



The Corporation of the City of Stratford  
Finance and Labour Relations Sub-committee  
Open Session  
AGENDA

**Date:** Tuesday, February 21, 2023  
**Time:** 4:30 P.M.  
**Location:** Council Chamber, City Hall  
**Sub-committee Present:** Councillor McCabe - Vice Chair Presiding, Councillor Beatty, Councillor Burbach, Councillor Nijjar  
**Staff Present:** Karmen Krueger - Director of Corporate Services, Jodi Akins - Council Clerk Secretary

To watch the Sub-committee meeting live, please click the following link:

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

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

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

Pages

**1. Call to Order**

The Vice Chair to call the meeting to Order.

Councillor Hunter provided regrets for this meeting.

**2. Disclosure 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 otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

### 3. Delegations

Delegations have been listed under the relevant report in Section 4 of this agenda.

### 4. Report of the Director of Corporate Services

#### 4.1 Destination Stratford 2022 Q4 Update (FIN23-011)

4 - 9

Zac Gribble, Executive Director of Destination Stratford, will be in attendance at the meeting to present the update.

Motion by

**THAT the presentation by Zac Gribble, Executive Director of Destination Stratford, of the 2022 Q4 update be heard.**

Motion by

**Staff Recommendation: THAT the Destination Stratford 2022 Q4 Update dated February 21, 2023, be received for information.**

#### 4.2 Advisory Committee 2022 Annual Reports (FIN23-010)

10 - 27

Motion by

**Staff Recommendation: THAT the following 2022 Advisory Committee Annual Reports be received for information:**

- Accessibility Advisory Committee,
- Active Transportation Advisory Committee,
- Communities in Bloom Committee,
- Energy and Environment Committee,
- Heritage Stratford Committee,
- Stratfords of the World (Ontario) Committee, and
- Town and Gown Advisory Committee.

### 5. Advisory Committee/Outside Board Minutes

There are no Advisory Committee/Outside Board minutes to be provided to Sub-committee.

### 6. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is March 21, 2023 at 4:30 p.m. in the Council Chamber, City Hall.

### 7. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

**Sub-committee Decision: THAT the Finance and Labour Relations Sub-committee meeting adjourn.**



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## MANAGEMENT REPORT

**Date:** February 21, 2023  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN23-011  
**Attachments:** Destination Stratford 2022 Q4 Update

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**Title:** Destination Stratford 2022 Q4 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 for general operations from the City as outlined in the attachment. In 2022, the contribution was \$580,000 of the total budget of \$825,000. Beyond this, there are some in-kind impacts relating to specific programs, such as the AI Fresco program. The costs relating to these in-kind contributions are absorbed in the City's Community Services Department.

In addition to the information presented, LightsOn Stratford and the boathouse washroom projects occurred in the year.

### **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 2022 Q4 Update dated February 21, 2023, be received for information.**

<b>Prepared by:</b>	Karmen Krueger, CPA, CA, Director of Corporate Services
<b>Recommended by:</b>	Karmen Krueger, CPA, CA, Director of Corporate Services Joan Thomson, Chief Administrative Officer



