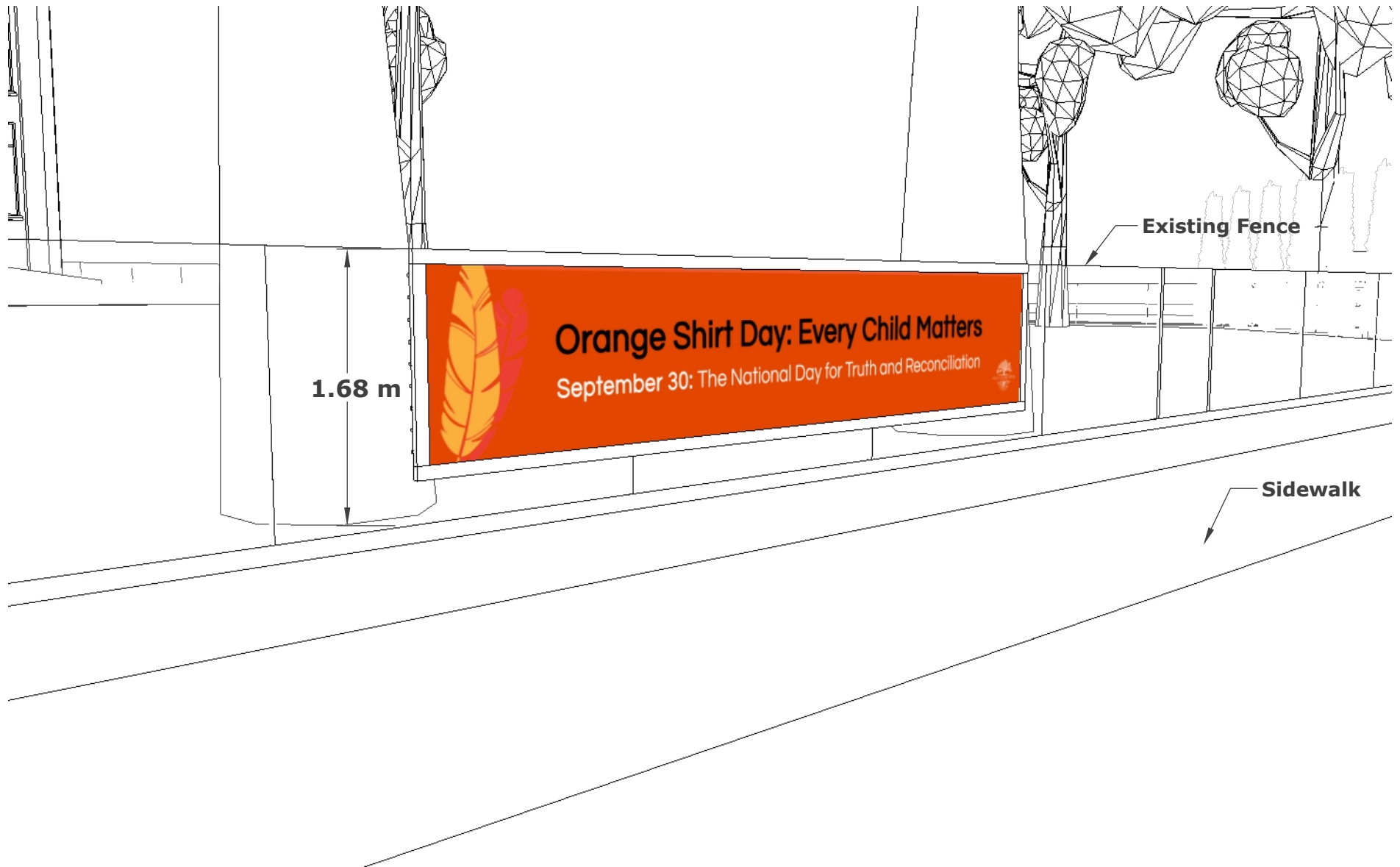


# Sign Type A - Location 1 - Elevation View





# Sign Type A - Location 2 - Elevation View



# Sign Type A - Location 3 - Elevation View



# Sign Type B - Elevation View



# Sign Type C - Elevation View



# Materials & Design

**Frame & Lattice Backing:**

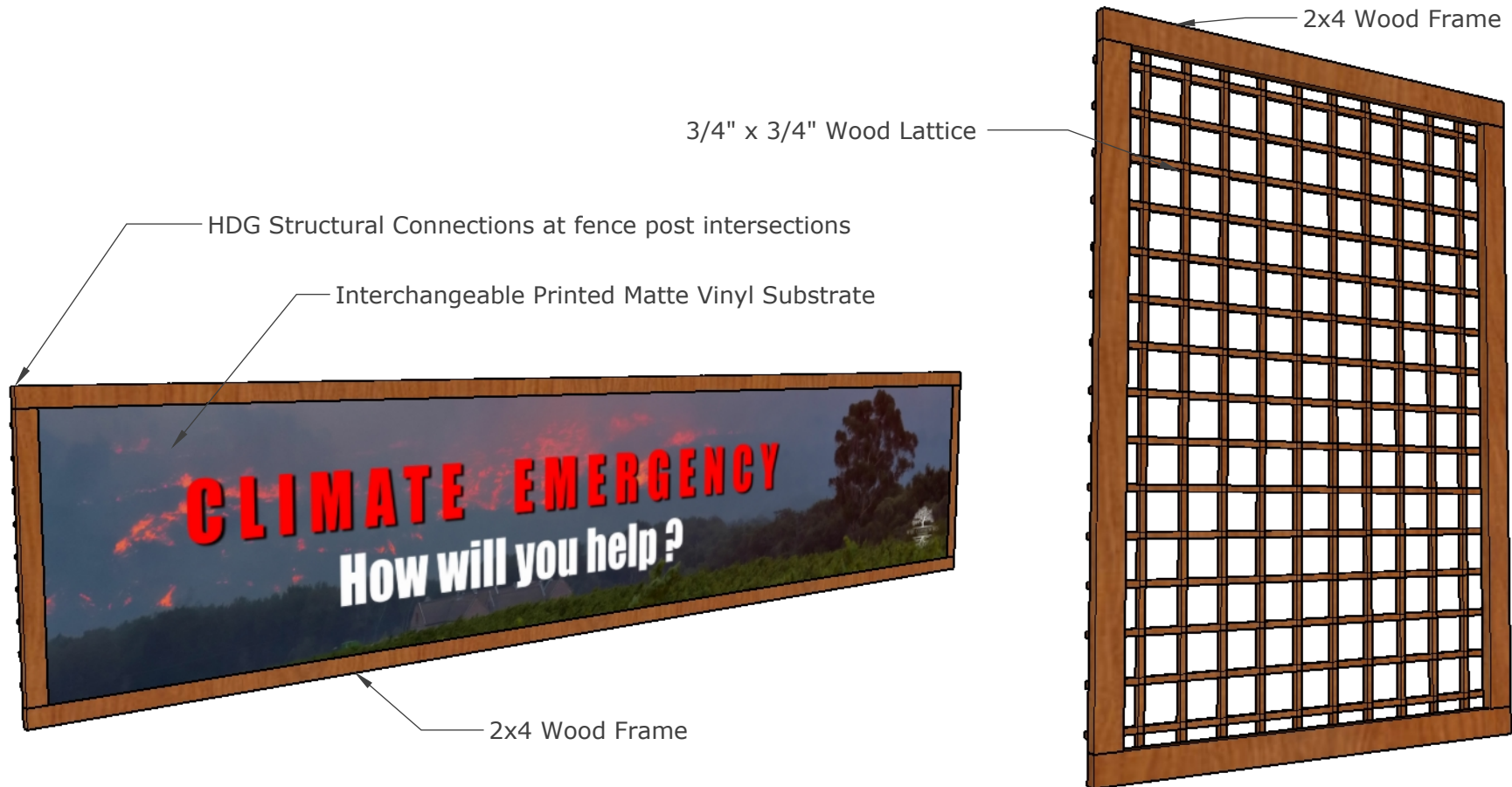
**Stained Cedar**

**Copy Area:**

**Printable Matte Vinyl Substrate**

**Structural Connections:**

**Hot Dipped Galvanized Pipe Clamp Connectors  
Simpson Strong-Tie PGT or similar  
Located top & bottom at fence post intersections**





Planning & Heritage Sub-Committee  
 City of Stratford  
 1 Wellington Street  
 Stratford, Ontario  
 N5A 2L2

May 24, 2022

Dear Councillors,

I am writing to follow up on our process of achieving suitable signage for the Falstaff Family Centre (FFC). Since we last communicated, we have continued to exhaustively review and discuss our signage needs with our tenants, fee-for-service providers, community groups, neighbours, city staff and some councillors, all to ensure we have taken everything and everyone's thoughts into account.

As a result of that, our approach to signage in relation to the fence, has evolved.

**Who has a need for signage and what is that signage intended to accomplish?**

### **TENANTS**

The needs of tenants **EarlyON** (operated by Perth Care for Kids) and the **Stratford Middle Years School** are covered off in the main Falstaff Family Centre sign. ([Appendix A](#))

Our third tenant, the **Multicultural Association of Huron-Perth**, arrived at the centre after the main sign was already constructed. They currently reside without signage or any exterior presence. They operate from the Centre and support community gatherings indoors and on the grounds, outside of pandemic times.

## **FEE FOR SERVICE**

Over its 22-year history, the Falstaff Family Centre has been the host to many community-oriented enterprises, including various fee-for-service activities such as yoga, music, theatre, birthday celebrations and wedding receptions.

At times, FFC also hosts ongoing performance arts festivals, such as [Spring Works](#), or as in the case of this year, the [Here for Now Theatre](#) from July 5 to Sept 11. Given that 60 per cent of their audience is from out of town, and they've previously been in a different location, the need for signage will be crucial to the success of their season.

## **OTHER COMMUNITY GROUPS**

Since the establishment of the [Medicine Wheel Garden](#) in 2021, the **Indigenous Community** has an ongoing presence on the property. Some of their signage needs arise during annual events such as **National Indigenous Peoples Day** on June 21 and **The National Day for Truth and Reconciliation** on September 30. There are also additional one-off events, ceremonies or feasts which may be held on the property which do not necessarily occur on an annual basis.

Climate and environmental initiatives such as **Fridays for Future**, or **Earth Day** April 24, plus groups such as **Climate Momentum**, **Tree Trust**, or the **Upper Thames River Conservation Authority**, which will be hosting its Children's Water Festival on the property May 29, also have need for signage and visibility.

## **APPROACH TO SIGNAGE**

### **TYPE OF SIGN**

Throughout our consultations and review, it has become clear that each group using the Centre has different signage needs, which would also vary in size and display duration. We have also identified there would be multiple instances over the course of a year when more than one sign is needed at the same time.

In reviewing the City's sign by-law, we felt the category of signage which would best fit our needs is a [change copy sign](#), which would serve to accommodate the changing stream of events at the Centre. Additionally, given the number of events the Centre hosts over the course of a year, it would be unduly onerous and costly for all concerned to have to apply for temporary permits for each sign and event.

Given that we do not want to implement an electric change copy sign such as found at St James Church, our intention is to specifically identify those locations along the existing fence where we

could imagine signs to be and mount a wooden garden lattice framework to the fence, on which the signs could be affixed and changed as necessary. ([Appendix B](#))

With all of this in mind, we have identified five proposed locations to be comprised of three different sizes of change copy sign. The first three would be horizontal in nature (measuring 6.9m wide by 1.4m tall) and be located along Waterloo Street, with one additional vertical sign on the Waterloo-Elizabeth corner (1.5m wide by 2.1m tall) and one smaller vertical sign on the Waterloo-William corner (1.2m wide by 1.5m tall). ([Appendix C](#))

## ENCROACHMENT

The existing chain link fence encircling the Centre's grounds predates the current owner and the actual erection date is unknown. The property survey ([Appendix D](#)), shows that sections of the existing fence, along with two of the proposed sign locations lie on municipal property adjacent to the subject property, and within the 30m arterial roadway allowance setback per the City's Official Plan (2019). We would be amenable to entering into an encroachment agreement with the City, should Council approve the variance request, and an application for encroachment has been included in this submission.

## CONCURRENT SIGNS

At times, there may be a need for more than one sign to be displayed. For example, on June 21, 2022 there could be a sign supporting **National Indigenous Peoples Day** (which may be erected a week in advance on June 14), while three signs could be put in place on June 20 promoting the **Here for Now Theatre's** upcoming season starting July 5. ([Appendix E](#))

## DURATION OF SIGNS

**Our overall view is to have signage up no longer than necessary and there will be periods of time when there would be no signage required.** We realize this is subjective, but from our own experience and through the feedback we've received, it's apparent that a certain size and duration of signage is necessary to launch a project or event. Once launched and ongoing, less prominence is needed.

For example, we can envision a larger sign erected on June 14, two to three weeks prior to **Here for Now Theatre's** start date July 5, along with one smaller vertical sign on each end of the property to ensure any attendees identify the theatre event with the Centre. Once Here for Now's season gets launched, the larger sign would come down, leaving only the two smaller panels on Elizabeth and William streets to continue to identify the venue for theatre patrons.



## NATURE OF SIGNS

As previously noted, each sign frame would be constructed of a wooden frame with lattice backing to support a printable matte substrate for the copy portion. The design sizes are intended to be legible to both pedestrians and motorists, and the frame and copy design would allow these signs to be operationally convenient and adaptable to our ongoing needs. The lattice work and frame design also help to reduce the overall weight of the signs, allowing the wind to pass through unobstructed and while still providing adequate connection strength and backing for the sign material. The latticework is also intended to allow empty frames to be aesthetically pleasing to the best degree possible, whenever there may be no signage present.

## CONTENT OF SIGNS

The content of the signs to be affixed to the framework will predominantly be focused on civic matters and matters which are in some way connected to the Falstaff Family Centre and its mission: *“The Falstaff Family Centre is located in Stratford, Ontario focusing on the needs of families and children in Perth County. Founded in 2002, the centre is a multi-faceted and evolving facility, devoted to the principles of inclusiveness, diversity and the realization of human potential, and responsive to needs identified by the local community.”*

Signs not directly connected to the FFC (e.g. dragon boat festival or political campaigns) would not qualify.

## LIVING CANVAS

When we’ve discussed the current aesthetic of the chain link fence internally and with neighbours, we’ve all agreed that it’s functional, but not inspiring. This has led us to envision the fence and all that comes with it (including the signs) as *a living canvas*.

We also researched some approaches taken in other locations and communities which relate to this concept. ([Appendix F](#))

In addition to the signage goals, we intend to populate the fence with vines (silver lace, morning glory and clematis are possibilities), along with pollinator plants and gardens at regular intervals from the inside of the property, bringing more life and bio-diversity to the site.

We also received feedback about complementary, creative opportunities with the fence. For example, **UTRCA Children’s Water Festival** may weave images of fish on the fence, similar to what has been installed at St. Aloysius school. We’re interested in exploring collaborations with Gallery Stratford, schools, and other artists in the community, in creating artistic expressions complementary to the multiple themes associated with The Falstaff Family Centre, especially and including Climate Emergency and Indigenous rights, truth and reconciliation.

Given that managing this property is not our primary focus, but rather a philanthropic contribution to the community, we realize the various plans and aspirations set out above may take a few years to implement. But we want to establish a vision as to where we are going, including the signage, and to have an understanding of how it might be integrated harmoniously into the neighbourhood and community.

## NEIGHBOURHOOD CONSULTATION

On March 25, we hand-delivered more than 80 letters to the neighbours in closest proximity to the Centre. We invited them to attend a meeting either in person or via Zoom. Six people joined us at the Centre Wednesday, March 30. Since some were new to the neighbourhood, we provided background on The Falstaff Family Centre and presented what we've laid out in this letter and sought their feedback, which has now been incorporated into this submission. We emphasized the importance of working and existing in the community in a consultative and complementary way.

Although we would note that a permanent electric change copy sign is a permitted sign type for the property under the current sign bylaw, in consultation with the neighbours, it was jointly felt that this was not going to be in keeping with the heritage nature of the property; could be too distracting for drivers and would not, in itself, accomplish what the proposed signage might do.

We have recognized the importance of community communication on common concerns which have a visible presence and awareness-building capability.

## SUMMARY

Although privately owned, in 2000 The Falstaff Family Centre set out its mission to be a community-orientated property in service to the families of Stratford and Perth County. Since then it has welcomed literally thousands of people, children and families.

Over the years we have continued to welcome our neighbours and the community to enjoy the grounds for dog walking, ice skating, tobogganing and general recreation and we look forward to continuing to support the many and varied needs of the community in the years ahead.

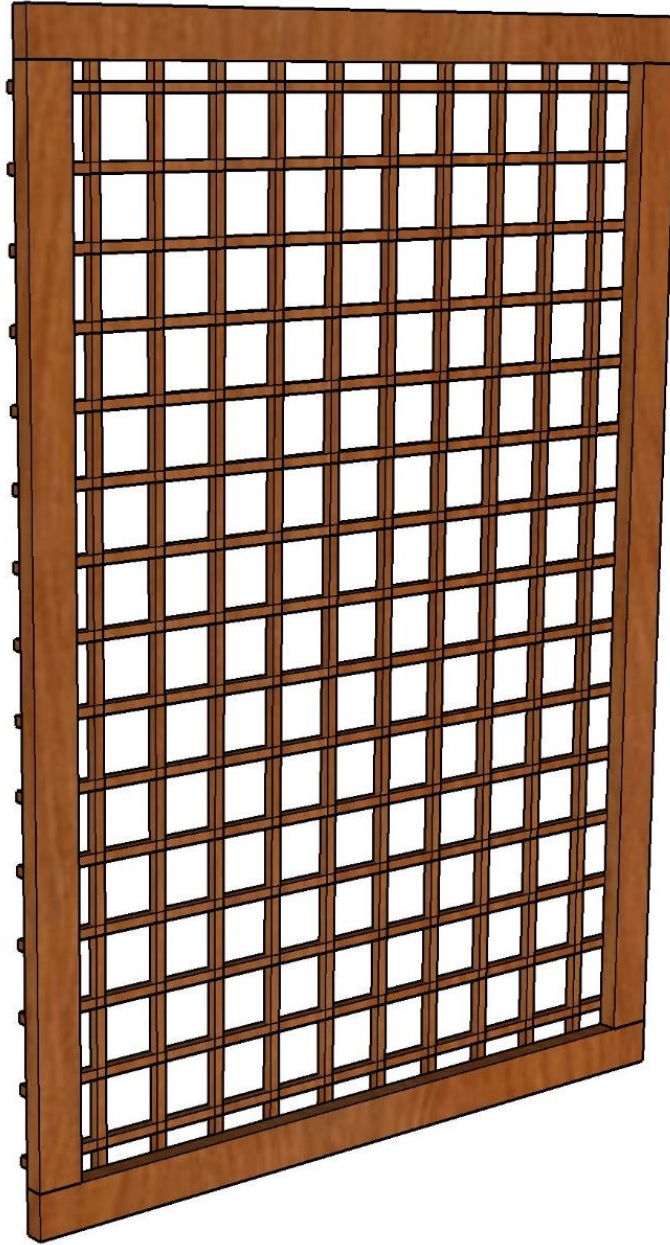
Sincerely,



Loreena McKennitt  
Director, Falstaff Family Centre

Appendix A – Existing Address Sign



Appendix B – Wooden Lattice Framework

## Appendix C – Proposed Locations & Sizes

### Change Copy Sign Dimensions - Horizontal Type A



Face Area: 9.62 sq.m

### Change Copy Sign Dimensions - Vertical Type B

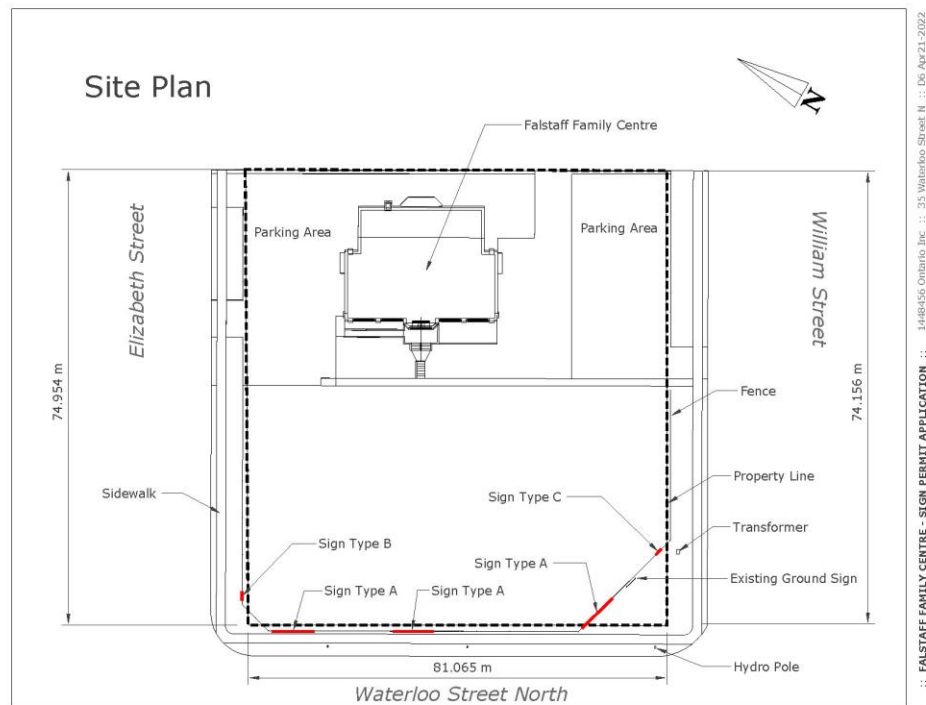


Face Area: 3.25 sq.m

### Change Copy Sign Dimensions - Vertical Type C



Face Area: 1.86 sq.m





[illegible]

Appendix E – Concurrent Sign Example





### Appendix F – Fence Artwork Examples







Fiona Mongillo, Artistic Director  
 Here For Now Theatre  
 [REDACTED] Stratford, ON. [REDACTED]  
[info@herefornowtheatre.com](mailto:info@herefornowtheatre.com)

Alyssa Bridge  
 Manager of Planning  
 City of Stratford  
 82 Erie Street, 2nd Floor  
 Stratford, ON N5A 2M4

April 5<sup>th</sup>, 2022

To whom it may concern,

I am writing to express my support of the Falstaff Family Centre's (FFC) application for a signage variance. The FFC, which is centrally located, not only supports families and children but also hosts diverse events that contribute to the knowledge, involvement and well-being of the general community.

The FFC is generously hosting Here For Now Theatre Company's 2022 season, which is our first full season indoors. Our last two outdoor seasons were hosted at the Bruce Hotel, and as such many of our patrons associate our company with the hotel. It is imperative that we have visible signage in order to re-establish ourselves at the FFC and feel that appropriate signage will be essential to reaching ticket sale targets.

Here For Now Theatre Company provides an 'off-Broadway' counterpart to the Stratford Festival, which contributes to the cultural ethos of our city. We have been successful in drawing substantial tourism to Stratford as well as offering 100+ contracts to local artists over these last two difficult years. The upcoming season stands to be our biggest yet - our growing reputation has even secured us upcoming reviews in the *Toronto Star* and the *Globe and Mail*. If we are able to prove our viability this season, whilst the Stratford Festival is operating at full capacity, we will be able to make more permanent plans for the years to come and Stratford will have a secondary full-scale professional theatre company providing a totally different kind of theatre experience for locals and tourists alike. Signage that establishes us at the FFC will be essential to our success this season, and therefore to the longevity of the company.

I appreciate you taking the time to read my letter. Please feel free to contact me anytime if further information is required.

Warmly,

Fiona Mongillo,  
 Artistic Director of Here For Now Theatre Company



April 2, 2022

Mr. Mark McCauley  
Falstaff Centre  
35 Waterloo St N  
Stratford, ON  
N5A 6H6

Dear Mark:

Re: Signage Variance

I understand that Loreena McKennitt will be applying for a signage variance to allow her to post signs on the fence surrounding her property at 35 Waterloo Street North. These signs will be used to promote community activities on her property, including those of the Multicultural Association Perth-Huron.

Her dedication to and involvement in this community certainly warrants a variance.

Sincerely,

Stephen Landers  
Per Multicultural Association Perth-Huron

Bill James-Abra, Coordinator  
 Climate Momentum  
 c/o [REDACTED]  
 Stratford, ON [REDACTED]  
 [REDACTED]  
 [REDACTED]

Alyssa Bridge  
 Manager of Planning  
 City of Stratford  
 82 Erie Street, 2nd Floor  
 Stratford, ON  
 N5A 2M4

Tuesday April 5, 2022

Dear Ms. Bridge,

I'm writing in support the Falstaff Family Centre's application for a signage variance.

Loreena McKennitt and the Falstaff Family Centre have been great supporters of Climate Momentum in the past, offering equipment and expertise, as well as their enthusiasm and support for our events and initiatives. We've talked together about their vision for using the fence at the Centre as a means for engaging the community and how it could support community-based organizations like Climate Momentum and others. And we think that, more than a simply allowing a sign on the fence, this is an opportunity for engagement and for community building, as well as valuable support for a community organization like ours.

To give you a little background, Climate Momentum is a volunteer organization, community-based, focused on climate action in Stratford and Perth County. We work to support individuals in areas of meaningful climate action, such as in transportation, home energy use, waste reduction, and natural habitat. And we advocate for municipal and the County governments to take a leading role in supporting climate action.

The signage variance that FFC is applying for helps a community organization like Climate Momentum to reach out to our community. For example, a banner promoting our Earth Day Street Party this month would give us a way to promote a key event in our calendar at a cost that we can afford, and in a collaborative way that reflects the values we want to have as an organization. We want to be able work with other organizations in Stratford, like FFC, to engage and inform our neighbours and make our community a better place to live. We hope the City can see this as an opportunity to support that work.

Thank you for your time and consideration.

Yours,

Bill James-Abra  
 For Climate Momentum




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## MANAGEMENT REPORT

**Date:** July 4, 2022  
**To:** Planning and Heritage Committee  
**From:** Joan Thomson  
**Report #:** PLA22-028  
**Attachments:** None

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**Title:** Follow up to Report PLA22-025

**Objective:** To provide information requested at the June 30, 2022, Planning and Heritage Sub-committee meeting with respect to consideration of issuing a Notice of Intent to Designate 86 John Street S and 90 John Street S under Part IV, Section 29 of the Ontario Heritage Act, as amended.

**Background:** At the June 30 Planning and Heritage Sub-committee meeting, Report PLA22-025 was considered by members of the Sub-committee. During the discussion, the following additional information was requested for consideration at the July 11<sup>th</sup> Planning and Heritage Committee meeting:

- Who can object to the Notice of Intent to designate under section 29 of the OHA; and
- A list of options for Committee's consideration with respect to the Heritage Stratford recommendation to Council to issue a Notice of Intent to Designate 86 John Street S and 90 John Street S.

**Analysis:** Section 29 of the Ontario Heritage Act, as amended, sets out the requirements for a municipality to follow when considering a possible designation of a property under Part IV of the Act:

Section 29(5) provides that "a person" who objects to a proposed designation of a property has 30 days after the date of publication of the **Notice of Intent to Designate** is given, to serve on the Clerk of the municipality, a notice of objection setting out the reason for the objection and all relevant facts.

Section 29(6) provides that if a notice of objection has been served on the municipality, council shall consider the objection and make a decision whether or not to withdraw the Notice of Intent to Designate the property within 90 days after the end of the 30-day notice period under section 29(5).

Section 29(8) provides that if no notice of objection is served within the 30-day notice period or a notice of objection is served on the municipality within that notice period, but the council decides not to withdraw the Notice of Intent to Designate the property, the council may pass a by-law designating the property provided that the following requirements are met:

- The by-law is passed within 120 days after the date of publication of the Notice of Intent to Designate.<sup>1</sup>
- The by-law contains a statement explaining the cultural heritage value or interest of the property and a description of the heritage attributes of the property and must comply with such requirements in relation to the statement and the description as may be prescribed and with such other requirements as may be prescribed.
- The Council must cause the requirements documents to be served on the owner of the property, on any person who objected under subsection (5) and on the Trust.

Section 29(11) provides that “any person” who objects to the passing of the designation by-law may appeal to the Tribunal by giving the Tribunal and the Clerk of the municipality, within 30 days after the date of publication of Notice of Passing of By-law, a notice of appeal setting out the objection to the by-law and the reasons in support of the objection accompanied by the fee charged by the Tribunal.

In summary, the owner, or a third party, has 30 days after the date of publication of **Notice of Intent to Designate**, to serve a notice of objection on the municipality. The municipality, on receipt of an objection, must decide whether to withdraw the Notice of Intent to Designate, or to pass a by-law to designate. Objectors then have the opportunity to appeal the designation by-law to the Ontario Land Tribunal (OLT) by serving their objection on the OLT and the municipality.

### **Consideration of Heritage Stratford Recommendation**

In considering the recommendation from Heritage Stratford for Council to issue a Notice of Intent to Designate 86 John Street S and 90 John Street S under Part IV, Section 29 of the Ontario Heritage Act as noted in Report PLA22-025, Council has a number of options:

- Adopt the Heritage Stratford recommendation to proceed to initiate the Notice of Intent to Designate as stated in Report PLA22-025;
- Refer the Heritage Stratford recommendation to staff for additional information;
- Defer the Heritage Stratford recommendation to the next term of Council for consideration;

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<sup>1</sup> Ontario Reg 385/21 - section 2 appears to allow a municipality and property owner to agree to extend the period of time beyond the 120 days set in the Ontario Heritage Act as amended.

- Table the Heritage Stratford recommendation (meaning no further consideration of the recommendation until a motion to remove the matter from the table is made by Council);
- In place of a Part IV heritage designation, include 86 John St S on the Municipal Heritage Registry <sup>2</sup>
- Motion to file (meaning take no action on) the Heritage Stratford recommendation.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

The heritage designation process is a program carried out by the Development Services Division of the Infrastructure and Development Services Department. Funds are allocated for the designation program and approved by Council during budget deliberations. If an appeal is filed objecting to the passing of a by-law to designate, the cost to have staff, legal and expert Hearing preparation and representation for the City at the OLT Hearing is expected to be in the \$12,000 to \$15,000 range, subject to the length of the Hearing and could be funded through the existing City budget.

#### **Financial impact on future year operating budget:**

There is no anticipated financial impact on future year operating budget for adding the designation of this property to the City's Heritage Registry. Alterations to a designated heritage property will require a heritage permit application. There is no heritage permit application fee payable by the property owner. The cost to process a heritage permit application is included in the Development Services Division Budget each year.

### **Legal considerations:**

The City is following the Ontario Heritage Act and Ontario Regulations with respect to the heritage designation process under Part IV of the Act. The Act was amended with revisions coming into effect July 1, 2021. The cost to have legal representation at a potential OLT Hearing is noted above in Financial Implications.

### **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.

### **Alignment with One Planet Principles:**

#### **Culture and Community**

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<sup>2</sup> SGH has submitted a letter to the City requesting that 86 John St S not be included in the Municipal Heritage Registry – opt out.

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

**Staff Recommendation: THAT the Report titled, "Follow up to Report PLA22-025" (PLA22-028), be received;**

**AND THAT direction be provided with respect to the Heritage Stratford recommendation to issue a Notice of Intent to Designate 86 John Street S and 90 John Street S, under Part IV, Section 29 of the Ontario Heritage Act, as amended, specifically the,**

- **1891 hospital (Avon Crest) including the semi-circular landscaped entrance driveway;**
- **1910 extension;**
- **1904 Gardener's cottage; and**
- **1929 Nurses' residence.**

**Prepared by:** Joan Thomson, Chief Administrative Officer  
**Recommended by:** Joan Thomson, Chief Administrative Officer




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## MANAGEMENT REPORT

**Date:** June 30, 2022  
**To:** Planning and Heritage Sub-committee  
**From:** Alyssa Bridge, Manager of Planning  
**Report #:** PLA22-025  
**Attachments:** Correspondence from HPHA dated April 1, 2022

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**Title:** Heritage Stratford Recommendation Regarding the Intent to Designate 86 John Street South and 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act

**Objective:** To provide Heritage Stratford's recommendation regarding the proposed intent to designate 86 John Street South and 90 John Street South (Avon Crest) under Part IV, Section 29 of the Ontario Heritage Act.

**Background:** On November 9, 2021, Heritage Stratford resolved the following:

That Heritage Stratford request that Stratford City Council issue a notice of intention to designate the Avon Crest property, 86 John Street South and 90 John Street South, Stratford ON under Part IV, Section 29 of the Ontario Heritage Act specifically the:

- a) 1891 hospital (Avon Crest), including semi-circular landscaped entrance driveway;
- b) 1910 extension;
- c) 1904 Gardener's cottage; and
- d) 1929 Nurses' residence.

Heritage Stratford has initiated this designation request. The property owner, the Huron Perth Health Alliance (HPHA) objects to the designation under Part IV of the Ontario Heritage Act. A letter from the HPHA outlining their concerns with the request is attached.

At the January 14, 2020, Heritage Stratford meeting the HPHA did a presentation to Heritage Stratford announcing their intention to redevelop the property. The property currently is not designated under the Ontario Heritage Act, is not included on the Municipal Heritage Register and it does not abut any properties designated under the



Ontario Heritage Act. The presentation from the HPHA to Heritage Stratford was solely for information purposes.

On February 3, 2020, the HPHA, which includes Stratford General Hospital, issued a Request for Solutions (RFS) with an aim to facilitate “the development of a new iconic building dedicated to providing healthcare-related services to the city and surrounding communities” on the Avon Crest site. The RFS noted that, “the Hospital and HPHA have not performed any analysis or review of the existing site or building conditions.” The RFS required that, “Careful demolition of the existing building must be considered.” Applications were due to HPHA August 17, 2020. No further action on the RFS has been taken by the HPHA.

### Non-Designated Municipal Registry

In 2017, Heritage Stratford engaged the University of Waterloo’s Heritage Resource Centre for the purpose of compiling a list of non-designated properties to be listed on the Municipal Heritage Register. The Heritage Resource Centre reviewed over 600 properties previously assessed and identified the 438 properties deemed to have the highest cultural value or significance. The 438 properties were broken down into three lists that were based on their cultural value and significance. The subject lands were included on the second list.

As outlined by Sections 27(3)-(5) of the Ontario Heritage Act, owners of non-designated properties listed on the Municipal Heritage Register are required to provide the Council of the municipality at least 60 days’ notice if they intend to demolish or remove the building or structure.

On March 10, 2020, Heritage Stratford passed a resolution that Development Services staff commence with the second phase of the non-designated register for the properties identified in the Hamlet and Romeo Wards.

The subject lands were included on this list and are located within the Hamlet Ward. On August 10, 2020, Council adopted a resolution that directed staff to explore various forums available to host an open house, that staff notify the property owners of the Heritage Stratford resolution, that staff host an open house and that following the open house that staff forward a final recommended list of properties to be included on the Municipal Heritage Registry as non-designated properties for Council’s consideration. To date the property owners have not been notified and no further action has been taken. It is anticipated that this project will move forward in 2022.

