



Stratford City Council  
Regular Council Open Session  
AGENDA

**Meeting #:** 4720th  
**Date:** Monday, May 8, 2023  
**Time:** 7:00 P.M.  
**Location:** Council Chamber, City Hall

**Council Present:** Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

**Staff Present:** Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure and Development Services, Karmen Krueger - Director of Corporate Services, Anne Kircos - Director of Human Resources, Chris Bantock - Deputy Clerk

To watch the Council 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:**

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

**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:**

15 - 41

Motion by

**THAT the Minutes of the Special Meeting dated April 14, 2023 and the Regular Meeting dated April 24, 2023 of Council of The Corporation of the City of Stratford be adopted as printed.**

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

Motion by

**THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated May 8, 2023 be added to the Agenda as printed.**

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

**5.1 At the April 24, 2023, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

4.2 Appointment of Directors to the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Motion by

**Stratford Economic Enterprise Development Corporation (investStratford)  
Recommendation: THAT the following candidates be appointed or re-appointed to the Board of Directors:**

- **Franklin Famme, representing the Banking/Financial sector, is hereby re-appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a one year term to June 2024, or until a successor is appointed by Council.**
- **Trevor McNeil, representing the Agriculture sector, is hereby re-appointed to the Stratford Economic Enterprise Development**

Corporation Board of Directors for a three year term to June 2026 with an option for an additional three year term, or until a successor is appointed by Council; and that an exemption be granted from the Appointments Policy.

- Andrew Jantzi representing the Manufacturing sector, is hereby appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026, with an option for an additional three year term, or until a successor is appointed by Council.
- Colin Schmidt, representing the Technology sector, is hereby re-appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026, or until a successor is appointed by Council.
- Kate Dekok, representing the Small Business sector, is hereby re-appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026, or until a successor is appointed by Council.
- Jeff Graham representing Festival Hydro for the University of Waterloo/Festival Hydro seat is hereby appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026 with an option for an additional three year term, or until a successor is appointed by Council; and that an exemption be granted from the Appointments Policy.
- Shelley Stevenson, representing the Digital Media/Creative Economy sector, continue to be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a term to June 2024, or until a successor is appointed by Council.
- Lori Radke, representing Citizens at large, continue to be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a term to June 2025, with an option for an additional three year term, or until a successor is appointed by Council.

AND THAT section 2.9 of By-law 4-2023, as amended, be further amended to reflect the appointments to the investStratford Board of Directors.

- 5.2 At the May 8, 2023, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

4.1 Ad-hoc Grand Trunk Renewal Committee - Discussion of Potential Chair Resume – Personal matters about an identifiable individual, including municipal or local board employees (section 239.(2)(b).

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

None scheduled.

**7. Orders of the Day:**

**7.1 Resolution - Stratford Attainable Market Housing Project Final Report (COU23-064) 42 - 221**

Joani Gerber, Chief Executive Officer of investStratford and Caroline Baker, of Baker Planning Group will be present to speak to the report and answer questions.

A request to defer consideration of this matter to the May 23, 2023 Regular Council meeting has been received from Justine Nigro and Nicole Andre. The request to defer consideration of this report is listed for Council's consideration.

Ms. Andre re-submitted her comments from the January 23, 2023, Regular Council meeting, as outlined in the document attached to the agenda, for Council's consideration. She has also requested a formal response to questions raised at that meeting.

Motion by

**Staff Recommendation: THAT the Stratford Attainable Housing Project – Project Summary Report including the Next Steps, as identified, be received;**

**AND THAT the Corporate Leadership Team, with support from investStratford, be responsible for the oversight of the project implementation plan and next steps, if approved.**

**7.2 Resolution - Kelly Drain Engineering Report Consideration (COU23-062) 222 - 230**

Joel Miller, Engineer, from K. Smart Associates Limited will be present to speak to the Engineering Report and answer questions.

Motion by

**Staff Recommendation: THAT the Engineer's Report "Engineering Report for Kelly Drain 2023", dated April 5, 2023, be adopted;**

**THAT the City Clerk be directed to set a date for the first sitting of the Court of Revision and to distribute the Provisional By-law and the Notice**

of the Court of Revision, in accordance with Sections 46(2) and 46(3) of the Drainage Act, R.S.O. 1990;

THAT Council, having adopted the Engineering Report, give the attached Provisional By-law the two readings required by Section 45(1) of the Drainage Act, R.S.O 1990;

AND THAT the Chair and Vice-chair of the Finance and Labour Relations Sub-committee be appointed to the Court of Revision.

- 7.3 **Resolution - Request for Endorsement of Letters Regarding Basic Income for Income Security and Social Assistance Rates to Address Food Insecurity (COU23-065)** 231 - 240

Candace Cunningham, Dietician at Huron Perth Public Health and Kristin Crane, Director, Social Research & Planning Council will be present at the meeting to answer questions.

Motion by

**Staff Recommendation: THAT the letters drafted and attached to Report COU23-065 related to providing basic income in Canada and increasing social assistance rates to address food insecurity, be endorsed.**

- 7.4 **Resolution - 2021 and 2022 Status Update on the Multi-Year Accessibility Plan (COU23-054)** 241 - 255

Motion by

**Staff Recommendation: THAT the 2021 and 2022 Status Update on the City of Stratford 2018-2022 Multi-Year Accessibility Plan be received and uploaded to the City's website.**

- 7.5 **Resolution - T-2023-15 Dunn's Bridge Rehabilitation Tender Award (COU23-055)** 256 - 259

Motion by

**Staff Recommendation: THAT the Tender [T-2023-15] for the Dunn's Bridge Rehabilitation Project, be awarded to Finnbilt General Contracting Limited, at a total tender price of \$1,427,166.19, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Dunn's Bridge Rehabilitation Project [T-2023-15].**

- 7.6 **Resolution - Lifting a Reserve on McCarthy Road West (COU23-056)** 260 - 262

Motion by

**Staff Recommendation: THAT The Corporation of the City of Stratford**

declare Part 1 Plan 44R-1343 as public highway and dedicate it as forming part of the McCarthy Road West right-of-way.

- 7.7 Resolution - Thames West Phase 1 Subdivision Agreement (COU23-057) 263 - 265

Motion by

**Staff Recommendation:** THAT a Subdivision Agreement be entered into with Valley View Heights (St. Jacobs) Limited for the development of the Thames West Phase 1 subdivision;

**AND THAT** the Mayor and Clerk, or their respective delegates, be authorized to execute the Subdivision Agreement on behalf of The Corporation of the City of Stratford.

- 7.8 Resolution - Tender T-2023-11 to Supply and Deliver One New Sewer / Flusher Combo Unit (COU23-058) 266 - 269

Motion by

**Staff Recommendation:** THAT the Tender [T-2023-11] for the Supply and Delivery of One New Sewer / Flusher Combo Unit, be awarded to JD Brule Equipment at a total tender price of \$734,443.50, including HST to improve the efficiency and service level of the Fleet Division while continuing to focus on the reduction of greenhouse gas emissions.

- 7.9 Resolution - Alcohol and Gaming Commission of Ontario (AGCO) Policy Update – Temporary Patios on Private Property (COU23-059) 270 - 272

Motion by

**Staff Recommendation:** THAT the Delegation of Authority By-law 135-2017, as amended, be further amended, to delegate authority to the City Clerk, or Deputy Clerk, or Director of Corporate Services to approve the use of temporary patios on private property.