# Destination Stratford

## Finance Sub-Committee Presentation

February 21, 2023

Destination Stratford 2022 Budget	2022 Budget	2022 Variances	7 Actuals	%	Notes				
			As of 01/30/23						
<b>Income</b>									
<b>4050 · MARKETING SALES</b>	75,000.00	112,500.00	132,520.56	118%					
<b>4240 · MEMBERSHIP SALES</b>	0.00	0.00	0.00		Non-member model adopted				
<b>4260 · PARTNERSHIPS</b>	748,500.00	672,000.00	668,825.00	100%	*Boathouse Bathroom Project NOT included				
<b>(4001 · City of Stratford Portion)</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>100%</b>	2.15% increase over 2019 budget				
<b>4280 · DESTINATION MARKETING FUND</b>	20,000.00	35,000.00	40,294.71	115%	Expected increase with improved pandemic conditions				
<b>TOTAL REVENUES</b>	<b>843,500.00</b>	<b>819,500.00</b>	<b>841,640.27</b>	<b>103%</b>					
<b>Expense</b>									
<b>5100 · CONTRACT AND CONSULTING</b>	<b>5,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-</b>					
<b>5107 · Four Season Tourism Development</b>	0.00	0.00	0.00		* Lights On Stratford is a separately funded entity managed by DS				
<b>5637 · BANK CHARGES</b>	3,800.00	3,800.00	4,410.48	116%					
<b>5645 · INSURANCE</b>	4,019.00	4,899.00	4,899.00	100%	Increased expenses due to higher costs				
<b>5660 · TRAVEL</b>	2,200.00	200.00	0.00	0%	Conferences to be attended virtually				
<b>5950 · SPECIAL PROJECTS</b>	15,000.00	18,625.00	17,624.52	95%	Al Fresco support. DEI Community Projects				
<b>5990 · RTO4 Partnerships Animation Fund</b>	10,000.00	30,000.00	26,741.50	89%	Includes \$20k revenue from other funding partners				
<b>Total Administration Fees</b>	<b>35,019.00</b>	<b>57,524.00</b>	<b>53,675.50</b>	<b>93%</b>					
<b>6000 · MARKETING - INTERNET</b>	65,230.00	15,650.00	18,617.50	119%	Decreased expenses due to streamlining digital operations				
<b>6150 · MARKETING - Media &amp; Print</b>	99,300.00	89,300.00	64,945.56	73%					
<b>6151 · MARKETING - RADIO</b>	2,500.00	0.00	0.00	-					
<b>6152 · MARKETING</b>	75,000.00	118,250.00	125,411.00	106%	Increased expenses with additional marketing projects				
<b>6153 · PROFESSIONAL FEES</b>	23,000.00	22,700.00	24,954.00	110%					
<b>6155 · FACILITY MAINTENANCE</b>	4,500.00	2,000.00	0.00	0%					
<b>6480 · PAYROLL</b>	473,804.00	464,635.00	473,106.17	102%					
<b>6540 · OFFICE EXPENDITURES</b>	24,550.00	19,000.00	23,462.37	123%					
<b>6550 · EVENT EXPENSES</b>	2,200.00	1,200.00	2,467.23	206%					
<b>7000 · TELEPHONE/COMMUNICATIONS</b>	12,890.00	16,000.00	15,364.75	96%	Increased expenses due to higher costs				
<b>7300 · Stratford Always On (RRRF)</b>									
<b>Total Expense</b>	<b>823,493.00</b>	<b>806,259.00</b>	<b>802,004.08</b>	<b>99%</b>					
<b>5154 Transfer to Reserve</b>	20,000.00	10,000.00	10,000.00	100%	Reduced yearly contribution as per Board direction				
<b>7100 City Repayment on Loan</b>					Loan repaid in full in 2020				
<b>Net Revenue</b>	<b>7.00</b>	<b>3,241.00</b>	<b>29,636.19</b>						