### Location

The subject lands are located on the west side of John Street South and on the north side of West Gore Street and are known municipally as 86 John Street South and 90 John Street South and are legally described as Concession 1 Pt Lot 3 (Geographic Township of Downie) in the City of Stratford. The site comprises the Avon Crest



### Property History (prepared by Heritage Stratford)

In 1887 Mayor J.C. MacGregor urged the establishment of a hospital in Stratford. Citing the increasing number of industrial accidents, he recalled sending an injured man to jail, the only place then available for the purpose. A determined group of women responded, organizing a public meeting in November 1888, which resulted in the creation of the City of Stratford General Hospital Trust. Within a month over \$7,000 had been raised, enough to construct a wing and tower of what would be a building capable of expansion. But there was no need for such half-measures. As Nancy Z. Tausky and Lynn D. DiStefano explain in *Victorian Architecture in London and Southwestern Ontario*, "So efficient were the money-raising efforts, complete with bazaars and amateur theatricals, that the \$13,361 structure opened debt-free in 1891." Stratford citizens contributed 75% of those construction costs and city council granted the five acres of land upon which the building stands.

The architect, George F. Durand (1850-1889), first worked for Thomas Fuller (later to become Chief Dominion Architect for the Government of Canada) on the New York State Capital building in Albany. Returning to London, Ontario he led a series of architectural partnerships, building a wide range of buildings in Toronto (Upper Canada College) and across southwestern Ontario. According to the *London Advertiser*, Durand "was acknowledged to be the best architect in the Dominion." Durand, was no stranger to Stratford, having already designed the old Pumphouse (1883, now Gallery Stratford), the Perth County Court House (1886) and the Jail (1886). Stratford General Hospital was Durand's final building. He died before it opened.

Designed in the High Victorian Queen Anne Style, the yellow-brick, symmetrical building originally featured a central tower and protruding bay windows on the side wings. These bays were initially open-air porches, providing convalescing patients with fresh air in summer. With its tower, turrets and chimneys it would have presented a picturesque appearance on John Street, an imposing sight when viewed from the T. J. Dolan parkland below.

The five acres of land granted to the hospital by the city testifies to Stratford's farsightedness in understanding that the hospital would continue to grow. The historic property being recommended for protection, therefore, incorporates the building proper, the landscaped, semi-circular entrance drive, the accumulation of subsequent buildings – including gardener's cottage (1904), three-storey, north wing (1910), and nurses' residence (1929) and the remarkable, unobstructed northern views from Avon Crest to the T. J. Dolan parkland.

Avon Crest was constructed as part of a larger push across the country in the 19th century to build general hospitals in Canada's growing cities, often sited at some distance from the city centre, for the protection of both the patients and the healthy population. According to McGill University Professor Annemarie Adams, an expert on hospital architecture, "From roughly the Crimean War to World War I, hospitals looked

like other reform institutions that featured big, open wards. This is the hospital of Florence Nightingale, where 30-some patients lay in parallel rows of narrow beds. Ventilation, ventilation and ventilation were the three main planning ideas driving the form of this largely philanthropic institution, often called the pavilion plan because the buildings were surrounded by fresh air." Many of these early 19th-century hospitals resembled large country houses. They were rectangular structures with central entries. The typical example was a three-storey building crowned by a classical cupola or a central tower and punctuated by numerous chimneys.

As Stratford's population grew and medicine advanced, Stratford General Hospital was continuously expanded and upgraded – 1904 (gardener's cottage), 1910 (three-storey, north wing), 1915 (electricity), 1917 (telephone), 1920 (x-ray department), 1925 (laboratory) and 1929 (nurses' residence) – until finally, in 1955, it was repurposed as a convalescent facility (Dean Robinson, *For Your Health: Stratford General Hospital 1891-2002*). According to the *Stratford Beacon-Herald*, "In 1990, all remaining inpatient services offered at Avon Crest were transferred to the Stratford hospital's main campus and, more recently as between two years ago [in 2018], all outpatient and other hospital services, including laundry, were also consolidated in the newer east building, which opened in 2010."

For most of the 19th century nurses had lived in rooms scattered throughout the hospital proper, but in the early 20th-century hospitals began constructing purpose-built nurses' residences, which soon included teaching facilities in addition to individual rooms. Like the Ann Baillie Building, Kingston General Hospital's nurses' residence constructed in 1903 and recognized by the Historic Sites and Monument Board of Canada, Stratford Hospital's 1905 nurses' residence also commemorates the contribution of nurses and nursing to scientific medicine and to women's agency as health care professionals. Such buildings also celebrate and remind us of the training and professionalism of nurses, their social life and unique culture, as they emerged as leaders in the field of medicine.

Hospitals are architectural landmarks, important and sometimes beautiful buildings. When it opened in May 1891, Stratford Hospital was a symbol of progress in science and technology, one that represented Stratfordites' belief in the welfare of all its citizens. Today it is a repository of personal memory and collective social meaning, a place intimately associated with birth, illness and death within our community. Cameron Logan, an expert on hospital architecture and its preservation, believes that, "architects, preservation professionals, and municipal-planning departments must think about hospitals as historic places, whether they want to or not."

George F. Durand's drawings for the Stratford Hospital are preserved as part of the Murphy-Moore collection of architectural records (AFC-47) at the University of Western Ontario.

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## **Analysis:**

### **Planning Framework**

#### Planning Act

Section 2 of the Ontario Planning Act identifies the conservation of cultural heritage resources is identified as a Provincial interest and directs that municipalities shall have

regard to the conservation of features of significant architectural, cultural, historical, archaeological, or scientific interest. The conservation of cultural heritage resources contributes to other matters of provincial interest, including the promotion of built form that is well-designed and that encourages a sense of place.

#### Provincial Policy Statement, 2020

In accordance with the Wise Use and Management of Resources policies in Section 2.6 of the Provincial Policy Statement (PPS) significant built heritage resources and significant cultural heritage landscapes shall be wisely conserved and managed. Built heritage resources are defined in the PPS as a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an indigenous community. Built heritage resources are located on a property that may be designated under Part IV or V of the Ontario Heritage Act, or may be included on local, provincial, federal and/or international registers.

#### City of Stratford Official Plan

Section 3.5.3 of the Stratford Official Plan sets out additional criteria for designation:

- i) The City shall continue to designate by by-law individual properties and groups of properties, as well as cultural heritage landscapes, pursuant to the provisions of the Ontario Heritage Act utilizing criteria for determining heritage value or interest established by provincial regulation under the Ontario Heritage Act and the following municipal criteria:
  - a) prehistoric and historical associations with a theme of human history that is representative of cultural processes in the settlement, development and use of land in the City;
  - b) prehistoric and historical associations with the life and activities of a person, group, institution or organization that has made a significant contribution to the City;
  - c) architectural, engineering, landscape design, physical, craft and/or artistic value;
  - d) scenic amenity with associated views and vistas that provide a recognizable sense of position or place;
  - e) contextual value in defining the historical, visual, scenic, physical and functional character of an area; and,
  - f) landmark value.

The Ontario Heritage Act enables municipalities to identify and protect heritage resources by way of designation under Part IV or Part V of the act. The City of Stratford Official Plan implements key heritage principles and interests set out provincial policy regime of the Planning Act, the Provincial Policy Statement, and the Ontario Heritage Act and provides direction to further identify, protect and manage significant cultural heritage resources within the City. The designation of individual properties under Part IV of the Ontario Heritage Act is one tool that municipalities can utilize to identify and protect heritage cultural resources within the city.

### Ontario Heritage Act

Buildings, structures, and landscapes may be designated under Part IV of the Ontario Heritage Act if they meet a minimum of one of the following criteria (Ontario Regulation 9/06):

1. The property has design value or physical value because it,
  - a. is a rare, unique, representative or early example of a style, type, expression, material or construction method,
  - b. displays a high degree of craftsmanship or artistic merit, or
  - c. demonstrates a high degree of technical or scientific achievement.
2. The property has historical value or associative value because it,
  - a. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,
  - b. yields, or has the potential to yield, information that contributes to an understanding of the community or culture, or
  - c. demonstrates or reflects the works or ideas of an architect, artist, builder, designer or theorist who is significant to a community.
3. The property has contextual value because it,
  - a. is important in defining, maintaining or supporting the character of an area,
  - b. is physically, functionally, visually or historically linked to its surrounding, or
  - c. is a landmark.

When putting forward a property for designation under the Ontario Heritage Act, there are four pieces of information required under O. Reg 385/21 and they are:

- Description of the portion of the property that has cultural heritage value or interest by way of site plan, scaled drawing or a description in writing;
- Statement of cultural value or interest which must identify and explain which of the designation criteria within O. Reg 9/06 is met;
- Description of heritage attributes which must explain how each heritage attribute contributes to the cultural heritage value or interest of the property; and
- Property identifier which includes the legal description, municipal address and general description of where the property is location (name of the neighbourhood/ward or closest major intersection).

### Designation Process

There are seven steps to designating an individual property under Part IV of the Ontario Heritage Act. These steps are:

1. Identifying a property as a candidate for designation
2. Researching and evaluating the property
3. Serving the notice of intention to designate, with an opportunity for objection
4. Passing the designation by-law
5. Appeals and coming into force
6. Listing the property on the municipal register
7. Including property on the Ontario Heritage Trust register

Prior to designating a property under the Ontario Heritage Act, Council must pass a motion to proceed to designate the property. Council must also notify the property owner and the Ontario Heritage Trust and the Notice of Intent to designate must be published in a local newspaper. There is a 30-day objection period. If no objections to the Notice of Intent to designate are received after 30 days, Council may proceed to pass a by-law designating the property.

In 2019, through Bill 108, the More Homes, More Choices Act, amendments to the Ontario Heritage Act introduced a new review process for municipal Councils where there are objections to designation. It is now required that if a Notice of Objection is received within 30 days of the publishing of the Intent to Designate, the Council of the municipality shall consider the objection and make a decision whether or not to withdraw the Notice of Intention to designate the property within 90 days after the 30-day objection period. Should Council withdraw the Notice of Intent to designate or fail to make a decision in 90 days Notice of Withdraw is to be issued. If no objections are received or Council wishes to proceed with the Intent to Designate despite an objection, Council has 120 days from the date of the publication of the Notice of Intent to designate to pass the designation by-law. If Council fails to pass the by-law, the Notice of Intent to designate is deemed to be withdrawn and the municipality shall issue a



Notice of Withdrawal. Should Council pass a designation by-law notice is required to be published in the newspaper, given to the owner and the Ontario Trust.

#### Appeal process

Any person who objects to the by-law may appeal to the Ontario Land Tribunal in accordance with the Ontario Heritage Act, as amended within 30 days of the publication of the designation in the newspaper.

#### **Statement of Cultural Value or Interest (prepared by Heritage Stratford)**

The Avon Crest property municipally addressed 86 and 90 John Street South is comprised of an accumulation of late 19th century early 20th century health care buildings and a tree-lined semi-circular approach. The site is nearby the T.J. Dolan natural area and is a significant surviving example of a health care facility that testifies to the history of the medical and nursing professions in Canada. The Avon Crest is a well-known local landmark that provided a high standard of care demonstrating Stratford's commitment to its citizens well-being, which during the 19th century set Stratford apart as a settlement area and was a key component in shaping Stratford and attracting additional development in Stratford since its construction.

The overall site, including the tree-lined semi-circular drive and buildings, represents one of the best-preserved 19th century examples in Canada of how medicine was practiced, citizens served, and nurses housed and trained. The rectangular yellow-brick, three storey symmetrical Avon Crest building with central entry, with bay windows and open-air porches providing fresh air to convalescing patients, and punctuated by numerous chimneys exemplify the picturesque Queen Anne style as practiced by George F. Durand a well known Architect in Stratford and across southwestern Ontario. The tree-lined, semi-circular landscaped entrance has allowed the site to retain its 19th century context of how the site was accessed, used, and experienced during that time period.

The Avon Crest hospital has been an important medical facility and cultural feature for Stratford and Perth County, touching the lives of residents, in joy and in sadness, for over 130 years. Its yellow-brick, symmetrical plan, with bay windows and open-air porches represent Durand's skill as an architect and the historic role of hospital buildings to health care provision in Canada. The Avon Crest site has been an integral part of the overall culture, heritage and development of Stratford.

#### **Description of Heritage Attributes (prepared by Heritage Stratford)**

The specific heritage attributes of the property are:

1. Original 1891 hospital (Avon Crest)

- a. Intact massing, including 3-storey centre block with projecting entrance bay, framed by 3-storey gabled bays with projecting 2-storey bay windows.
  - b. Original yellow, stretcher bond brickwork.
  - c. Original rough stone basement foundation.
  - d. Original carved stone panel over entrance with buildings name (Stratford Hospital).
  - e. Original windows including:
    - i. Paired, arched windows with stone sills at 2<sup>nd</sup> floor over entrance and at 3<sup>rd</sup> floor over bay windows;
    - ii. Single windows with 4-over-4 overlights;
    - iii. 6- pane bay windows with overlights in projecting bays; and
    - iv. Projecting 3<sup>rd</sup> floor dormer windows, with 3-over- 3 overlights two on the principal façade and one each on the east and west roof.
  - f. Original ornamental brickwork at 3<sup>rd</sup> storey of the gabled ends and turrets of side bays.
2. Original 1910 north extension to the original 1891 hospital
- a. Intact massing;
  - b. Original yellow, stretcher bond brickwork;
  - c. 2-storey glazed solariums (originally open-air) at the west end;
  - d. Original interior layout
3. Tree lined semi-circular entrance driveway
4. 1904 Gardener's cottage
- a. Intact massing;
  - b. Original yellow, stretcher bond brickwork; and
  - c. Decorative, painted bargeboards at gabled ends of roof.
5. Original 1929 nurses' residence
- a. Intact massing

- b. Original, mid-brown brickwork; and
- c. Original, eyebrow dormer windows in roof.

### **Compliance with Designation Criteria (prepared by Heritage Stratford)**

The heritage attributes listed above (1-5) meet the following sections of the Provincial criteria set out in Ontario Regulation 9/06:

1. The property has design value or physical value because it,
  - a. is a rare, unique, representative or early example of a style, type, expression, material or construction method. Specifically, Avon Crest is significant for the history of architecture in Canada. Few intact examples of 19<sup>th</sup> century hospitals remain.
2. The property has historical value or associative value because it,
  - a. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community. Specifically, Avon Crest is an important surviving example that testifies to the history of the medical and nursing professions in Canada.
  - a. demonstrates or reflects the works or ideas of an architect, artist, builder, designer or theorist who is significant to a community. Specifically, Avon Crest is an important example of the work of architect George F. Durand in Stratford, and across Southwestern Ontario.
3. The property has contextual value because it,
  - a. is a landmark. Specifically, Avon Crest has been a recognizable and defining feature of Stratford for over 130 years and represents a significant turning point in Stratford's commitment to caring for its citizens.

The heritage attributes (1-5) also meet the following criteria outlined within Section 3.5.3 i) of the Stratford Official Plan:

- a) prehistoric and historical associations with a theme of human history that is representative of cultural processes in the settlement, development and use of land in the City. Specifically, the establishment of a facility that provided a high standard of health care, which during the 19<sup>th</sup> century set Stratford apart as a settlement area and was a key component in shaping Stratford and attracting additional development.
- b) prehistoric and historical associations with the life and activities of a person, group, institution or organization that has made a significant contribution to the City. Specifically, the nurses, physicians and other health professionals who lived and

worked there over many years, and as a repository of personal memory and collective social meaning for the community.

- c) architectural, engineering, landscape design, physical, craft and/or artistic value. Specifically, the yellow-brick, Queen Anne-style Avon Crest building, with bay windows and open-air porches as representative of historical style. The tree lined semi-circular driveway represents the 19<sup>th</sup> century context of how the site was accessed and used during that time period.
- d) landmark value. Specifically, preserving the physical evidence of the Avon Crest Hospital, which has been a recognizable and defining feature of Stratford for over 130 years and represents a significant turning point in Stratford's commitment to caring for its citizens.

### **Public Comments**

A written submission was received from a member of the public in December 2021, requesting that council supports Heritage Stratford's request to designate the Avon Crest site under Part IV of the Ontario Heritage Act to ensure the protection of the original 1891 hospital, 1910 extension, Gardener's cottage (1904), nurses' residence (1929), and the semi-circular landscaped entrance driveway, from possible destruction. The HPHA issued a Request for Solutions (RFS) in 2020 that instructed candidates that "careful demolition of the existing building must be considered". HPHA is the custodian of a significant piece of Stratford's historical and cultural heritage and for this too it is responsible to protect this heritage resource. The development of the site should incorporate preservation (which is the most environmentally sustainable solution). With creativity, ingenuity and determination the community can continue to enjoy and celebrate this unique example of Stratford's architectural and cultural history.

If Council does pass a motion to issue the intention to designate, all responses received will be submitted to Council for consideration.

### **Owner's Comments**

Staff contacted the owners of the lands in November 2021 to discuss the Heritage Stratford motion. The proposed statement of cultural value or interest and description of the heritage attributes was passed along to the owner in December 2021. The owners advised that they object to designation under Part IV of the Ontario Heritage Act. Correspondence outlining the specific concerns is attached.

### **Photographs of 86 and 90 John Street South**

Avon Crest, Principal Entrance Façade





Avon Crest, Principal Entrance Façade and 1910 Addition, From the West



Avon Crest, Principal Entrance Façade and 1910 Addition, From the East





Semi- circular Driveway



Nurses' Residence



## Gardener's Cottage



### **Financial Implications:**

#### **Other:**

There are no direct Financial Implications as a result of Heritage's Stratford recommendation to designate the subject property under Part IV of the Ontario Heritage Act.

Cost of the plaque and photography for the designation is within the existing Heritage Stratford budget.

If Council directs staff to issue the Notice of Intent to designate and an objection is received staff will seek direction from Council on how to proceed and will provide detailed information about the cost associated with an appeal.

### **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.

### **Alignment with One Planet Principles:**

#### **Culture and Community**

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

**Staff Recommendation: THAT Council consider the request from Heritage Stratford to adopt the following motion, as Heritage Stratford has adequately demonstrated that the heritage attributes of the site meets one or more of the provincial designation criteria set out in Ontario Regulation 9/06:**

**“THAT Council issue an intent to designate 86 & 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act specifically the:**

- a) 1891 hospital (Avon Crest), including the semi-circular landscaped entrance driveway;**
- b) 1910 extension;**
- c) 1904 Gardener’s cottage; and**
- d) 1929 Nurses’ residence.”**

**Prepared by:**

**Recommended by:**

Alyssa Bridge, MCIP, RPP, Manager of Planning

Taylor Crinklaw, Director of Infrastructure & Development Services

Joan Thomson, Chief Administrative Officer



HURON PERTH  
HEALTHCARE  
ALLIANCE

CLINTON  
PUBLIC HOSPITAL

ST. MARYS  
MEMORIAL HOSPITAL

SEAFORTH  
COMMUNITY HOSPITAL

STRATFORD  
GENERAL HOSPITAL

Friday, April 1<sup>st</sup>, 2022

Ms. Alyssa Bridge, Manager  
Planning Department  
City of Stratford  
City Hall  
1 Wellington St.,  
Stratford, Ontario  
N5A 2L3

**Re: 86 & 90 John Street South Stratford Avon Crest Heritage Stratford  
Advisory Committee Motion**

Dear Ms. Bridge:

This letter will serve to formally acknowledge your November 26<sup>th</sup> and December 14<sup>th</sup>, 2022 e-mails to the Huron Perth Healthcare Alliance (HPHA) in relation to a Heritage Stratford Advisory Committee's recommendation to the City of Stratford to designate our Stratford General Hospital Site's Avon Crest Property under the Heritage Act. As you will recall, we did respond on both December 2<sup>nd</sup> and December 14<sup>th</sup>, 2021 confirming our wish that this designation not proceed and, at that time, committed to following up in more detail in the New Year.

In the intervening period Mayor Mathieson shared with us the letter the City received from the Stratford & District Historical Society (SDHS), dated February 25<sup>th</sup>. On February 28<sup>th</sup> we had the opportunity to meet with Mayor Mathieson, as well as Scott Boughner and Jayne Trachsel of SDHS to discuss the Society's views.

At the outset, it is important to state that as an organization we very much value the important role played by the Heritage Stratford Advisory Committee and the SDHS. We support their exemplary efforts in preserving our local heritage. In saying this, we hope that you recognize that the sole accountability of the HPHA is to support the hospital-based health care needs of the population we serve, now and into the future. We have fulfilled this vital role in Stratford for over 130 years. Simply put, this is our heritage, and something we take very seriously. Our historic role has been, and will continue to be, focused on the healthcare needs of our community, today and into the future.

In achieving this goal, we depend heavily on the generous support of our community, regularly led by the City of Stratford, to invest in the equipment and facilities necessary to support the highest quality patient care. In fact, we

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are currently gearing up for a major, \$30 million public campaign. It will help us meet the anticipated \$50+ million in equipment and facility needs we will face at our Stratford General Hospital Site over the next 4 years. Needs ranging from a new Chemotherapy Unit, to a replacement MRI, to updated Operating Room Equipment will all be addressed through this campaign. Our focus must be on these crucial investments, which are fundamental to addressing the future health care needs of those we serve.

What we do not have is either the mandate or resources to make further investments in the Avon Crest property, most notably the original hospital. For over a century the Avon Crest property played a cost-effective role in delivering community care. That is no longer the case for a property that is now incapable of meeting current, provincially mandated hospital setting requirements.

I can share that as part of our previous due diligence concerning available options, we commissioned the attached study, through Cost Consultants Marshall Murray. It ascertained the costs of renovating the 26,350 square foot Avon Crest Building back to its original historical appearance, including meeting current building code and accessibility requirements. These costs would enable the property to access the current rental market. The total cost was identified at over \$22 million. We believe this cost, in light of the current construction market, is now significantly under-stated. Of note, these costs do not include the additional parking investments that would have to be made by the HPHA to offset the loss of parking spaces associated with a new use for the Avon Crest property.

In addition to reviewing costs to renovate the Avon Crest building, you will recall that the HPHA undertook a "Request for Solutions (RFS)" process aimed at ascertaining developer interest in the property. While there was initial interest expressed, there was ultimately only 1 bid that was anywhere near compliant with our RFS requirements. Upon review by our Evaluation Team it was deemed to not address the major requirements outlined in the RFS and was therefore rejected. It should be highlighted that in advance of issuing the RFS, we met with the Heritage Stratford Advisory Committee to review the process and subsequently toured interested members through the site. In engaging the Committee, we were clear on our expected outcomes and also confirmed that any new development would be required to pay homage to the original hospital, the history and the heritage of the site and the City.

The building is not presently occupied, nor is it necessary for existing HPHA operations. It does, however, require increasing maintenance investments, currently estimated at close to \$200,000/year and, in the not-to-distance future, will require investments to address exterior safety concerns, including a new roof estimated to cost \$1 million. These existing, and projected costs would have to be addressed through HPHA operating dollars. The HPHA Board of Directors firmly believes that operating funds should be solely

allocated towards addressing current and future patient care needs, not supporting buildings no longer fit for purpose.

As a result of the increasing costs being incurred to maintain the building, the lack of developer interest in the property as it currently stands, the insurmountable investments needed to develop a functional, historically appropriate structure, and the increasing risks presented by the structure, the HPHA Board of Directors, supported by the Stratford General Hospital Local Advisory Committee, has approved a recommendation from management for the demolition of the main Avon Crest building. While no demolition plans have been approved at this time, we can share that the HPHA is beginning to isolate the building from both a mechanical and electrical perspective and will be developing plans to tender the removal of the building in the coming months.

Despite the Avon Crest building not currently being required to support the needs of the HPHA, the land is viewed as an incredible asset for the future health care needs of our community, and the organization has every intention of maintaining ownership. Over the decades, the hospital, and the HPHA have developed the full property from west to east and recognizes that there could be a time in the future when the Avon Crest property becomes necessary for future hospital development. In the intervening years however, the HPHA recognizes that a “clean site” would be attractive to developers and would present numerous “value-add” options for community consideration, ranging from health-related developments such as Long-Term Care and physician practices, to sustainable housing. Regardless of the options considered, all would be subject to public review and subject to all necessary approvals.

While the direction of the HPHA is clear, should a concrete, time sensitive plan be placed in front of our organization committing the necessary funds to renovate the buildings to their historical significance, make the building occupancy ready and address ongoing property costs (estimated to be in the order of \$35 - \$45 million), the HPHA would be open to such a presentation. In saying this, it should be noted that in the past 30 years we have never received any serious interest, nor enquiries of this nature.

Despite respectfully requesting that the City of Stratford not support the designation request from the Heritage Stratford Advisory Committee for the reasons noted in this letter, the HPHA is very interested in working with the City and the Committee to identify ways in which the historical significance of the site can be preserved for future generations, including utilizing virtual tools to “preserve” the original hospital for future generations to see and appreciate.

As always, we extend a heartfelt thanks to the City of Stratford for the unparalleled support you have provided to the hospital's investment needs over the years. We very much look forward to continuing this important

partnership as the HPHA's heritage of providing exemplary care now, and into the future continues.

We would be happy to attend any suggested meetings to discuss our request in more detail and look forward to further dialogue.

Respectfully,

A handwritten signature in dark ink, appearing to read "Andrew Williams", with a stylized flourish at the end.

Andrew Williams, B.Sc.(Hon), MHSA, CHE  
President & Chief Executive Officer  
Huron Perth Healthcare Alliance

Encl.

cc: Ron Lavoie, Chair, Board of Directors  
Huron Perth Healthcare Alliance



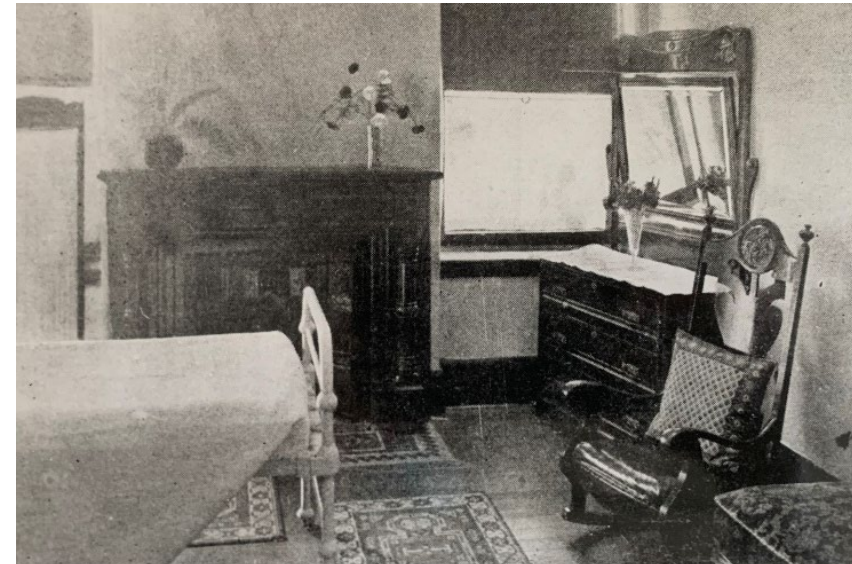
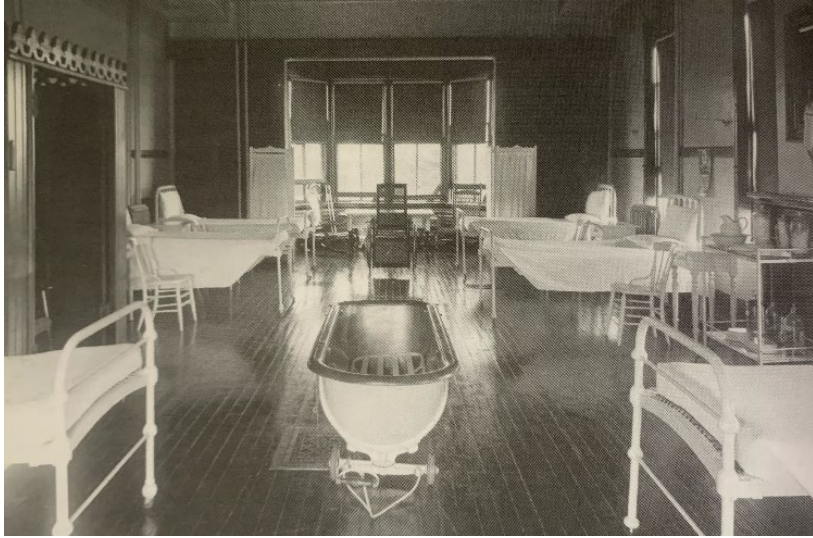
# ***Planning and Heritage Sub-Committee Meeting***

Huron Perth Healthcare Alliance, Stratford General  
Hospital Site - Former Avon Crest Hospital  
Discussion

Thursday, June 30, 2022



# Avon Crest: Then





# Avon Crest: Now



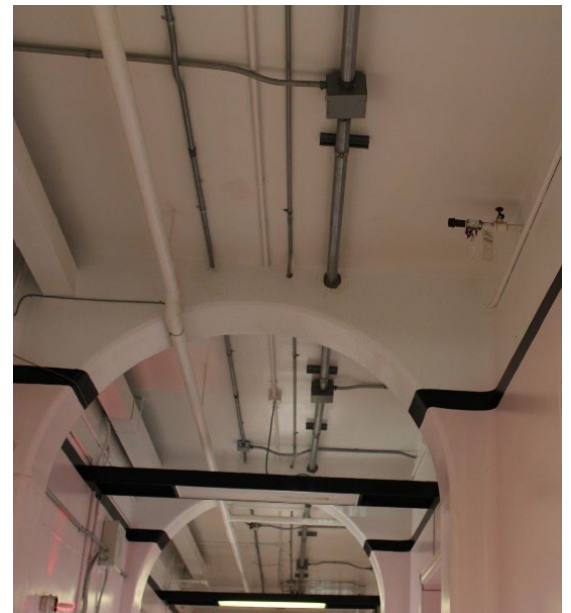


# Interior





# Interior



# Our Reality

- The former hospital is a physical liability, requiring significant resources – hospital resources, to sustain
- Basic maintenance, including a new roof is estimated at \$1 million
- Professional estimate to bring building to current code at over \$24 million
  - Does not include refit to rentable usage

- A “Request for Solutions” issued with no viable interest
  - Former hospital a major barrier
  - Value of land significantly lower with former hospital in existence
- No potential developer has approached the hospital with an interest to renew building and repurpose
- Hospital very interested in preserving the history of the buildings
  - Complete video cataloging and preserving certain, remaining items





- The Stratford General Hospital has had the privilege of providing the highest quality of care to those served across three centuries
- The hospital has always made full value of the investments made by the community, and continually develops its facilities and property to support the ever-changing health care landscape
- Our “Heritage” has been, and always will be providing the very best health care to our community

- Removing the former hospital while preserving its history enables the hospital to continue to develop the property in a manner that supports the health and wellness needs of our community
- A “development ready” Avon Crest property is a remarkable asset for this community that will allow the hospital to continue its legacy of contributing to the health system in a thoughtful, appropriate manner







# Our Request...

- We respectfully request that Council **NOT** issue an intent to designate 86 & 90 John Street South under
  - Part IV, Section 29 of the Ontario Heritage Act specifically the:
    - a) 1891 hospital (Avon Crest), including the semi-circular landscaped
      - entrance driveway;
    - b) 1910 extension;
    - c) 1904 Gardener's cottage; and
    - d) 1929 Nurses' residence."



# Thank You






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## MANAGEMENT REPORT

**Date:** June 30, 2022  
**To:** Planning and Heritage Sub-committee  
**From:** Alyssa Bridge, Manager of Planning  
**Report #:** PLA22-026  
**Attachments:** None

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**Title:** City of Stratford Municipal Heritage Registry – Non-Designated Properties  
 Proposed for Inclusion

**Objective:** To provide background information regarding Heritage Stratford's resolution to list non-designated properties of cultural value or interest to the City Municipal Heritage Register under Section 27(3) of *the Ontario Heritage Act* and to set out a process to implement this objective.

**Background:** On April 12, 2022, Heritage Stratford resolved the following:

THAT the Heritage Stratford Advisory Committee recommends Stratford City Council include the following 30 properties on the City's register of properties of heritage value or interest as authorized by Section 27(1.2) of the Ontario Heritage Act, as the properties are of cultural heritage value or interest:

23 Albert Street	35 Britannia Street
42 Albert Street	48 Britannia Street
48 Albert Street	58 Britannia Street
51 Albert Street	66 Britannia Street
52 Albert Street	70 Brunswick Street
56 Albert Street	91 Brunswick Street
164 Albert Street	100 Brunswick Street (centre)
181 Albert Street	100 Brunswick Street (left)
206 Albert Street	100 Brunswick Street (right)
72 Avon Street	115 Brunswick Street
193 Birmingham Street	129 Brunswick Street
201 Birmingham Street	161 Brunswick Street
205 Birmingham Street	163 Brunswick Street
240 Birmingham Street	181 Brunswick Street
22 Britannia Street	192 Brunswick Street;

THAT the owners of the properties identified for inclusion on the register be given notice of Council's intent, information about the reasons for and implications of inclusion, and an opportunity to decline inclusion;

AND THAT necessary staff resources be assigned to ensure these recommendations are carried out in a timely manner

### **Analysis:**

#### Policy Background

Section 27 of the *Ontario Heritage Act* requires every municipality in Ontario to maintain a Municipal Heritage Register of all properties of cultural heritage value or interest. Section 27(3) of the *Ontario Heritage Act*, as amended, allows municipal councils to expand the Municipal Heritage Register to list properties that have not been designated, but that the municipal council believes to be of cultural heritage value or interest. The decision to list a non-designated property on the Municipal Heritage Register rests with municipal council, upon consultation with its municipal heritage committee, i.e. Heritage Stratford.

The City of Stratford Official Plan contains the framework for including non-designated properties on the Municipal Heritage Register. Section 3.5.5 states: "the Register may include property that has not been designated under the *Ontario Heritage Act* but that Council believes to be of heritage value or interest. Council shall consult with Heritage Stratford prior to making any modifications to the Register involving properties which are not designated. The provisions of the *Ontario Heritage Act* respecting demolition of heritage resources listed in the Register shall apply."

As outlined by Sections 27(3)-(10) of the *Ontario Heritage Act*, owners of non-designated properties listed on the Municipal Heritage Register are required to provide the council of the municipality at least 60 days notice if they intend to demolish or remove the building or structure. This 60-day period allows staff, the municipal heritage committee and municipal council the opportunity to discuss alternatives to demolition, such as retention or adaptive re-use, it allows time for photo-documentation of the property prior to demolition, or time to proceed with intent to designate the property under the *Ontario Heritage Act*.

The *Ontario Heritage Act* does not define demolition. The *Ontario Building Code Act* does define "demolition" and it is defined as the following:

"demolition means to do anything in the removal of a building or any material part thereof."