- 7.10 Resolution - Abandonment of Portions of the McFarlane Municipal Drain and Finnegan Municipal Drain (COU23-060) 273 - 275

Motion by

**Staff Recommendation:** THAT a by-law to abandon portions of the Finnegan Municipal Drain within the limits of the City of Stratford, be adopted in accordance with the Drainage Act;

**AND THAT** a by-law to abandon portions of the McFarlane Municipal Drain within the limits of the City of Stratford, be adopted in accordance with the Drainage Act.

- 7.11 Resolution - 2023 Community Grant Requests and Recommendations 276 - 283



adopted as presented.

- 9.1.2 Q4 Operating Budget Variance Report at December 31, 2022 (FIN23-016)** 306 - 312

THAT the Q4 Operating Variance Report at December 31, 2022, be received for information.

- 9.1.3 Human Resources Policies – New and Amended (FIN23-015)** 313 - 335

THAT the Respectful Workplace Policy H.1.36 substantially in the form as attached to Report FIN23-015, be adopted;

AND THAT the Workplace Harassment, Sexual Harassment and Discrimination Policy H.1.6 and the Workplace Violence Policy H.1.23, as amended, be further amended substantially in the form as attached to Report FIN23-015.

## **9.2 Report of the Social Services Committee**

Motion by

**THAT the Report of the Social Services Committee dated May 8, 2023 be adopted as printed.**

- 9.2.1 Canadian Mental Health Association Huron-Perth and Ontario Works Service Agreement (SOC23-013)** 336 - 339

THAT The Corporation of the City of Stratford enter into an agreement with the Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver the Ontario Works Service Agreement as detailed in the agreement for 2023;

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services on behalf of the municipal corporation;

AND THAT City Council delegates its signing authority to the Director of Social Services or the Chief Administrative Officer to execute future renewal agreements with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services until 2028, subject to satisfactory contract performance or any amendments to funding identified by the City.

- 9.2.2 One-Time Funding – Additional Ontario Works Caseworker (SOC23-014)** 340 - 342



THAT the report titled "One-Time Funding – Additional Ontario Works Caseworker" (SOC23-014) be received for information.

**9.2.3 Service Agreement between Festival Hydro Inc. – Low Income Energy Assistance Program [LEAP] (SOC23-015)** 343 - 345

THAT The Corporation of the City of Stratford enter into an agreement with Festival Hydro Inc. for the Social Services Department to act as the lead agency and intake agency for the delivery of the Low-Income Energy Assistance Program (LEAP) commencing May 1, 2023, and expiring on April 30, 2026;

AND THAT the Director of Social Services or the Chief Administrative Officer be authorized to execute the agreement on behalf of the Corporation.

**10. Notice of Intent:**

None scheduled.

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

**11.1 Reading of By-laws 11.1.1 to 11.1**

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 11.1.1 to 11.1.13 be taken collectively.**

Motion by

**THAT By-laws 11.1.1 to 11.1.13 be read a First and Second Time.**

Motion by

**THAT By-laws 11.1.1 to 11.1.13 be read a Third Time and Finally Passed.**

**11.1.1 Award of Tender for the Dunn's Bridge Rehabilitation Project** 346

To authorize the acceptance of a tender and the entering into and execution of a contract with Finnbilt General Contracting Limited for the Dunn's Bridge Rehabilitation Project (T-2023-15).

**11.1.2 Award of Tender for the Supply and Delivery of One Sewer Cleaner Flusher Combo Truck Unit** 347

To authorize the acceptance of a tender with JD Brule Equipment for the supply and delivery of one Sewer Cleaner Flusher Combo Truck Unit (T-2023-11).

- |               |   |           |
|---------------|---|-----------|
| <b>11.1.3</b> | <b>Dedication of Part of McCarthy Road West as Public Highway</b>   | 348       |
|               | To dedicate Part 1, Plan 44R-1343, as public highway forming part of McCarthy Road West in the City of Stratford.   |           |
| <b>11.1.4</b> | <b>Abandon a Portion of the Finnegan Municipal Drain in the City of Stratford</b>   | 349       |
|               | To abandon a portion of the Finnegan Municipal Drain in the City of Stratford.  |           |
| <b>11.1.5</b> | <b>Abandon a Portion of the McFarlane Municipal Drain in the City of Stratford</b>  | 350       |
|               | To abandon a portion of the McFarlane Municipal Drain in the City of Stratford.   |           |
| <b>11.1.6</b> | <b>Subdivision Agreement with Valley View Heights (St. Jacobs) Limited for the Thames West Phase 1 Subdivision</b>  | 351 - 352 |
|               | To authorize the entering into and execution of a Subdivision Agreement with Valley View Heights (St. Jacobs) Limited for the Thames West Phase 1 development.                        |           |
| <b>11.1.7</b> | <b>Award Tender for the Supply and Installation of New Infill Material for the Artificial Turf Field</b>  | 353       |
|               | To authorize the acceptance of a tender with Clean Turf Canada Inc. for the supply and installation of New Infill Material for the Artificial Turf Field (T-2023-19).                 |           |
| <b>11.1.8</b> | <b>Appointments to the Stratford Economic Enterprise Development Corporation Board of Directors</b>   | 354 - 355 |
|               | To amend By-law 4-2023, as amended, to make appointments to the Stratford Economic Enterprise Development Corporation Board of Directors.   |           |
| <b>11.1.9</b> | <b>Delegation of Authority to Approve the Use of Temporary Patios on Private Property</b>   | 356 - 358 |
|               | To amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Corporate Services, or City Clerk or Deputy Clerk, to approve the use of temporary patios on |           |

private property.

- |                |  |           |
|----------------|--|-----------|
| <b>11.1.10</b> | <b>Set Tax Ratios, Tax Rates and Tax Reductions for 2023</b>   | 359 - 363 |
|                | To set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2023 and govern and regulate the finances of The Corporation of the City of Stratford.  |           |
| <b>11.1.11</b> | <b>Agreement with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to Deliver Support Services to Social Services Clients</b>  | 364 - 365 |
|                | To authorize the entering into and execution of an Ontario Works Service Agreement Purchase of Service Agreement with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver support services to clients of the Social Services Department, for a one-year term to December 31, 2023, with an option to renew annually to 2027.   |           |
| <b>11.1.12</b> | <b>Delegation of Authority to Execute Renewal Agreements with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services</b>   | 366 - 368 |
|                | To amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services or the Chief Administrative Officer, or their respective delegates, to execute Ontario Works Service Agreement Purchase of Service Annual Renewal Agreements with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver the support services program to Ontario Works clients to December 31, 2027. |           |
| <b>11.1.13</b> | <b>Agreement with Festival Hydro Inc. for the Provision of the Low Income Energy Assistance Program</b>  | 369       |
|                | To authorize the entering into and execution of a Service Agreement with Festival Hydro Inc., for the provision of the Low-Income Energy Assistance Program (LEAP) for a three-year term until April 30, 2026.   |           |
| <b>11.2</b>    | <b>Reading of By-law 11.2.1</b>  |           |
|                | The following By-law requires First and Second Readings:   |           |
|                | Motion by  |           |
|                | <b>THAT By-law 11.2.1 be read a First and Second Time.</b>   |           |

**11.2.1 Repair and Improvements to the Kelly Drain**

370 - 372

To provide for the repair and improvements to the Kelly Drain 2023 in the City of Stratford.