Canada

Canada Community  
Revitalization Fund



**Funded by:**  
Federal Economic Development  
Agency for Southern Ontario

Canada

Federal & Provincial Grants and Contributions

>\$1,000,000

Destination Development  
Additional Funding



<b>DRAFT Destination Stratford 2023 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Notes</b>				
<b>Income</b>								
<b>4050 · MARKETING SALES</b>	48,000.00	75,000.00	98,000.00					
<b>4240 · MEMBERSHIP SALES</b>	0.00	0.00	0.00	Non-member model adopted in 2022				
<b>4260 · PARTNERSHIPS</b>	745,000.00	748,500.00	747,000.00					
<b>(4001 · City of Stratford Portion)</b>	540,000.00	580,000.00	595,000.00	2.5% increase over 2022 budget				
<b>4280 · DESTINATION MARKETING FUND</b>	32,000.00	20,000.00	15,000.00	Ceases as of July with implementation of MAT				
<b>TOTAL REVENUE</b>	<b>825,000.00</b>	<b>843,500.00</b>	<b>860,000.00</b>					
<b>Expense</b>								
<b>5100 · CONTRACT AND CONSULTING</b>	<b>5,500.00</b>	<b>5,500.00</b>	2,500.00					
<b>5107 · Four Season Tourism Development</b>	0.00	0.00	0.00	* Lights On Stratford is a separately funded entity managed by DS				
<b>5637 · BANK CHARGES</b>	3,800.00	3,800.00	4,000.00					
<b>5645 · INSURANCE</b>	3,600.00	4,019.00	5,000.00	Increased expenses due to higher costs				
<b>5660 · TRAVEL</b>	4,400.00	2,200.00	2,500.00	Most conferences to be attended virtually				
<b>5950 · SPECIAL PROJECTS</b>		15,000.00	42,000.00	Al Fresco management and community projects				
<b>5990 · RTO4 Partnerships Animation Fund</b>	5,000.00	10,000.00	30,000.00	Includes \$20k revenue from other funding partners				
<b>Total Administration Fees</b>	<b>16,800.00</b>	<b>35,019.00</b>	<b>83,500.00</b>					
<b>6000 · MARKETING - INTERNET</b>	90,230.00	65,230.00	22,975.00	Decreased expenses due to streamlining digital operations				
<b>6150 · MARKETING - Media &amp; Print</b>	114,300.00	99,300.00	99,300.00					
<b>6151 · MARKETING - RADIO</b>	5,000.00	2,500.00	2,500.00					
<b>6152 · MARKETING</b>	77,300.00	75,000.00	90,500.00	Increased expenses with additional marketing projects				
<b>6153 · PROFESSIONAL FEES</b>	23,000.00	23,000.00	23,200.00					
<b>6155 · FACILITY MAINTENANCE</b>	4,500.00	4,500.00	2,000.00					
<b>6480 · PAYROLL</b>	453,724.00	473,804.00	484,635.00					
<b>6540 · OFFICE EXPENDITURES</b>	24,550.00	24,550.00	20,900.00					
<b>6550 · EVENT EXPENSES</b>	3,900.00	2,200.00	2,000.00					
<b>7000 · TELEPHONE/COMMUNICATIONS</b>	11,190.00	12,890.00	16,000.00	Increased expenses due to higher costs				
<b>Total Expense</b>	<b>824,994.00</b>	<b>823,493.00</b>	<b>850,010.00</b>					
<b>5154 Transfer to Reserve</b>	0.00	20,000.00	10,000.00	Reduced yearly contribution as per Board direction				
<b>Net Revenue</b>	6.00	7.00	-10.00					




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## MANAGEMENT REPORT

**Date:** February 21, 2023  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN23-010  
**Attachments:** 1. ATAC 2022 Annual Report;  
 2. HS 2022 Annual Report;  
 3. AAC 2022 Annual Report;  
 4. E & E 2022 Annual Report;  
 5. T & G 2022 Annual Report;  
 6. SOTW 2022 Annual Report;  
 7. CIB 2022 Annual Report

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**Title:** Advisory Committee 2022 Annual Reports

**Objective:** To receive the 2022 Annual Reports from City of Stratford Advisory Committees.

**Background:** Advisory Committees to Council are required to submit an annual report to Council outlining their projects and accomplishments during the current year, as well as to give a brief description of their upcoming plans for the next year.

The advisory committees currently established are as follows:

- Active Transportation Advisory Committee (ATAC)
- Heritage Stratford Committee (HS)
- Accessibility Advisory Committee (AAC)
- Energy and Environment Committee (E & E)
- Town and Gown Advisory Committee (T & G)
- Stratfords of the World (Ontario) Committee (SOTW)
- Communities in Bloom Committee (CIB)

**Analysis:** All reports have been attached for review.

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

There is no financial impact to the current or future operating budget, aside from amounts included in the 2023 draft operating budget for each advisory committee to perform their required duties (located in G820 Committees of 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.

Each committee performs a unique advisory role. Alignment with the City's strategic priorities is noted in each committee's report.

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

**Not applicable:** Each committee performs a unique advisory role. Alignment with any applicable One Planet Principles is noted in each committee's report

**Staff Recommendation: THAT the following 2022 Advisory Committee Annual Reports be received for information:**

- **Accessibility Advisory Committee,**
- **Active Transportation Advisory Committee,**
- **Communities in Bloom Committee,**
- **Energy and Environment Committee,**
- **Heritage Stratford Committee,**
- **Stratfords of the World (Ontario) Committee, and**
- **Town and Gown Advisory Committee.**

**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



## 2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Active Transportation Advisory Committee**

**Date Submitted: December 9, 2022**

### **1. Outline of accomplishments/projects completed in 2022:**

The Active Transportation Report card is nearing completion, with some minor graphic layout to finish.