As demolition of a structure or material part thereof requires a permit under the Building Code, demolition referenced in Section 27(9) of the *Ontario Heritage Act* is considered to match demolition as defined by the *Ontario Building Code Act*.

Non-designated properties listed on the Municipal Heritage Register are not subject to Heritage Alteration Permits.

If a demolition or building permit application was received which proposed to remove a building or remove a material part of a building which is listed on the Municipal Heritage Register, the Chief Building Official (CBO) would be prohibited from issuing the permit for 60 days. If only a portion of the building is proposed to be removed, the CBO would be tasked with determining whether or not what is proposed to be removed is reasonably defined to be “a material part” of the building. It is recommended that the CBO discuss with Heritage Stratford or a working group of Heritage Stratford, the extent that “a material part thereof” is considered demolition under the *Ontario Heritage Act*. It is recommended the CBO and Heritage Stratford establish some general guidelines as to what constitutes “material part” prior to Municipal Council passing any by-law adding non-designated properties to the Register.

### Project History

#### *Phase 1*

The process for implementing this initiative began in 2017 when Heritage Stratford engaged the Heritage Resource Centre for the purpose of compiling a list of non-designated properties to be listed on the Municipal Heritage Register. The Heritage Resource Centre reviewed over 600 properties previously assessed and identified the top 190 properties deemed to have the highest cultural value or significance. The Heritage Resource Centre took pictures of each property and developed a description of the property. The Heritage Resource Centre ultimately identified 44 properties that they deemed to be a priority to be listed on the Municipal Heritage Register. In September 2018, Heritage Stratford made a recommendation to City Council to include the 44 properties as non-designated properties on the Municipal Heritage Register. In April 2019, City Council adopted Heritage Stratford’s recommendation. To implement the recommendation of City Council, City Staff mailed out notices to all 44 property owners of the intent to add their property to the municipal Heritage Register as non-designated properties. The package included an opt out form, an information letter, and a document of compiled frequently asked questions. Staff held an open house to provide education and an opportunity to discuss the initiative. After opt out letters were collected, a final list of 36 properties were added to the Municipal Heritage Register as non-designated properties.

#### *Phase 2*

On March 10, 2020, Heritage Stratford resolved the following:

THAT Development Services Staff commence with the second phase of the non-designated Register for the properties in the Hamlet and Romeo Wards.

On August 10, 2020, Council adopted the following:

THAT Council direct staff to explore various forums available to host an open house;

THAT Council direct staff to notify the 63 property owners of the Heritage Stratford resolution and inform them of the upcoming open house;

THAT staff hold an open house to educate and inform affected property owners and the public on the objectives of including non-designated properties on the Municipal Heritage Register;

AND THAT following the open house, staff forward a final recommended list of properties to be included on the Municipal Heritage Registry as non-designated properties for Council's consideration.

As a result of the COVID-19 Pandemic, work regarding the notification of the 63 property owners had been stalled. In early June 2022, staff launched a Virtual Public Open House on the City's Engage Stratford platform and mailed notices to the 63 property owners of the intent to add their property to the municipal Heritage Register as non-designated properties. The mailout was inclusive of the same informational packet as in the First Phase of this initiative, and direction to the online engagement platform. Holding a virtual public open house allows staff and Heritage Stratford members to field questions and to further educate the affected property owners and the public on the process and implications of being on the Municipal Heritage Register. The next step in this process would be to collect opt out letters and bring the final list of recommended properties to Council. The final formal step for Phase Two of this initiative would be to have Council pass a resolution to include the final list of properties on the Municipal Heritage Register. Anticipated timing for a Council decision on Phase Two of the initiative is Fall 2022.

### *Phase 3*

On April 12, 2022, Heritage Stratford passed a resolution to begin the Third Phase of this initiative, resolving:

THAT the Heritage Stratford Advisory Committee recommends Stratford City Council include the following 30 properties on the City's register of properties of heritage value or interest as authorized by Section 27(3) of the Ontario Heritage Act, as the properties are of cultural heritage value or interest:

23 Albert Street  
42 Albert Street  
48 Albert Street  
51 Albert Street  
52 Albert Street  
56 Albert Street  
164 Albert Street  
181 Albert Street  
206 Albert Street

72 Avon Street  
193 Birmingham Street  
201 Birmingham Street  
205 Birmingham Street  
240 Birmingham Street  
22 Britannia Street  
35 Britannia Street  
48 Britannia Street  
58 Britannia Street



66 Britannia Street  
 70 Brunswick Street  
 91 Brunswick Street  
 100 Brunswick Street (centre)  
 100 Brunswick Street (left)  
 100 Brunswick Street (right)

115 Brunswick Street  
 129 Brunswick Street  
 161 Brunswick Street  
 163 Brunswick Street  
 181 Brunswick Street  
 192 Brunswick Street;

THAT the owners of the properties identified for inclusion on the register be given notice of Council's intent, information about the reasons for and implications of inclusion, and an opportunity to decline inclusion;

AND THAT necessary staff resources be assigned to ensure these recommendations are carried out in a timely manner.

#### Process for Notifying and Recommending Non-Designated Properties

*Bill 108, More Homes, More Choices Act*, received Royal Assent on June 6, 2019, and came into force on July 1, 2021. Bill 108 includes amendments to section 27 of the Ontario Heritage Act. The amendments include the addition of the following:

- The requirement to provide notice to property owners within 30 days after including the property in the Municipal Heritage Register;
- The information required to be included in the notice:
  - statement of cultural value or interest,
  - property description,
  - explanation of the restriction and permissions concerning the demolition or removal of a building or structure on the property; and
- An objection process which includes the requirement for property owners to provide the Clerk a notice of objection setting out the reasons for the objection including relevant facts and for Council to consider the notice and make a decision as to whether the property should continue to be included or whether it should be removed and the requirement to provide notice of Council's decision on the objection to the owner of the property within 90 days after the decision.

City Staff have in Phase 1 and Phase 2, and will continue in Phase 3, to ensure that all applicable legislative requirements prescribed by the *Ontario Heritage Act* are met when notifying and adding properties to the Municipal Heritage Register as non-designated properties.

Staff recommend that the processes for public engagement and the notification of affected property owners for Phase Three will follow the same steps as Phase Two. Ultimately, non-designated properties on the Registry will be included on the City's Heritage webpage in a similar way designated properties on the Registry are listed today.

#### Summary

This initiative accomplishes the following:

- it recognizes properties of cultural heritage value in the community;

- promotes knowledge and enhances an understanding of the community's cultural heritage;
- is a planning document that would be consulted by municipal decision makers when reviewing development proposals or building permit applications; and
- is a way to introduce property owners to the *Ontario Heritage Act* and perhaps a desire to have their property designated.

This initiative is an important tool in planning for property conservation that is consistent with Section 2.6 of the Provincial Policy Statement and it is in conformity with Section 3.5.5 of the City of Stratford's Official Plan. The Municipal Heritage Register provides easily accessible information about cultural heritage properties for Council, planning staff, property owners, developers, tourists, educators and the general public; and provides interim protection for a listed property.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

All costs relating to the notification of owners that they are listed in the Municipal Heritage Register as a non-designated is within the existing budget.

#### **Financial impact on future year operating budget:**

The cost to maintain the Stratford Municipal Heritage Registry – Non-Designated Properties once adopted by City Council, will be added to future year operating budgets.

The Registry will be consulted by staff and the public when reviewing development proposals or building permit applications.

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

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

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

#### **Developing our Resources**

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

### **Alignment with One Planet Principles:**

#### **Equity and Local Economy**

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

### **Culture and Community**

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

### **Material and Products**

Using materials from sustainable sources and promoting products which help people reduce consumption.

**Staff Recommendation: THAT Council direct Staff to notify the 30 property owners of the Heritage Stratford resolution and inform them of the upcoming virtual public open house;**

**THAT Staff hold a virtual public open house to educate and inform affected property owners and the public on the objectives of including non-designated properties on the Municipal Heritage Register;**

**AND THAT following the virtual public open house, staff forward a final recommended list of properties to be included on the Municipal Heritage Registry as non-designated properties for Council's consideration.**

**Prepared by:**

Miranda Ivany, Planner

**Recommended by:**

Alyssa Bridge, MCIP, RPP, Manager of Planning

Taylor Crinklaw, Director of Infrastructure & Development Services

Joan Thomson, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** June 21, 2022  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN22-027  
**Attachments:** Destination Stratford 2022 Q2 Update

**Title:** Destination Stratford 2022 Q2 Update

**Objective:** To receive an update on Destination Stratford's year-to-date financial activities for 2022.

**Background:** Destination Stratford gives regular updates to Council through the Finance and Labour Relations Sub-committee.

**Analysis:** Zac Gribble from Destination Stratford has been invited to attend to present the attached report.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

Destination Stratford receives financial contributions from the City as outlined in the attachment. Beyond this, there are some in-kind impacts relating to specific programs, such as the Al Fresco program. The financial costs relating to these in-kind contributions are absorbed in the Community Services division primarily, mainly in the form of labour costs as outlined in a previous report to Council.

### **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.

**Alignment with One Planet Principles:****Equity and Local Economy**

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

**Staff Recommendation: THAT the Destination Stratford Q2 Update dated June 21, 2022, be received for information.**

**Prepared by:**

Karmen Krueger, CPA, CA, Director of Corporate Services

**Recommended by:**

Karmen Krueger, CPA, CA, Director of Corporate Services

Joan Thomson, Chief Administrative Officer



# Destination Stratford

## 2022 Q2 UPDATE

## 2022 Q2 Finance Activities

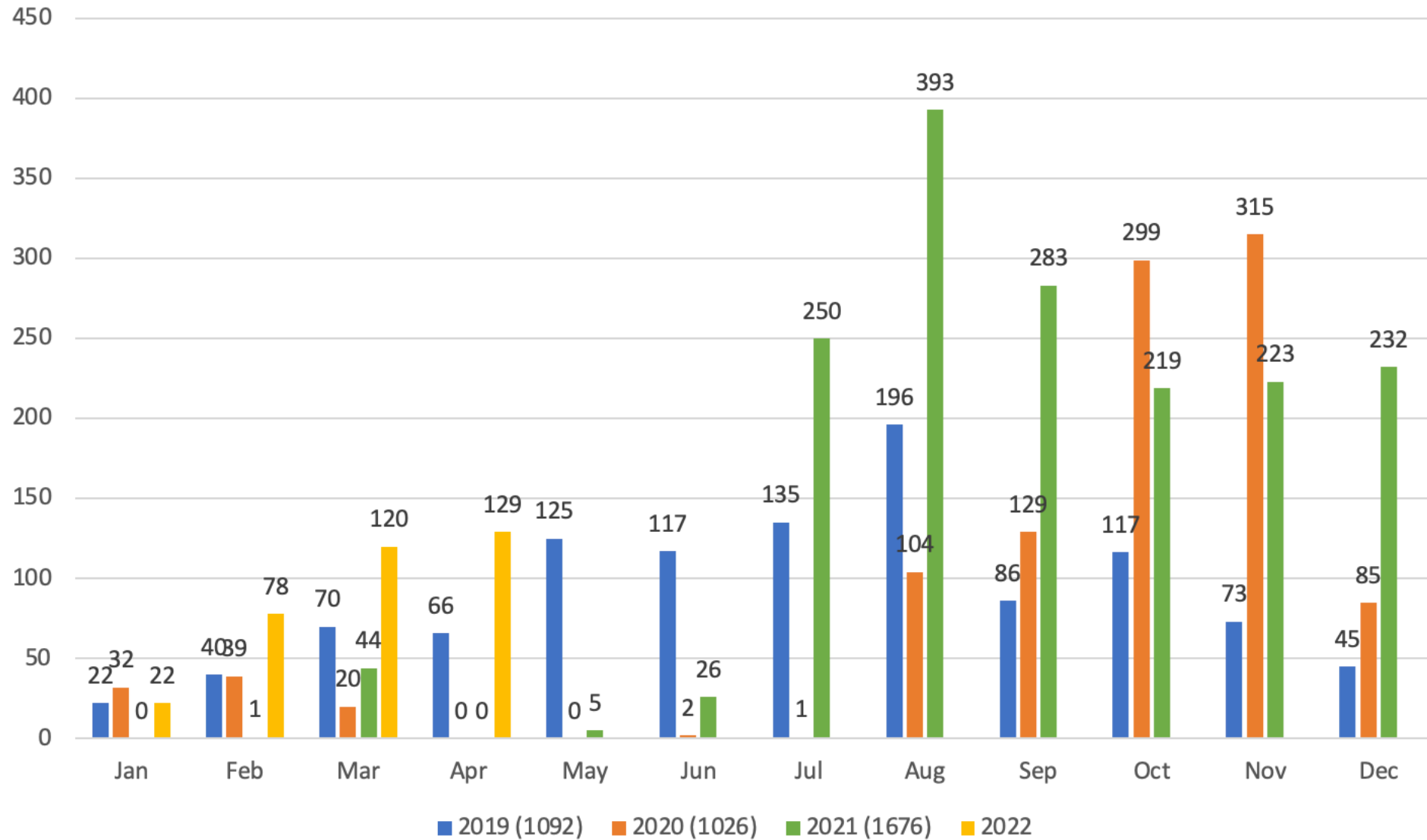
- Destination Stratford Board approved new by-laws and policies and completed the transition to a non-member model
- Destination Stratford assisted multiple organizations with applications to the RTO4/FedDev Tourism Relief Fund with over \$1m in applications for Stratford
- \$500,000 in grant funding obtained for Lights On Stratford 2022/23
- \$46,000 already received for Lights On Stratford 2022/23 cash sponsors
- \$295,000 grant funding for Boathouse Washroom Expansion Project
- Invested \$25,000 towards Diversity, Equity and Inclusion community workshops with 35 local businesses/organizations attending





Destination Stratford 2022 Budget	2021 Budget	2022 Budget	2022 Variances	Actuals	%	Notes
				As of 05/27/22		
<b>Income</b>						
4050 · MARKETING SALES	48,000.00	75,000.00	122,000.00	29,673.92	24%	
4240 · MEMBERSHIP SALES	0.00	0.00	0.00	0.00		Non-member model adopted
4260 · PARTNERSHIPS	745,000.00	748,500.00	694,500.00	602,625.00	87%	*Boathouse Bathroom Project NOT included
(4001 · City of Stratford Portion)	540,000.00	580,000.00	580,000.00	580,000.00	100%	2.15% increase over 2019 budget
4280 · DESTINATION MARKETING FUND	32,000.00	20,000.00	40,000.00	8,423.96	21%	Expected increase with improved pandemic conditions
<b>TOTAL INCOME</b>	<b>825,000.00</b>	<b>843,500.00</b>	<b>856,500.00</b>	<b>640,722.88</b>	<b>75%</b>	
<b>Expense</b>						
5100 · CONTRACT AND CONSULTING	5,500.00	5,500.00	2,500.00	0.00	0%	
5107 · Four Season Tourism Development	0.00	0.00	0.00	0.00		* Lights On Stratford is a separately funded entity managed by DS
5637 · BANK CHARGES	3,800.00	3,800.00	3,800.00	1,847.49	49%	
5645 · INSURANCE	3,600.00	4,019.00	4,899.00	4,899.00	100%	Increased expenses due to higher costs
5660 · TRAVEL	4,400.00	2,200.00	200.00	0.00	0%	Conferences to be attended virtually
5950 · SPECIAL PROJECTS		15,000.00	15,125.00	1,444.72	10%	Al Fresco support. *Boathouse Bathroom Project NOT included
5990 · RTO4 Partnerships Animation Fund	5,000.00	10,000.00	30,000.00	0.00	0%	Includes \$20k revenue from other funding partners
<b>Total Administration Fees</b>	<b>16,800.00</b>	<b>35,019.00</b>	<b>54,024.00</b>	<b>8,191.21</b>	<b>15%</b>	
6000 · MARKETING - INTERNET	90,230.00	65,230.00	39,605.00	7,783.26	20%	Decreased expenses due to streamlining digital operations
6150 · MARKETING - Media & Print	114,300.00	99,300.00	99,300.00	19,870.90	20%	
6151 · MARKETING - RADIO	5,000.00	2,500.00	2,500.00	0.00	0%	
6152 · MARKETING	77,300.00	75,000.00	132,250.00	37,581.33	28%	Increased expenses with additional marketing projects
6153 · PROFESSIONAL FEES	23,000.00	23,000.00	24,700.00	8,640.00	35%	
6155 · FACILITY MAINTENANCE	4,500.00	4,500.00	2,000.00	0.00	0%	
6480 · PAYROLL	453,724.00	473,804.00	454,635.00	195,674.73	43%	Salary review to be completed in 2022
6540 · OFFICE EXPENDITURES	24,550.00	24,550.00	16,800.00	7,542.82	45%	
6550 · EVENT EXPENSES	3,900.00	2,200.00	2,000.00	310.10	16%	
7000 · TELEPHONE/COMMUNICATIONS	11,190.00	12,890.00	16,000.00	5,682.58	36%	Increased expenses due to higher costs
7300 · Stratford Always On (RRRF)						
<b>Total Expense</b>	<b>824,994.00</b>	<b>823,493.00</b>	<b>846,314.00</b>	<b>291,276.93</b>	<b>34%</b>	
5154 Transfer to Reserve	0.00	20,000.00	10,000.00	0.00	0%	Reduced yearly contribution as per Board direction
7100 City Repayment on Loan	0.00					Loan repaid in full in 2020
<b>Net Income</b>	<b>6.00</b>	<b>7.00</b>	<b>186.00</b>	<b>349,445.95</b>		

## Chocolate Trail - 2019 vs 2020 vs 2021 vs 2022



**DO YOU KNOW AL FRESCO?  
LET STRATFORD INTRODUCE YOU**

**THE ARTS  
ARE WHAT  
WE ARE**

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ARTS**

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ARE WHAT  
WE ARE**

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ARTS**

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# CANADA

JUNE 2022 TRAVEL & LIFESTYLE

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**SAVOUR STRATFORD**

*Change Your Scenery*  
**TOURISME BROMONT**

*A Piece of Toronto's History*  
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**BOOK A GETAWAY AND SAVOUR ALL OF STRATFORD.**

**THE ARTS ARE WHAT WE ARE STRATFORD**

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# SAVOUR STRATFORD THIS SUMMER

From exceptional culinary experiences, world-renowned arts and culture, and unique summer pop-ups and events, Stratford is the place to be this season! We've created the ultimate guide to explore Stratford this summer.

## FOOD & DRINK

When it comes to food and drink, Stratford is a true foodie's paradise, with over 50 independently-owned restaurants in the downtown core alone. We boast an incredible culinary scene that rivals bigger cities in Ontario. The difference in Stratford can be accredited to a few key factors, starting with the Stratford Chefs School. Since 1983, the Stratford Chefs School, a not-for-profit college, has focused heavily on the innovative, hands-on training of high-quality chefs, as well as culinary entrepreneurs; resulting in highly experienced and skillful chefs opening restaurants right here in Stratford (lucky for us!). Secondly, Stratford has tremendous access to local farmers. While farm-to-table has become a common buzzword in the culinary industry, it holds very true in Stratford and this movement is what makes the difference in our restaurants. The strong relationships and access that chefs have with local farmers, ensures high-quality, fresh and seasonal dishes. Surrounded by the beauty of Perth County's countryside, Stratford has access to fresh produce, farm-raised meat, and artisanal cheese year-round. We are the proud home to one of the oldest markets in Ontario, the Stratford Farmers Market. Established in 1855, this market continues to run year-round, showcasing farm-fresh veggies, cheese, meats, preserves, flowers and more. Our strong culinary scene has continued to evolve and delight even the toughest of critics. Many of our restaurants are owned and operated by Stratford locals who are passionate about



food and community. From casual bites in our beer garden, dining under the stars on Tom Patterson Island, or inside one of Stratford's most historical buildings, we invite you to taste the difference local makes this summer.

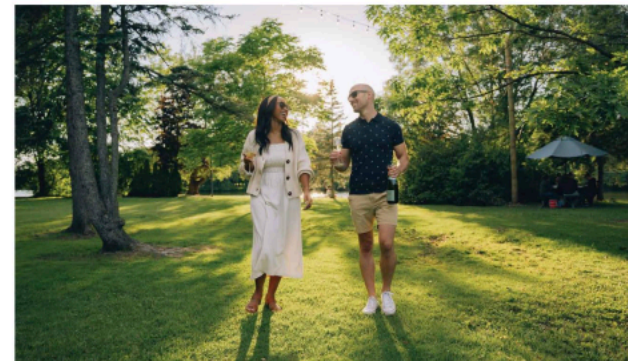
## CULINARY TRAILS

To complement the diversity and uniqueness of our restaurants and food shops, we created two self-guided culinary trails to help guide visitors through our city, starting with their tastebuds. Introducing the Chocolate Trail and the Bacon & Ale Trail; two much-loved culinary trails that visitors can experience year-round. The Chocolate Trail welcomes you to our chocolate shops, including the renowned Rheo Thompson Candies, and

invites you into the stores of passionate businesses to discover a sweet Chocolate treat or product. To balance the sweet with savory, we highly recommend exploring our Bacon & Ale Trail. A nod to the long history of pork production in Perth County and a celebration of our many micro-breweries. Each trail is available to explore year-round for \$35(+tax) and promises to be one of the best ways to explore Stratford.

## THE ARTS ARE WHAT WE ARE

The artistic community is strong in Stratford, with great attribution to the Stratford Festival, North America's largest classical repertory theatre company. We are thrilled to invite you back to Stratford this season and experience the magic of



the Stratford Festival as they reopen their theatres and honour the excellence of the past, while they embark on a new journey. The Stratford Festival is proud to open the doors of the brand-new Tom Patterson Theatre. This stunning new architectural jewel provides patrons an intimate space to enjoy live theatre. Celebrating their 70th season, it's the perfect time to experience theatre and witness some of the world's finest actors on stage. From shows and musicals like Hamlet, Little Women and Chicago, there is something to love for everyone.

Embrace all areas of arts and culture when visiting Stratford this summer, including a visit to the Stratford Perth Museum. The museum offers an incredibly diverse list of exhibits, from historical to current, including the famous Justin Bieber: Steps to Stardom exhibit which first launched in 2018, and an array of Stratford-specific storytelling like the Who Was Tom Patterson, an exhibit all about the founder of the Stratford Festival. The Stratford Perth Museum recently extended their travelling exhibit from Amsterdam – Anne Frank: A History for Today. Moving from the Museum to another must visit stop this summer is Gallery Stratford, one of Ontario's longest operating public art galleries, that has been a significant contributor to the cultural heart of Southwestern Ontario. With changing art exhibits, both inside and out, the Gallery is a welcoming space to learn and explore every season. Stratford has a lively arts scene that

encompasses everything from fine arts and Indigenous arts, to crafts in every medium. Art is part of what makes us, well, us and we can't wait to share it with you this summer.

## SELF-GUIDED AUDIO TOURS

Grab your earbuds and select your favourite audio tour theme while you explore our city at your own pace. We've created a variety of unique and free self-guided audio tours for you to become familiar with the people and places that make us so special. Popular audio tours include: Pop sensation and Stratford-born Justin Bieber; the founder of the Stratford Festival Tom Patterson; an outdoor Art Walk, Top Insta-Worthy Spots, and the stunning Stratford Gardens tour. You can even get a behind-the-scenes audio tour while you're exploring the Chocolate Trail. Choose your preferred starting point on the digital map and click your way from one stop to the next.

## OUTDOOR FUN

If you're seeking outdoor adventure and fun ways to get outside and stay active this summer, Stratford offers a variety of ways to soak in the sunshine. It's a rite of passage when visiting our city in the summer months to explore the Avon River by bike or boat. The Avon Boathouse is a family-owned-and-operated seasonal business that lets you enjoy the beauty of the Avon River by paddle boat, canoe, boat tour or bike. Once you've explored the river, we suggest sitting on their riverfront

patio to enjoy their delicious BBQ lunches and ice cream. Golf lovers can rejoice on the fresh greens at the pristine Stratford Country Club, and for cyclists and hikers, Stratford is an oasis of natural beauty with incredible trails just waiting to be explored. From gravel roads, countryside and city routes, you'll have fun on and off the trails.

## RETAIL THERAPY

A trip to Stratford wouldn't be complete without retail therapy. You'll discover boutique stores, with passionate shop owners, delivering high-quality products, with a large focus on local and Canadian-made goods. From Ontario Street to York Street, and everywhere in-between, you'll discover exceptional finds to add to your home and wardrobe.

## STAY THE NIGHT

We highly recommend spending the weekend, or booking a mid-week getaway, so you can truly soak in the incredible dining scene, live theatre performances, current exhibits, and so much more. Stratford is home to an array of accommodations offering something for every occasion, budget and style. From traditional and modern B&B's, unique loft style walk-ups, to hidden gems, luxury and more - we've got it all.

It's the perfect time to book your summer getaway. You won't want to miss the upcoming summer events found only in Stratford, including Stratford Summer Music, an annual summer music festival offering diverse musical experiences of superior quality, to celebrate music and to enhance the reputation of the Stratford region as an exceptional home for all the arts. Returning again this season is the Lights on Stratford summer pop-ups. In Market Square you can enjoy Al Fresco dining under the lit-up umbrellas, or grab take-out from your favourite local restaurant and enjoy the lights strung across Tom Patterson Island at dusk.

For more information, visit us  
online at [visitstratford.ca](http://visitstratford.ca).  
See you soon! #LoveStratford









STRATFORD  
*Al Fresco*





# LIGHTS ON STRATFORD

WINTER FESTIVAL OF LIGHTS

DEC 16 2022 – JAN 27 2023  
LIGHTSONSTRATFORD.CA

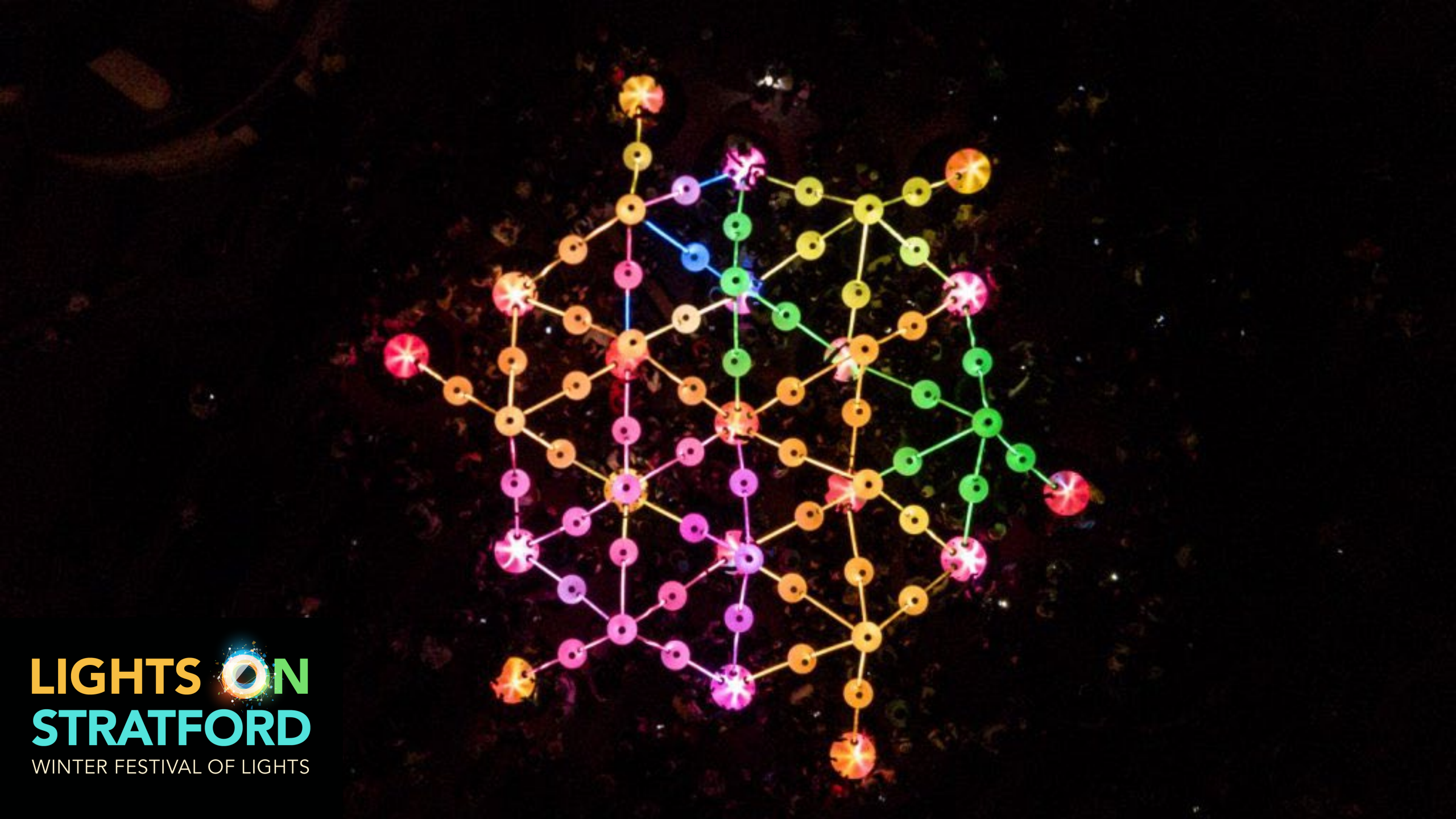


THE POOL by artist Jen Lewin

Photo: Alex Koch





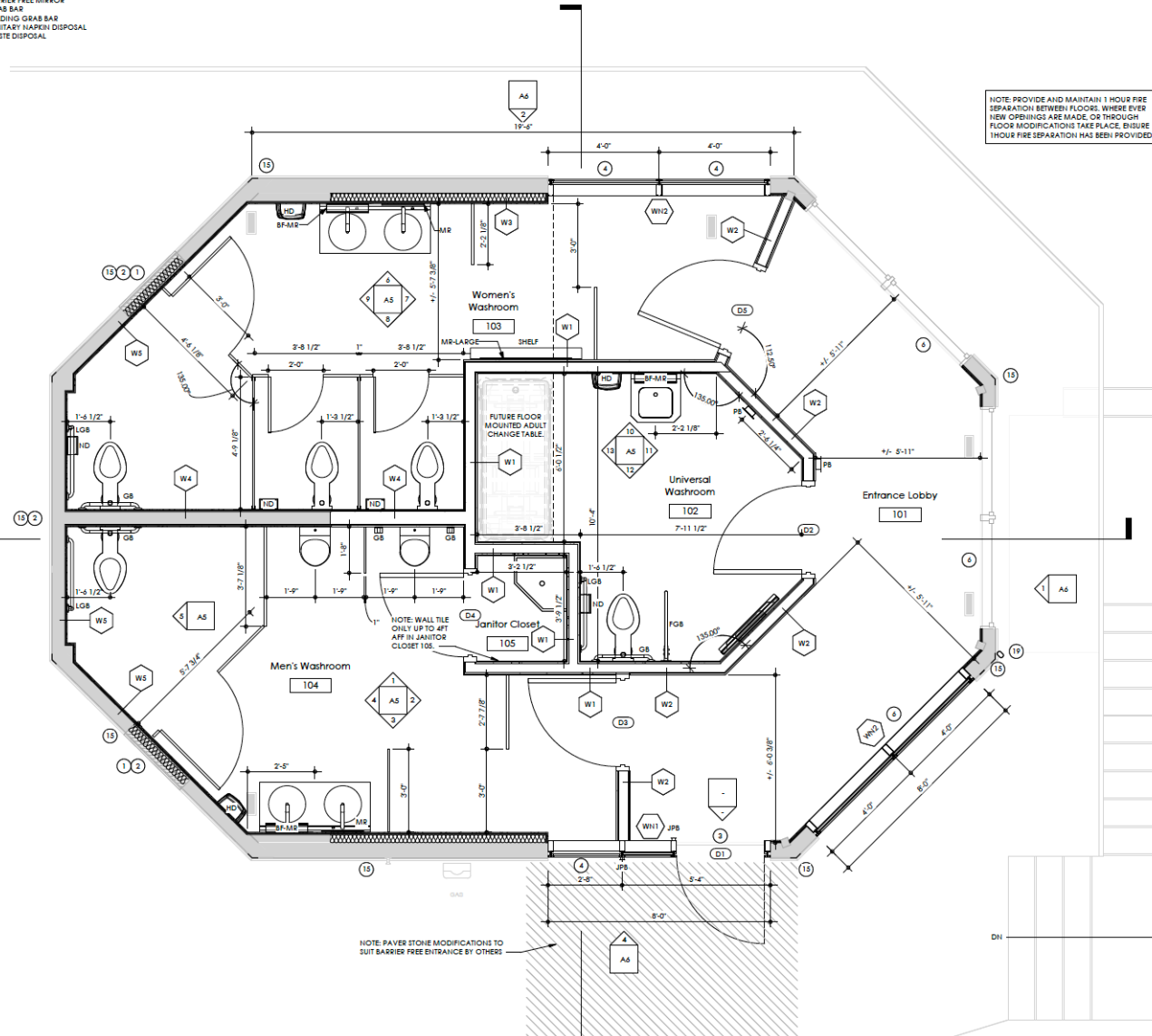


**LIGHTS ON**  
**STRATFORD**  
WINTER FESTIVAL OF LIGHTS

## LEGEND

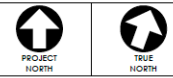
PS	-	PUSH BUTTON
JPS	-	JAMM/ULLUCH PUSH BUTTON
HD	-	HAND DRYER
MR	-	MIRROR
MR-LARGE	-	LARGE MIRROR
SPMR	-	SPRAYER FREE MIRROR
GB	-	GRAB BAR
FGS	-	FOLDING GRAB BAR
HD	-	HAND DRYER
WD	-	WASTE DISPOSAL

1 MAIN LEVEL  
1/2" = 1'-0"



## CONSTRUCTION NOTES

1. INFILL OPENINGS WHERE EXISTING WASHROOM DOORS REMOVED. REFER TO WALL TYPE LEGEND.
2. RECLAD WEST ELEVATION WITH PREFINISHED METAL SIDING COMPLETE WITH TRIM, PROFILE AND COLOUR TO MATCH EXISTING. NOTE: NOTIFY CONSULTANT PRIOR TO RECLADDING FOR INSPECTION OF EXISTING CONDITION OF AIR BARRIER AND INSULATION.
3. INSTALL NEW EXTERIOR DOUBLE GLAZED ALUMINUM WINDOWS, DOOR AND FRAME AS INDICATED. REFER TO WINDOW, DOOR & FRAME SCHEDULES.
4. INSTALL WINDOW FILM ON NEW WINDOWS AND ENTRANCE SCREENS AS INDICATED.
5. CONSTRUCT NEW INTERIOR PARTITION WALLS AS INDICATED. REFER TO WALL TYPE LEGEND.
6. REINSTALL EXISTING BLINDS TO EXISTING WINDOWS (2X) AND INSTALL NEW 8 FT. BLIND ON NEW SOUTH/EAST WINDOW.
7. INSTALL NEW INTERIOR DOORS AND FRAMES AS INDICATED. REFER TO DOOR, FRAME AND HARDWARE SCHEDULE. NOTE: HARDWARE TO BE SUPPLIED AND INSTALLED UNDER ALLOWANCE. COORDINATE ELECTRICAL TO SUIT ALL ELECTRIFIED HARDWARE.
8. INSTALL SHEET FLOORING AND TILE BASE THROUGHOUT COMPLETE WITH WELDED SEAMS. REFER TO ROOM FINISH SCHEDULE.
9. INSTALL NEW WALL TILE AS INDICATED. REFER TO ROOM FINISH SCHEDULE AND INTERIOR ELEVATIONS.
10. INSTALL NEW PLUMBING FIXTURES THROUGHOUT. REFER TO MECHANICAL DRAWINGS.
11. INSTALL NEW TOILET PARTITIONS AND WASHROOM ACCESSORIES AS INDICATED. NOTE: INSTALL BLOCKING IN ALL WALLS TO RECEIVE GRAB BARS, CHANGE TABLES WALL MOUNTED ACCESSORIES AND PUSH BUTTONS.
12. CONSTRUCT NEW DRYWALL BULKHEADS AND INSTALL NEW DRYWALL CEILINGS AS INDICATED. REPAIR/PATCH EXISTING CEILING IN AREA OF RENOVATED WASHROOMS.
13. INSTALL NEW DRYWALL FROM TOP OF WINDOWS TO UNDER SHIPSLAP SIDING ON UPPER PORTION OF VERTICAL PERIMETER WALLS AS INDICATED. REFER TO WALL TYPE LEGEND AND INTERIOR ELEVATIONS.
14. INSTALL NEW LIGHT FIXTURES AND ELECTRICAL ITEMS AS INDICATED.
15. INSTALL NEW PERIMETER FIBRE-CEMENT BOARD SKIRTING AROUND PERIMETER.
16. PREP AND PAINT DOOR, FRAMES, WALLS, CEILINGS, EXPOSED HSS COLUMNS, CONDUIT, ETC. REFER TO ROOM FINISH SCHEDULE AND INTERIOR ELEVATIONS.
17. INSTALL NEW WOOD FRAMED PLEXIGLASS WINDOWS IN UNIVERSAL WASHROOM AS INDICATED. REFER TO ROOM FINISH SCHEDULE AND INTERIOR ELEVATIONS.
18. PATCH/REPAIR SHINGLED ROOF AS REQUIRED FOR NEW MECHANICAL ROOF CAP(S). REFER TO MECHANICAL DRAWINGS FOR COORDINATION.
19. INSTALL NEW GUTTER AND DOWNSPOUT AS INDICATED. LOCATE DOWNSPOUT TO DRAIN TO EXISTING LOCATION. REFER TO EXTERIOR ELEVATIONS.
20. REFER TO MECHANICAL AND ELECTRICAL DRAWINGS FOR ADDITIONAL MECHANICAL AND ELECTRICAL INFORMATION.