**12. Consent Agenda: CA-2023-045 to CA-2023-056**

373 - 380

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 May 23, 2023 in the Council Chamber, City Hall.

Motion by

**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];**
- **Planning and Heritage Committee [7:10 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 May 8, 2023 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 Planning and Heritage Committee

Motion by

THAT Item 4.1 of the Planning and Heritage Committee meeting dated May 8, 2023 be adopted as follows:

#### 4.1 Management Report for Zone Change Application Z08-22 (PLA23-006)

THAT Application Z08-22 to amend zoning provisions relating to uses permitted in the R4 zone BE APPROVED for the following reasons:

- i. The request is consistent with the Provincial Policy Statement;
- ii. The request is in conformity with the goals, objectives, and policies of the Official Plan;
- iii. The Zone Change will facilitate development that is appropriate where permitted; and
- iv. The public was considered during the application circulation and comments that have been received in writing or at the public meeting has been reviewed, considered and analyzed with the planning report.

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

### 15.2.2 Infrastructure, Transportation and Safety Committee

Motion by

THAT Item 5.1 of the Infrastructure, Transportation and Safety meeting dated May 8, 2023 be adopted as follows:

#### 5.1 Replacement of Social Services Vehicle (ITS23-013)

THAT authorization be given to staff to proceed with procurement of a used vehicle to replace the damaged Social Services fleet H5, for a cost not exceeding \$45,000, including HST.

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

381 - 412

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:

**By-law 11.15 Amend Zoning By-law to Rezone All Lands with R4 Zoning in the City of Stratford**

To amend By-law 10-2022 as amended, with respect to zone change application Z08-22 by the City of Stratford to amend the R4 Zoning for all lands in the City of Stratford.

**By-law 11.16 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 8, 2023.

Motion by

**THAT By-laws 11.15 and 11.16 be taken collectively.**

Motion by

**THAT By-laws 11.15 and 11.16 be read a First and Second Time.**

Motion by

**THAT By-laws 11.15 and 11.16 be read a Third Time and Finally Passed.**

**15.4 Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

Motion by

**THAT the May 8, 2023 Regular Council meeting adjourn.**



## Stratford City Council Special Council Open Session MINUTES

Meeting #: 4718th  
 Date: Friday, April 14, 2023  
 Time: 4:30 P.M.  
 Location: Council Chamber, City Hall

Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben

Regrets: Councillor Biehn, Councillor Briscoe, Councillor Wordofa

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure and Development Services, Anne Kircos - Director of Human Resources, Chris Bantock - Deputy Clerk

Also Present: Members of the public

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

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

Councillors Biehn, Briscoe, and Wordofa provided regrets for the meeting.

### 2. **Declarations of Pecuniary Interest and the General Nature Thereof:**

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence

from the meeting, to disclose the interest at the first open meeting attended by the member of Council and to otherwise comply with the *Act*.

Name, Item and General Nature Thereof

No declarations of pecuniary interest were made by a member at the April 14, 2023, Special Council meeting.

**3. Delegations:**

None scheduled.

**4. Report of the Chief Administrative Officer:**

**4.1 Infrastructure and Development Services Department Proposed Organizational Restructure**

The Chief Administrative Officer, referring to the proposed organizational restructure of the Infrastructure and Development Services Department, provided the following information:

- the purpose being to create a new Building and Planning Department with two new positions being a Director of Building and Planning and a Planner;
- the current Planning Division in the Infrastructure and Development Services (IDS) Department having two planners, one of which is vacant and in the recruitment process, and a Manager of Planning;
- the IDS Department being the largest multi-functional department which provides a range of services that are critical to meeting provincial mandates and contributing to growth and development within the City;
- recent portfolios of climate change, environmental services, and asset management having been added to the IDS Department;
- provincial mandates related to Bills 108, 109, and 23, in addition to increasing workload requiring capacity in the Planning Division to be addressed;
- frequent turnover of planning staff creating instability within the division;



- additional restructuring changes being considered for the City which do not impact the budget;
- comparator municipalities having a higher average number of planning staff per 10,000 population;
- the proposed new Building and Planning Department being comprised of Building, Planning and By-law Enforcement;
- the proposed new positions not being included in the 2023 budget and having an impact on the 2023 and 2024 budget, if approved;
- additional options having been reviewed and ruled out including remaining status quo, contracting out for planning services, and creating new positions;
- funding for the proposed new positions in 2023 to come from the Tax Stabilization Reserve; and,
- staff seeking authorization to create the new Building and Planning Department, restructure and rename the existing IDS Department, add a Director of Building and Planning, and add an additional Planner to bring the compliment of planners from two to three.

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

- information for municipalities typically used as comparators, such as of Woodstock, Orangeville and St. Thomas, not being available;
- the Building and Planning Department previously being separate from the current IDS Department but brought together to increase collaboration and realize cost savings by reducing the number of directors;
- IDS and Building and Planning needing to continue collaboration if proceeding to separate;
- the workload of the IDS Department still being higher than that of the proposed Building and Planning Department;
- the climate change portfolio currently remaining with the IDS Department but could be moved to Building and Planning at the recommendation of Council;

- collaboration between staff still being required regardless of where a position sits within the two proposed departments;

Councillor Sebben left the meeting at 4:49 p.m.

Discussion continued regarding:

- the pay grid for the proposed new positions and whether the pay is competitive;
- the City having previously completed an administrative and market salary grid review in 2021;
- market salary reviews being completed every four to five years and the CAO recommending a review be completed in 2024 to ensure comparator competitiveness; and
- the proposed new Planner position being a union position and being the concern.

Councillor Sebben returned to the meeting at 4:52 p.m.

Discussion continued regarding the proposed Director position being an external job search that will be an open, competitive process.

R2023-180

**Motion by** Councillor Burbach

**Seconded by** Councillor Beatty

**THAT City Council receives the report of the Chief Administrative Officer regarding Infrastructure and Development Services Department Proposal Organizational Restructuring (COU23-052);**

**AND THAT City Council authorizes the Chief Administrative Officer to implement the Infrastructure and Development Services Department Organizational Restructuring and new positions as follows:**

- **New Department and Director with responsibility for planning, building and by-law enforcement services;**
- **Restructure and rename Infrastructure and Development Services Department, and**
- **Add Additional Planner position to bring complement from 2 to 3.**

A member expressed concern with this information being presented following approval of the 2023 budget. Concern was also expressed with the time provided to review and consider the report.

A motion to defer the matter was put forward. The motion was not considered as no seconder was received.

Discussion continued regarding:

- the proposed Director position being open and competitive to anyone with the appropriate qualifications;
- the new proposed positions being urgent and to be filled as soon as possible; and
- the quick turnaround being necessary to put the City in a successful position.

A member requested that a recorded vote be taken.

Discussion continued regarding:

- the need to address this as soon as possible so as to not be a bottle neck for development;
- investing in the proposed positions now to be more successful moving forward; and
- information like this not previously coming before Council as quickly.

A recorded vote was undertaken on the motion:

In Support (7): Councillor McCabe, Mayor Ritsma, Councillor Henderson, Councillor Beatty, Councillor Hunter, Councillor Nijjar, Councillor Burbach.