Progress on trailhead and entry-point signs and trail marking support continue. Work has been slowed by staff limitations as a result of other tasks backed up as a result of changes due to the City's COVID-19 response.

In collaboration with the Accessibility Advisory Committee, walking infrastructure gaps have continued to be identified and passed to City staff for consideration as budgets allow.

We have provided support for Bike Month activities to several of the collaborating groups, including promotion and access to services as required.

### **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

The continuing assessment of both cycling and pedestrian infrastructure, and the reports from those to council and city staff, promotes and enhances the state of Active Transportation in the City of Stratford. The promotions, including notices on the City buses, during Bike Month and at other times of the year provide further awareness of the Committee to the public, with the hope that comments, concerns, and suggestions will be directed to the Committee.

### **3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

The Committee advocated for a one-way road and bi-directional multiuse trail to be created as a summertime experiment on Lakeside Drive from Waterloo Street to Lakeside Drive North. This would allow the City to assess the potential usage and induced traffic impact (Note that this change is a recommendation in the draft Transportation Master Plan).

ATAC added our recommendations to that of the Accessibility Advisory Committee in providing a list of locations that would benefit from improved walking and riding infrastructure.

**4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

The scope of activities for the Active Transportation Advisory Committee (ATAC) are a significant part of the "Mobility, Accessibility, and Design Excellence" priority.

The integration of the Cycle Stratford and Avon Trail organization with ATAC aid in promoting Stratford as a Sports Tourism locale, as suggested in the "Plans, Strategies, and Partnerships" priority.

Improvements and enhancements to the Active Transportation networks will reduce the dependence on private vehicles, aiding in the greening of the city in the "Developing our Resources" priority, and providing an attractive living environment for the workforce suggested in the "Widening Our Economic Opportunities" priorities.

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

Many projects were stalled for lack of City resources as critical backlogs were being dealt with. Zoom meetings were well attended and allowed participants flexibility in where they were participating from.

**6. Outline of projects/plans for 2023 budget funds:**

ATAC plans to perform Community outreach. That is, host local activities and information sessions in sections of the City where there may be limited Active Transportation infrastructure. In this way, the needs of the communities can be assessed in person, and directly from those impacted. The information thus assembled will form part of future advocacy and recommendations.

The Committee intends to continue the Trailhead sign project and establish trail markings on trails through the City in collaboration with groups such as The Avon Trail.

We plan on continuing work with the local schools on proper School Travel Planning, after a hiatus of several years.

More public communication on notable events for Active Transportation in the City, such as Bike Month, is planned in conjunction with agencies such as Stratford Transit (media screens) and Huron-Perth Public Health (content provision).



## 2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Heritage Stratford Advisory Committee**

**Date Submitted: December 9, 2022**

### **1. Outline of accomplishments/projects completed in 2022:**

- Heritage Stratford presented the Designation request for the Avon Crest building, to be designated under the *Ontario Heritage Act*. City staff and the Planning and Heritage Sub-committee supported the request and the Designation was then presented to Council. Heritage Stratford met with the property owner, Huron Perth Healthcare Alliance, on several occasions to discuss a workable go-forward plan, but the HPHA reiterated their position against designation and for demolition of the building. Subsequently, Council chose not to support the request and staff recommendations and voted against the Designation application.
- Awarded one 2021 James Anderson Award, under the Built Heritage Category (Commercial), to Bruce Whitaker for the restoration of 2-6 Ontario St. (The Perth County Inn). The event was in-person at the location and attended by Councillor Ritsma and community members. The event was covered by the Beacon-Herald newspaper.
- Awarded two 2021 Blue Plaque Awards, for the Hon. James Palmer Rankin at 198 Church St., and Richard Manuel at 38 Well St. The plaque presentations were in-person at both locations and were attended by members of the Rankin and Manuel families, Councillor Ritsma, as well as Mayor Matheson and MP John Nater (Rankin/198 Church St). Both events were also covered by the Beacon-Herald newspaper.
- As of December 9, the Permit Review sub-committee has reviewed and provided recommendations on fifteen Heritage Alteration Permit applications and three minor planning variance applications.