## GENERAL NOTES

1. THE GENERAL NOTES REFER TO ALL ARCHITECTURAL DRAWINGS.
2. DO NOT SCALE DRAWINGS.
3. SITE CHECK ALL DIMENSIONS PRIOR TO CONSTRUCTION.
4. NOTHING ON THESE DRAWINGS SUPERSEDES THE REGULATIONS OF THE GOVERNING CODES INCLUDING THE ONTARIO BUILDING CODE.
5. NOTIFY ARCHITECT OF ALL CONFLICTS AND DISCREPANCIES PRIOR TO CONSTRUCTION.
6. CONTRACTOR TO COORDINATE ARCHITECTURAL, STRUCTURAL, MECHANICAL, ELECTRICAL DRAWINGS BEFORE CONSTRUCTION AND NOTIFY ARCHITECT OF ANY DISCREPANCIES.
7. THESE DRAWINGS ARE NOT INTENDED TO SHOW CIVIL, STRUCTURAL, MECHANICAL OR ELECTRICAL INFORMATION.

NO.	REVISION	DATE
1	ISSUED FOR PERMIT	02.17.2022

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**marklevitz**  
architects inc.

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PROJECT  
**STRATFORD BOATHOUSE WASHROOM RENOVATION**

LOCATION  
**30 York Street Lower Level, Stratford, ON N5A 1A1**

FOR  
**DESTINATION STRATFORD**

DRAWING  
**FLOOR PLAN**

**A2**

PROJECT NO.  
21-16-0054

DATE  
02/17/2022



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## MANAGEMENT REPORT

**Date:** June 21, 2022  
**To:** Finance and Labour Relations Sub-committee  
**From:** Brent Raycraft, Supervisor of Fleet  
**Report #:** FIN22-028  
**Attachments:** Preliminary Drawings

---

**Title:** Purchasing Policy Exemption for Crane/Service Body Retrofit

**Objective:** To request Council support for a single source purchase under section 37.0 of the Purchasing Policy allowing Eloquip Ltd. to retrofit our existing crane and service truck body that is currently limited in use due to structural damage.

The cost of the proposed retrofit for this piece of equipment is beyond the threshold amount in the Purchasing Policy for a Director to approve a single source purchase and slightly over the 2022 budgeted amount. Therefore, this report is being brought to Council for consideration.

**Background:** The 2011 M2 Freightliner chassis with a landscape service box was restructured to have a 3000 lb crane and outriggers installed. A critical break of the main structure occurred eliminating operability of the crane. This occurrence, along with a thorough inspection by the manufacturer Eloquip that was completed in March of 2020, determined that the crane unit and its structure were no longer safe to operate as intended.

Public Works and the Environmental Services divisions have been able to use the unit without the crane up to this point with alternative contracted arrangements made to maintain crane services. With ongoing need for a more reliable crane unit, the approved 2022 Fleet budget included \$75,000.00 intended to retrofit the equipment. The 2011 truck and chassis are in great shape with only 55,000 km. The ability to reuse several of the parts existing on the truck and chassis would help keep the costs for this retrofit relatively low and the vehicle fully operable for years to come.

**Analysis:** Eloquip Ltd. is the original manufacturer of this unit, and their familiarity with the complete unit allows them the ability to use existing parts. This results in the cost-effective ability to replace this crane and service truck body with a new and multifunctional setup for a quoted price of \$85,585.07 including HST, which is \$77,072.00 after the partial HST rebate. The cost breakdown is below.



Service Body Price	\$	65,421.50
Installation	\$	11,650.50
Total (After Partial HST Rebate)	\$	77,072.00

Procurement procedures typically require competitive pricing processes to ensure best value for money is obtained. Due to the manufacturer's familiarity with the unit and the efficiencies that can be realized by reusing their patented parts, Staff are recommending that this project be single sourced to Eloquip, as issuing a tender in this case is not likely to result in better pricing or product, given the nature of the work.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

The approved 2022 budgeted amount is \$75,000.00, and the cost of retrofit is estimated at \$77,072.00 after the partial HST rebate. The additional \$2,072.00 required to fund this work will flow through the Public Works Reserve Fund, and is anticipated to be recovered from selling as salvage the existing crane and service truck body, resulting in nominal impact to the operating budget and reserves.

#### **Financial impact on future year operating budget:**

Annual costs associated with operating and maintaining this crane and service truck are expected to remain similar as budgeted in previous years. Enabling the use of this crane will promote more efficient use of existing resources and eliminate the need to rent the crane equipment.

#### **Link to asset management plan and strategy:**

The truck was originally purchased in 2011 and had an expected useful life of 10 years. Since the truck has not been used at full capacity, the investment now is expected to extend this asset's useful life to 2031, pending no unforeseen issues arising. Previously, the crane unit was taken out of commission in March of 2020, resulting in the vehicle being underutilized since.

### **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.

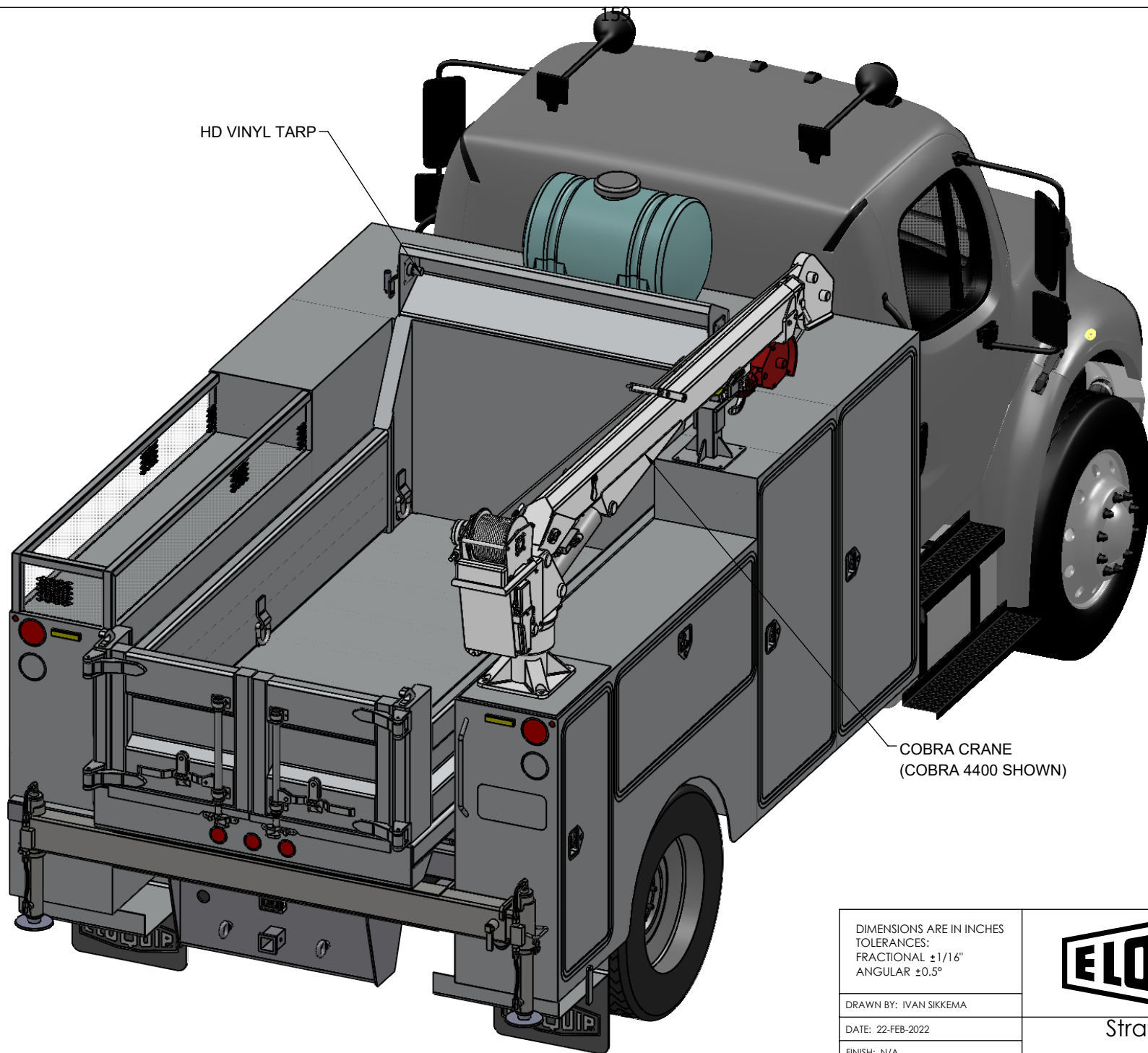
### **Alignment with One Planet Principles:**

**Material and Products**

Using materials from sustainable sources and promoting products which help people reduce consumption.

**Staff Recommendation: THAT Council approve an exemption from the Purchasing Policy to sole source the Crane/Service Body Retrofit to Eloquip Ltd.**

<b>Prepared by:</b>	Brent Raycraft, Supervisor of Fleet
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure and Development Services Joan Thomson, Chief Administrative Officer



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ANGULAR  $\pm 0.5^\circ$

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MATERIAL:

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SHEET 1 OF 10

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35 GALLON POLY WATER TANK

EXP MESH 3 SIDES

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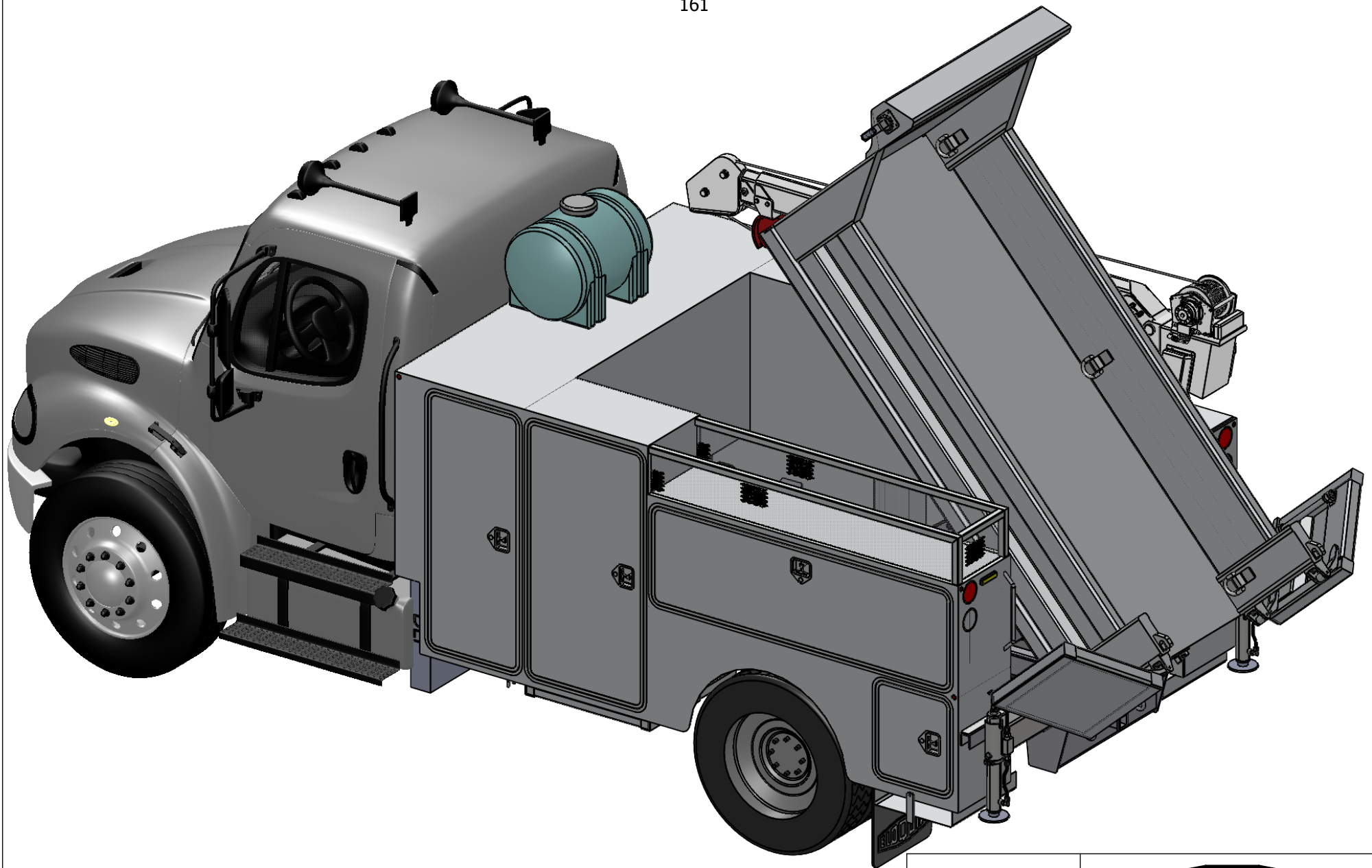
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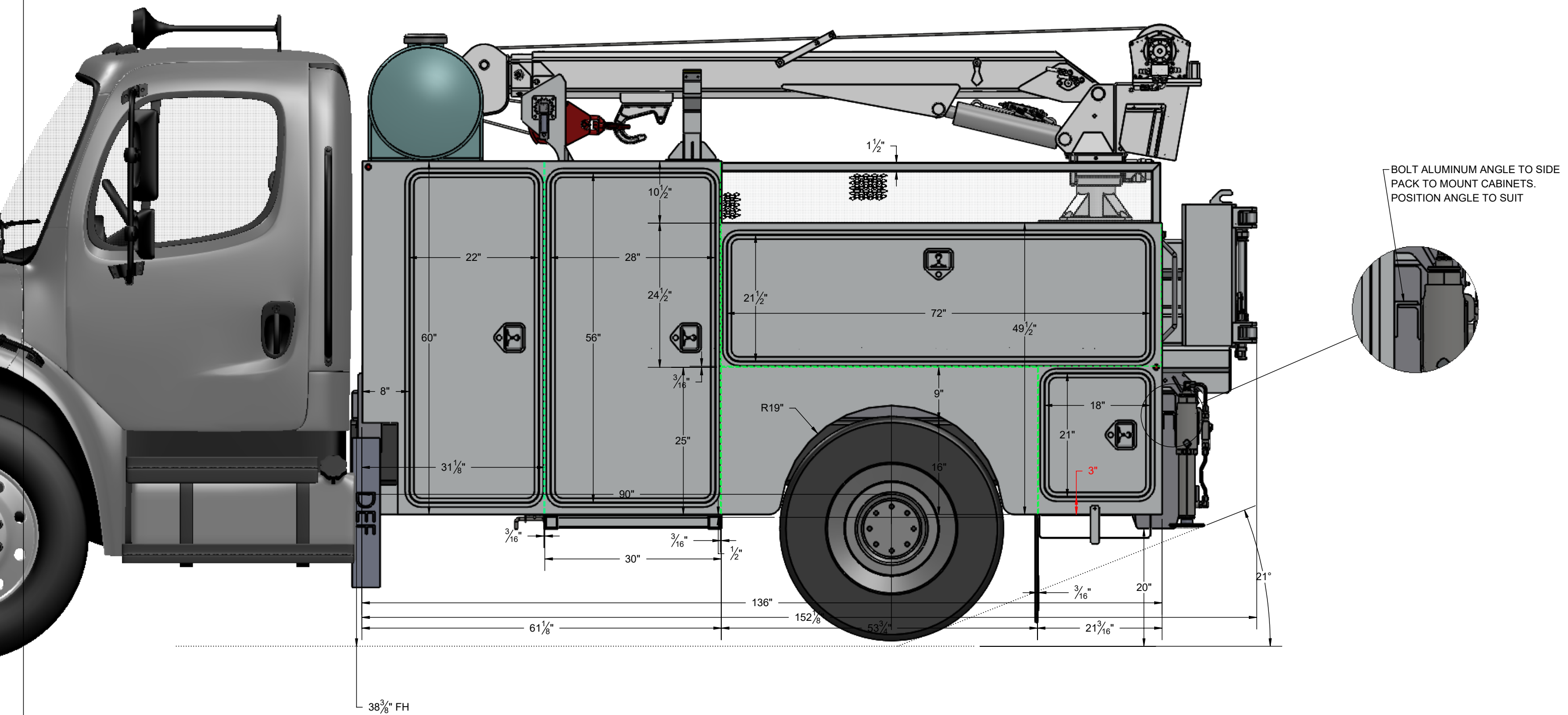
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SHEET 3 OF 10


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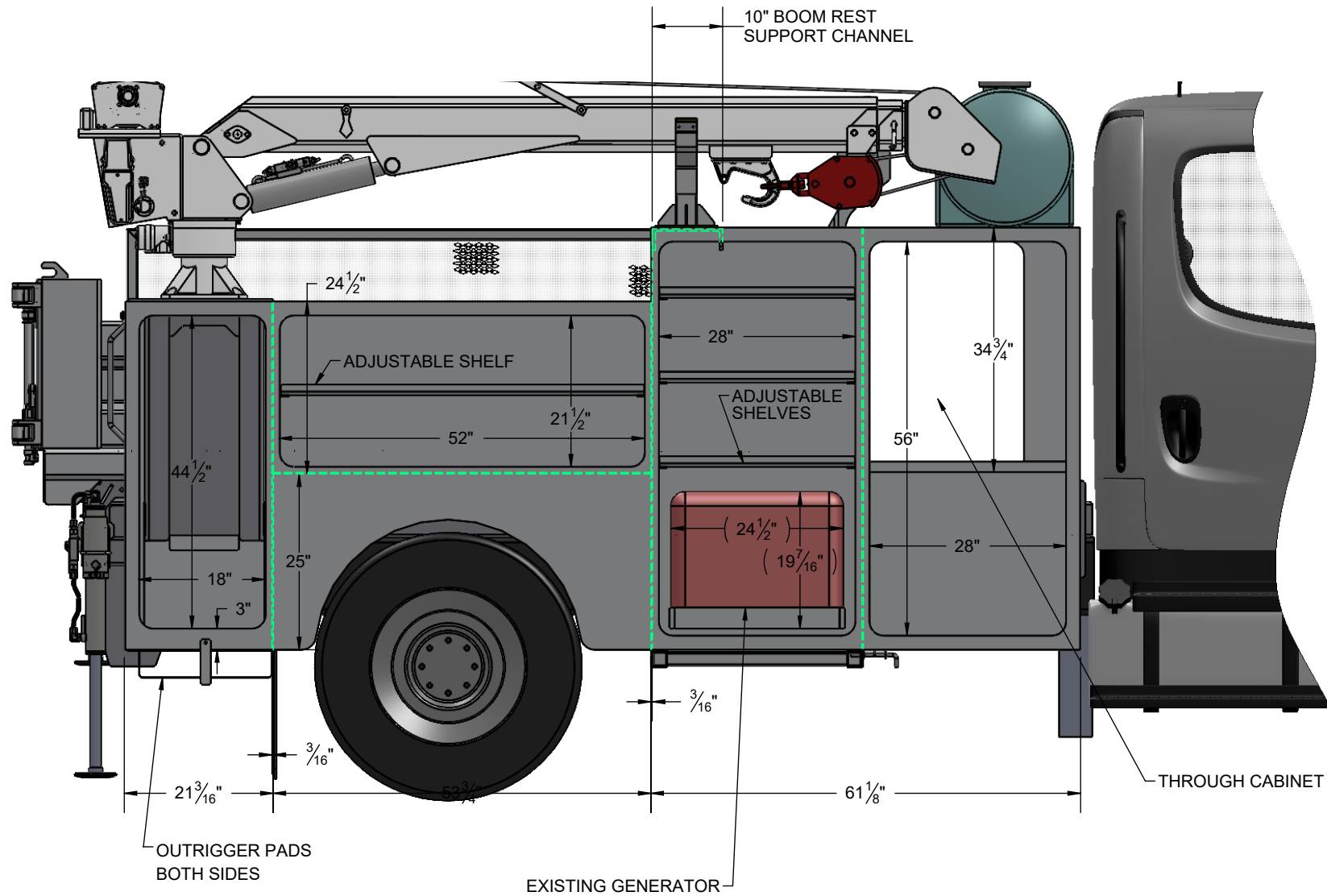
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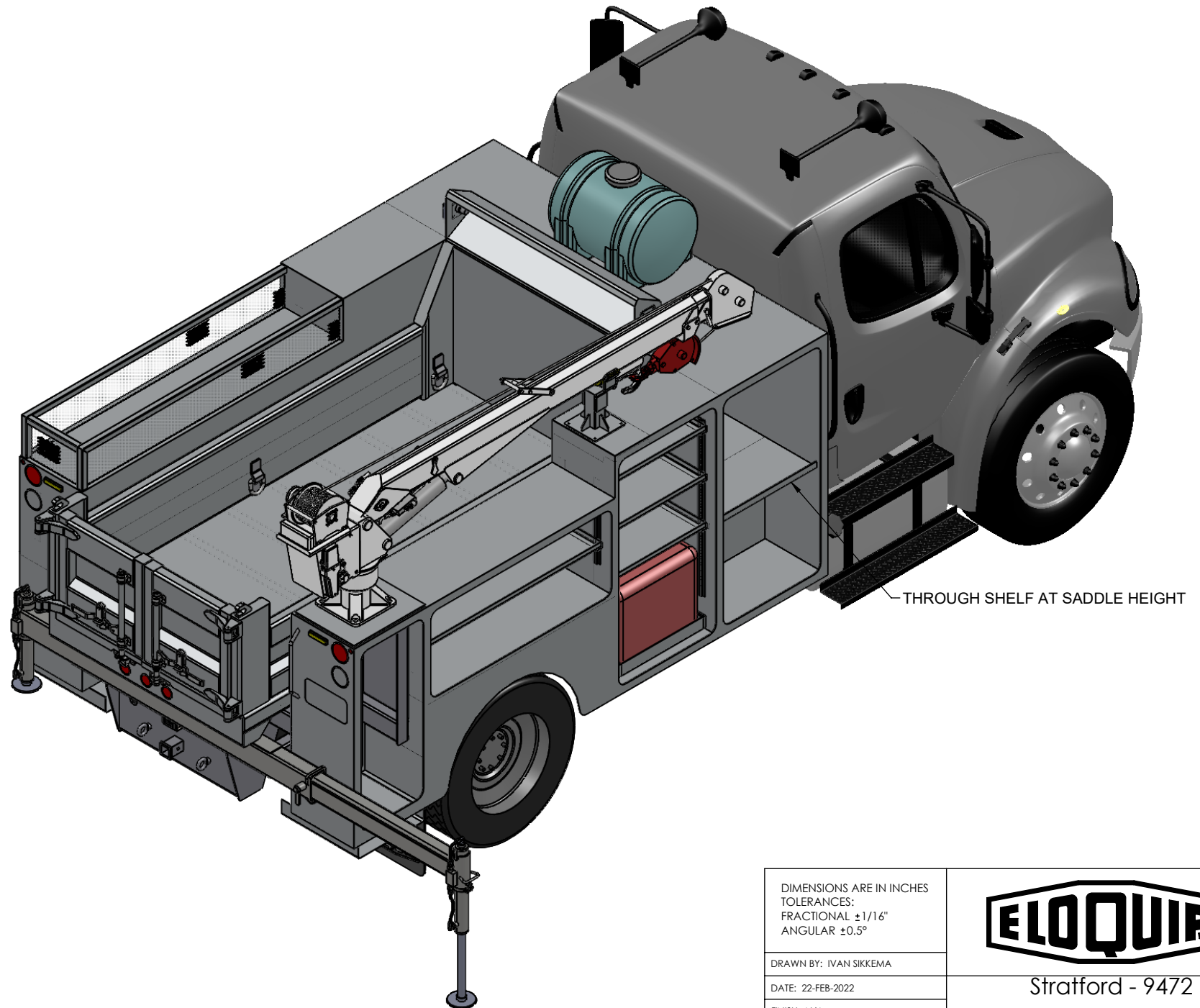
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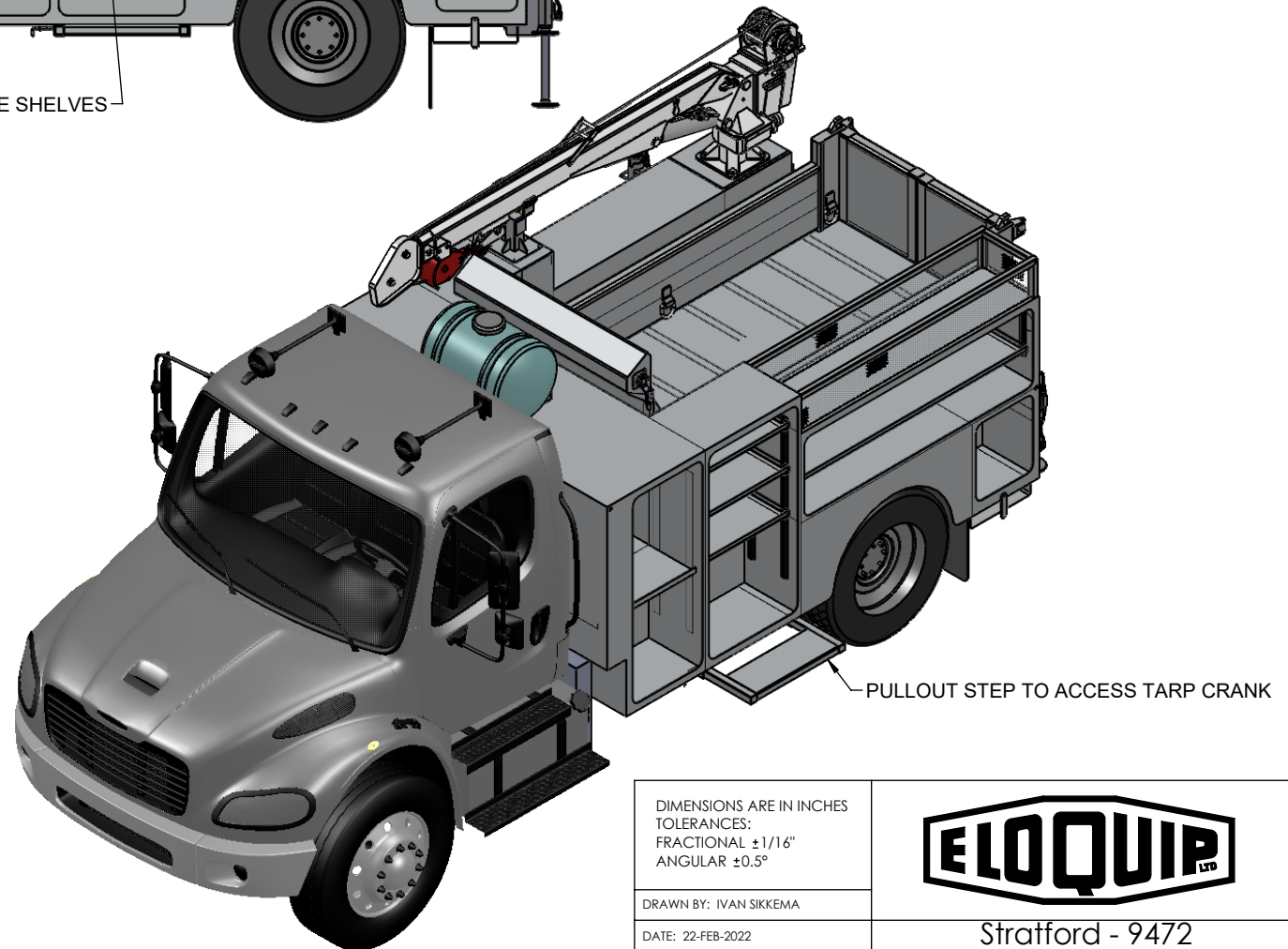
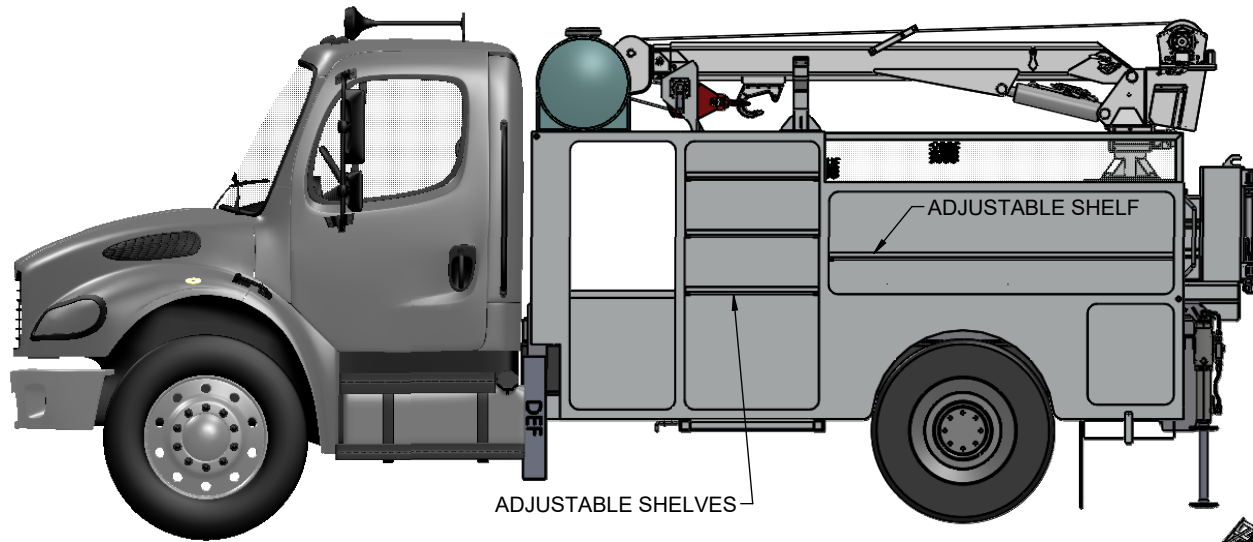
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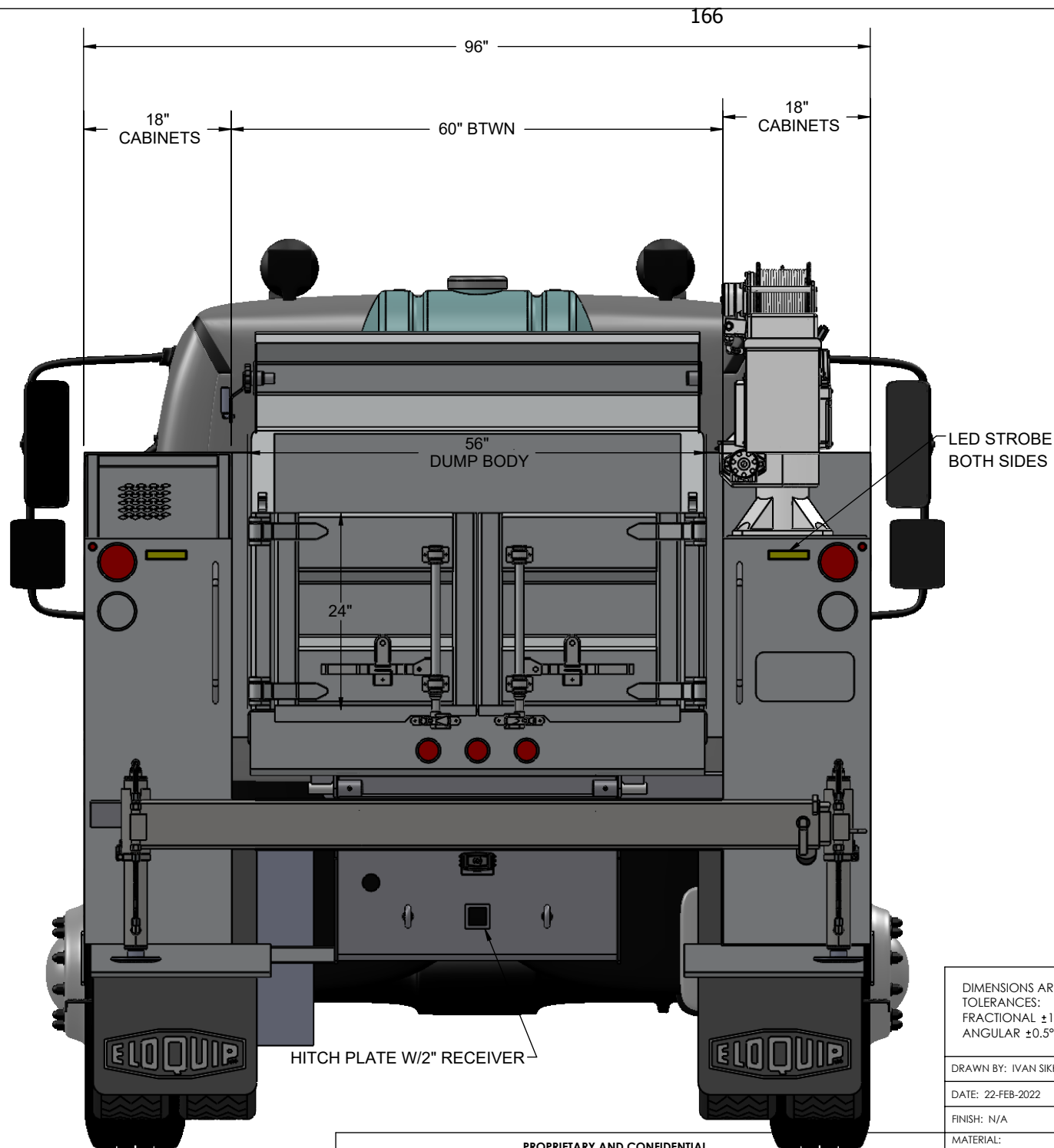
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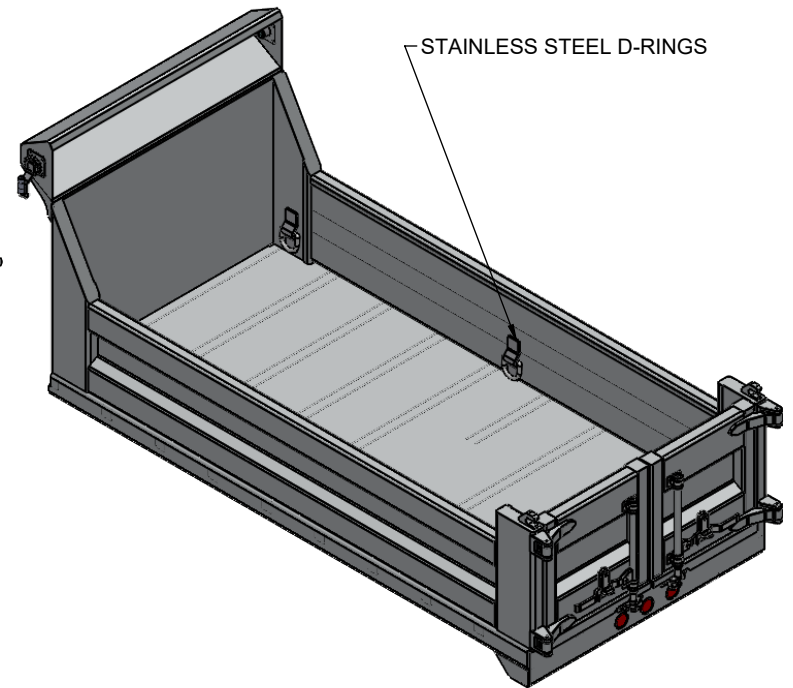
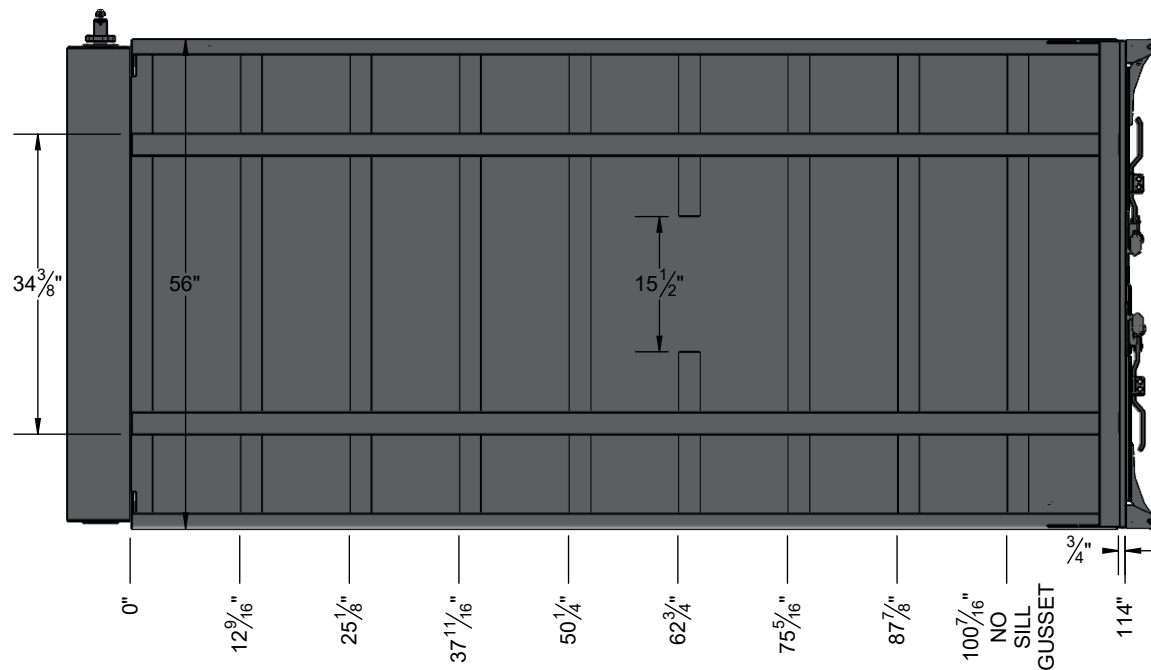
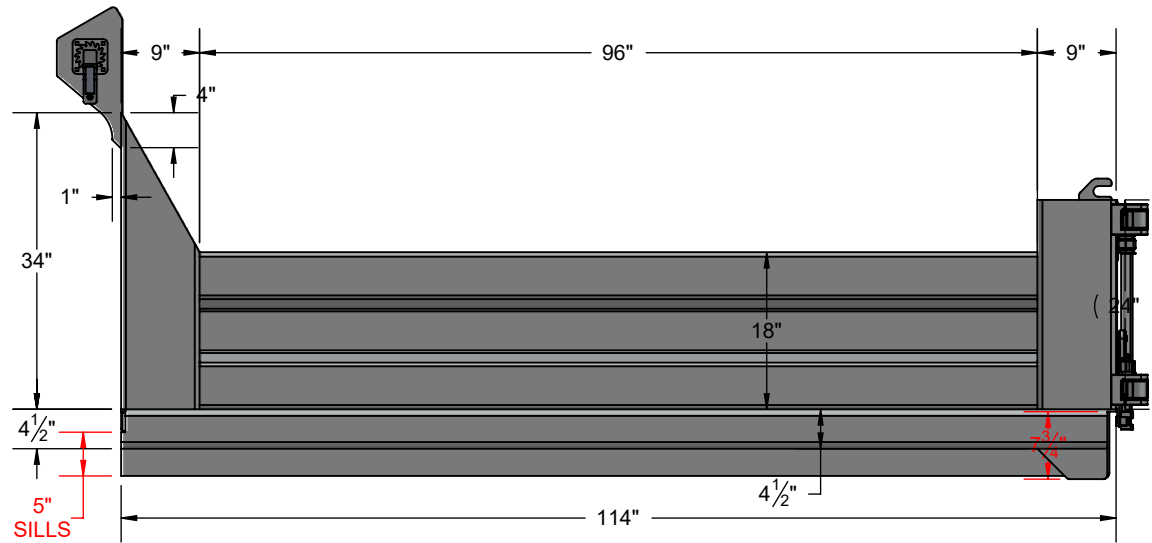
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## MANAGEMENT REPORT