Opposed (1): Councillor Sebben

**Carried**

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

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

### 5.1 Confirmatory By-law - By-law 48-2023

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 14, 2023.

R2023-181

**Motion by** Councillor Beatty

**Seconded by** Councillor Nijjar

**THAT By-law 48-2023 be read a First and Second Time.**

**Carried** two-thirds support

R2023-182

**Motion by** Councillor Burbach

**Seconded by** Councillor Hunter

**THAT By-law 48-2023 be read a Third Time and Finally Passed.**

**Carried**

**6. Adjournment:**

R2023-183

**Motion by** Councillor Henderson

**Seconded by** Councillor McCabe

**THAT the April 14, 2023 Special Council Meeting adjourn.**

**Carried**

Meeting Start Time: 4:30 P.M.

Meeting End Time: 5:02 P.M.

---

Mayor - Martin Ritsma

---

Clerk - Tatiana Dafoe



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

Meeting #: 4719th  
 Date: Monday, April 24, 2023  
 Time: 7:00 P.M.  
 Location: Council Chamber, City Hall

Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure and Development Services, Karmen Krueger - Director of Corporate Services, Anne Kircos - Director of Human Resources, Chris Bantock - Deputy Clerk, Sadaf Ghalib - Climate Change Program Manager, Mike Beitz - Corporate Communications Specialist

Also Present: Members of the public and media

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

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

**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 Hunter declared a pecuniary interest on matter 4.2 under Item 5.1 "April 24, 2023, Report of the Committee of the Whole In-Camera Session".

**3. Adoption of the Minutes:**

R2023-184

**Motion by** Councillor Hunter

**Seconded by** Councillor Nijjar

**THAT the Minutes of the Special Meeting dated March 20, 2023 and the Regular Meetings dated March 27 and 30, 2023 and April 11, 2023 of Council of The Corporation be adopted as printed.**

**Carried**

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

There was no addendum to the April 24, 2023, Regular Council agenda.

**5. Report of the Committee of the Whole In-Camera Session:****5.1 At the April 24, 2023, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

4.1 Proposed Disposition and Transfer 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), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Appointment of Directors to the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

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

At the In-camera Session, direction was given to the Chief Administrative Officer and City Solicitor and advice subject to solicitor-client privilege was received on Item 4.1. For Item 4.2, a resolution is to be listed on the May 8, 2023, Regular Council agenda. For Item 4.3, direction was given to the Chief Administrative Officer and advice subject to solicitor-client privilege was received.

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

### **6.1 Presentation of Green Recognition Award**

The Climate Change Program Manager introduced the Green Recognition Program, championed by the City's Energy and Environment Advisory Committee. The purpose of the program is to serve as a call for action and collective efforts to help meet the City's greenhouse gas emission reduction targets of 30% by 2030 and net zero by 2050. Areas of recognition within the program include waste reduction and diversion, energy management and electrification, and the green building award. The following applicants were recognized for their substantial impact on reducing emissions:

- Keystone Hospitality and the Stratford District Secondary School Eco Club for waste reduction and diversion;
- John Hotson for energy management and electrification; and
- Tom McKay and Vicwest for the green building award.

Mayor Ritsma thanked the Climate Change Program Manager and all applicants for their participation.

The Climate Change Program Manager advised that information regarding the program, including applicant highlights and contributions, were available on the City's website.

## **6.2 Request for Delegation by the United Way Huron Perth and Huron Perth Public Health**

R2023-185

**Motion by** Councillor Briscoe

**Seconded by** Councillor Nijjar

**THAT the delegation by Candace Cunningham and Ryan Erb regarding food insecurity in Huron-Perth be heard.**

**Carried**

Candace Cunningham, Dietician at Huron Perth Public Health and Ryan Erb, Executive Director at United Way Huron Perth, provided a PowerPoint presentation with respect to Food Insecurity in Perth-Huron. Highlights of the presentation included:

- a survey having been conducted by the Social Research and Planning Council regarding food insecurity;
- 33% of survey participants facing moderate or severe food insecurity;
- the main source of household income being full time employment for those struggling with food insecurity;
- 37% of participants reporting that income is not meeting their basic needs;
- 88% of household budgets sacrifice paying for food in favor of other bills;
- 3% of households having a child going a full day each month without food;
- 14.6% of Huron-Perth residents being food insecure in 2021;
- emphasis in Canada being on food charities and not on food income;
- there being a significant difference between foodbank users and those experiencing food insecurity;
- almost 50% of participants not having used community food programs;



- significant health implications being associated with those experiencing food insecurity;
- annual reports being conducted by United Way Perth Huron related to food affordability;
- an overview of various family sizes and income scenarios as it relates to cost of food and rent;
- individuals receiving social assistance with no children often having a deficit at the end of each month when considering food costs;
- a living wage being a recommendation for the City to adopt as a way to control food insecurity challenges in the region;
- advocating for federal and provincial financial supports, volunteering at tax clinics, or offering free sports programs;
- an overview of basic income pilots conducted by other municipalities; and
- seeking Council endorsement of a letter to the government of Canada related to providing basic income in Canada.

**Motion by** Councillor Burbach

**Seconded by** Councillor Henderson

THAT the letter drafted to the federal government related to providing basic income in Canada be endorsed.

Discussion was held with respect to:

- the contents of the letter having been provided with the agenda; and
- other letters being drafted to the provincial government regarding basic income and social assistance.

It was questioned if the motion could be deferred to allow for the drafting of additional letters identified. The City Clerk advised that the initial motion could be withdrawn, and that staff could work with United Way and Huron Perth Public Health to have the letters placed on the next Regular Council agenda for adoption.

R2023-186

**Motion by** Councillor Burbach**Seconded by** Councillor Henderson

**THAT letters to the federal government regarding basic income and to the provincial government regarding social assistance and basic income be drafted for Council consideration and endorsement at the May 8, 2023, Regular Council meeting.**

**Carried**

### **6.3 Request for Delegation by the Perth County and Ontario Federation of Agriculture**

R2023-187

**Motion by** Councillor Henderson**Seconded by** Councillor Hunter

**THAT the delegation by Julie Danen, Inge Koskamp and Teresa Van Ray regarding the Perth County and Ontario Federations of Agriculture be heard.**

**Carried**

Julie Danen, Inge Koskamp, and Teresa Van Ray provided an information presentation on the Perth County and Ontario Federations of Agriculture. Referring to a PowerPoint presentation, highlights of the presentation included:

- the Perth County Federation of Agriculture (PCFA) representing and consisting of farmers working for farmers for 79 years;
- farmers becoming members when they reside in Perth County and join the Ontario Federation of Agriculture (OFA) as a member;
- OFA lobbying on behalf of over 38,000 farm business members;
- OFA and PCFA collaborating on policy but being independent organizations;
- policies being developed by OFA and PCFA which impact agriculture and members;
- a free farmer wellness program having been established related to mental health of farmers; and
- the Home Grown Campaign to protect and preserve Ontario's farmland and domestic food production being noted.

It was noted that staff could review publicizing the farmer wellness program on the City's website.