## **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

*Heritage Stratford's mandate is to provide advice and assistance to owners and occupants of Stratford properties:*

*Buildings within the Heritage Conservation District of Stratford, and in Heritage Areas and Corridors identified in the City's Official Plan.*

- Review of and advice on Heritage Alteration Permit Applications and Sign Variance applications
- Review and advice on other Planning applications

*Designation of heritage buildings and other significant properties, the renovation of existing buildings, or the construction of new buildings, in order that their design is consistent with the general atmosphere and appearance of the surrounding area.*

- Presentation of the request for Designation of the Avon Crest building to Council. The application was not successful and was filed.
- Completed the final stage of the non-Designated list project, in conjunction with the University of Waterloo Heritage Resources Centre, to add the remaining heritage properties on the Stratford A and B streets. The total new additions number 50 properties.
- Launched the new revised Heritage Alteration Permit Application and HS Evaluation form, updated to reflect the complete application requirements of the Ontario Heritage Act O. Reg 385/21 and improve the process for property owners.
- Meet with the Grand Trunk citizens committee to discuss the potential future of that property as part of a revised boundary to the existing Heritage Conservation District or a Designation application.

*Long term planning.*

- Continued review of properties previously identified as having significant heritage value or interest.
- Continued to update Heritage Stratford web page to provide more easily accessible information on heritage conservation generally and on Stratford's specific initiatives.
- Continued to promote heritage awareness within the Stratford community through the Blue Plaque Program (linking a property with a famous or important individual).
- Met with other community groups to promote heritage within their projects. These included the BIA Community Art Project, the Friends of the Shakespeare Gardens, and the GTR Citizens group.

*Advocacy for heritage conservation.*

- Presentation of James Anderson Award for meritorious heritage efforts in the community.

**3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

- Presentation of designation application for Avon Crest (Sub-Committee and Council)
- Presentation of awardees for the James Anderson and Blue Plaque programs (Council)

**4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

Heritage Stratford is a statutory committee under the Ontario Heritage Act, with the mandate to advise Council on cultural heritage matters, including development of the Downtown Heritage Conservation District, and to support the conservation of the City's heritage resources through public education, long term planning and promotion of heritage preservation.

The City's vision statement in the strategic priorities is a "vibrant city". Heritage resources make a significant contribution to the culture and livability of the City, and HS's projects and plans are intended to preserve and promote this aspect of the City.

The priority of "Strengthening our Plans, Strategies, and Partnerships" includes making plans for collective priorities in heritage. HS's projects related to promoting heritage conservation, including working with other groups and with City staff, is an example of a working partnership.

This priority includes a specific goal of "Further activating Market Square". HS will support reaching this goal through continuing to work with property owners on proposed developments and renovations, and in the review of heritage alteration permits where required.

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

All scheduled meetings were conducted remotely over Zoom.

The selection timelines of the James Anderson and Blue Plaque programs, which were delayed by Covid in 2020 and 2021, were back on schedule for 2022. The award winners were presented to Council via Zoom and the presentations were conducted in-person but out of doors due to Covid density and distancing regulations.



The public meeting regarding proposed additions to the non-designated section of the City's register of Heritage properties continued to be delayed. Instead, letters were mailed to the property owners, with an outline and details of the listing program and the option to opt-out of the list.

The number of Heritage Permit Applications decreased to 15 in 2022 from 30 in 2021 but was on par with the 14 in 2020.

## **6. Outline of projects/plans for 2023 budget funds:**

- Heritage Stratford anticipates that one or more Blue Plaques will be awarded in 2023.
- Heritage Stratford anticipates that one or more James Anderson Awards will be made in 2023.
- Continue to update the Heritage Stratford webpage with additional information and external links, and include information on non-designated properties included in the City's register of heritage properties.
- Continue to review Heritage Permit applications and HCD Sign Variance applications in accordance with its mandate, and Heritage Impact Assessments where required by the Official Plan.
- Continue to research potential property Designation applications brought forward by property owners, committee members and/or citizen groups.
- Support HS members to attend the 2023 Ontario Heritage Conference, as well as other heritage related public educational events.
- Preparation of a guide and map to the photographs of Designated properties in the City Hall Auditorium.
- Preparation of an audio guide and map for a proposed heritage properties walk of Hamlet ward
- Archival research and heritage analysis of properties which are proposed for designation under the *Ontario Heritage Act*, as and when required.
- Archival research in support of Architectural Conservancy of Ontario initiative examining potential for a residential Heritage Conservation District.