**Date:** June 21, 2022  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN22-025  
**Attachments:** Electricity Commodity Cost Review – LAS Program 2021

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**Title:** Electricity Procurement – City of Stratford

**Objective:** To provide the Sub-committee with information on the City's electricity agreement with Local Authority Services (LAS).

**Background:** In 2000 the City entered into an Agreement with Local Authority Services (LAS) to purchase electricity in a hedge agreement.

The hedge program was developed by LAS to purchase blocks of electricity with the intent of price-fixing some of the annual consumption amount. It has the effect of ensuring that some of the City's annual procurement is controlled, which can be important in volatile commodity markets.

The current hedge agreement applies to 50% of the City's electricity consumption.

**Analysis:** Annually, LAS provides the City with some reporting information as it relates to consumption levels and costs of those levels. This is provided for general consumption accounts, as well as for streetlight accounts, which are priced a bit differently from regular consumption.

In the attached reports and tables it can be seen that the bottom-line financial benefit varies year-over-year when compared to time-of-use pricing. One of the more significant considerations is that the hedge program does stabilize fluctuations so that in years of significant price swings, the City does not experience similar significant variations in costs.

This information is used in part to comply with the reporting requirements under O. Reg 507/18 that governs energy management and the required reporting on energy use and greenhouse gas emissions that is currently compiled in the Building Services Division.

## **Financial Implications:**

### **Financial impact to current year operating budget:**

As this information is provided for information purposes, there is no direct financial impact in the current year. It can be noted that budgeted hydro costs across the City's various departments in 2022 are \$2,583,600, down slightly from the previous year's \$2,617,050. Notwithstanding increasing per-unit and infrastructure costs in the energy industry, the slight decrease is due to reductions in expected overall consumption as a result of pandemic adjustments to operations. The largest variances in 2021 actuals were seen in municipal facilities and recreation divisions.

### **Financial impact on future year operating budget:**

Electricity consumption costs do require active monitoring and management and changes to expected consumption levels and costs are reflected in the budgeting process.

## **Alignment with Strategic Priorities:**

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

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

### **Developing our Resources**

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

## **Alignment with One Planet Principles:**

### **Zero Waste**

Reducing consumption, reusing and recycling to achieve zero waste and zero pollution.

### **Zero Carbon Energy**

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

**Staff Recommendation: THAT the report titled, "Electricity Procurement – City of Stratford" (FIN22-025), be received for information.**

### **Prepared by:**

Karmen Krueger, CPA, CA, Director of Corporate Services

### **Recommended by:**

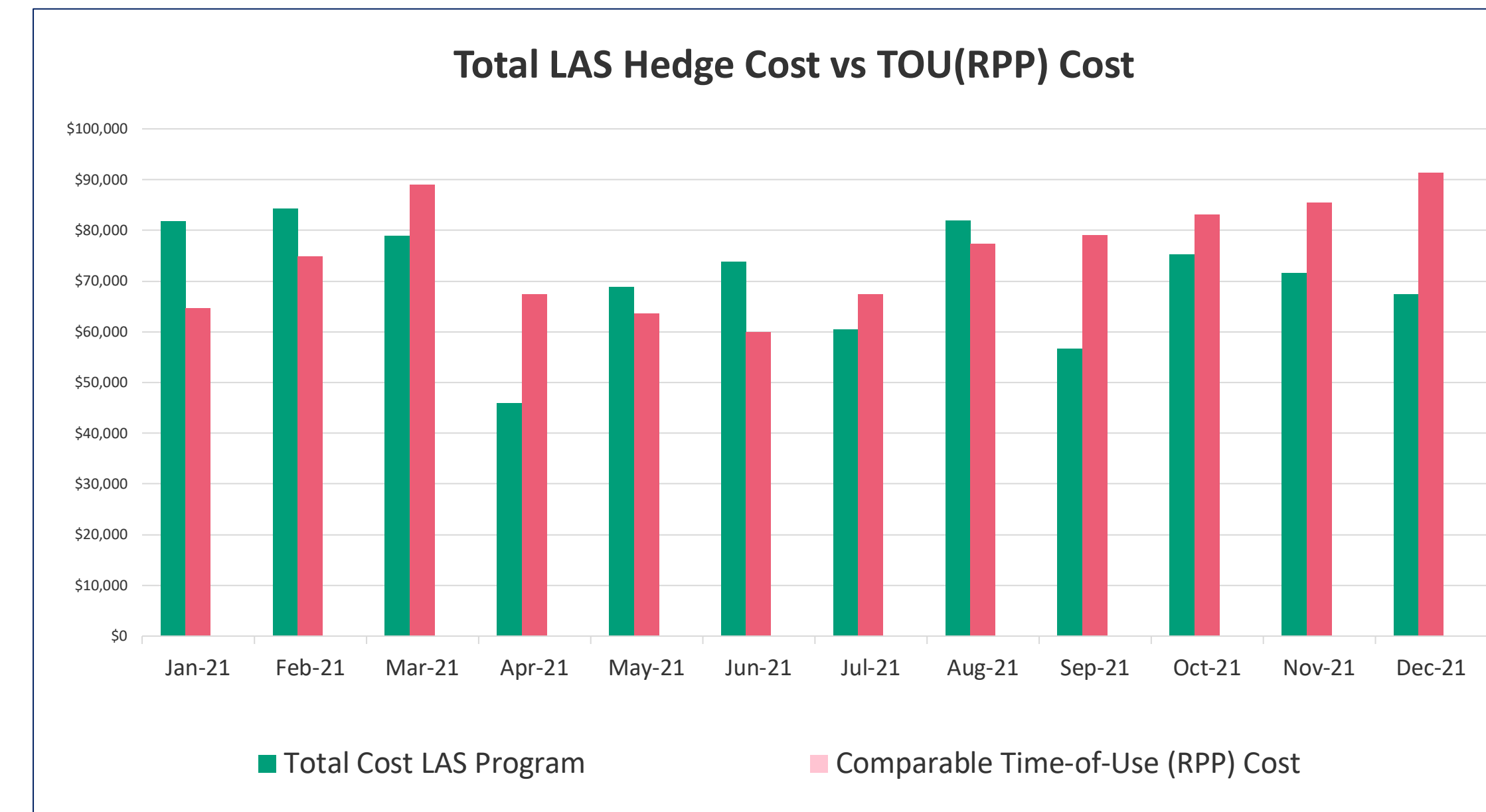
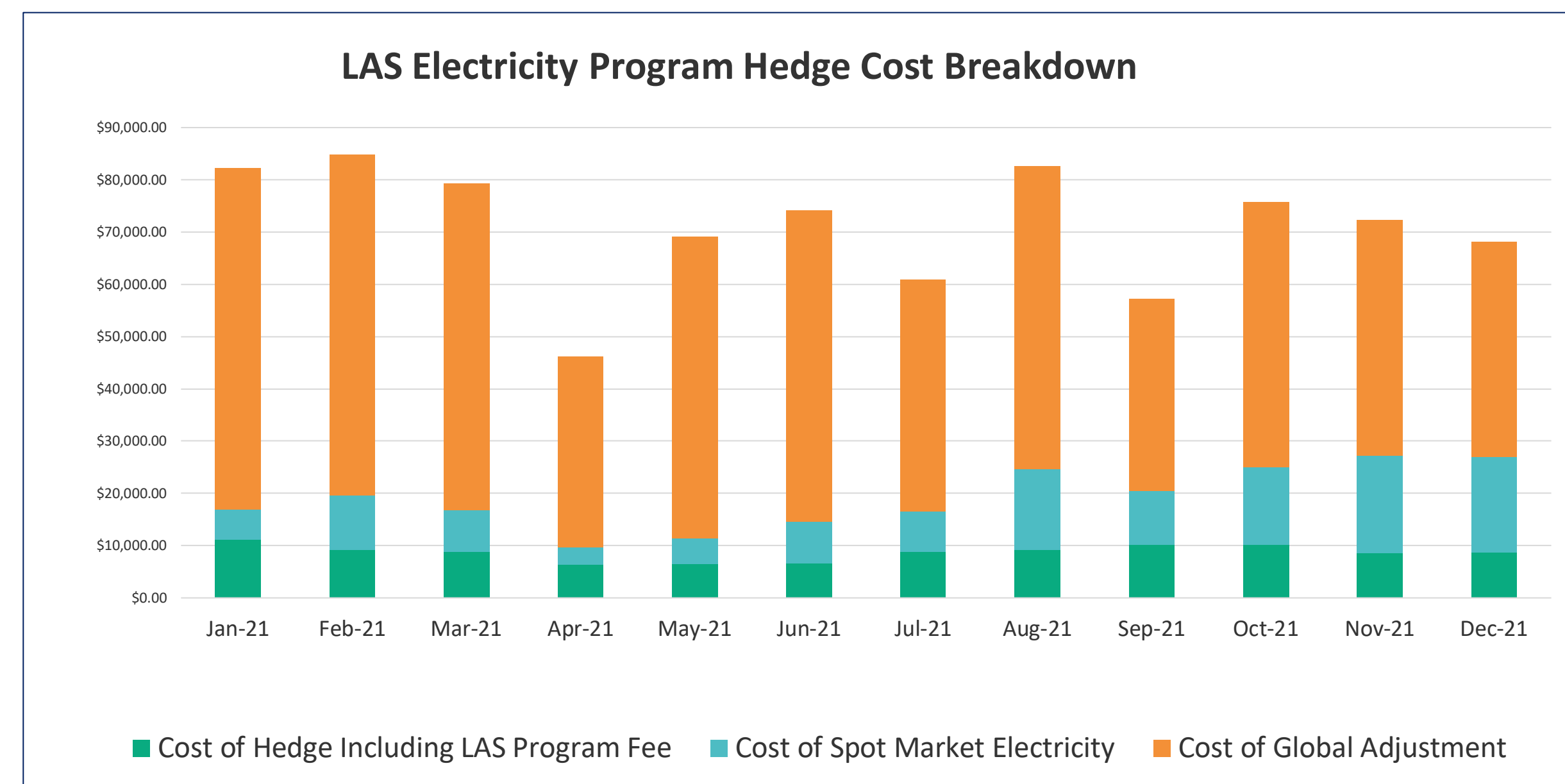
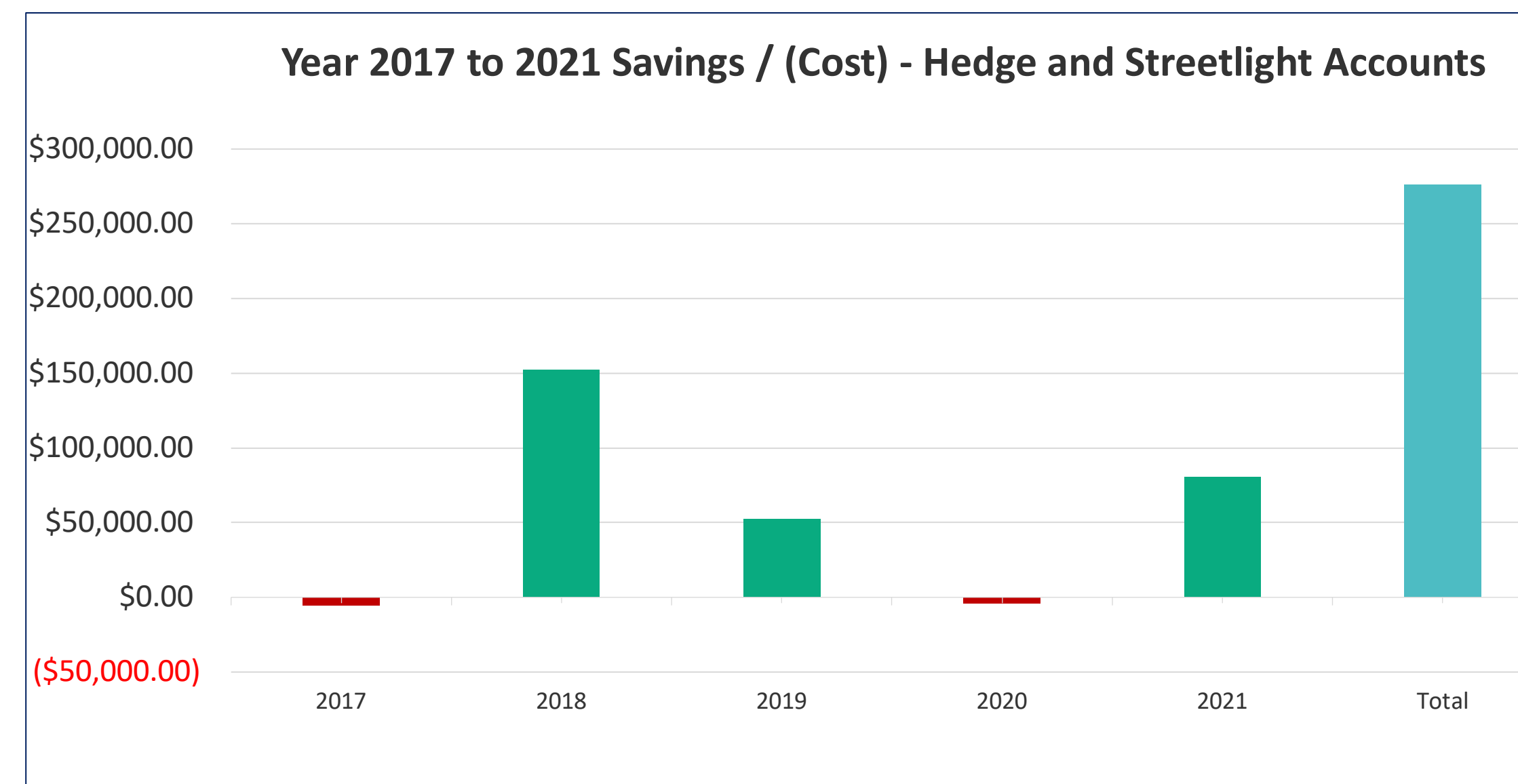
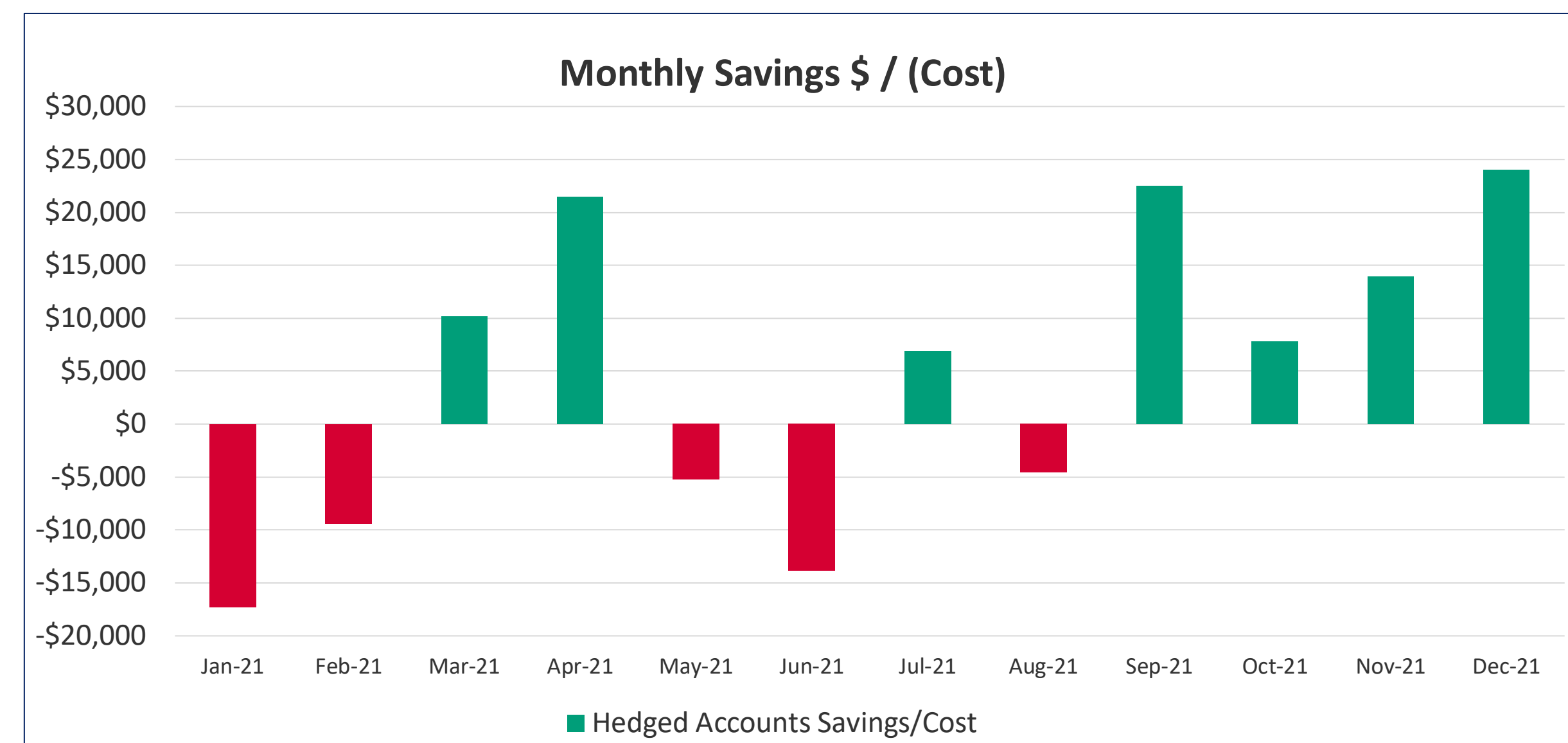
Karmen Krueger, CPA, CA, Director of Corporate Services  
Joan Thomson, Chief Administrative Officer

## LAS Electricity Commodity Cost Review - Calendar Year 2021 Stratford

Hedged Accounts	
Hedge	
49%	\$104,389
Spot Market	
51%	\$125,576
Global Adjustment	\$622,414
Loss Amount	-\$6,922
<b>LAS Total</b>	<b>\$846,414</b>
RPP / TOU Total	\$902,908
Annual Program Savings / (Cost)	\$56,493

Streetlight Accounts	
Spot Market	
100%	\$42,509
Global Adjustment	\$124,474
Loss Amount	-\$1,115
<b>LAS Total</b>	<b>\$165,867</b>
RPP Total	\$189,957
Annual Program Savings / (Cost)	\$24,090

	2021	5 Year
<b>Total Savings %</b>	<b>7%</b>	<b>5%</b>
<b>Total Savings/Cost \$</b>	<b>\$80,583</b>	<b>\$276,343</b>





Hedged Accounts

Stratford		LAS Electricity Commodity Cost Review Calendar Year 2021		Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
		Total Adjusted Usage (kWh) * See Note 1		781,586	681,543	810,546	613,008	601,670	567,908	637,708	732,154	748,674	785,711	808,935	864,759
		Unadjusted / Metered Usage (kWh)		759,034	661,843	787,195	595,302	584,275	551,425	619,208	710,990	727,091	763,080	785,616	839,782
		Enrolled Accounts		75	73	77	77	77	77	77	77	77	77	74	74
Hedge 49%		Hedge Price Including Program Fees (\$/kWh)		\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246	\$0.0246
		LAS Program Hedge (kWh)		453,015	371,644	359,587	260,535	264,435	271,258	355,220	376,462	414,231	411,305	345,153	353,715
\$104,389		Cost of Hedge Including LAS Program Fee		\$11,162.29	\$9,157.30	\$8,860.21	\$6,419.59	\$6,515.67	\$6,683.81	\$8,752.61	\$9,276.02	\$10,206.65	\$10,134.55	\$8,504.57	\$8,715.53
Spot Market 51%		Weighted Avg. Spot Market Price (\$/kWh)		\$0.0174	\$0.0338	\$0.0176	\$0.0089	\$0.0146	\$0.0269	\$0.0276	\$0.0434	\$0.0307	\$0.0400	\$0.0404	\$0.0356
		LAS Program Spot (kWh)		328,571	309,900	450,959	352,472	337,235	296,649	282,488	355,692	334,443	374,406	463,782	511,045
\$125,576		Cost of Spot Market Electricity		\$5,717.13	\$10,474.61	\$7,936.88	\$3,137.00	\$4,923.63	\$7,979.86	\$7,796.68	\$15,437.02	\$10,267.41	\$14,976.24	\$18,736.78	\$18,193.18
Global Adjustment		Global Adjustment Market Charge (\$/kWh)		\$0.0862	\$0.0985	\$0.0794	\$0.0614	\$0.0985	\$0.1079	\$0.0716	\$0.0814	\$0.0504	\$0.0664	\$0.0573	\$0.0490
		Unadjusted / Metered Usage (kWh)		759,034	661,843	787,195	595,302	584,275	551,425	619,208	710,990	727,091	763,080	785,616	839,782
\$622,414		Cost of Global Adjustment		\$65,428.71	\$65,191.49	\$62,503.29	\$36,551.54	\$57,551.04	\$59,498.77	\$44,335.27	\$57,874.62	\$36,645.40	\$50,668.50	\$45,015.78	\$41,149.32
Loss Amount		Loss Amount (\$) - Line Loss Adjustment		-\$599.79	-\$658.45	-\$531.54	-\$269.03	-\$283.47	-\$417.45	-\$525.25	-\$777.23	-\$610.81	-\$658.12	-\$786.00	-\$805.02
LAS Total		Total Cost LAS Program		\$81,787	\$84,242	\$78,850	\$45,920	\$68,788	\$73,826	\$60,440	\$81,891	\$56,589	\$75,202	\$71,549	\$67,331
		Avg LAS Price per kWh (incl. GA)		\$0.1046	\$0.1236	\$0.0973	\$0.0749	\$0.1143	\$0.1300	\$0.0948	\$0.1118	\$0.0756	\$0.0957	\$0.0884	\$0.0779
RPP , Time-of-Use		TOU Rate		\$0.09	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11
		Unadjusted / Metered Usage (kWh)		759,034	661,843	787,195	595,302	584,275	551,425	619,208	710,990	727,091	763,080	785,616	839,782
RPP / TOU Total		Comparable Time-of-Use (RPP) Cost * See Note 2		\$64,518	\$74,871	\$89,051	\$67,344	\$63,554	\$59,981	\$67,354	\$77,338	\$79,089	\$83,004	\$85,455	\$91,347

Hedged Accounts

Annual Program Savings / (Cost)		\$56,493	Monthly Savings / (Cost)	-\$17,269	-\$9,371	\$10,202	\$21,424	-\$5,233	-\$13,845	\$6,914	-\$4,553	\$22,500	\$7,802	\$13,907	\$24,017
		Total Usage (kWh)		180,929	153,336	150,145	127,427	115,736	104,454	113,202	126,594	138,288	160,367	171,705	185,988
		Unadjusted / Metered Usage (kWh)		175,813	149,000	145,899	123,824	112,463	101,501	110,001	123,015	134,377	155,832	166,849	180,729
		Enrolled Accounts		7	7	7	7	7	7	7	7	7	7	7	7

Streetlight Accounts

Spot Market		Average Spot Market Price - (\$/kWh) * See Note 3		\$0.02	\$0.03	\$0.02	\$0.01	\$0.01	\$0.01	\$0.02	\$0.03	\$0.02	\$0.03	\$0.04	\$0.04
\$42,509		Cost of Spot Purchase (Including LAS Program Fee)		\$2,953.64	\$4,811.36	\$2,646.97	\$1,241.86	\$1,242.36	\$1,522.60	\$2,615.41	\$3,910.08	\$3,430.65	\$5,051.00	\$6,224.08	\$6,858.84
Global Adjustment		Global Adjustment Market Charge (\$/kWh)		\$0.0862	\$0.0985	\$0.0794	\$0.0614	\$0.0985	\$0.1079	\$0.0716	\$0.0814	\$0.0504	\$0.0664	\$0.0573	\$0.0490
		Unadjusted / Metered Usage (kWh)		175,813	149,000	145,899	123,824	112,463	101,501	110,001	123,015	134,377	155,832	166,849	180,729
\$124,474		Cost of Global Adjustment		\$15,155.09	\$14,676.51	\$11,584.40	\$7,602.80	\$11,077.62	\$10,951.91	\$7,876.05	\$10,013.39	\$6,772.62	\$10,347.25	\$9,560.46	\$8,855.71
Loss Amount		Loss Amount (\$) - Line Loss Adjustment		-\$76.01	-\$130.65	-\$57.59	-\$24.80	-\$29.09	-\$44.45	-\$66.19	-\$108.28	-\$85.40	-\$141.01	-\$179.93	-\$172.00
\$165,867		Total Cost LAS Program		\$18,033	\$19,357	\$14,174	\$8,820	\$12,291	\$12,430	\$10,425	\$13,815	\$10,118	\$15,257	\$15,605	\$15,543
		Avg LAS Price per kWh (incl. GA and LAS fee)		\$0.0997	\$0.1262	\$0.0944	\$0.0692	\$0.1062	\$0.1190	\$0.0921	\$0.1091	\$0.0732	\$0.0951	\$0.0909	\$0.0836
RPP, Tiered		RPP Usage - Lower Tier Price (kWh)		3,109	2,942	3,106	3,145	2,897	2,609	2,688	2,893	2,764	2,976	3,127	3,121
		RPP Usage - Higher Tier Price (kWh)		177,820	150,394	147,039	124,283	112,839	101,845	110,514	123,701	135,524	157,391	168,578	182,867
		Lower Tier Price (\$ per kWh)		0.0850	0.0880	0.1010	0.1010	0.0980	0.0980	0.0980	0.0980	0.0980	0.0980	0.0980	0.0980
		Higher Tier Price (\$ per kWh)		0.0850	0.0910	0.1180	0.1180	0.1150	0.1150	0.1150	0.1150	0.1150	0.1150	0.1150	0.1150
RPP / Tiered Total		Comparable RPP Cost * See Note 4		\$15,379	\$13,945	\$17,664	\$14,983	\$13,260	\$11,968	\$12,973	\$14,509	\$15,856	\$18,392	\$19,693	\$21,336

Streetlight Accounts

Annual Program Savings / (Cost)		\$24,090	Monthly Savings / (Cost)	-\$2,654	-\$5,412	\$3,491	\$6,163	\$969	-\$462	\$2,547	\$694	\$5,738	\$3,134	\$4,088	\$5,793
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Total Annual Program Savings / (Cost)	\$80,583
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Notes

- 1) We have assumed that all accounts are RPP/TOU eligible (i.e. under 250,000kWh/year consumption)
- 2) Time-of-use (TOU) rates used for each month are based on the rates for that month with the following split: 55% off-peak, 22.5% mid-peak., and 22.5% on-peak.
- 3) This price represents the average HOEP for the hours of operation of a typical streetlight account using an approved streetlight profile.
- 4) RPP rates for the period reviewed are: for January 2021 to February 22,2021 8.5/8.5 cents/kWh, for February 23,2021 to April 30,2021 10.1/11.8 cents/kWh and for May 1,2021 to December 31,2021 9.8/11.5 cents/kWh





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## MANAGEMENT REPORT

**Date:** June 21, 2022  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN22-026  
**Attachments:** 1) 2021 Treasurer's Statement of Development Charges Reserve Fund; 2) 2021 Treasurer's Statement of Parkland Reserve Fund

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**Title:** Treasurer's Statement for Development Charges and Parkland Reserve Funds 2021

**Objective:** To provide Council with legislatively required reports under the Development Charges Act, 1997 and the Planning Act, as amended with Bill 108, 138 and 197 showing the funds received and outlaid in the year.