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

### **7.1 Resolution - Ontario Pork Congress**

R2023-188

**Motion by** Councillor McCabe

**Seconded by** Councillor Briscoe

**THAT City Council hereby designates the Ontario Pork Congress trade show to be held June 21-22, 2023 at the Stratford Rotary Complex 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.**

**Carried**

### **7.2 Proclamation - Building Safety Month**

R2023-189

**Motion by** Councillor Burbach

**Seconded by** Councillor Nijjar

**THAT Stratford City Council hereby proclaims May 2023 as "Building Safety Month" in the City of Stratford in recognition of the importance of the Ontario Building Code, the safety of infrastructure in municipalities across Ontario and the building industry staff who work hard to ensure the safety of our citizens.**

**Carried**

### **7.3 Resolution - Perth Line 36 Road Widening (COU23-050)**

R2023-190

**Motion by** Councillor Beatty

**Seconded by** Councillor Briscoe

**THAT The Corporation of the City of Stratford accept Parts 2, 3, and 7 Plan 44R-6110 as public highway and dedicate it as forming part of Perth Line 36.**

**Carried**

**7.4 Resolution - Part Lot Control Exemption for Block 128, 44M-75 (Bradshaw Drive) (COU23-051)**

R2023-191

**Motion by** Councillor Hunter

**Seconded by** Councillor Henderson

**THAT Council approve Part Lot Control application PLC02-22 to exempt Parts 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17 on Plan 44R-6047 and Parts 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30 and 31 on Plan 44R-6047 from Part Lot Control for one year from the date of the passing of the By-law to create seventeen separately conveyable lots and three easements.**

**Carried**

**7.5 Resolution - Calling on the Provincial Government to Commit to Ending Homelessness in Ontario (COU23-052)**

The City Clerk advised of a change to the motion to acknowledge it "is a multi-ministerial approach to address homelessness". Discussion was held with respect to:

- being in agreement with the original statement and resolution previous presented; and
- adding to the resolution that a copy be sent to Associate Minister Tangri under Minister Clark at the Ministry of Municipal Affairs and Housing, along with Jessica Bell, MPP and Housing Critic, and Lisa Gretzky MPP and Critic Poverty and Homelessness Reduction and Critic, Mental Health and Addictions.

R2023-192

**Motion by** Councillor Burbach

**Seconded by** Councillor Henderson

**THAT the following resolution be adopted:**

**WHEREAS we acknowledge that the homeless crisis is taking a devastating toll on families and communities,**

**WHEREAS homelessness requires a range of housing, social service and health solutions from government;**

**WHEREAS it is acknowledged that it will take a multi-ministerial approach with strong collaboration to address this complex issue;**

**WHEREAS homelessness is felt most at the level of local government and the residents that they serve;**

**WHEREAS municipalities and District Social Administration Boards are doing their part, but require a greater investment to have adequate resources, capacity, or tools to address this complex challenge; including a commitment to multi-year allocations so long-term strategies, and multi-year programs can be implemented and,**

**WHEREAS leadership and urgent action is needed from the provincial government on an emergency basis to develop, resource, and implement a comprehensive plan to prevent, reduce and ultimately end homelessness in Ontario.**

**THEREFORE, BE IT RESOLVED THAT The Corporation of the City of Stratford as Consolidated Municipal Service Manager calls on the Provincial Government to urgently:**

- **Acknowledge that homelessness in Ontario is a social, economic, and health crisis;**
- **Acknowledge this is a multi-ministerial approach to address homelessness which includes but not limited to; the Ministry of Municipal Affairs and Housing; the Ministry of Children, Community and Social Services; the Ministry of Health, and the Ministry of Solicitor General.**
- **All levels of government commit to ending homelessness in Ontario;**
- **Work with AMO and a broad range of community, health, Indigenous and economic partners to develop, resource, and implement an action plan to achieve this goal.**

**AND FURTHER THAT a copy of this resolution be sent to the Minister of Municipal Affairs and Housing, the Minister of Children, Community and Social Services, the Minister of Health, the Minister of Solicitor General, Associate Minister Tangri from**

**the Ministry of Municipal Affairs and Housing, Jessica Bell, MPP and Housing Critic, Lisa Gretzky MPP and Critic Poverty and Homelessness Reduction and Critic, Mental Health and Addictions, and the Association of Municipalities of Ontario.**

**Carried**

## **7.6 Proclamation - Human Values Day**

R2023-193

**Motion by** Councillor Burbach

**Seconded by** Councillor Henderson

**THAT Stratford City Council hereby proclaims April 24, 2023 as "Human Values Day" in the City of Stratford in support of the Walk for Values to raise awareness of the human values of truth, right conduct, peace, love and non-violence and promote individual and collective responsibility for the progress of humanity, one step at a time.**

It was questioned if there was any concern from staff in supporting this motion. The City Clerk advised there was no concerns identified and the belief was that other municipalities have also approved this previously.

Mayor Ritsma called the question on the motion.

**Carried**

## **7.7 Resolution - St. James Variety Sale Parking Exemption Request**

St. James Anglican Church is holding its annual Variety Sale the week of April 23-28, 2023. Temporary on-street parking was requested.

R2023-194

**Motion by** Councillor Sebben

**Seconded by** Councillor McCabe

**THAT the request from St. James Anglican Church for temporary on-street parking on the west side of Mornington Street, from Charles Street to Caledonia Street, and on the South side of William Street from Mornington Street to Waterloo Street on the following dates and times be approved:**

- **Thursday, April 27, 2023 from 6:30 p.m. to 9:30 p.m. and**
- **Friday, April 28, 2023 from 9:30 a.m. to 2:30 p.m. and 6:30 p.m. to 9:30 p.m.**

**Carried****7.8 Proclamation - Parental Alienation Day**

R2023-195

**Motion by** Councillor Burbach**Seconded by** Councillor Wordofa

**THAT Stratford City Council hereby proclaims April 25, 2023 as "International Parental Alienation Awareness Day" in the City of Stratford to promote awareness of parental alienation behaviours and help champion public support for social and system changes.**

Discussion was held with respect to:

- April being child abuse awareness month and signs of parental alienation can include children speaking negatively about a parent and shutting out parents;
- abuse involving the relationship between a child and shunned parent seeming normal and then changing suddenly, and the child being convinced it is their decision but being too young to understand;
- steps to take when identifying potential abuse including reaching out to the rejected parent;
- abuse perpetuating because it thrives in silence;
- the mental health and wellness of children in the community being the responsibility of all adults;
- concerns with the proclamation related to a 2018 news article about child alienation being used as a weapon in custody battles;
- the issues noted in the letter being real and recognized as abuse;
- some instances of abuse being labelled incorrectly but the specifics of the letter speak to real problems;
- the importance of being able to recognize abuse when it is happening and the need to take care of these children;
- this type of abuse often being used by people who are controlling; and

- the proclamation giving a clear definition and reason to support it.

Mayor Ritsma called the question on the motion.

**Carried**

### **7.9 Correspondence - Coronation of King Charles III**

In recognition of the coronation of King Charles III and the Queen Consort Camilla on Saturday, May 6, 2023, the Union Jack will be flown at City Hall from May 5-8, 2023.

Members of the public are encouraged to sign the Congratulatory Book, which will be located at the Stratford Tourism Office at 47 Downie Street. More details will be available following the Council meeting.

The City Clerk advised that details regarding the availability of the book are available on the City's website.