## **2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL**

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**Committee Name: Accessibility Advisory Committee**

**Date Submitted: December 9, 2022**

### **1. Outline of accomplishments/projects completed in 2022:**

- Work with city staff to identify sidewalk curbs throughout the city that require replacement
- Site Plan Sub-Committee review numerous developments throughout town including the Boathouse Public Washroom Expansion Project and Gallery Stratford Project
- 2022 AccessAbility Week Video Project (joint project with Heritage Stratford) that showcased solutions to accessibility barriers at local heritage properties

### **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

- The AAC continues to identify and communicate opportunities to remove barriers and improve accessibility in our community
- The AAC understands that accessibility should be a top priority and continues to communicate this through awareness projects and the AAC's Site Plan Sub-Committee

### **3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

- THAT the Accessibility Advisory Committee recommends Stratford City Council develop an implementation plan to identify current and projected accessible housing inventory needs in the City of Stratford.
- THAT the Accessibility Advisory Committee recommends Stratford City Council adopt a resolution requesting the Province of Ontario amend the Ontario Building Code, the Planning Act and Municipal Tax Regulations to allow municipalities to include tax deferral programs for accessible housing in community improvement plans.

**4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

- The AAC continues to advocate and recommend transportation options that are accessible to all levels of ability.

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

- It was difficult to make progression on planned projects with so much scheduling uncertainty
- The remote meetings are beneficial for members of the AAC, however in person sub-committee meetings were still where the most progress was achieved

**6. Outline of projects/plans for 2023 budget funds:**

- Meeting expenses, transportation, special project participation
- 2023 AccessAbility Week Project
- TBD



## 2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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Committee Name: **Energy and Environment**

Date Submitted: **Friday, December 9, 2022**

### 1. Outline of accomplishments/projects completed in 2022:

The E&E Advisory Committee completed several projects during 2022, even though we were unable to meet for the last 3 months of the year because of the municipal election. These projects included:

**Tree Power program.** This is a partnership event shared by E&E, Festival Hydro, the UTRCA and Stratford Master Gardeners, and it took place on Saturday, April 9, 2022. This program gives local homeowners the opportunity to purchase native hardwood trees and shrubs at a reduced cost (\$25) to plant on their properties. The goal of the project is to create a greener and more beautiful community by adding native trees.

**Native Grass planting.** This project took place close to the T J Dolan entrance, where the new multi-use path meets John Street. The existing grass was removed in the spring and replaced with Blue Stem, Little Blue Stem, Sorghastrum nutans and Butterfly weed, which are all native grasses that are great for local wildlife, are attractive, and which will require very little maintenance once established. Additional plugs were added to the original spring planting in October.

**Lake Victoria Shoreline Stabilization and Habitat Work:** In February, work was carried out to reconstruct 100M of shoreline on the south shore. Cap rock installed 3 years ago had begun to tilt and slip down the slope of the bank - probably due to hidden ice lense in the bank that once thawed caused the slump. The work involved reinforcing the toe of the slope with more river stone to support the cap rock and repositioning the existing cap rock to correct the tilt. Some backfilling with soil was also carried out. In addition to this work, the 2 wooden crib structures located along the south shore were covered with decking to increase accessibility to the lake by providing better footing for the public.

**Invasive species Control** – Phragmites in the TJ Dolan Nature Area: The Committee applied to the Invasive Species Council of Canada for funding to help remove this

invasive species from the TJ Dolan. Working with the UTRCA as a partner, identify the areas and treat them was developed. The application was successful and \$5,000 was approved. The grant will be spent over the next 2 years. It is important to stop this invasive plant before it encroaches any further in the area as it smothers all other native plants and ruins native wildlife habitat.