### **Background:**

#### **Development Charges**

In accordance with the Development Charges Act, 1997, the Treasurer is required to provide Council with an annual financial statement on the Development Charge reserve funds.

The collection of these charges and ultimate spending of the funds is captured in the Development Charges Background Study, the most recent of which was adopted in April 2022. Changes to the eligible categories that occurred in 2022 (such as parking and housing) will be reflected on the 2022 year-end statement.

#### **Parkland Dedication**

Similarly, Section 42 of the Planning Act allows municipalities to accept cash-in-lieu of parkland equal to the value of the land that would otherwise be conveyed. Annual reporting on the revenues earned and expended in the year is required.

Both of these sources represent fundamental funding tools for the City.

Bill 108 (More Homes, More Choice Act), introduced by the Province in May 2019, created uncertainty around the status of the parkland dedication provisions in the

Planning Act. With the enactment of the COVID-19 Recovery Act, 2020 (Bill 197) on July 21 2020, the Province confirmed that the authorities granted through Section 42, including the ability to collect cash-in-lieu of parkland dedication, will continue to be available to municipalities. Since 2016, the Planning Act has required municipalities to report on the status of Section 42 reserve funds. On September 18, 2020, Ontario Regulation 509/20 came into force, establishing an ongoing requirement for annual public reporting on Planning Act reserve fund activity. This report ensures compliance with the requirements of the new regulation, in consideration of annual reserve fund reporting processes.

Once these reports are reviewed by Council, they must be made available for the public, and are forwarded to the Ministry of Municipal Affairs & Housing upon request.

### **Analysis:**

#### **Development Charges**

In 2021, the City collected \$2,178,768 in development charges. The funds earned a total of \$315,190 in interest.

Eligible projects outlined in the Development Charges Background Study (2017) were paid with development charges, which resulted in a year-end balance of \$14,629,968, as outlined in the report attached.

The specific projects supported by development charges included starting the updated Development Charges Background Study, library collection materials, and sidewalk capital projects including the Erie Street Sidewalk, the Trunk Sanitary Sewer and Quinlan Pumping Station repayment of developer costs.

#### **Parkland Dedication**

Also in 2021, the City collected \$150,750 in parkland dedication fees. The funds earned a total of \$17,328.84 in interest.

Eligible expenditures, outlined in the Planning Act, were paid with development charges, which resulted in a year-end balance of \$768,258.11 as outlined in the report attached.

The project supported by Parkland Dedication was playground equipment purchased for Optimist Park.

The fund balances for Development Charges, Parkland Dedication and all other Reserve Funds recorded in the City's records are supported by cash held in reserve fund bank accounts and reserve fund investment accounts.

## **Financial Implications:**

### **Financial impact to current year or future year operating budgets:**

Utilization of Development Charges funds and Parkland Dedication funds are included in the 10-year capital plans as applicable and as allowed within the legislation.

There is no direct financial impact from these reports, as they are prepared retrospectively to report on historical transactions to meet the City's legislated reporting requirements.

## **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.

## **Alignment with One Planet Principles:**

### **Not applicable**

There is no alignment with One Planet Principles, as they are prepared retrospectively to report on historical transactions to meet the City's legislated reporting requirements.

**Staff Recommendation: THAT the 2021 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;**

**AND THAT the 2021 Treasurer's Statement for City of Stratford Cash In Lieu of Parkland Reserve Fund be received for information.**

### **Prepared by:**

Karmen Krueger, CPA, CA, Director of Corporate Services

### **Recommended by:**

Karmen Krueger, CPA, CA, Director of Corporate Services  
Joan Thomson, Chief Administrative Officer



<b>THE CORPORATION OF THE CITY OF STRATFORD</b>		
<b>Treasurer's Statement Under Section 42 of the Planning Act</b>		
<b>For the Year Ended - December 31, 2021</b>		
Opening Balance - January 1, 2021		\$673,955.27
Cash in Lieu Collected During 2020	150,750.00	
2020 Reserve Fund Interest	17,328.84	
		168,078.84
Total Funds Available		842,034.11
Less: Funds Spent During 2021		
	73,776.00	
	0.00	
		73,776.00
Closing Balance - December 31, 2021		\$768,258.11





## MANAGEMENT REPORT

**Date:** June 21, 2022  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN22-024  
**Attachments:** 1) ONE CARE 2022 Community Grant Appeal Request 2) ONE CARE 2022 Community Grant Application

**Title:** 2022 Community Grant Appeal Request

**Objective:** To consider an appeal of Council's decision regarding a 2022 community grant for ONE CARE Home and Community Support Services.

**Background:** Council approved 2022 community grant awards to various organizations on April 25, 2022.

Each group was advised of Council's decision and given the opportunity to have the decision reconsidered by submitting a formal appeal in writing to the Finance and Labour Relations Sub-committee by May 20, 2022. Each group was also given the option of participating in the meeting as a delegation.

Organization	2022 Request	2022 Approved	2022 Appeal	2021 Request	2021 Approved
ONE CARE	\$14,768.	\$0 (denied)	requesting \$14,768.	\$13,291.	\$10,000

Through deliberations, the Community Grants Evaluation Committee denied the ONE CARE request due to the apparent duplication of service provided via the City's parallel transit service.

**Analysis:** One organization has submitted an appeal request, being ONE CARE Home and Community Support Services. The appeal request is attached as well as the original 2022 grant application.

ONE CARE has requested to attend as a delegation and will present its 2022 appeal request at the meeting.

**Financial Implications:**

**Financial impact to current year operating budget:**

Any funding approved as a result of this appeal would come from the 2022 grants contingency budget, which currently has an unassigned balance of \$21,800. There is also a reserve balance that arose from 2021 of \$46,538. Approving this request would not have an impact on the 2022 approved budget.

**Financial impact on future year operating budget:**

Funding for Community Grants is awarded as part of the City's annual budget process. There is no budget impact for future years related to this appeal request, as it only impacts the 2022 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.

**Developing our Resources**

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

**Alignment with One Planet Principles:****Health and Happiness**

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

**Equity and Local Economy**

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

**Culture and Community**

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

**Staff Recommendation: THAT the appeal of Council's decision regarding denial of a 2022 community grant to ONE CARE Home and Community Support Services be denied;**

**AND THAT the decision of Council on April 25, 2022, denying a grant request from ONE CARE Home and Community Support Services, be upheld.**

**Prepared by:**

Karmen Krueger, CPA, CA, Director of Corporate Services

**Recommended by:**

Karmen Krueger, CPA, CA, Director of Corporate Services  
Joan Thomson, Chief Administrative Officer

May 20<sup>th</sup>, 2022

City of Stratford Finance & Labour Relations Sub-committee  
ATT: Wendy Partridge

Dear City of Stratford Finance & Labour Relations Sub-Committee members,

I am writing to appeal the decision not to fund the ONE CARE Home & Community Support Services' Community Grant application to support transportation for Stratford residents. We are very concerned about the impact of your decision and the affects this will have on frail elderly people and those with health challenges who rely on this service in the city.

ONE CARE has had a strong partnership with the City of Stratford for many years and we have worked together to build a strong and reliable transportation service for local residents. We supported the city while the municipality developed and expanded its accessible transportation service. We have collaborated to ensure that accessible transportation needs are met and we have worked with the city through various issues particularly with overload and capacity issues.

We work closely with Parallel Transit service to book and schedule rides using the best suited provider so that clients can be served in a timely manner and where it is most appropriate. Our service works to complement Parallel Transit including:

- Clients who require more extensive support because of their health and physical conditions
- Requests that are outside of Parallel Transit's regular service hours
- Rides that Parallel Transit cannot accommodate because of capacity limits and overflow bookings

Our focus is to support people who need transportation because of frailty, high complex health needs, cognitive impairments, falls risk and at risk of further health complications. Our agency provides one point of contact to book transportation rides and people then have access to other services as needed. This service meets the criteria as outlined in the City of Stratford Grants Policy as it improves the wellbeing of individuals and contributes to enhancing the quality of life in our community.

By reducing the city's financial contribution, people may not be able to get the service they need. This will affect more than 200 individuals and several thousand rides. Without this funding we will have to make significant changes to client fees in Stratford and, with other pressures, this may have other implications for services delivered. The demand for the service remains, and changes will be detrimental to the people we support, resulting in people being unable to access services, being isolated and more pressure being added to other services, and caregivers. Together we can work to help people keep engaged in their community so they have access to programs and services that contribute to an active lifestyle and their quality of life.

We respectfully request that you reconsider your funding decision with regard to this program and help us support frail seniors, and adults with health challenges who are living in Stratford to have access to transportation services.

Together, ONE CARE and the City of Stratford have a responsibility to support our local residents. This is an issue of municipal concern and warrants municipal support. We would be happy to speak further with you in this regard and supply additional information as required.

Sincerely



Kathy Scanlon  
Executive Director, ONE CARE Home & Community Support Services

# City of Stratford 2022 Community Grant Application Form

I confirm I have read in full the 2022 Grant Application Guidelines and City Policy F.1.1 Community Grants Program, located on the City's website. \*

☒ Agree

The personal information collected on this form or in background material included with your application is collected under the authority of the Municipal Act, 2001 and will be used by Corporate Services staff and City Council for the purpose of reviewing grant applications and other related administrative purposes. Questions regarding the collection and use of this information may be made to the City Clerk, P.O.Box 818, Stratford, ON, N5A 6W1 or by telephone 519-271-0250 ext. 5329 during business hours.

## A. ORGANIZATION INFORMATION

**Organization name: \***

ONE CARE Home & Community Support  
Services

**Contact Name / Position for purposes of this  
grant application: \***

Kathy Scanlon

**Mailing Address: \***

25 Wright Blvd., Unit B, Stratford

**Telephone Number: \***

(877) 502-8277

**Email address: \***

kscanlon@onecaresupport.ca

### Briefly state your organization's missions/goals:<sup>181</sup>

ONE CARE is an established, locally governed, charitable, non-profit agency that provides home and community support services in local communities. We help thousands of people with services that support and strengthen the health, independence and quality of life for individuals and their families in the community. We help older people and people with health challenges to live at home with a network of support and a caring community. We have provided services in Stratford, Perth and Huron Counties for over 40 years and, with our staff and volunteers, we work to fulfill our vision as the caring support that people can turn to and trust. ONE CARE is committed to putting our clients at the centre of our work and we work with local partners, including community and health care providers to ensure that the support is available.

### Please attach a list of your organizational structure, including paid staff positions (do not include personal information such as home address and telephone numbers) : \*

#### File Name



ONE CARE org chart 2021.pdf

105.1 KB

### Estimated Number of Volunteers & Number of Volunteer Hours: \*

ONE CARE has a number of programs that are supported by volunteers, such as Meals on Wheels, Exercise and Wellness programs, and Transportation, with over 400 volunteers who contributed 5770 hours of assistance in 2021. With COVID, our volunteer capacity has been reduced and several services were put on hold. However programs like our transportation service has resumed with approximately 36 volunteer drivers providing essential rides to clients who do not require accessible vehicle assistance. Due to COVID we have provided additional training to volunteers and we received funding from the Ontario Trillium Foundation to purchase and install removable plastic barriers in volunteer drivers' vehicles to enhance current Infection, Prevention and Control (IPAC) measures. This project was essential to expanding the capacity of rides that has been greatly reduced through COVID.

## B. ELIGIBILITY REQUIREMENTS of Organization/Activity

**Please explain how your activity or service will specifically benefit the residents of Stratford and promotes one or more of the City's strategic priorities: \***

This funding supports Stratford residents by providing cost effective accessible transportation services for local residents within the city. This funding supports the ONE CARE transportation program by reducing overall ride costs for individuals who need accessible transportation within the city of Stratford, so it is less than what is charged outside of the city to other clients in Huron and Perth. Without this funding this cost would have to be passed on in client fees. Cost for services is a barrier, and this support from the city increases the affordability by keeping fees for rides delivered within the city at a subsidized rate that is affordable for clients living in the city.

This funding supports those individuals with the most complex health concerns and physical limitations. Many of these clients receive other services from ONE CARE and we are able to provide additional supports and improve access for them in booking rides. As well, many people we serve need additional support on their rides because of health or memory impairments, or they may have challenges with tasks like securing their seat belts.

The urgency of the rides provided during COVID has increased and only essential medical appointments have been provided, including rides for COVID tests and from COVID positive facilities and vaccination clinics. Clients' needs for those kind of rides have been crucial. In addition to the rides for medical trips we have provided support rides for essentials like groceries, pharmacies and banking. Many of our clients have expressed their gratitude about how the rides have felt safer than other options that they had available.

This service supports the city strategic priorities and we partner with Parallel Transit in delivering service to ensure that citizens have a safe, connected transportation network. We have partnered with Parallel Transit to provide urgent response transportation for people who are stranded and need accessible transportation immediately. We continue to partner and support the city with transportation services to provide a strong system that supports the needs of this population. We have worked to increase the number of people that we can safely support by increasing infection prevention and control measures, special cleaning of vehicles and driver training about COVID protocols. We have outfitted the five accessible vehicles that we operate in Stratford with barriers and plexi-glass shields. We carry additional personal protective equipment (PPE) and cleaning supplies in the vehicles. To support and protect our clients during their rides we complete thorough COVID screening assessments when the rides are booked, and at the actual time of the ride. These measures work to ensure that we keep local residents safe and provide them with the help they need.

**Does anyone other than City of Stratford residents belong to your organization, or benefit from your services/activities? \***

☒ Yes

☐ No



ONE CARE services are available to clients in Stratford and across Perth and Huron Counties. Funding from the City of Stratford grant, however, is applied only to Stratford residents.

**Please explain how your organization and its programs and/or activities meet each of the Community Grants Program eligibility criteria listed in sections 4.0 and 5.0 of the City's grants policy: \***

**Mobility, Accessibility and Design Excellence**

ONE CARE's transportation services supports mobility and accessibility transportation for City of Stratford residents to attend appointments, take part in community programs, participate in social outings and maintain their self-sufficient lifestyles. We support the municipal accessible transportation service by providing door-to-door service, additional hours of service, and the ability to support the most complex and frail seniors and individuals with significant needs. We provide same day and short turn around service as well as pre-planned rides. ONE CARE's program works in tandem with Parallel Transit to ensure all Stratford residents' needs are met.

**Strengthening our plans, strategies and partnerships**

ONE CARE works in partnership with the City of Stratford and Parallel Transit by offering accessible transportation for local residents within the city. We support the frailest, most complex residents and the overflow from Parallel Transit with short notice and urgent drives. In other capacities ONE CARE also partners with the municipality by using Spruce Lodge as the provider of our Meals on Wheels service. As well, we help support low income clients in Stratford through a variety of programs. We work specifically with social services to provide Home Help support to Ontario Works clients who are seniors and/or have mental health issues. All of our programs strengthen the health and quality of life for Stratford residents and we continue to seek ways to work and collaborate with the city to strengthen the community for local residents.

ONE CARE is the lead agency for the EasyRide transportation program in Huron Perth with partners including other local service providers. ONE CARE is also a member of the Huron Perth & Area Ontario Health Team which is a partnership of health care providers who are working together towards a more integrated health system for the people of Huron Perth & Area.

**Does the organization operate as an incorporated not-for-profit? \***

☒ Yes

☐ No

If yes, please provide date of Incorporation:

11/1/2021



Does the organization operate as a registered charity? \*

☒ Yes

☐ No

If so, provide charitable number:

13565 4184 RR001

Are fees charged for membership or for any of the services/activities you provide? \*

☒ Yes

☐ No

Please explain: \*

ONE CARE services are available to residents in Stratford and across Perth and Huron Counties. Many of our programs, including our transportation program, are funded by the Home and Community Care South West and it is a requirement of our funding that some services have fees. The City of Stratford grant and funding request only includes the portion of Accessible Van Transportation Services that are delivered within the City of Stratford to local residents, and is used to keep the cost of the service charged to clients in Stratford at an affordable rate.

Are your activities open to the public at minimal or no charge? \*

☐ Yes

☒ No

**Please explain: \***

185

Individuals who use ONE CARE services must meet eligibility criteria and register as clients. Fees are charged for some services.

## C. Grant Request Detail

**Amount requested for this grant application: \***

\$14,768

**Please indicate whether this is a one-time request for funds, or a multi-year request: \***

- ☒ 2022 (one time funding only)
- ☐ 2022 and beyond (multi-year support)

**If this is a one-time request for funding, please indicate how the funds will be used:**

We are requesting \$14,768 to provide rides to residents living in Stratford, who require accessible transportation within the city. City of Stratford funding helps to support and subsidize the fees for clients who use the accessible transportation service within the city. In 2021, and with COVID 19 we have experienced a significant shift and challenges in delivering transportation services. In order to ensure that we have acceptable Infection Prevention and Control measures in place, a number of changes were made to our processes which significantly increased the cost of providing trips. We instituted a disinfecting process between each trip to ensure that the vehicle is clean for each new passenger. In addition, we are now able to offer a limited rides to multiple clients, however because of COVID restrictions this has greatly been reduced from our full capacity and this has had a significant impact on the cost to provide the service. Based on our numbers through COVID and in anticipation of this trend continuing in 2022, we anticipate providing 2,000 rides. We are committed to continuing to develop new ways and approaches to operate this service and to help people receive the services they need. Safe and reliable transportation is essential to Stratford residents who require the additional level of support and care that ONE CARE provides.

<sup>186</sup> **If this is a multi-year request, please indicate specific years for funding and how the funds will be used in each of the years:**

**What goals do you wish to achieve with this funding? \***

With COVID our transportation service experienced significant changes in 2021 and this is expected to continue into 2022 with the pandemic. Our goal remains focused on supporting seniors and people with disabilities who have significant health challenges and require additional support with transportation services and may not be able to use Parallel Transit. This funding request will support the ONE CARE transportation program by reducing overall ride costs for individuals who need accessible transportation within the city. Without this funding the cost would have to be passed on in client fees.

Our goal is to provide safe, reliable transportation to residents within the City of Stratford who require accessible transportation. This service will be provided with thorough and diligent attention to COVID protocols.

We receive feedback from clients who comment positively on the screening calls they receive the day before their ride, as well as being screened before entering the vehicles. They also report that universal masking and cleaning of the vehicles has provided an increased sense of wellbeing and safety. Many clients indicated feeling unsafe using services like a taxi. That piece of mind and assurance was further expressed as several of our drivers were nominated by the clients for our Client Care Awards which recognizes staff who have provided outstanding services.

**How do you intend to leverage the City's support to obtain additional financial and non-financial resources from other sources? \***


N/A

**D. FINANCIAL INFORMATION**


Please attach your most recent annual audited financial statements. If annual audited financial statements are not available, please attach financial statements that have been verified as correct by two signing officers of the organization.

Please also attach a projected budget for the year in which the funds are being requested, showing total revenue and expenses and anticipated surplus or deficit. (template can be provided to you if required)

**Most recent year-end financial statements \***

File Name	
	Mar 21 Financial statements One Care.pdf 242.1 KB

**188 Budget for the year in which the funds are being requested: \***


File Name	
	Copy of Transportation budget - city of strat 419.8 KB

Please indicate any funding requested or received from other levels of government or other agencies, and the status of each application. Please state None if applicable. \*

None
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## E. ADDITIONAL INFORMATION

Please provide any additional comments you have here regarding your 2022 grant application:

File Name	
	City of Stratford Grant - client stories 2021.pdf 526.3 KB

## F. SIGNATURE/SUBMISSION

**Full name: \***

Shelley McPhee Haist
----------------------

**Position: \***

Communication Specialist
--------------------------

**Application Date: \***

12/1/2021	
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*One Care Home and Community  
Support Services*

Financial Statements  
Year Ended March 31, 2021

*- audited -*

## *One Care Home and Community Support Services*

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**Clarity. Direction. Results.**

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www.wardanduptigrove.com

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of One Care Home and Community Support Services:

### Opinion

We have audited the financial statements of One Care Home and Community Support Services, which comprise the statement of financial position as at March 31, 2021 and the statements of operations and net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of One Care Home and Community Support Services as at March 31, 2021, and its results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud

*Independent Auditor's Report continued on next page...*

*Independent Auditor's Report continued...*

or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ward & Uptigrove*

Listowel, Ontario

June 24, 2021

**Ward & Uptigrove**  
**Chartered Professional Accountants**  
**Licensed Public Accountants**



# One Care Home and Community Support Services

## Statement of Financial Position

as at March 31, 2021

in dollars

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The Accompanying Notes are an Integral Part of the Financial Statements

2021

2020

### ASSETS

#### Current Assets

Cash	2,553,654	1,417,128
Accounts receivable	284,294	678,386
HST receivable	326,863	482,440
Guaranteed investment certificates - Note 4	1,000,000	1,000,000
Prepaid expenses	159,192	93,639

4,324,003

3,671,593

#### Capital Assets - Note 5

Cost	6,273,056	6,129,369
Less accumulated amortization	4,725,563	4,077,694

1,547,493

2,051,675

#### TOTAL ASSETS

5,871,496

5,723,268

### LIABILITIES AND NET ASSETS

#### LIABILITIES

##### Current Liabilities

Accounts payable and accruals	555,636	154,905
Wages payable	783,676	621,915
Government remittances payable	192,408	148,583
Deferred contributions - Note 6	788,544	673,295

2,320,264

1,598,698

##### Long Term Liabilities

Deferred capital contributions - Note 7	848,993	1,432,759
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#### TOTAL LIABILITIES

3,169,257

3,031,457

#### NET ASSETS

Unrestricted net assets	2,702,239	2,691,811
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#### TOTAL NET ASSETS

2,702,239

2,691,811

#### TOTAL LIABILITIES AND NET ASSETS

5,871,496

5,723,268

# One Care Home and Community Support Services

## Statement of Operations and Net Assets

year ended March 31, 2021

in dollars

Page 4

The Accompanying Notes are an Integral Part of the Financial Statements

2021

2020

### REVENUES

Local Health Integration Network, Home and Community Care	3,313,950	3,515,755
Local Health Integration Network, Community Support Services	6,808,848	6,236,382
Client fees and other revenue - Note 8	1,459,968	2,112,295
Amortization of deferred contributions - Note 6	234,097	149,258

**11,816,863**

**12,013,690**

### EXPENDITURES

Salaries and benefits	9,286,094	9,266,028
Supplies and sundry	1,855,567	2,162,550
Buildings, equipment and grounds	600,671	498,055

**11,742,332**

**11,926,633**

### Operating income

**74,531**

**87,057**

### Other income (expense)

Amortization of deferred capital contributions - Note 7	583,766	921,015
Amortization of capital assets	(647,869)	(995,410)

### EXCESS OF REVENUE OVER EXPENDITURES

**10,428**

**12,662**

Unrestricted net assets, beginning of year

2,691,811

2,679,149

### UNRESTRICTED NET ASSETS, END OF YEAR

**2,702,239**

**2,691,811**



# One Care Home and Community Support Services

## Statement of Cash Flows year ended March 31, 2021

in dollars

Page 5

The Accompanying Notes are an Integral Part of the Financial Statements

2021

2020

### CASH PROVIDED BY (USED IN):

#### OPERATING ACTIVITIES

Excess of revenue over expenditures for the year	10,428	12,662
Items not affecting cash		
Amortization of capital assets	647,869	995,410
Amortization of deferred contributions - Note 6	(234,097)	(149,258)
Amortization of deferred capital contributions - Note 7	(583,766)	(921,015)
	(159,566)	(62,201)
Changes in non-cash working capital related to operations - Note 9	1,090,432	(286,563)
	<b>930,866</b>	<b>(348,764)</b>

#### FINANCING ACTIVITIES

Deferred contributions received - Note 6	349,347	199,011
Deferred capital contributions received - Note 7	-	348,011
	<b>349,347</b>	<b>547,022</b>

#### INVESTING ACTIVITIES

Purchase of capital assets	(143,687)	(204,324)
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>1,136,526</b>	<b>(6,066)</b>

Cash and cash equivalents, beginning of year	1,417,128	1,423,194
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<b>Cash and cash equivalents, end of year</b>	<b>2,553,654</b>	<b>1,417,128</b>
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### Represented by:

Cash	<b>2,553,654</b>	<b>1,417,128</b>
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# One Care Home and Community Support Services

## Notes to the Financial Statements

year ended March 31, 2021

in dollars

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*The Accompanying Notes are an Integral Part of the Financial Statements*

## 1 PURPOSE OF THE ORGANIZATION

One Care Home and Community Support Services ("the organization"), is incorporated without share capital under the laws of the Province of Ontario and is a registered charity under the Income Tax Act. The purpose of the organization is to provide in-home and community support services, as well as adult day programs, for seniors and persons with disabilities.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations and include the following significant accounting policies:

### 2.1 Capital assets

Capital assets are stated at cost and are amortized monthly on a straight-line basis utilizing annual rates, as indicated below.

Buildings	4% straight line
Yard	8% straight line
Leasehold improvements	5-20% straight line
Equipment and furniture	10-20% straight line
Vehicles	20% straight line
Computer hardware and software	33% straight line

In the year of acquisition and until assets are available for use, no amortization is applied.

### 2.2 Impairment of long-lived assets

A long-lived asset is tested for recoverability whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss is measured as the amount by which the carrying amount of the long-lived asset exceeds its fair value.

### 2.3 Contributed Services

The organization is dependant upon the many hours contributed by volunteers during the year. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

### 2.4 Revenue recognition

Revenue is recognized when there is persuasive evidence that an arrangement exists, the price is fixed or determinable, and collection is reasonably assured. Revenues from Local Health Integration Network, Home & Community Care and Other revenue are recognized as services are provided, and Local Health Integration Network, Community Support Services revenue is recognized at the same time as the expenditures it was meant to fund are incurred. Restricted contributions are recognized under the deferral method, where contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

### 2.5 Deferred Capital Contributions

Deferred capital contributions arise from contributions used to purchase capital assets. These contributions are recognized in revenue over the same amortization period as their related asset.

# One Care Home and Community Support Services

## Notes to the Financial Statements

year ended March 31, 2021

in dollars

Page 7

*The Accompanying Notes are an Integral Part of the Financial Statements*

### 2.6 Use of estimates

The preparation of these financial statements in conformity with Canadian generally accepted accounting principles for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the current period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

### 2.7 Financial instruments

The organization initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for any investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income. Financial assets measured at amortized cost include cash and accounts receivable.

## 3 FINANCIAL INSTRUMENTS

The organization is exposed to various financial risks through transactions in financial instruments.

#### (a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's main credit risk relates to its trade accounts receivable.

#### (b) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The organization is not exposed to currency risk.

#### (c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is not exposed to interest rate risk.

#### (d) Liquidity risk

Liquidity risk is the risk that the organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is not exposed to liquidity risk.

#### (e) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The organization is not exposed to other price risk.

## 4 GUARANTEED INVESTMENT CERTIFICATES

At year end the organization owned five guaranteed investment certificates bearing interest between 0.45 - 1.20% (2020 - five bearing interest between 1.80 - 2.00%) with maturity dates ranging from June 29, 2021 to February 22, 2022. During the year, the organization earned \$14,202 (2020 - \$17,943) in interest revenue from these investments.

# One Care Home and Community Support Services

## Notes to the Financial Statements

year ended March 31, 2021

in dollars

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The Accompanying Notes are an Integral Part of the Financial Statements

### 5 CAPITAL ASSETS

	Cost	Accumulated Amortization	2021 Net book value	2020 Net book value
Land	80,000	-	80,000	80,000
Buildings	1,442,374	711,505	730,869	776,564
Yard	140,531	140,531	-	-
Leasehold improvements	513,081	428,700	84,381	103,807
Equipment and furniture	98,394	88,555	9,839	19,679
Vehicles	1,683,416	1,161,287	522,129	555,247
Computer hardware and software	2,315,260	2,194,985	120,275	516,378
	6,273,056	4,725,563	1,547,493	2,051,675

### 6 DEFERRED CONTRIBUTIONS

	Contributions received	Contributions amortized	March 31 2021	March 31 2020
Donations and bequests	201,401	3,840	371,966	174,405
Prepaid services	-	1,540	27,057	28,597
Grants and other funding	147,946	228,718	389,521	470,293
	349,347	234,098	788,544	673,295

During the period, the organization received restricted contributions of \$349,347 and amortized \$234,098 of contributions (2020 - \$199,011 and \$149,258).

### 7 DEFERRED CAPITAL CONTRIBUTIONS

	Contributions received	Contributions amortized	March 31 2021	March 31 2020
Buildings	-	18,061	151,746	169,807
Leasehold improvements	-	6,629	39,771	46,400
Equipment and vehicles	-	162,973	537,200	700,173
Computer hardware and software	-	396,103	120,276	516,379
	-	583,766	848,993	1,432,759

During the period, the organization did not receive any restricted capital contributions, and amortized \$583,766 of contributions (2020 - \$348,011 received and \$921,015 amortized).

### 8 CLIENT FEES AND OTHER REVENUE

Other revenues include fees for services of \$986,513, (2020 - \$1,838,378), with the balance comprised of grants, interest income, and other recoveries and revenues. The organization also receives donation and fundraising revenue, the net of which are included in deferred contributions until such time as the funds are used either toward client subsidy or to assist with replacing program equipment.

# One Care Home and Community Support Services

## Notes to the Financial Statements

year ended March 31, 2021

in dollars

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The Accompanying Notes are an Integral Part of the Financial Statements

### 9 STATEMENT OF CASH FLOWS

The net change in non-cash working capital consists of:

	2021	2020
Accounts receivable	394,092	(293,562)
HST receivable	155,577	76,231
Prepaid expenses	(65,553)	60,258
Accounts payable and accruals	400,730	(207,029)
Wages payable	161,761	67,642
Government remittances payable	43,825	9,897
	1,090,432	(286,563)

### 10 ECONOMIC DEPENDENCE

The organization derived 82% of its revenue from the Local Health Integration Network through two different funding contracts. The contract with the LHIN Home & Community Care accounted for 27% (2020 - 28%) and the contract with the LHIN Community Support Services accounted for 55% (2020 - 48%).

### 11 COMMITMENTS

The organization has various property lease commitments for its different locations.

The total minimum annual lease payments for the next five years are as follows:

2022	182,407
2023	125,769
2024	5,354
2025	5,445
2026	5,538

### 12 IMPACT OF THE COVID-19 PANDEMIC

The economic impacts of the coronavirus disease (COVID-19) outbreak, and related government measures have been widespread affecting almost all businesses and organizations. During the current year, the financial impact on the organization included the following:

The organization received one-time funding including pandemic pay, COVID-19 funding and an increase in grants. This was offset by a significant decrease in revenue from client fees, an increase of wage expenses from pandemic pay, and an increase in cost of personal protective equipment. As a result of lower client service, some expenses also decreased, such as contracted out services expenses and travel expenses.

The organization expects the impact of COVID-19 to continue in the subsequent year, and the overall financial impact cannot be quantified at the time these financial statements are issued.

200  
Detailed Budget - Stratford Programs

	2022
<b>Stratford Mobility Trips</b>	
<b>Budgeted Trips</b>	<b>2000</b>
LHIN Funding	16,100
Client Fees	16,500
<b>Total Revenues</b>	<b>32,600</b>
Driver Compensation & Vehicle Costs	37,848
Scheduling/Supervision	9,520
<b>Total Direct Expenses</b>	<b>47,368</b>
Estimated Loss	-14,768
<b>Grant Dollars Requested</b>	<b>14,768</b>



201  
**Detailed Budget - Stratford Programs**

**Note**

Based on YTD rides provided.

Based on the 2000 trips

Based on the 2000 trips

Based on the 2000 trips

Based on the 2000 trips

Request is for this to be covered by the City of Stratford.



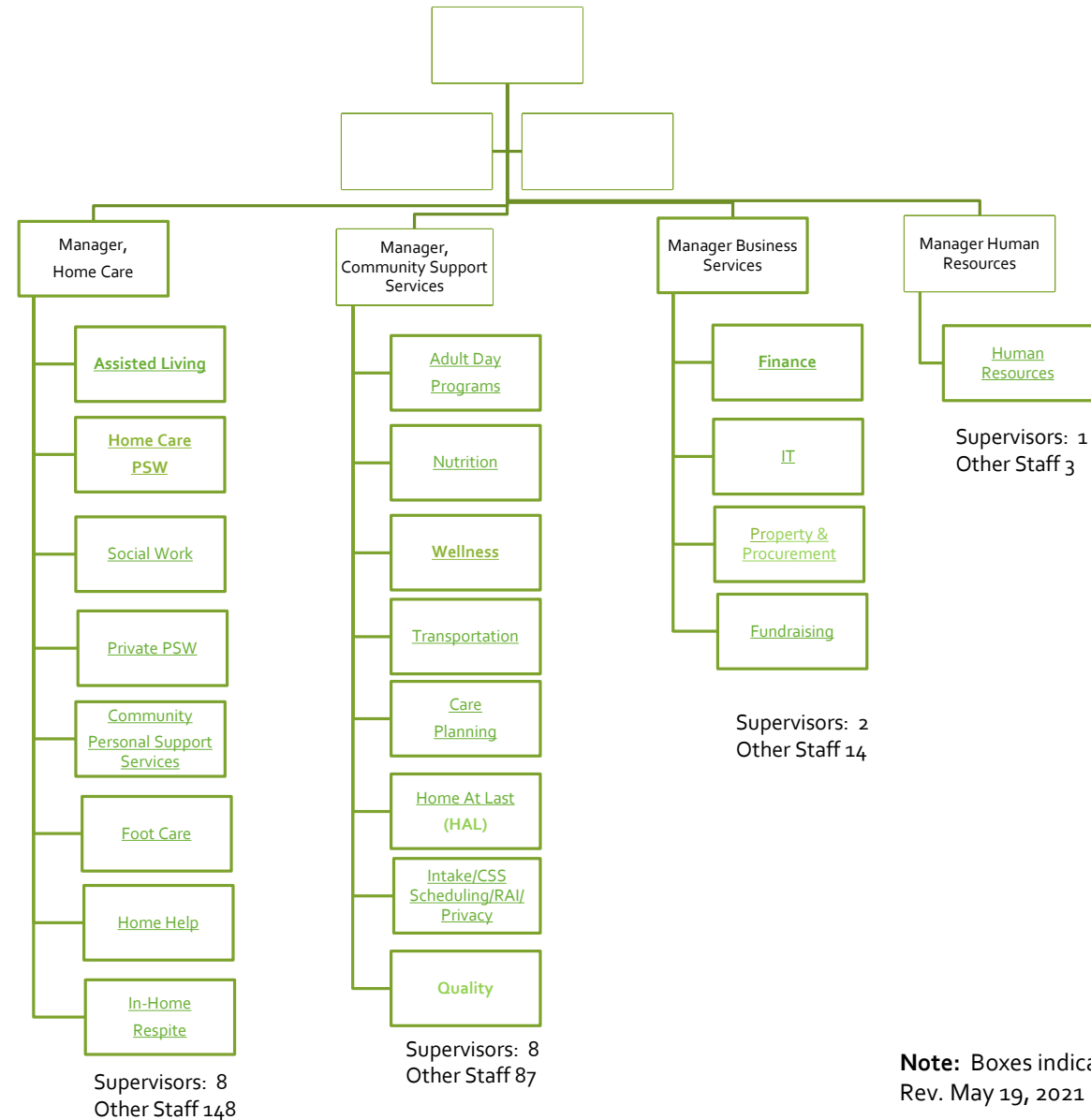
## City of Stratford Grant Application - Client Stories

*The ONE CARE accessible transportation service helps seniors and people with disabilities who have significant health challenges require additional support and may not be able to use Parallel Transit. This service supports the city's strategic priorities of providing accessible transportation and we partner with Parallel Transit in delivering service to ensure that citizens have a safe and connected transportation network. We continue our work to partner with the city and to support Stratford residents.*

\* Alice is a 72 year old client who lives alone, she has diabetes and kidney issues that result in her requiring dialysis three times a week. Alice is also experiencing memory issues and uses a cane to get around, she often forgets to bring her cane. Alice is no longer able to drive. She lives in Stratford and had tried using cabs for her transportation needs. She found the expense was difficult and she felt pressured to tip the drivers. In addition Alice let us know that she needs help to take her parcels into her home. Alice saw ONE CARE transportation EasyRide vehicle in town and called the number on the side. That was two years ago. Alice now uses EasyRide for all of her transportation needs including grocery shopping and medical rides. She has sent us many cards to express her thankfulness of the little extras that come with her rides. Drivers who meet her at the door, remind her to get her cane and walk with her to the van and ensure she is buckled. They provide assistance to get her groceries to her door. These things that Alice sees as courtesy are actually part of the ONE CARE Falls Prevention Strategy. Falls for seniors can have life changing impacts and ONE CARE works with clients to help reduce the risk. Alice experienced an episode of unsteadiness late last year, it was a ONE CARE driver who noticed the change in her health. Upon follow up, it was determined to be a medication issue which was easily rectified as it was identified early. The watchfulness and training of the driver, helped to avoid some serious consequences for Alice. Alice's family called in to express their thanks. With the onset of the COVID pandemic, Alice has further noted that she feels safe in ONE CARE vehicles. She has been diligent in asking about cleaning protocols and has observed that the drivers wear masks. When she asked the driver about the cleaning of the vehicles between each ride, she remarked on how that reassured her. Alice also appreciates the screening questions that are asked when she books her rides and this contributes to her feeling of safety.