### **7.10 Ontario Superior Court of Justice Court File No. 02-726 - Minutes of Settlement - Remaining Litigation Matters**

Minutes of Settlement have been signed by 1353837 Ontario Inc., and Lawrence Ryan, by his Estate Trustee Wendy Ryan to resolve any and all matters with The Corporation of the City of Stratford relating to the remaining litigation matters. These remaining matters include the 2002 Court Action and Counterclaim, Building Code Act appeals and the Fire Action being dealt with by the City's insurer. There is 1 exception.

The Hearing to determine any costs payable from the 2021 expropriation compensation proceeding is scheduled to be considered by the Ontario Land Tribunal later this year.

1353837 Ontario Inc., and Lawrence Ryan, by his Estate Trustee Wendy Ryan agree and confirm they abandon any claim as identified in the Minutes of Settlement, acknowledge that the City of Stratford was at all material times, the rightful owner and execute all-encompassing full and final releases in respect of all claims, with the 1 exception as noted in the Minutes of Settlement.

### **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:**

R2023-196

**Motion by** Councillor Burbach**Seconded by** Councillor McCabe**THAT the Report of the Infrastructure, Transportation and Safety Committee dated April 24, 2023 be adopted as printed.**

A request was made for Item 9.1.2 to be taken separately.

Mayor Ritsma called the question on Items 9.1.1 and 9.1.3.

**Carried**

Mayor Ritsma called the question on the Item 9.1.2.

**Carried****9.1.1 Request for an exemption from Noise Control By-law 113-79 for a private backyard event at the property of 38 Kay Street, Stratford (ITS23-010)**

THAT an exemption from the Noise Control By-law 113-79, be approved for the holding of a private event by the homeowners at 38 Kay Street, Stratford from 3:00 p.m. on Saturday, June 17, 2023, to 1:00 a.m. on Sunday, June 18, 2023 from the following provisions:

- Unreasonable noise [Schedule 1 clause 8],
- The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2], and
- Yelling, shouting, hooting, whistling or singing [Schedule 2 Clause 16].

**9.1.2 Albert Street Reconstruction Phase 1 – Open House and Recommendations (ITS23-012)**

THAT Council receive for information the description of the proposed design for the Albert Street Reconstruction Project Phase 1 as outlined in Management Report ITS23-012;

THAT Council receive for information the comments from the online public engagement,

THAT Council accept the design as presented in the attachment to Management Report ITS23-012;

AND THAT Council authorize staff to proceed with construction tendering.

### **9.1.3 Resolution - 2022 Annual Water Summary Report to Council (ITS23-011)**

THAT the 2022 Water Summary Report be received for information to keep within the compliance standards set out in Ontario Regulation 170/03.

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

R2023-197

**Motion by** Councillor Hunter

**Seconded by** Councillor Nijjar

**THAT the Report of the Finance and Labour Relations Committee dated April 24, 2023 be adopted as printed.**

**Carried**

### **9.2.1 SEEDCo Update July to Dec 2022 (FIN23-023)**

THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update dated March 21, 2023, be received for information.

### **9.2.2 2022 Lottery Licence Activity Update (FIN23-012)**

THAT the report entitled, "2022 Lottery Licence Activity Update" (FIN23-012), be received for information.

## **9.3 Report of the Social Services Committee**

R2023-198

**Motion by** Councillor Henderson

**Seconded by** Councillor Burbach

**THAT the Report of the Social Services Committee dated April 24, 2023 be adopted as printed.**

**Carried**

**9.3.1 2023-24 Planned Funding Allocations for Provincially Delivered Housing and Homelessness Prevention Programs (SOC23-010)**

THAT the report titled, "2023-24 Planned Funding Allocations for Provincially Delivered Housing and Homelessness Prevention Programs" (SOC23-010), be received for information.

**9.3.2 Family Services Perth Huron Agreement (SOC23-011)**

THAT The Corporation of the City of Stratford enter into an agreement with Family Services Perth-Huron to deliver the counselling and support services program as detailed in the agreement for 2023;

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement with Family Services Perth-Huron on behalf of the municipal Corporation;

AND THAT City Council delegates its signing authority to the Director of Social Services or the Chief Administrative Officer to execute future renewal agreements with Family Services Perth-Huron until 2028, subject to satisfactory contract performance or any amendments to funding identified by the City.

**9.3.3 Service System Manager Bi-Monthly Update to Council (SOC23-012)**

THAT the report titled, "February 2023 Service System Manager Bi-Monthly Update to Council" (SOC23-012), be received for information.

**9.4 Report of the Community Services Committee**

R2023-199

**Motion by** Councillor Beatty

**Seconded by** Councillor Sebben

**THAT the Report of the Community Services Committee dated April 24, 2023 be adopted as printed.**

**Carried**

**9.4.1 Urban Forestry Plan Update 2023 (COM23-002)**

THAT the proposed 2023 revisions made by the Parks, Forestry & Cemetery Manager to the 2001 Urban Forestry Plan (revised 2007, 2018), be adopted.

**9.4.2 Hybrid Transit Service on Saturdays**

THAT options for the implementation of a hybrid transit service on Saturdays consisting of a fixed route and on-demand service be referred to staff for review and preparation of a report as part of the 2024 Budget deliberations.

**10. Notice of Intent:****10.1 Notice of Consideration**

Stratford City Council intends to consider the Staff Report and recommendations with respect to the Attainable Housing Project at the Regular Council meeting scheduled for Monday, May 08, 2023 at 7:00 p.m. The Staff Report will be included in the agenda for the meeting. The agenda will be published to the City's website by May 5, 2023.

It was questioned whether this matter could be deferred to provide members of Council and the public with sufficient time to review the report. The City Clerk advised that a request for deferral was received by the Clerk's Office. The request would be listed on the agenda for consideration by Council following presentation of the report.

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

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

R2023-200

**Motion by** Councillor Beatty

**Seconded by** Councillor Hunter

**THAT By-laws 49-2023 to 53-2023 be taken collectively.**

**Carried** unanimously

R2023-201

**Motion by** Councillor Henderson

**Seconded by** Councillor Burbach

**THAT By-laws 49-2023 to 53-2023 be read a First and Second Time.**

**Carried** two-thirds support

R2023-202

**Motion by** Councillor Biehn

**Seconded by** Councillor Briscoe

**THAT By-laws 49-2023 to 53-2023 be read a Third Time and Finally Passed.**

**Carried**

**11.1 Purchase of Service Agreement with Family Services Perth-Huron to Deliver Counselling Services - By-law 49-2023**

To authorize the entering into and execution of a purchase of service agreement with Family Services Perth-Huron to deliver counselling and support services to clients of the Social Services Department, for a one-year term to December 31, 2023, with an option to renew annually to 2027.

**11.2 Amend Delegated Authority By-law 135-2017 for Annual Renewal Agreements with Family Services Perth-Huron - By-law 50-2023**

To amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services or the Chief Administrative Officer, or their respective delegates, to execute annual renewal agreements with Family Services Perth-Huron to deliver the counselling and support services program.

**11.3 Acceptance of Transfer from Quinlan Road Developments GP Inc. - By-law 51-2023**

To accept the transfer (conveyance) from Quinlan Road Developments GP Inc. of Parts 2, 3 and 7 on Reference Plan 44R-6110.

**11.4 Dedication of Part of Perth Line 36 as Public Highway - By-law 52-2023**

To dedicate Parts 2, 3 and 7 on Reference Plan 44R-6110, as public highway forming part of Perth Line 36 in the City of Stratford.