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

The main purpose of the Energy and Environment Committee is to study all matters coming to its attention which might have any effect on the environment, particularly the environment of the City of Stratford and its surroundings. The Committee's principal goal will be to improve the environment and advocate for energy efficiency across the entire municipal spectrum. The Committee will strive to maintain Stratford's reputation as a community of environmental excellence. The Committee shall be advisory in nature and shall advise City Council of environmental matters and may from time to time make such recommendations to Stratford City Council concerning the environment as it deems advisable.

**3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

Some of our recommendations included:

March 2022

THAT the Energy and Environment Advisory Committee recommends Stratford City Council undertake a formal review of the Secondary Plans and make recommendations for revisions based on a climate lens.

June 2022

THAT the Energy & Environment Advisory Committee requests City Council consider the City of Stratford join the Canada Plastics Pact to ensure that the issue of plastic waste can be addressed;

AND That Stratford City Council direct the Climate Change Committee or Staff to review the by-laws currently in place, namely those in Surrey and Victoria BC, related to plastic reduction with a goal of creating plastic reduction by-laws for the City of Stratford.

THAT the Energy & Environment Advisory Committee – Industrial, Commercial, Industrial Waste Working Group requests that Stratford City Council approve the Committee begin a Green Recognition Program in Stratford as outlined in their draft proposal.

THAT the Energy & Environment Advisory Committee recommends that Stratford City Council further direct staff that in the creation of the RFP for hiring a consultant to complete the review of the Official Plan, that it includes a climate lens.

**4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

The Lake Victoria shoreline work is something that strongly reflects the City's strategic priorities. This work not only benefits the users of the park system by making it more accessible and safer, it also helps to improve the water quality and the natural habitat of the wildlife that lives there. This aligns with the City's priority for "More greening of the city" as well as improving accessibility and ensuring the safety of our citizens. The Tree Power program, native grass and invasive species removal programs also fills the priority of greening of the City.

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

Covid continued to have an impact on our meetings (which were still on Zoom), but we were able to make more progress on our projects compared to 2020 and 2021. Unfortunately, the impact of shortages and price increases around lumber and other supplies affected the cost of some of our shoreline work, making it much more expensive to do the same work.

**6. Outline of projects/plans for 2023 budget funds:**

Our plans are to continue with the existing projects, especially the Lake Victoria shoreline work and the invasive species removal. We continue to identify projects that improve the shoreline and we work in partnership with the City and UTRCA. We also plan to be involved in the establishment of a green recognition program, continue work on reducing ICI waste, and working with and providing feedback to the City's new Climate Initiative co-ordinator.

We also plan to return to providing educational events to help our community learn about and connect via various initiatives to protect and sustain the environment.



## 2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Town & Gown Advisory Committee**

**Date Submitted: December 1, 2022**

**1. Outline of accomplishments/projects completed in 2022:**

Due to the pandemic, the Town & Gown Advisory Committee did not meet in 2022.

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

N/A

**3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

N/A

**4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

N/A

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

The Town & Gown Advisory Committee did not organize any of the annual events for students as the University of Waterloo campus was closed to in-person classes for students for most of the year.

**6. Outline of projects/plans for 2023 budget funds:**

Committee members look forward to holding events in 2023 such as the bus tour of Stratford, welcome night for new students and housing information sessions.



## 2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Stratford's of the World Advisory Committee**

**Date Submitted: August 25, 2022**

**1. Outline of accomplishments/projects completed in 2022:**

Decided to host the reunion in 2023

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

N/A no reunion

**3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

Recommended to host the reunion here in 2023

**4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

N/A

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

Reunion canceled 3<sup>rd</sup> year in a row.

**6. Outline of projects/plans for 2023 budget funds:**

We are going ahead with the reunion in 2023





## 2022 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Communities in Bloom**

**Date Submitted: December 2022**

### 1. Outline of accomplishments/projects completed in 2022:

The Communities in Bloom Committee marked its 28th year with the celebration of the "Year of the Garden" and a return to more "normal" program. This year was filled with activities that had been placed on pause

#### **Communities in Bloom Competition**

This year Communities in Bloom National returned to the full competition with judging. Stratford chose to participate in the very competitive international category. Stratford received a "5 Bloom" recognition. Our committee remained very engaged with the National organization and participated in the National annual symposium. We will look to continue in the competition next year.