\* Raymond is 81 years and lives with his spouse in their own home in Stratford. He has dementia as well as being a stroke survivor. After the stroke Raymond has experienced left side impairment and difficulty speaking and is now confined to a wheelchair. Raymond's spouse does not drive. Since the stroke Raymond has many medical appointments and before the pandemic many activities to support his recovery. Having access to reliable transportation at an affordable cost, provides support and much needed respite for Raymond's spouse while he attends the programs. Without the support of ONE CARE and EasyRide, the client and his spouse would be forced to consider selling their home and moving to an assisted living facility. Raymond's spouse expressed how thankful she is that she has found an option for transportation that she can afford and how she appreciates her time when Raymond attends programming that he needs. After the lockdown phase of the COVID pandemic, Raymond's spouse was hesitant to send him back to his programming but she really needed some relief for caregiving and Raymond wanted to attend his programs. She called ONE CARE to inquire about the measures being taken for COVID infection control and protection. The supervisor explained the universal masking, the physical distancing, and the cleaning and documenting of cleaning, along with the screening calls the day before the ride and the driver screening before boarding and the spouse remarked that she felt ONE CARE "has thought of everything." After a few weeks of rides, in a follow up call the spouse remarked that she is seeing the way the drivers are working to reduce the risk of transmission and feels that Raymond is as safe as he could be. She expressed how thankful she is to have that peace of mind and not feel guilty that she is sending him into danger.

# ONE CARE Organizational Chart





March 17, 2022

## City of Stratford Grant – Additional Information 2022 Application

This funding request supports city residents who use the ONE CARE accessible transportation within Stratford.

ONE CARE has worked in partnership with the City of Stratford and Parallel Transit for a number of years. Over that time, as needs have shifted, ONE CARE has been able to respond and to complement and support Parallel Transit.

ONE CARE works closely with Parallel Transit and provides rides when that service isn't appropriate or available, such as providing short notice and urgent drives and overflow ride requests when Parallel Transit is not available and at capacity. By working together, we support client booking requests and this enables more individuals to get rides.

ONE CARE provides rides 24 hours a day, seven days a week and also on statutory holidays. We support people with significant physical needs, such as dialysis and cognitive impairment, like dementias. We adapt to changing needs and changing conditions. For example, during the pandemic, ONE CARE provided rides for COVID-positive clients, and provided rides to clients to vaccination clinics. We have also assisted Parallel Transit in times when additional support was needed such as transit delivery difficulties.

We continually work to ensure that people are aware of Parallel Transit services. While many of our clients might be the same individuals, there are other situations where ONE CARE services may provide additional support and rides. Many of our services support an aging and frail population and some clients require this additional assistance.

ONE CARE staff drivers are trained to provide additional support to individuals on their rides because of health or memory impairments, or they may have challenges with tasks like securing their seat belts, or remembering instructions. Staff drivers are trained on falls prevention and Gentle Persuasive Approach (GPA) training which helps to deliver person-centred, compassionate care to individuals with dementia. Drivers assist clients who need help to get into medical appointments, providing transfer chairs and additional support. Staff drivers are trained to observe and report any changes in client health or needs to supervisory staff.

The majority of individuals supported by ONE CARE are seniors, frail elderly and individuals with health challenges who are living in their own homes. Transportation is an essential service to them, but it is not the only service they need. Clients who use accessible transportation may also use other services such as Home Care, Meals on Wheels, reassurance services and caregiver support. ONE CARE often supports isolated, homebound people and through our contact with clients and caregivers we are able to provide additional assistance, assessment and care.

As we deal with an aging and frail population, many of whom have little caregiver support, they look to ONE CARE to provide that coordination and reassurance. We work with a variety of partner community agencies, providing one point of access, support and information to simplify their care and support through a wide range of programs. As a member of the Huron Perth & Area Ontario Health Team, we partner with other health care providers to

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[onecaresupport.ca](https://onecaresupport.ca)

ensure that individuals have access to additional services. On transportation needs, ONE CARE has continued to work in partnership with the City of Stratford and Parallel Transit.

Safe and reliable transportation is essential to Stratford residents who require the additional level of support and care that ONE CARE provides. Funding from the City of Stratford complements and supports transportation services for city residents. This funding will help maintain the cost of rides to clients at a reduced rate and ensures that individuals who require higher levels of support, and rides outside of Parallel Transit capacity, are able to utilize the ONE CARE accessible transportation service for their rides within the city.

As a charitable non-profit providing service in only Huron and Perth Counties, we provide a focus on our local population that is unique. As the aging population continues to grow, we work in partnership to provide access to services that are more seamless and supportive to those with the greatest needs. Our goal is to continue to work in partnership with the City of Stratford to meet the evolving needs of Stratford residents.

We are happy to provide more information or meet with you if that will assist you in your deliberations.

Thank you for your consideration.

A handwritten signature in black ink, appearing to read "Kathy Scanlon".

Kathy Scanlon  
Executive Director  
ONE CARE Home & Community Support Services



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to assume the completed public services in the Avon West Subdivision, Phase 2 and Phase 3 as described in the Subdivision Servicing Agreement with Werner Bromberg Limited registered as Instrument PC81629, the First Amending Agreement registered as Instrument PC132360 and the Second Amending Agreement registered as Instrument PC132361, for Ahrens Street, Brown Street, Thomas Street, Riddell Street, Lots 11-40, 99-102, 143-150, 161-174, Plan 44M-39, Blocks 194, 195, 196, 197, 199, and 200 Plan 44M-39, Parts 1-41 Plan 44R-5258, and Parts 1-44 Plan 44R-5376.

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**WHEREAS** Werner Bromberg Limited entered into a Subdivision Servicing Agreement with The Corporation of the City of Stratford dated the 10th day of May, 2010, registered in the Registry Office for the County of Perth as Instrument PC81629 to develop certain lands described in Schedule A to the Subdivision Servicing Agreement;

**AND WHEREAS** Werner Bromberg Limited entered into a First Amending Agreement dated February 3, 2015 and registered as Instrument PC132360 and a Second Amending Agreement dated October 26, 2015 and registered as Instrument PC132361 (the "Amending Agreements");

**AND WHEREAS** pursuant to the said Subdivision Servicing Agreement and subsequent Amending Agreements, Werner Bromberg Limited agreed to construct and install certain underground and surface works (the public services) as specified in the Subdivision Agreement and Amending Agreements;

**AND WHEREAS** the Manager of Engineering has advised that the completed public services for all of Ahrens Street and Riddell Street and portions of Brown Street and Thomas Street in Avon West Subdivision, Phase 2 and Phase 3 have been constructed and installed according to City specifications, standards and requirements as specified in the said Subdivision Agreement and Amending Agreements;

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

1. That The Corporation of the City of Stratford hereby assumes the completed public services on lands described in Section 2 herein, as specified in the Subdivision Servicing Agreement with Werner Bromberg registered as Instrument PC81629, the First Amending Agreement registered as Instrument PC132360 and the Second Amending Agreement registered as Instrument PC132361.
2. That the lands referred to herein are described as Lots 11-40, 99-102, 143-150, 161-174, Plan 44M-39; Blocks 194, 195, 196, 197, 199, and 200, Plan 44M-39; Parts 1-41, Plan 44R-5258; and Parts 1-44, Plan 44R-5376, City of Stratford, County of Perth.



3. That City officials are authorized to release any moneys, performance securities or letters of credit held on deposit by the City with respect to the assumed services pertaining to the lands described in Section 2 herein.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

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Mayor – Daniel B. Mathieson

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Deputy Clerk – Chris Bantock



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to authorize the entering into and execution of a Contribution Agreement, and any other necessary documentation, between Her Majesty the Queen in Right of Canada as represented by the Minister of Natural Resources and The Corporation of the City of Stratford to carry out the City of Stratford Electric Vehicle Charging Station Expansion Project.

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**WHEREAS** Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10.(1) of the Municipal Act 2001 provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** the Minister of Natural Resources (the Minister) is responsible for the program entitled the Zero Emission Vehicle Infrastructure Program (the Program) which provides funding to eligible organizations undertaking projects which address the lack of charging and refueling stations in Canada;

**AND WHEREAS** The Corporation of the City of Stratford (the City) applied to the Minister for funding to carry out the City of Stratford Electric Vehicle Charging Station Expansion Project;

**AND WHEREAS** the Minister has determined that the City is eligible to apply for funding under the Program and that the project qualifies for support under the Program;

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

1. That the Mayor and Clerk, or their respective designates, are hereby authorized to execute on behalf of The Corporation of the City of Stratford a Contribution Agreement, and any other necessary documentation, with Her Majesty the Queen in Right of Canada as represented by the Minister of Natural Resources for funding under the Zero Emission Vehicle Infrastructure Program to carry out the City of Stratford Electric Vehicle Charging Station Expansion Project
2. This By-law shall come into force and take effect upon final passage thereof.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 8th day of August, 2022.

---

Mayor – Daniel B. Mathieson

---

Deputy Clerk – Chris Bantock



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend By-law 133-2018, to make changes to the Code of Conduct for Members of Council, Local Boards and Committees regarding attendance at orientation and training sessions, as well as formal complaint procedures.

---

**WHEREAS** section 223.2(1) of the *Municipal Act, 2001, S.O. 2001, c.25* as amended, provides that a municipality shall establish codes of conduct for members of the council of the municipality and of its local boards;

**AND WHEREAS** amendments were made to the *Municipal Act, 2001, S.O. 2001, c.25* as amended, with respect to the requirement for Codes of Conduct, including content requirements to come into effect March 1, 2019;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deemed it necessary to adopt a new Code of Conduct in accordance with the *Municipal Act, 2001, S.O. 2001, c.25* as amended on August 13, 2018 by way of By-law 133-2018;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to amend By-law 133-2018, to add a section regarding orientation and training sessions, and make amendments to the section regarding formal complaint procedures;

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

1. That Schedule "A" to By-law 133-2018, is further amended by deleting Section 47 and replacing with the following new section 47:

"47. Any Employee, Member or member of the public who has identified or witnessed behaviour or activity by a Member that appears to be in contravention of this Code may have their concerns addressed through the formal complaint process set out below:

- a. all formal complaints must be made in writing, setting out the reasonable and probable grounds for the allegation that a Member has contravened the Code of Conduct on the Complaint Form / Affidavit attached as Appendix B to this Code of Conduct;
- b. all formal complaints must be filed with the Integrity Commissioner to determine if the matter is a complaint with respect to non-compliance with the Code of Conduct and not covered by any other applicable legislation or City policies;
- c. any witnesses in support of the allegation must be identified on the Complaint form;
- d. the formal complaint shall include the name of the Member alleged to have breached the Code of Conduct, the section of the Code of Conduct that was allegedly contravened, the date, time and location of the alleged contravention;

- e. the Integrity Commissioner may request additional information from the complainant.”
2. That Schedule “A” to By-law 133-2018, is further amended by adding the following as section 76 and renumbering the remaining sections accordingly:

**“ORIENTATION AND TRAINING**

76. Attendance by members of Council, local boards and committees at orientation and training sessions paid for by the City shall be mandatory. Members unable to attend an orientation or training sessions due to illness or bereavement shall notify the City Clerk prior to the session. The City shall make available the resources and a recording of the session to the member. The member shall then be required to complete the form, enclosed as Appendix C declaring they read the materials and/or watched the session.”

3. This By-law shall come into force and take effect upon final passage thereof.
4. All other provisions of By-law 133-2018, as amended, shall remain in force and effect.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

---

Mayor – Daniel B. Mathieson

---

Deputy Clerk – Chris Bantock



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to dedicate Part 2 on Reference Plan 44R-6008, as a public highway forming part of McCarthy Road West in the City of Stratford.

---

**WHEREAS** Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

**AND WHEREAS** The Corporation of the City of Stratford is the owner of Part 2 on Reference Plan 44R-6008;

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

1. The lands described in Section 2 herein are hereby dedicated as public highway forming part of McCarthy Road West in the City of Stratford.
2. The lands referred to in Section 1 hereof are described as being:  
  
Part of Block 57, Plan 44M-67, being part of P.I.N 53157-0882 (LT), now designated as Part 2 on Plan 44R-6008.
3. That this By-law shall come into force upon registration with the Land Titles Office for Perth County.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office for Perth County.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

---

Mayor – Daniel B. Mathieson

---

Deputy Clerk – Chris Bantock





## **STRATFORD CITY COUNCIL**

### **CONSENT AGENDA**

August 8, 2022

#### **REFERENCE NO.    CONSENT AGENDA ITEM**

- |             |  |
|-------------|--|
| CA-2022-081 | <p>In accordance with By-law 102-2008 and By-law 135-2017, the Infrastructure and Development Services Department provides notification that the following streets were/will be temporarily closed for parades/street events:</p> <ul style="list-style-type: none"> <li>• Market Place from Wellington Street to Downie Street on Saturday, September 24, 2022, from 7:00 a.m. to 7:00 p.m. for Beer Fest.</li> <li>• Matilda Street from Smith Street to Bell Court and Oakdale Avenue from O'Loane Avenue to Forman Avenue on Tuesday, October 4, 2022 from 3:20 p.m. to 5:45 p.m. for the Patrick Cook Memorial Run.</li> </ul> <p>Oakdale Avenue from Forman will be left open for buses and emergency personnel only. Buses can use the St. Michael CSS turnaround as required.</p>  |
| CA-2022-082 | <p>In accordance with By-law 135-2017, the Infrastructure and Development Services Department provides notification that the following streets were/will be temporarily closed to through traffic, local traffic only:</p> <ul style="list-style-type: none"> <li>• Brant Street from Nile Street to Taylor Street on Wednesday, July 6 and Thursday, July 7, 2022, for Water Main repair.</li> <li>• Argyle Street from Cambria Street to St. David Street, beginning Thursday, July 7, 2022 until approximately September 23, 2022 to facilitate the Argyle Street reconstruction.</li> <li>• Cambria Street from Stratford Street to McKenzie Street, beginning Monday, July 11, 2022, until approximately July 12, 2022, to facilitate the Argyle Street reconstruction. Signage to detour vehicular traffic will be in place.</li> <li>• Hibernia Street from Avondale Street to Huntingdon Avenue on July 13, 2022, for one day only for Water Main repair.</li> </ul> |

- Delamere Avenue from Mornington Street to Romeo Street, Stratford, with sections between Mornington and Hillcrest, Hillcrest to Haig, and Haig to Joffre, beginning Thursday, July 14, 2022 until approximately Friday, July 22, 2022, between the hours of 7:30 am until 3:30 pm daily.

There will be advance notice at Romeo and Mornington for closures. This work is to facilitate patching and pothole work along Delamere.

- Queen Street from Ontario Street to Cobourg Street on Thursday, July 14, 2022, for one day only for Water Main repair.
- Huntingdon Street from Feick Street to Britannia Street on Tuesday, July 19, 2022, for one day only for Water Main repair.
- Nile Street from Brunswick Street to Albert Street on Tuesday, July 19, 2022, for one day only for Water Main repair.
- Norman Street from Avondale Ave to Huntingdon Ave on Monday, July 25, 2022, for one day only for Water Main repair.
- Cambria Street from St. Vincent Street to Shrewsbury Street on Thursday, July 28, 2022, for one day only for Tree Removal.
- John Street northbound lane from Norman Street to Hibernia Street, and John Street southbound lane from Hibernia Street to Huron Street beginning Tuesday, August 2, 2022 until approximately Friday, August 5, 2022, to facilitate the Huron Street reconstruction.

CA-2022-083

In accordance with By-law 135-2017, the Director of Community Services granted an exemption from Noise Control By-law 113-79 for the Rotary Club of Stratford's 2022 Dragon Boat Festival as follows:

- For the amplification of sound [Schedule 2 clause 2] on Saturday, September 17, 2022, from 8:00 a.m. to 9:00 p.m.
- From the unreasonable noise provision [Schedule 1 clause 8] for the duration of the event on Saturday, September 17, 2022, from 8:00 a.m. to 9:00 p.m.

The grant of this exemption is subject to change should new information become available prior to the start of the event

All other provisions of Noise By-law 113-79 that are applicable remain in force and effect.

CA-2022-084

Resolution from the Township of Matachewan expressing support for the inclusion of voter mailing address information on voter's lists provided to candidates.

Attachment – Resolution from Matachewan dated June 15, 2022

Endorsement of the resolution is requested.

- |             |   |
|-------------|---|
| CA-2022-085 | <p>Notification that the Infrastructure and Development Services Department intends to call Tenders in accordance with the City's Purchasing Policy for:</p> <ul style="list-style-type: none"> <li>• Concrete Sidewalk Installations at Various Locations</li> </ul>   |
| CA-2022-086 | <p>Notification that the Infrastructure and Development Services Department intends to call tenders in accordance with the City's Purchasing Policy for "HVAC Replacement at 82 Erie Street".</p>   |
| CA-2022-087 | <p>Notification that the Infrastructure and Development Services Department intends to issue a Tender in according with the City's Purchasing Policy for:</p> <ul style="list-style-type: none"> <li>• Romeo Street Pedestrian Crossover</li> <li>• Consulting Engineering Services for the Dunn's Bridge Rehabilitation</li> </ul> |
| CA-2022-088 | <p>Correspondence from Ontario Sheep Farmers requesting support regarding Livestock Guardian Dogs (LGDs) when creating or revising existing by-laws.</p> <p>Attachments – Correspondence from Ontario Sheep Farmers</p>   |
| CA-2022-089 | <p>Resolution from the Town of Aurora expressing support for the AMO's Mandatory Firefighter Certification recommendations.</p> <p>Attachment – Resolution from Aurora dated May 24, 2022</p> <p>Endorsement of the resolution is requested.</p>  |
| CA-2022-090 | <p>Notification that the Corporate Services Department intends to issue a request for proposals in accordance with the City's Purchasing Policy for the purchase of an Electronic Document Records Management System; and a Project Manager to lead the initiative and integrate the new software system.</p>                       |
| CA-2022-091 | <p>Resolution from the Town of Aurora regarding Private Member's Bill C-233 "Keira's Law".</p> <p>Attachment – Resolution from Aurora dated May 31, 2022</p> <p>Endorsement of the resolution is requested.</p>   |

- CA-2022-092 Notification that CA-2022-079 from the July 11, 2022, Consent Agenda is being amended to add additional street closures for the 5km Run/Walk as follows:
- Martin Street from Delamere Ave to William Street
  - William Street from James Street to Martin Street
  - Lakeside Drive from Waterloo Street to Lakeside Drive North
  - Lakeside Drive North
  - Queens Park Drive
  - Richard Monette Way
  - Parkview Drive from Water Street to Richard Monette Way
- CA-2022-093 Notification that CA-2022-036 from the March 14, 2022, Consent Agenda is being amended to add an additional day for road closures for the World in a Weekend event as follows:
- Veterans Drive from Cobourg Street to Waterloo Street from **Friday, August 5, 2022, at 8:00 a.m.** to Sunday August 7, 2022, at 11:00 p.m. for the World in a Weekend event.
- CA-2022-094 Notification that the CAO's Office intends to release a request for proposals in accordance with the City's Purchasing Policy for Phase I of the Community Hub Fundraising initiative, including a Project Manager to lead the initiative and conduct a campaign feasibility study.
- CA-2022-095 Notification that the Infrastructure and Development Services Department intends to issue a Request for Proposals (RFP) in accordance with the City's Purchasing Policy for:
- Industrial Subdivision Development Consulting Services



**THE CORPORATION OF THE  
TOWNSHIP OF MATACHEWAN**

June 28, 2022

Premier Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto ON M7A 1A1

Dear Premier Ford:

At the meeting held on June 15, 2022, the Council of the Corporation of the Township of Matachewan passed Resolution 2022-148 supporting the inclusion of the mailing addresses of voters on voter's lists provided to candidates.

A copy of Resolution 2022-148 is attached. Your consideration and support of this resolution would be greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara Knauth", is written over a horizontal line.

Barbara Knauth  
Deputy Clerk

:bk

cc: Ontario Municipalities  
Steven Clark – Ministry of Municipal Affairs and Housing  
Canadian Civil Liberties Association

P.O. Box 177, Matachewan, ON P0K 1M0  
deputyclerktreasurer@matachewan.ca  
www.matachewan.com

Phone: 705-565-2274  
Fax: 705-565-2564



# THE CORPORATION OF THE TOWNSHIP OF MATACHEWAN

P.O. Box 177, Matachewan, Ontario P0K 1M0

DATE: June 15, 2022

RESOLUTION #: 2022-148

Moved by:

Seconded by:

*Sharon Dubé*  
*Janet Gore*

WHEREAS it is in the best interest of good government and the democratic process that all Ontarians have access to candidate information during the upcoming municipal elections; and,

WHEREAS the clerks of some municipalities do not supply the mailing addresses of voters on the voters list to candidates, thereby limiting the access of voters who have mailing addresses outside the municipality to candidate information, effectively disenfranchising them;

BE IT RESOLVED THAT the Council of the Corporation of the Township of Matachewan expresses its support for the inclusion of the mailing addresses of voters on voter's lists provided to candidates;

AND THAT a copy of this resolution be sent to all municipalities in Ontario to ask for their support;

AND THAT a copy of this resolution be sent to the Premier of Ontario and the Minister of Municipal Affairs and Housing;

AND THAT a copy of this resolution be sent to the Canadian Civil Liberties Association

		COUNCILLOR	YEA	NAY	PID
CARRIED	✓	Ms. A. Commando-Dubé Mayor			
AMENDED		Mr. N. Costello Deputy Mayor			
DEFEATED		Mr. G. Dubé Councillor			
TABLED		Mr. M. Young Councillor			
		Mrs. S. Dubé Councillor			

Certified to be a true  
copy of the original.

*Sharon Dubé*

*Anne Commando-Dubé*

Anne Commando-Dubé  
Mayor

*Janet Gore*

Janet Gore  
Clerk





On behalf of Ontario's 2700 sheep farmers, I am reaching out to begin a dialogue with your municipality on the increasing challenge livestock farmers face in dealing with problem predators, and the role that Livestock Guardian Dogs (LGD) and your municipal dog control bylaws play in helping our farmers protect their sheep.

Problem predators are an increasing challenge and cost for Ontario livestock farmers requiring considerable effort and resources on the part of farmers and the Ontario Sheep Farmers (OSF). The financial cost of predation not only costs farmers, in terms of preventative measures, such as fencing and LGD; it also costs Ontario taxpayers, with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) paying farmers over \$717,000 in the 2021 FY for losses of livestock caused by wildlife. This cost does not include the cost borne by municipalities and OMAFRA in sending investigators out to farms and administering the program. Nor does this cover the costs of veterinarians to help those maimed by predators to recover, the production losses of animals who are stressed from predation and the mental health toll predation takes on the farmer. Without being able to properly protect livestock from predation, taxpayers should expect to see an increased incidence of predation and increased costs.

Livestock guardian animals are one of the most common forms of predation prevention control used by Ontario sheep producers. These include Livestock Guardian Dogs (LGDs), donkeys, and llamas, with LGD being the most popular choice. However, there are instances when municipal by-laws hinder the efficient use of LGDs on farming operations as the by-laws are intended primarily for dogs kept for companionship, breeding, or non-working purposes. We have reviewed work done by several Ontario municipalities where LGDs have been specifically addressed when creating or revising existing by-laws. Below are some of the primary areas of concern and suggested options for consideration by your municipality.

#### **Add Definition of Livestock Guardian Dogs (LGDs) and Herding Dogs to by-laws**

We propose that:

"Livestock Guardian Dog" (LGD) be defined as a dog that works and/or lives with domestic farm animals (e.g. cattle, sheep, poultry) to protect them while repelling predators and is used exclusively for that purpose.

"Herding Dog" means a dog that has been trained and is actively being used in a bona fide farming operation for the purposes of controlling livestock on the farm.

There are different breeds of LGDs of which the most popular breeds in Ontario include Great Pyrenees, Akbash, Kuvasz, Maremma and Anatolian Shepherd and crosses between these breeds. Although not an exhaustive list, dogs generally used for herding include Border Collies, Australian Shepherds, Blue & Red Heelers and Huntaways.



**OntarioSheep.org**

130 Malcolm Road, Guelph, Ontario N1K 1B1 T 519.836.0043 E [admin@ontariosheep.org](mailto:admin@ontariosheep.org)

### **Dog Registration/Licensing Requirements**

Paying annual dog registration/license fees for numerous working farm dogs can become a significant cost for sheep producers. We would encourage municipalities to exempt LGDs and herding dogs from annual license fees as is done in many jurisdictions for assistance/service dogs and working police dogs. The definition of

### **Requirement for Dogs to Wear a Collar and Tag**

LGDs' instincts are to guard and follow the flock, sleeping and working outdoors in all kinds of weather. Collars can become snagged on branches or fences and become a skin irritant in hot or wet weather. We suggest that municipal by-laws allow owners to remove the collar and license tag (if applicable) from a guardian or herding dog while the dog is being actively used in farming practices provided that the owner uses an alternative means of identification linking the animal to the name and address of the owner, e.g. either a tattoo or microchip containing the required information.

### **Requirements for Kennel Licensing and/or Limitation on Number of Dogs Kept**

In some areas bylaw requires a person with more than three dogs at the same premises to secure a kennel license. Coyotes are very smart and will lure the dogs away while the remaining coyotes kill the sheep or lambs from behind or will attack the dogs directly. It is not uncommon for farmers to have more than two LGDs, especially when they are training younger dogs. This is especially true in areas where there is heavy predation. As well, larger sheep flocks in Ontario (several over 1500 animals), require numerous dogs to provide adequate protection especially where higher numbers of predators are present.

We would propose for your consideration that a person may keep more than three dogs at a premise without obtaining a kennel license provided:

- the person is keeping sheep (or other livestock) upon the same premises.
- the premises is on land that is zoned rural and agricultural.
- the person provides proof of producer registration issued in the name recorded by the Ontario Sheep Farmers, Beef Farmers of Ontario, Ontario Goat,
- the dogs are registered/licensed annually in accordance with relevant municipal by-laws (if required)
- and that the dogs are LGDs and or herding dogs.

### **Running At Large**

A dog shall not be running at large if it is a LGD and is on their leased or owned property.

### **Barking Restrictions**

LGD are exempt from barking restrictions if actively engaged in guarding livestock against predators. Under the Farming and Food Production Protection Act farmers are protected from nuisance complaints made by neighbours provided they are following normal farming practices. The use of LGD on sheep farms is a widely used practice in Ontario and other sheep producing jurisdictions.



**Aggressive/ Dangerous Dog designation**

LGD act aggressively and show aggression towards things they view as a threat to the livestock they are protecting. As such, an exemption, like that for police dogs should be considered.

OSF wishes to work cooperatively with you to ensure that municipal bylaws take into consideration the use of LGD when developing their bylaws. We would be pleased to communicate with the appropriate municipal officials to review with you Ontario sheep producers' needs and concerns in this area.

Thank you for your attention to this matter and we look forward to working with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Hemsted", with a stylized flourish at the end.

John Hemsted,  
Chair



## Livestock Guardian Dog use in Ontario

Predation is a significant cost and ongoing threat to sheep flocks in Ontario. Preventative measures are the first line of defense for producers. Livestock Guardian Dogs are one of the most effective preventative measures available because they are actively protecting the flock 24 hours a day, 7 days a week.

Livestock Guardian Dogs have been used in Ontario since the 1960's. Their use has increased in the past 40 years as the province's coyote population has increased and expanded throughout the entire province. Livestock Guardian Dog are now used by a great majority of sheep producers in Ontario to protect their flocks from predation by (primarily) coyotes, but also wolves, bears and other wildlife.

Livestock Guardian Dogs live with the sheep flock.

They provide protection to the flock by patrolling pastures, marking the perimeter of their territory. They also bark, run at, and try to intimidate any threats to the livestock they are protecting, which in this case is sheep.

Barking is one of the primary means by which livestock guardian dogs provide protection to the sheep flock. It is their way of communicating with other canines, and the guarding bark warns predators to avoid the area. Because dogs' sense of smell and hearing are many times more acute than that of humans, they often appear to be "barking" at nothing, when in fact, they hear, or smell something that humans are not able to.

Except perhaps for sheep flocks totally confined to barns with no access to outdoors, very few sheep flocks would survive predation attacks if it weren't for the effectiveness of livestock guardian dogs.

Ontario Sheep Farmers (OSF) considers the use of livestock guardian dogs to provide protection to livestock against predation as a normal farm practice.

The Farm and Food Production Protection Act (administered by Ontario Ministry of Agriculture, Food and Rural Affairs) defines normal farm practice as a farming practice which:

- is consistent with proper, acceptable customs and standards of similar operations; or
- uses innovative technology according to proper, advanced farm management practices.

The Farm and Food Production Protection Act was established to promote and protect agricultural uses and normal farm practices in agricultural areas, in a way that balances the needs of the agricultural community with provincial health, safety and environmental concerns.





Legislative Services  
Michael de Rond  
905-726-4771  
clerks@aurora.ca

Town of Aurora  
100 John West Way, Box 1000  
Aurora, ON L4G 6J1

May 31, 2022

**Delivered by email**  
**sylvia.jones@ontario.ca**

The Honourable Sylvia Jones  
Solicitor General of Ontario  
Ministry of the Solicitor General  
25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto, ON M7A 1Y6

Dear Solicitor General Jones:

**Re: Town of Aurora Council Resolution of May 24, 2022**  
**Motion 10.3 - Councillor Thompson; Re: Mandatory Firefighter Certification**

Please be advised that this matter was considered by Council at its meeting held on May 24, 2022, and in this regard, Council adopted the following resolution:

**Whereas municipal governments provide essential services to the residents and businesses in their communities; and**

**Whereas the introduction of new provincial policies and programs can have an impact on municipalities; and**

**Whereas municipal governments are generally supportive of efforts to modernize and enhance the volunteer and full-time fire services that serve Ontario communities; and**

**Whereas the Association of Municipalities of Ontario (AMO) believes in principle that fire certification is a step in the right direction, it has not endorsed the draft regulations regarding firefighter certification presented by the Province; and**

**Whereas municipalities and AMO are concerned the thirty-day consultation period was insufficient to fully understand the effects such regulations will have on municipal governments and their fire services; and**

**Whereas fire chiefs have advised that the Ontario firefighter certification process will create additional training and new costs pressures on fire services; and**

Town of Aurora Council Resolution of May 24, 2022  
Mandatory Firefighter Certification  
May 31, 2022

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Whereas the Ontario government has not provided any indication they will offer some form of financial support to deliver this service; and  
Whereas AMO, on behalf of municipal governments, in a letter to Solicitor General Jones dated February 25, 2022, made numerous comments and requests to address the shortcomings in the draft regulations;

1. Now Therefore Be It Hereby Resolved That the Town of Aurora does hereby support AMO's recommendations; and

2. Be It Further Resolved That the Town of Aurora does hereby call on the Solicitor General of Ontario to work with AMO, municipal governments and fire chiefs across Ontario to address the concerns raised so that municipalities can continue to offer high quality services to their communities; and

3. Be It Further Resolved That a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO), the Ontario Small Urban Municipalities (OSUM), and all Ontario municipalities for their consideration.

The above is for your consideration and any attention deemed necessary.