**11.5 Part Lot Control Exemption for 294-330 Bradshaw Drive - By-law 53-2023**

To exempt Parts 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17 on Plan 44R-6047 (294 to 330 Bradshaw Drive) from the provisions of part-lot control for a period of one (1) year for the purpose of conveying townhouse dwelling units to individual owners and Parts 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30 and 31 on Plan 44R-6047 for the purpose of conveying easements for rear yard access.

**12. Consent Agenda: CA-2023-040 to CA-2023-044**

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

**13. New Business:****13.1 National Day of Mourning**

A member advised that the National Day of Mourning would be held on April 28, 2023. The Stratford and District Labour Council was hosting an event at the Upper Queens park bandshell, which would be concluding with a memorial at 11:00 a.m.

**13.2 Thames River Clean Up**

A member advised that the 24th Annual Thames River Clean Up was re-scheduled to Saturday, April 29, 2023. Clean up would take place at the Waldie Drain behind the House of Blessing, at the Roadhouse Drain between Shoppers Drug Mart and Giant Tiger, and at T.J Dolan. It was noted that if it is raining on April 29 then clean up will be rescheduled to May 6.

**13.3 Canadian Youth Climate Action Award**

A member congratulated Climate Momentum for their successful Earth Day activities. It was advised that the Stratford District Secondary School Eco Club won the 2023 Canadian Youth Climate Action Award from Pivot Green to recognize work undertaken by young Canadians against climate change. The Eco Club created an intergenerational garden on site at the school.

### **13.4 Stratford Minor Sports Council Awards**

A member congratulated the Stratford Minor Sports Council for their sports wall of fame event held over the weekend for fame inductees with sports legacy in Stratford.

### **13.5 Earthquake Relief in Turkey**

A member advised of their recent relief efforts in Turkey following an earthquake and how grateful they were to be living in this country and in the City of Stratford.

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

The next Regular Council meeting is May 8, 2023 in the Council Chamber, City Hall.

R2023-203

**Motion by** Councillor Burbach

**Seconded by** Councillor McCabe

**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]; and**
- **Finance and Labour Relations 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 April 24, 2023 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

No declarations of pecuniary interest were made by a member at the April 24, 2023, Reconvene Council meeting.

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

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

**By-law 11.6 Confirmatory By-law - By-law 54-2023**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 24, 2023.

R2023-204

**Motion by** Councillor Briscoe

**Seconded by** Councillor Wordofa

**THAT By-law 54-2023 be read a First and Second Time.**

**Carried** two-thirds support

R2023-205

**Motion by** Councillor Sebben

**Seconded by** Councillor Burbach

**THAT By-law 54-2023 be read a Third Time and Finally Passed.**

**Carried**

The Chief Administrative Officer (CAO) recognized the City's Corporate Initiatives Lead, Stephanie Potter, for her dedication to the City in her position. The CAO advised that Ms. Potter has resigned from her position with the City after starting ten years ago as a municipal intern. Ms. Potter progressed through various roles with the City and is recognized for her research, analytical, and project management skills. Ms. Potter was instrumental in many initiatives including the grand trunk master plan, community transportation pilot project, council strategic initiatives, service delivery review, and government relations. Ms. Potter is taking on a new position with the County of Norfolk and will be greatly missed.



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

R2023-206

**Motion by** Councillor McCabe

**Seconded by** Councillor Nijjar

**THAT the April 24, 2023 Regular Council meeting adjourn.**

**Carried**

Meeting Start Time: 7:00 P.M.

Meeting End Time: 8:12 P.M.

Reconvene Meeting Start Time: 8:31 P.M.

Reconvene Meeting End Time: 8:34 P.M.

---

Mayor - Martin Ritsma

---

Clerk - Tatiana Dafoe




---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor Ritsma and City Council  
**From:** Joani Gerber, CEO, SEEDCo./investStratford  
**Report #:** COU23-064  
**Attachments:** Stratford Attainable Housing Project – Project Summary Report

---

**Title:** Stratford Attainable Market Housing Project Final Report

**Objective:** To present Council with an overview of the continuum of housing, the housing options provided by the City of Stratford (Social Services), the Stratford Attainable Market Housing Project final report and project recommendations.

**Background:** In 2020-2021, SEEDCo./investStratford was successful in securing Rural Economic Development Program (RED) funding to assist with the research and completion of the report entitled '*Stratford Housing Project: A Road Map for Attainable Market Housing Development.*' Council adopted the report in June 2021 and directed staff to begin sourcing funding for the retention of project management resources necessary for the development of the recommended strategic implementation workplan.

In 2022, SEEDCo./investStratford was again successful in securing Provincial RED funding to undertake the implementation of the workplan and recommendations from the report.

The implementation project is managed by investStratford in full consultation with the City. An interdepartmental Working Group/Project Team was formed in 2020/21 and includes the Chief Administrative Officer, Director of Infrastructure & Development Services, Director of Social Services, Director of Corporate Services, Manager of Planning, Chief Building Official, Manager of Housing and Corporate Communications Specialist. The Baker Planning Group and Stantec were also retained as consultants to coordinate and guide the project.

In the City of Stratford, and similarly across the Province of Ontario, the need for attainably priced dwelling units is high. Reported during our recent visits with our large employers, between 40-60% of the current workforce is commuting into Stratford. In addition to the unfilled jobs, this high rate of commuting is a risk to the stability of employment and the economy overall in Stratford.

**Analysis:** The housing spectrum includes the broad categories of Homelessness, Non-Market Housing and Market Housing. The Social Services Department of the City of Stratford, acting as a Consolidated Municipal Services Manager (CMSM) provides supports for homelessness and non-market housing.

As sole-shareholder of the Perth & Stratford Housing Corporation the City acts as a landlord, owning and operating 663 dwelling units across Stratford, St. Marys and Perth County. The City also acts as the Housing Access Centre, administers rent supports and oversees 323 units within community housing providers.

Market Housing comprises the majority of attainable dwelling units in Ontario and are primarily privately owned.

With the intention of increasing attainably priced dwelling units for rent and ownership, the Stratford Attainable Housing Project (AHP) is comprised of three key elements to further support the creation of attainable housing in the City. The creation of new attainable housing units is a complex issue with a wide range of factors influencing the provision of units to support the community. In addition to the complexity of addressing attainable housing, the recently approved Bill 23 has created uncertainty on the degree of financial implications to the City for the reduction and/or removal of Development Charges for both affordable and attainable residential units. In this light, the project was refined in scope to:

- Address the areas within the space of creating attainable housing units that Bill 23 did not address.
- Create built-in flexibility for the City of Stratford to modify any potential approved funding or program, should Bill 23 be revised.
- Develop opportunities to support attainable housing and partnerships, while reducing the potential financial impact on the general residential tax base.

The key project deliverables include: A Community Incentive Toolkit to support builders and homeowners in adding additional dwelling units, an Attainable Housing Pilot Project and a Media campaign encouraging all residents to engage on the issue and be a part of the solution.

A key component of the project was engagement and information gathering. Beginning in the Fall of 2022 public surveys, both online via Engage Stratford and in hard copy available in various locations throughout the City were distributed. 37 responses were received over a period of not less than 3 weeks. A fulsome summary of the results are contained within the report, however 100% of respondents believe that there is not an adequate supply of housing in a price range that is appropriate. The Project Team also conducted one-one interviews with previous and current members of City Council, completed stakeholder and realtor workshops and a public open house. Engage Stratford remained live during the entire course of the project and resulted in an additional 26 interactions.