#### **Ted Blowes Memorial / Peace Gardens (Butterfly Gardens)**

The garden continues to be part of the committees ongoing commitment to our community and to the memory of Ted Blowes. Monarch butterfly releases are carried out in Ted's Garden to connect visitors to nature. The garden continues to mature and is now a destination for many in their visit to Stratford.

#### **Planter Day**

Our yearly Planter Day was a great success. Cana lilies and sunflower seed were given out (free).

#### **Citizen's Recognition Program**

Six gardens were selected to receive the MiracleGro " Best Garden Selection" . Awards showing we appreciate their effort towards making Stratford so beautiful.

#### **Pumpkin Parade**

This year we were happy to return this much beloved community event. It marked the 10th anniversary for the annual Pumpkin Parade. The committee will look forward to an even bigger event in 2023 and continue to educate the community on how they can properly dispose of their pumpkins as well as creative ways that they can be utilized. This initiative will help divert the pumpkins from our landfill.

### **Pollinator Pathway**

The Pollinator Pathway project started in 2018 because CIB received a grant from TD Canada Trust. The pathway is between the Railway Station and Erie Street. We planted 9 (Red Oaks and Maples) trees in 2022.

### **Porous Pave**

This year we had 5 benches provided with Porous Pave. Providing an enhanced experience for those who enjoy sitting at a bench in our park system.

### **Winter Lights**

Communities in Bloom are part of the overall Winter Lights Program. Lights were added to "The Bridge of Hope" December 2021- 2022 for "Lights on Stratford". The lights were blue and yellow as citizens gathered to think of those involved in the war in Ukraine. The committee continues to ensure the maintenance of the snowflakes that adorn our parks in the winter. This year they continue be used as part of the much larger Lights on Stratford program.

## **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2022:**

The mandate of the Committee is:

- To foster civic pride, environmental protection and beautification, through community participation
  - We meet this portion of the mandate by yearly participating in the National CIB competition; recognizing civic pride through the Citizen's Recognition Program; working with local schools and community groups to educate and encourage new gardeners, and protecting our environment with the Pollinator Pathway and the Peace Garden.
- To improve the tidiness, appearance and visual appeal of neighbourhoods, parks, open spaces and streets
  - We accomplished this portion of the mandate by implementing the Citizen Recognition Program, working with the Parks Department to ready the city for the CIB competition, expanding the Pollinator Pathway and enhancing the Ted Blowes Memorial / Peace Garden

- To focus on environmental awareness and preservation of heritage and culture
  - The Annual Planter Day encourages residents to be environmentally aware. The Pollinator Pathway and the Peace Garden focus on improving the environment within our borders and beyond by providing the necessities of life for bees, butterflies and other insects.
- To coordinate a host program as required
  - Our participation in the CIB competitions meets this part of the mandate.
- To be financially sustainable
  - We operate within our budget.

### **3. Summary of 2022 recommendations made to Sub-committee, Committee or Council:**

- Supporting Stratford – Year of the Garden
- Participation in the 2022 CIB Competition

### **4. Please summarize how your 2022 projects/plans have reflected the City's strategic priorities:**

Our project plans for 2022 align with the following strategic priorities:

- Mobility, Accessibility and Design Excellence
- Strengthen our Plans, Strategies, and Partnerships

### **5. Comments regarding impact of COVID-19 on your Committee's operations in 2022:**

This year saw a shift back to a more "normal" activity operationally on the Communities in Bloom committee. Most of our activities involve direct involvement with the citizens of our community and we were able to offer this again. Through education and awareness to celebrating holiday events the activities. Examples included being able to participate and host judges for the competition to running the Pumpkin Parade again.

### **6. Outline of projects/plans for 2023 budget funds:**

- Annual Planter Day
- Maintain Ted Blowes Memorial / Peace Garden & Pollinator Pathway
- Pumpkin Parade
- Citizen's Recognition Program
- Pollinator Pathway Program
- Interacting with and assisting community partners
- Participating in the National Communities in Bloom Competition
- Attending symposiums and conferences related to CIB