Yours sincerely,



Michael de Rond

Town Clerk

The Corporation of the Town of Aurora

MDR/lb

Copy: Association of Municipalities of Ontario (AMO)  
Ontario Small Urban Municipalities (OSUM)  
All Ontario municipalities





Legislative Services  
Michael de Rond  
905-726-4771  
clerks@aurora.ca

Town of Aurora  
100 John West Way, Box 1000  
Aurora, ON L4G 6J1

May 31, 2022

**Delivered by email**  
**justin.trudeau@parl.gc.ca**  
**karina.gould@parl.gc.ca**

The Right Honourable Justin Trudeau, P.C., M.P.  
Prime Minister of Canada  
80 Wellington Street  
Ottawa, ON K1A 0A2

The Honourable Karina Gould, P.C., M.P.  
Minister of Families, Children and Social Development  
House of Commons  
Ottawa, ON K1A 0A6

Dear Prime Minister Trudeau and Minister Gould:

**Re: Town of Aurora Council Resolution of May 24, 2022**  
**Motion 10.1 - Councillor Humfryes; Re: Private Member's Bill C-233 "Keira's Law"**

Please be advised that this matter was considered by Council at its meeting held on May 24, 2022, and in this regard, Council adopted the following resolution:

**Whereas violence against women is a Canadian public health crisis that demands urgent action; and**

**Whereas one in four women experience domestic violence in their lifetime. One woman or girl is killed every other day, on average, somewhere in our country; and**

**Whereas the most dangerous time for a victim of abuse is when she separates from her partner. According to research from the U.S. Centre for Disease Control and Prevention, when there is a history of coercive control, violence and a recent separation, a woman's risk of domestic homicide goes up 900 times; and**

**Whereas the current Canadian court system is not equipped to protect women. According to the National Judicial Institute, there is no mandatory education for Judges on domestic violence. Judges need education on what constitutes domestic violence or coercive control. A formal education program would ensure**

**another line of defense for victims, as well as preventing violence and abuse before it happens; and**

**Whereas the COVID-19 pandemic has only exacerbated the domestic violence crisis. Women's shelters and crisis centres have reported a marked increase in requests for services this year. The concerns for children are significant.**

**According to recent research from The Children's Hospital of Eastern Ontario, doctors have seen more than double the number of babies with serious injuries as this time last year. These include head injuries, broken bones or in some cases death. Institutions across the country are reporting a similar trend; and**

**Whereas, according to Article 19 of the UN Convention on the Rights of the Child, children must be protected from "all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse, while in the care of parent(s), legal guardian(s) or any other person who has care of the child." Our current family justice system often fails our children in this regard; and**

**Whereas, in worst case scenarios, children are killed by a violent parent. As reported by the Canadian Domestic Homicide Prevention Initiative, recent separation and domestic violence are the two biggest risk factors for domestic violence related child homicides; and**

**Whereas custody disputes are an additional risk factor. Each year in Canada, about 30 children are killed by a parent. Mothers are responsible about 40 per cent of the time, often due to postpartum depression or mental illness. In the 60 per cent of cases where fathers are the murderers, anger, jealousy or post-separation retaliatory revenge are the usual motivations; and**

**Whereas Keira's Law is named after four-year-old Keira Kagan, who was killed while in the custody of her father, in 2020; and**

**Whereas many cases of domestic violence are inappropriately labelled as "high conflict" in the family court system. According to research by Rachel Birnbaum, a Social Work Professor at the University of Western Ontario who specializes in child custody, approximately one third of cases called "high conflict" by the court had substantiated evidence of valid concerns about domestic violence. These cases must be recognized and treated differently by judges; and**

**Whereas voting in favour of "Keira's Law", contained in Private Member's Bill C-233, will not only protect victims of violence and children, it will save lives by**

Town of Aurora Council Resolution of May 24, 2022  
 Private Member's Bill C-233 "Keira's Law"  
 May 31, 2022

3 of 3

**amending the *Judges Act* to establish seminars for judges on intimate partner violence and coercive control;**

- 1. Now Therefore Be It Hereby Resolved That Aurora Town Council calls upon the House of Commons to support Member of Parliament Anju Dhillon's Private Member's Bill C-233, that will raise the level of education on domestic violence and coercive control for federally appointed Judges; and**
- 2. Be It Further Resolved That a copy of this resolution be sent to: The Right Honourable Justin Trudeau, Prime Minister of Canada; The Honourable Karina Gould, MP, Minister of Families, Children and Social Development; The Honourable Candice Bergen, Interim Leader of the Conservative Party of Canada; Yves-Francois Blanchet, MP, Leader of the Bloc Quebecois; Jagmeet Singh, MP, Leader of the New Democratic Party; MP Tony Van Bynen; and MP Leah Taylor Roy; and**
- 3. Be It Further Resolved That a copy of this resolution be circulated to all Ontario municipalities and the Federation of Canadian Municipalities (FCM).**

The above is for your consideration and any attention deemed necessary.

Yours sincerely,



Michael de Rond  
 Town Clerk  
 The Corporation of the Town of Aurora

MdR/lb

Copy: Hon. Candice Bergen, M.P., Interim Leader of the Conservative Party of Canada  
 Yves-François Blanchet, M.P., Leader of the Bloc Québécois  
 Jagmeet Singh, M.P., Leader of the New Democratic Party of Canada  
 Tony Van Bynen, M.P. Newmarket—Aurora  
 Leah Taylor Roy, M.P. Aurora—Oak Ridges—Richmond Hill  
 Federation of Canadian Municipalities (FCM)  
 All Ontario municipalities



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend Section 8(1), No Parking in Unposted Locations, of the Traffic and Parking by-law 159-2008, as amended.

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**WHEREAS** Section 10(1) of the Municipal Act, 2001, S.O. 2001, c. 25, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** Council of the Corporation of the City of Stratford adopted Traffic and Parking By-law 159-2008 to regulate traffic and the parking of motor vehicles in the City of Stratford;

**AND WHEREAS** Council has amended Traffic and Parking By-law 159-2008 from time to time as necessary to further regulate traffic and parking of motor vehicles;

**AND WHEREAS** Council deems it necessary to further amend Traffic and Parking By-law 159-2008, to amend Section 8(1), No Parking in Unposted Locations, to include the obstruction of municipal snow clearing operations.

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

1. That Section 8(1), No Parking in Unposted Locations, to the Traffic and Parking By-law 159-2008, as amended, be further amended to include the obstruction of municipal snow clearing operations, as follows:

8 (1) No person shall park a vehicle in any of the following places during the specified times:

(s) in a manner that obstructs municipal snow clearing operations.

2. The provisions of this By-law shall come into effect upon final passage.
3. All other provisions of the Traffic and Parking By-law 159-2008, as amended, shall remain in force and effect.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022

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Mayor – Daniel B. Mathieson

---

Deputy Clerk – Chris Bantock



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to prohibit and regulate the placing or dumping of fill, removal of topsoil and the alteration of the grade of land in the City of Stratford.

---

**WHEREAS** the *Municipal Act, 2001*, S.O. 2001, c. 25 (the "*Municipal Act, 2001*") specifically section 2 provides that the City is responsible for matters falling within its jurisdiction, sections 135 through 147 confers specific natural environmental powers and authority on the City, and section 10 gives single-tier municipalities with broad and flexible discretion to create regulations necessary for the economic, social, and environmental well-being of their respective municipalities;

**AND WHEREAS** section 142 of the *Municipal Act, 2001* provides that by-laws may be passed by the Council of a municipality for the purposes of prohibiting and regulating the placing or dumping of fill, removal of topsoil and the alteration of the grade of land within its jurisdiction;

**AND WHEREAS** section 425 of the *Municipal Act, 2001* provides the authority for a municipal by-law to specifically set out that a contravention of a by-law constitutes an offence;

**AND WHEREAS** section 429 of the *Municipal Act, 2001* provides that a municipality may establish a system of fines for offences under municipal by-laws, including but not limited to the implementation of a "special fine" designed to eliminate or reduce any economic or gain from contravening a by-law;

**AND WHEREAS** Council for The Corporation of the City of Stratford has deemed it to be in the public interest to prohibit and regulate the placing or dumping of fill, removal of topsoil, and the alteration of the grade of land in the Municipality and to establish a system of fines for offences under this By-law;

**THEREFORE** the Council of The Corporation of the City of Stratford enacts as follows:

**Short Title**

1. This By-law may be cited as the "Site Alteration By-law".

**Application**

2. This By-law applies to all lands situated within the City.

**Purposes**

3. The purposes of this By-law are to:
  - a. to control and regulate site alteration on lands within the City;

- b. to ensure that site alteration is undertaken for necessary and/or beneficial purposes, not primarily for financial gain; or
- c. to minimize adverse impacts on infrastructure, environment and community in respect to site alteration undertakings.

## Definitions

4. In addition to the terms defined elsewhere in this Site Alteration By-law the following terms have the following meanings under this By-law including its Schedules:
  - a. "**Alteration**" means the Placing or Dumping of Fill, causing or permitting the Placing or Dumping of Fill, removal of Soil, causing or permitting the removal of Soil, altering the Grade of land, and/or causing or permitting the Grade of the land to be altered;
  - b. "**Council**" means the Council of The Corporation of the City of Stratford;
  - c. "**Conservation Authority**" means any one or more of the Upper Thames River Conservation Authority or any other conservation authority that has authority and jurisdiction over particularized land located in the City;
  - d. "**Drainage**" means the movement of water for the purposes of achieving non-harmful water levels;
  - e. "**Dumping**" or "**Dump**" shall be broadly interpreted for the purposes of this Site Alteration By-law to include stripping, removing, moving, transporting, importing, exporting or placing of any Fill or Topsoil into, out of or upon lands within any single or different properties within the City;
  - f. "**Fill**" means any material placed on land and without limiting the generality of the foregoing, includes soil, rock, concrete and stone;
  - g. "**Grade**" means the elevation of an existing ground surface, except where the Placing or Dumping of Fill, removal of Soil, or the alteration of the then existing ground surface has occurred in contravention of this By-law, in which case, Grade means the elevation of the ground surface as it existed prior to such Placing or Dumping of Fill on, the Removal of Soil from, or the alteration of the then existing ground surface prior to the occurrence of the Placing or Dumping of Fill or the removal of Soil;
  - h. "**Highway**" means a Highway as defined in the Municipal Act 2001, as amended;
  - i. "**Municipal Act, 2001**" means the *Municipal Act, 2001*, S.O. 2001, Chapter 25, as may be amended and/or replaced from time to time;
  - j. "**Municipality**" or "**City**" means the City of Stratford;
  - k. "**Officer**" means any By-law Enforcement Officer, Building Inspector, Construction Inspector or Chief Building Official as appointed or authorized by the Council of the City to enforce this Site Alteration By-law and/or any "provincial offences officer" as defined in the *Provincial Offences Act*.
  - l. "**Order to Discontinue Activity**" means an order made pursuant to the provisions of this Site Alteration By-law;



- m. **"Owner"** is a Person and means the registered owner(s) of the land or anyone acting under authorization and/or direction of the registered owner(s);
- n. **"Permit"** means a permit issued by the City pursuant to the provisions of this Site Alteration By-law or a Site Alteration Agreement issued by the City pursuant to the provisions of this Site Alteration By-law;
- o. **"Person"** includes:
  - i. natural individuals and their heirs, executors, administrators, agents, successors and representatives; and/or
  - ii. corporations, partnerships, other forms of business associations and their respective officers, employees, agents, successors, consultants, assignees and representatives;
- p. **"Place" or "Placement"** means the distribution of Fill on lands to establish a finished ground surface higher or lower than the existing Grade and "Placing" and "Placed" in relation to Fill have the same meaning;
- q. **"Planning Act"** means the *Planning Act*, RSO 1990 c P.13, as may be amended or replaced from time to time;
- r. **"Provincial Offences Act"** means the *Provincial Offences Act*, R.S.O. 1990, c. P.33; as may be amended or replaced from time to time;
- s. **"Site"** means the area of land subject to the proposed Grade alteration, Placement or Dumping of Fill or removal of Soil;
- t. **"Site Alteration Agreement"** means an agreement entered into, in accordance with the provisions of this By-law;
- u. **"Site Alteration By-law"** means this By-law;
- v. **"Soil"** means material consisting of a mixture or any one or all of organic remains, clay and rock particles;
- w. **"Topsoil"** shall have the same meaning as the definition of "topsoil" under section 142(1) of the *Municipal Act, 2001*, as may be amended and/or replaced from time to time;
- x. **"Work Order"** means an order made pursuant to the provisions of this By-law;
- y. **"Zoning By-law"** means the in-force by-law passed by the City pursuant to section 34 of the *Planning Act*.

### Prohibition

- 5. No Person shall Place or Dump Fill or cause or permit the Placing or Dumping of Fill without obtaining a Permit for such purpose from the City.
- 6. No Person may remove Soil or cause or permit the removal of Soil without obtaining a Permit for such purpose from the Municipality.
- 7. No Person shall alter the Grade of land or cause or permit the Grade of the land to be altered without obtaining a Permit for such purpose from the Municipality.
- 8. No Person shall Place or Dump Fill, cause or permit the Placing or Dumping of Fill, remove Soil, alter the Grade of land, or cause or permit the Grade of the land to be

altered in a manner that is not in compliance with the terms of a Permit issued for such purpose by the Municipality.

9. No Person shall fail to comply with an Order to Discontinue Activity made under this By-law.
10. No Person shall fail to comply with a Work Order made under this By-law.

#### **SITE ALTERATION PERMITS AND AGREEMENTS**

11. An application for a Permit to change the Grade of land, Place or Dump fill, or remove Soil must be completed on a form provided by the City that may be amended from time to time by the City in its sole and absolute discretion. The City's form as of the date of the passing of this Site Alteration By-law, which may be subject to amendment at the sole and absolute discretion of the City, is attached as Schedule "A".
12. Subject to the provisions set out in this Site Alteration By-law and as set out in section 19, a Permit shall be issued by the City's Director of Infrastructure and Development Services or the Chief Administrative Officer when the following criteria have been fulfilled:
  - a. The proposed site alteration is related to a use lawfully permitted within the City's Zoning By-law; and
  - b. The Owner has addressed the following matters to the satisfaction of the Director of Infrastructure and Development Services or the Chief Administrative Officer:
    - i. All necessary approvals have been obtained from the Conservation Authority with authority and jurisdiction in the area;
    - ii. All necessary approvals have been obtained in accordance with all applicable federal, municipal and provincial laws, by-laws, policies and guidelines;
    - iii. By submitting the grading plan, the erosion and sediment control plans, damage deposit, security that will ensure that the erosion and sediment control measures are maintained and removed upon completion and when the area is stabilized;
    - iv. The proposal will not cause any adverse impact on area Drainage;
    - v. The proposal will not adversely impact slope stability or cause Soil erosion;
    - vi. The proposal will not adversely impact vegetation communities, wildlife habitat or fish habitat in the area;
    - vii. The proposal will not adversely impact the quality or quantity of groundwater in the area;
    - viii. Such other matters as may be related to the proposal that may be raised at the absolute discretion of the Director Infrastructure and Development Services of the City, or Chief Administrative Officer, as the context of the proposal requires, which are communicated to the applicant in relation their or its application for a Permit.
13. It is a condition of each Permit that the Permit may be revoked by the Municipality under the following conditions:
  - a. If it was obtained on mistaken, false or incorrect information;
  - b. If it was issued in error;

- c. If the Owner requests in writing that it be revoked;
  - d. If the terms of a Site Alteration Agreement entered into in accordance with provisions of this Site Alteration By-law have not been complied with; or
  - e. If an Owner fails to comply with the provisions of this Site Alteration By-law or with an order requiring work to be done to correct any contravention of this Site Alteration By-law.
  - f. If the Owner permits site alteration work to be carried out on any Saturday, Sunday or Statutory Holiday or before 7:00 am or after 7:00 pm Monday through Friday.
14. In any Site Alteration Permit, the Municipality may in its discretion stipulate conditions that are specific to a particular site alteration proposal. Such conditions may include but are not limited to the following:
- a. The City may, from time to time and at the Applicant's expense, require the testing of any Fill by a qualified expert retained by the City. Dumping and/or Fill Removal may be suspended pending test results at the discretion of the City;
  - b. The City may require the Applicant to install such site remediation measures, including Topsoil, seeding, sodding, silt fence, and installation of berms and landscaping as are necessary to minimize the visual impact of Fill or Grade alteration proposals and to provide for stabilization of altered Grade;
  - c. The City may require a lot grading certificate upon completion of the work described in any Permit and may require the Owner or Applicant to post security to ensure delivery of such certificate.
15. A Site Alteration Permit shall at no time exempt the Owner from obtaining any other necessary approvals from governments, boards and/or other approval authorities which have jurisdiction in the area including but not limited to the Conservation Authorities and/or Ministry of Environment, Conservation and Parks.
16. A Site Alteration Permit shall be valid for the length of time permitted by the City and may be renewed at the sole discretion of the City.
17. A Site Alteration Permit shall be transferable to subsequent owners of the Site provided the Municipality is advised in advance and receives in writing the new owner's acknowledgment and commitment to comply with all of the requirements set out in the Site Alteration Permit or Site Alteration Agreement and the payment of a transfer of permit fee, to the satisfaction of the Director of Infrastructure and Development Services or Chief Administrative Officer.
18. Subject to any potential financial conditions that may be required pursuant to the provisions of this Site Alteration By-law, the Site Alteration Permit fee and other fees associated with this By-law are contained in the Municipality's Fees and Charges By-law, as may be amended or replaced from time to time.
19. The owner shall keep all Highways free of debris originating from the Site Alteration; and
- a. During the performance of a Site Alteration, perform the following minimum procedures:
    - i. At least once per day, scrape all Highways that have been fouled and

- ii. perform any additional cleaning of the Highways as directed by the City.

Failure to keep all Highways free of debris may result in the revoking of the Permit by the City and shall result in the Municipality having the work done at the expense of the Owner and the cost of the work being recovered by adding the amount to the Owner's tax roll.

20. Notwithstanding sections 12 through 19 of this Site Alteration By-law, the City with respect to any application for a Permit, in its sole and absolute discretion, may require the Owner to enter into a Site Alteration Agreement with the Municipality as a condition of Permit approval and such Site Alteration Agreement shall be registerable on title of, and run with, the lands to ensure the site alteration proposed for the lands occurs in accordance with approved plans, specifications and proper engineering principles.

The cost to register the Site Alteration Agreement on title and the cost to delete the Site Alteration Agreement from title, subject to the City's consent, shall be at the sole expense of the Owner.

The Site Alteration Agreement may include but not be limited to the following:

- a. The Owner providing financial security to the City in an amount and form acceptable to the City in its sole and absolute discretion;
- b. The Owner providing evidence that there is sufficient liability insurance coverage to cover the risks associated with any proposed site alternation;
- c. The Owner and/or Applicant to release, indemnify and/or agree to defend the City;
- d. The Owner to certify that the Fill contains no contaminants, as defined by the *Environmental Protection Act*, RSO 1990 c E 19 (the "EPA"), as amended or replaced, and any Regulations, policies and/or guidelines of the EPA, as may be amended and/or replaced from time to time;
- e. Certification by a geotechnical engineer or other similarly qualified Person at any time during the Site Alteration project; and/or
- f. The Owner to address any other matters related to the proposal which are raised at the absolute discretion of the City's Director of Infrastructure and Development Services or the Chief Administrative Officer, as context requires, that are communicated to the applicant.

## EXEMPTIONS

21. The provisions of this Site Alteration By-law do not apply to the following:
  - a. Any activities of the City, local board or road authority;
  - b. Activities authorized pursuant to a building permit issued by the City;
  - c. A normal farm practices as defined in the *Farming and Food Production Protection Act*, 1998, S.O. 1998, c. 1, as may be amended and/or replaced from time to time;
  - d. Any Placing or Dumping of Fill, removal of Soil, or alteration of the Grade of land exempted pursuant to section 142(5) of the *Municipal Act*, 2001;
  - e. Activities imposed as conditions of the approval of a site plan, plan of subdivision or a consent pursuant to the *Planning Act*, R.S.O. 1990, c.P.13 (the "Planning Act");

- f. Activities pursuant to site plan agreement, subdivision agreement, severance agreement or any other development agreement pursuant to the *Planning Act*;
- g. Landscaping or gardening on lands zoned residential under the provisions of the City's Zoning By-law;
- h. Any area to the extent of any conflict with a regulation made under section 28 of the *Conservation Authorities Act*, RSO 1990 c. 27, as amended or replaced, respecting the Placing or Dumping of Fill, removal of Topsoil or alteration of the Grade of land in an area where this Site Alteration By-law is applicable.

## **ENFORCEMENT, REMEDIES AND PENALTIES**

- 22. The provisions of this Site Alteration By-law shall be enforced by an Officer.
- 23. In accordance with section 436 of the *Municipal Act*, an Officer may at all reasonable times enter and inspect any land to which this By-law has application;
- 24. Every person who contravenes any provision of this Site Alteration By-law is guilty of an offence and upon conviction is liable to a fine as provided for by the *Provincial Offences Act*, R.S.O. 1990, Chapter P.33, as may be amended and/or replaced from time to time;
- 25. Subject to section 27 of this By-law, in the event that the City furthers enforcement of this Site Alteration By-law by prosecution commenced under Part III of the *Provincial Offences Act*, each contravention of any provision of this Site Alteration By-law is hereby designated a "continuing offence" pursuant to section 429(2)(a) of the *Municipal Act, 2001* for each day or part of a day that the offence continues.
- 26. Subject to section 27 of this By-law, any Person guilty of an offence, upon conviction under Part 111 initiated proceedings under the *Provincial Offences Act* is liable to the Municipality for a fine not less than \$500.00 and a maximum fine of \$10,000 for a first offence, and \$25,000 for a subsequent offence for each day or part of a day that the offence continues, in accordance with section 439(3)(2) of the *Municipal Act, 2001*.
- 27. Notwithstanding sections 25 and 26 of this Site Alteration By-law, any Person guilty of an offence, upon conviction under proceedings commenced under Part III of the *Provincial Offences Act* who has participated in any manner in arranging, planning, organizing, financially supporting, carrying out or permitting, whether implicitly or expressly, the removal of the existing ground surface of land without or contrary to a Permit to allow for the Placing or Dumping of Fill without obtaining or contrary to a Permit is liable to the City for a "special fine" in the amount of \$50,000 in lieu of section 26 fines if the "special fine" amount is greater than the amount the total fine amount the convicted Person would be liable to the Municipality for pursuant to section 26 at the time the conviction is entered. The "special fine" is established under the meaning and authority of section 429(2)(d) of the *Municipal Act, 2001*, for the purpose of eliminating or reducing any economic advantage or gain from the contravention of this Site Alteration By-law.
- 28. As set out in section 431 of the *Municipal Act, 2001* and in addition to any other enforcement, remedy or penalty provided for in this Site Alteration By-law, where a conviction has been entered in Part III proceedings under the *Provincial Offences Act*, the court that enters the conviction and/or any court of competent jurisdiction thereafter may make an order prohibiting the continuation or repetition of the offence by the Person convicted.

29. In accordance with section 444 of the *Municipal Act, 2001* and in addition to any other fine or remedy authorized by this By-law, if an Officer is satisfied that this By-law has been contravened, the Officer may make an order, known as an "Order to Discontinue Activity", requiring the Person who contravened the By-law, or who caused or permitted the contravention, or the Owner of the land on which the contravention occurred, to discontinue the contravention.
30. An Order to Discontinue Activity shall set out:
  - a. The Person to whom it is directed;
  - b. The municipal address or legal description of the property on which the contravention occurred;
  - c. The date of the contravention;
  - d. The reasonable particulars of the contravention of the By-law;
  - e. The date by which there must be compliance with the Order to Discontinue Activity; and
  - f. The date on which the Order may expire.
31. The Order to Discontinue Activity may be served personally on the Owner or Person to whom it is directed or by regular mail to the last known address of that Owner or Person, in which case it shall be deemed to have been given on the third day after it is mailed. Service on a corporation, partnership or other business association can be effected by registered mail to its registered corporate or business address or its publicly advertised address.
32. If the Municipality is unable to effect service on the Owner under section 31, it shall place a placard containing the terms of the Order to Discontinue Activity in a conspicuous place on the land and may enter on the land for this purpose. The placing of the placard shall be deemed to be sufficient service of the Order to Discontinue Activity.
33. In accordance with section 445 of the *Municipal Act, 2001* and in addition to any other fine or remedy authorized by this By-law, if an Officer is satisfied that a contravention of the Site Alteration By-law has occurred, the Officer may make an order, known as a "Work Order", requiring the Owner or Person who contravened the By-law or who caused or permitted the contravention or the Owner or occupier of the land on which the contravention occurred to do the work to correct the contravention.
34. A Work Order shall set out:
  - a. The municipal address or the legal description of the land;
  - b. Reasonable particulars of the contravention and of the work to be done;
  - c. A deadline, being a specific date, for compliance with the Work Order; and
  - d. A notice that if the work is not done in compliance with the Work Order by the deadline, the Municipality may have the work done at the expense of the Owner and the cost of the work may be recovered by adding the amount to the Owner's tax roll.
35. The Work Order may be served personally on the Owner or Person to whom it is directed or by regular mail to the last known address of that Person, in which case



it shall be deemed to have been given on the third day after it is mailed. Service on a corporation, partnership or other business association can also be affected by registered mail to its registered corporate or business address or its publicly advertised address.

36. If the Municipality is unable to effect service on the owner under section 35, it shall place a placard containing the terms of the Work Order in a conspicuous place on the land and may enter on the land for this purpose. The placing of the placard shall be deemed to be sufficient service of the Work Order.
37. Where anything required or directed to be done in accordance with this Site Alteration By-law is not done, an Officer may upon such notice as they deem suitable, do such thing at the expense of the Person required to do it, and in so doing may charge an administration fee as outlined within the City's current Fees and Charges By-law, as amended or replaced. Both the expense and fee may be recovered by action or by adding the costs to the tax roll and collecting them in the same manner as municipal taxes.
38. Where the Municipality proceeds pursuant to section 37 of this By-law, an Officer or any person under their direction may enter onto the land and with the appropriate equipment as required to bring the property into compliance with this By-law.
39. Any corporation that contravenes any provision of this Site Alteration By-law or an order made under this Site Alteration By-law is guilty of a conviction is liable for a fine of \$50,000 for a first offence and \$100,000 for any subsequent offence.

#### **SEVERABILITY**

40. If a court of competent jurisdiction should declare any section or part of a section of this By-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of the By-law and it is hereby declared that the remainder of the By-law shall be valid and shall remain in force.

#### **EFFECTIVE DATE**

41. This By-law shall come into force and take effect on the day it is passed.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

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Mayor – Daniel B. Mathieson

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Deputy Clerk – Chris Bantock

**CITY OF STRATFORD**  
**By-law 2022-XX: Site Alteration By-law**  
**SCHEDULE "A"**

For Office Use

Permit No.: \_\_\_\_\_

Permit Fee: \_\_\_\_\_

Site Alteration Agreement Required:     Yes \_\_\_\_\_ No \_\_\_\_\_

This application form is being submitted pursuant to the requirements of the City of Stratford's By-law XXX-2022 being the City's Site Alteration By-law.

The Owner(s) acknowledges that completion of the work shall be the sole responsibility of the Owner(s). The Owner(s) acknowledges that any materials used to complete the work do not contain contaminants as defined in the *Environmental Protection Act*, R.S.O. 1990, c.E.19 (the "*Environmental Protection Act*"), as amended and replaced from time to time (the "**Contaminants**"). The Owner hereby releases and agrees to indemnify the City, its employees, contractors and representatives from and against any and all damages, demands, claims, expenses, costs and other facilities that may arise in the event that any material used to complete the work is found to contain Contaminants as outlined in the *Environmental Protection Act*.

Address of subject property: \_\_\_\_\_

Legal description of subject property: \_\_\_\_\_

Assessment Roll Number: \_\_\_\_\_

Registered Owner(s) of the subject property: \_\_\_\_\_

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Cell: \_\_\_\_\_

Email: \_\_\_\_\_

Authorized Agent (if applicable)

Name: \_\_\_\_\_

Mailing Address:

Phone: \_\_\_\_\_

Cell: \_\_\_\_\_

Email: \_\_\_\_\_

**Provide a detailed description of the proposed site alteration:**

This application must be accompanied by three (3) copies of a grading plan, certified by a Professional Engineer in good standing with the Professional Engineers Ontario, depicting existing and proposed elevations on the subject property, together with details of any easements affecting the land and the existing elevations of surrounding properties. The locations of existing buildings, structures, driveways and walkways must be shown, The Professional Engineer preparing the grading plan must subject an accompanying letter certifying that the proposed grades will provide for property surface drainage without any adverse impact to the existing drainage patters in the area, adjacent properties or adjacent roadways.

In addition to the grading plan, the application must be accompanied by the erosion and sediment control plans, damage deposit, security that will ensure that the erosion and sediment control measures are maintained and removed upon completion and when the area is stabilized.

\_\_\_\_\_  
Owner’s Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Agent’s Signature (if applicable)

\_\_\_\_\_  
Date

\_\_\_\_\_  
City Director or CAO Approval

\_\_\_\_\_  
Date

Conditions of Approval:

This Approval shall be valid until: \_\_\_\_\_



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend Schedule “E” of the Fees and Charges By-law 172-2021, to establish fees and charges under the Site Alteration By-law.

**WHEREAS** the Municipal Act, 2001, S.O. 2001, provides that a municipality may pass by-laws imposing fees and charges on any class of persons;

**AND WHEREAS** section 391 of the Municipal Act provides that without limiting sections 8, 9 and 10 of the Municipal Act, those sections authorize a municipality to impose fees or charges on persons,

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- c) for the use of its property including property under its control.

**AND WHEREAS** section 398 of the *Municipal Act* provides that fees and charges imposed by a municipality or local board on a person constitute a debt of the person to the municipality or local board, respectively;

**AND WHEREAS** Council of The Corporation of the City of Stratford adopted By-law 172-2021 known as the “Fees and Charges By-law”;

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to amend By-law 172-2021 from time to time;

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

1. That Schedule “E” to By-law 172-2021, be amended by adding the following new section:

**Site Alteration**

Item	Fee
Site Alteration Permit Fee	\$500.00
Site Alteration Permit Renewal Fee	\$500.00
Site Alteration Transfer of Permit Fee	\$250.00
Preparation of Site Alteration Agreement Fee (including registration fee)	All costs to be recouped from the Applicant

2. All other provisions of By-law 172-2021, remain in force and effect.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 8th day of August, 2022.

\_\_\_\_\_  
Mayor – Daniel B. Mathieson

\_\_\_\_\_  
Deputy Clerk – Chris Bantock



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend By-law 60-2003 as amended, to appoint Enforcement Officers for the purpose of enforcing the Site Alteration By-law.

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**WHEREAS** section 10.(1) of the *Municipal Act, 2001, S.O. 2001, c. 25* as amended, 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 15.(1) of the *Police Services Act, R.S.O. 1990, c.P.15* as amended, authorizes municipal councils to appoint persons to enforce the by-laws of the municipality;

**AND WHEREAS** section 15.(2) of the *Police Services Act*, provides that municipal law enforcement officers are peace officers for the purpose enforcing municipal by-laws;

**AND WHEREAS** the *Provincial Offences Act, R.S.O. 1990, c.P.33* as amended, provides for the designation by a Minister of the Crown of any person or class of persons as a Provincial Offences Officer for the purpose of all or any class of offences;

**AND WHEREAS** the Council of The Corporation of the City of Stratford adopted By-law 60-2003 to appoint Municipal By-law Enforcement Officers for the purpose of enforcing City of Stratford By-laws;

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

1. That Darcy Jones and Steven Jackson be appointed as Municipal By-law Enforcement Officers of The Corporation of the City of Stratford to act as Enforcement Officers for the enforcement of the City of Stratford Site Alteration By-law.
2. That By-law 60-2003, as amended, be further adding the Schedule "D" attached hereto and forming part of this By-law.
3. This By-law shall come into force upon Final Passage hereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

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Mayor – Daniel B. Mathieson

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Deputy Clerk – Chris Bantock

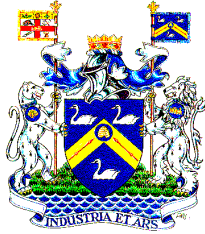


**THIS IS SCHEDULE “D” to By-law XXX-2022**  
Adopted this 8th day of August, 2022

**Municipal By-law Enforcement Officers**

Pursuant to the *Municipal* Act, 2001, S.O. 2001 c. 25, as amended, and in accordance with applicable policies and by-laws of The Corporation of the City of Stratford, the following persons are hereby appointed as Municipal By-law Enforcement Officers for The Corporation of the City of Stratford for the purposes of carrying out and enforcing the City of Stratford Site Alteration By-law:

<b>Name</b>	<b>Effective Date</b>
Darcy Jones	August 8, 2022
Steven Jackson	August 8, 2022



**BY-LAW NUMBER XXX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Manager of Taxation and Revenue and to add the requirement for two authorized signatures to complete various banking matters.

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

**AND WHEREAS** By-law 135-2017 is amended from time to time by Council of The Corporation of the City of Stratford as deemed appropriate;

**AND WHEREAS** the Council of The Corporation of the City of Stratford adopted Delegation of Powers and Duties Policy as required under section 270 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, with respect to the delegation of Council's legislative and administrative authority;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to amend By-law 135-2017, as amended, to delegate certain authority to the Manager of Taxation and Revenue and to add the requirement for two authorized signatures to complete various banking matters;

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

1. That the Council of The Corporation of the City of Stratford delegate Council's authority to complete various banking matters to the Manager of Taxation and Revenue and to add the requirement for two authorized signatures, one of which must be the Chief Administrative Officer or the Director of Corporate Services.
2. That Schedule "A" of By-law 135-2017, as amended, be further amended by amending provision 4.13 in Schedule "A" attached hereto, to the said Schedule "A" of By-law 135-2017, as amended.
3. All other provisions of By-law 135-2017, as amended, shall remain in force and effect.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

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Mayor – Daniel B. Mathieson

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Deputy Clerk – Chris Bantock

**THIS IS SCHEDULE "A" to By-law XXX-2022**

Adopted this 8th day of August, 2022

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

	<b>DELEGATED AUTHORITY</b>	<b>DELEGATE</b>	<b>SOURCE OF POWER OR DUTY</b>	<b>DELEGATION RESTRICTIONS</b>	<b>COMMUNICATION</b>	<b>Previously Delegated</b>	<b>New</b>
4.13	<p>Authorized bank signing officers on behalf of The Corporation of the City of Stratford</p> <p>Authorized to open, maintain and close bank accounts as required for Municipal purposes, including local boards, commissions and corporations as necessary</p> <p>Authorized to issue and sign cheques and other negotiable instruments, make payments, and transfer funds for Municipal purposes, including local boards, commissions and corporations</p>	<p>Chief Administrative Officer</p> <p>Director of Corporate Services</p> <p>Manager of Financial Services</p> <p>Manager of Revenue and Taxation</p> <p>Requires 2 signatures, one which must be the Chief Administrative Officer or Director of Corporate Services and Treasurer</p>	Municipal Act (sections 11(2), 23, 286 and 287)	<p>Subject to the provisions of the Municipal Act and the City's existing practice and policy</p> <p>Limited to terms approved in annual budget or as otherwise approved by Council</p>	Not Applicable	Yes	



**BY-LAW NUMBER XX-2022  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on August 8, 2022.

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

**AND WHEREAS** subsection 5(3) of the *Act* provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of The Corporation of the City of Stratford at this meeting be confirmed and adopted by By-law;

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

1. That the action of the Council at its meeting held on August 8, 2022, in respect of each report, motion, resolution, recommendation or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Mayor of the Council and the proper officers of the City are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required, and, except where otherwise provided, to execute all documents necessary in that behalf in accordance with the by-laws of the Council relating thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of August, 2022.

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Mayor – Daniel B. Mathieson

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Clerk – Tatiana Dafoe