## **Community Incentives Toolkit**

A Community Incentive Toolkit/Community Improvement Plan is a tool to address challenges in the availability and attainability of suitable and adequate housing in the City, through a variety of incentive programs.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money (considered “bonusing”). However, under Section 28 of the Planning Act, having a CIP in place effectively cancels this prohibition against ‘bonusing’ and allows the City to assist financially with improvements to private properties. The Attainable Housing Community Improvement Plan was prepared in alignment with Section 28 of the Planning Act, which legislates the creation of Community Improvement Plans for areas identified as community improvement project areas for the purposes of community improvement, which includes, but is not limited to, the planning or replanning, design, or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction or rehabilitation.

Typically, a Community Incentives Toolkit (CIT) includes the following key elements:

1. Goals and Objectives, which set out specifically what the CIT will aim to achieve;
2. A CIT Project Area, which designates the area to which the CIT will apply;
3. Municipal Leadership Programs, which the City may undertake to demonstrate leadership and an overall commitment to improving the project area;
4. Financial Incentive Programs, which may be provided to local businesses and landowners to assist with improvements to public property;
5. A Marketing Plan, which helps the City advertise and “get the word out” about the CIT;
6. An Implementation Plan, which will set out a process for reviewing applications for financial incentives; and,
7. A Monitoring Plan, which helps measure the extent to which the CIT is a success.

In total, the CIP proposes a total of six (6) Financial Incentive Programs and a total of five (5) Complimentary Municipal Programs. The purpose of the Financial Incentive Programs is to provide support for physical improvements to privately owned land and buildings, where such improvements will result in or contribute to the goal statement and objectives. The purpose of the Complementary Municipal Programs is for the City to participate in community improvement and to provide proactive and visible leadership in achieving the objectives of the Stratford CIP. These eleven programs are summarized below:

Financial Incentive Programs proposed are as follows:

1. Tax Increment Equivalency Grant (TIEG)
2. Development Charge Rebate Program (\*subject to Bill 23)
3. Planning and Building Permit Fees Grant
4. Design Feasibility and Study Grant
5. Accessory Suite Development Incentive Program

## 6. Housing Rehabilitation and Conversion Program

The financial incentives are recommended to have specific financial limits on a project-by-project basis. The CIP/CIT proposes an applicant may be eligible for multiple grants during the term of the CIP/CIT; however, the total combined value of grants provided by the City in any 24-month period shall not exceed \$30,000 per project and/or property (or the total value of eligible costs, whichever is less). This excludes programs that defer or waive monies, including the Tax Increment Equivalency Grant and Development Charge Rebate Program.

The Tax Increment Equivalency Grant, where eligible, provides a sliding reduction in required property taxes over a 10-year period. Year 1 of the project is proposed to provide a 90% property tax reduction and the reduction is further reduced to 10% by Year 9.

Complimentary Municipal Programs include the following:

1. Pre-Zoning Opportunities through a housekeeping Zoning By-law Amendment and/or Comprehensive Zoning By-law Review
2. Expedited Permitting for identified projects
3. Lobbying for Partnerships with the public and private sector
4. Surplus Land Grant, where affordable and/or attainable development is proposed
5. Strategic Property Acquisition, Investment, and Partnership Program

It is important to acknowledge that by identifying the incentive programs, the City does not guarantee a year-over-year financial commitment to implementing each of these programs. During annual municipal budget deliberations, the CIP/CIT Implementation Committee will provide Council with a report recommending which programs should be put into effect for the upcoming year. It will be the responsibility of the CIP/CIT Administrator to continually review provincial policy changes over the lifespan of this CIP and bring forward amendments to the CIP/CIT if and/or when required based on said policy changes.

### Next Steps:

That Staff bring a report to Council to consider the approval of the Community Improvement Plan ("CIP") with the inclusion of a Community Incentive Toolkit ("CIT"), during the 2024 budget process. The staff report may include, but not be limited to the following:

1. Consideration of financial impacts associated with the Bill 23, More Homes Built Faster Act 2022 Development Charge reductions in determining potential funding for proposed CIP programs.

2. A plan to monitor the uptake of financial incentives by housing type to confirm which programs have contributed to adding attainable housing units.
3. A recommended yearly budget allocation for the CIP, with assessment on the source of municipal funding for the plan provided by the Director of Corporate Services.

That Staff review staffing levels to implement the CIP and further support the processing of housing initiatives.

### **Pilot Housing Project**

Through the Stratford Housing Project and subsequent consultations for the AHP, it has been determined that the City has a shortage of available development land and supply of housing units to meet demand.

An option in addressing the current housing challenges is to consider development opportunities on vacant land currently owned by the City of Stratford, that could be considered by Council as surplus to the needs of the municipality. The vacant land could be sold to generate revenue to support other municipal initiatives or could be developed through various partnership models. In this regard, the proposed Pilot Housing Project described below could consider the following options for city-owned land:

1. Declaring land surplus and selling land through an RFP Process.
2. Entering into a public-private partnership to develop the land for housing.
3. Developing a city-owned and operated housing development.

In evaluating the above-noted options, the Project Team has prepared a series of Conceptual Site Plans as well as detailed proformas (financial assessment) for the development options to assist in recommending the direction for the land. The proformas also consider the potential impact of the recommended CIP/CIT financial incentives, where attainable housing is provided.

Following an assessment of the various parcels of available City-Owned land, those at 3188 Vivian Line 37 and a traditional infill development (with no specific address) were prepared as potential Pilot Housing Projects.

Note - The concepts developed as part of this project are preliminary in nature and should solely be used for the purpose of visualizing development potential on greenfield land and infill land within the City of Stratford. Should development of land proceed utilizing these concepts, such land and concepts would follow the appropriate Plan of Subdivision, Site Plan, and/or Plan of Condominium process.

### **3188 Vivian Line 37**

The property at 3188 Vivian Line (herein referred to as the "Site") is located on the north side of Vivian Line and east of Romeo Street North in the north-eastern area of the City of Stratford. At 2.31 hectares in size, the Site is vacant and currently leased for

agricultural purposes as an interim use. The Site has direct access and frontage on a municipal road, with available water, sanitary and storm infrastructure. In the last five (5) years, a number of medium density residential projects have been approved and constructed in the vicinity of the Site, including land to the east and west.

Two concepts were created for the Site:

- Option #1: Maximization of current Official Plan density permissions
- Option #2: Increased density through an Official Plan Amendment

Option #1 includes four groupings of back-to-back stacked townhome units across the entire property. In total, 148 units are proposed, with each unit being approximately 1,345 square feet in size. This translates to an overall density of 64 units per hectare. An internal, private roadway permits access to the Townhomes and parking from Vivian Line. Parking is provided at 1.5 spaces per unit for a total of 222 spaces across the entire site.

Option #2 includes three 4-storey apartment buildings, one fronting Vivian Line and the other two apartments located to the rear of the site. Each apartment contains between 72 and 80 units, with each unit estimated to be approximately 770 square feet in size, creating a concept with 232 units total and a density of 100 units per hectare. An internal, private roadway permits access to the apartments and parking from Vivian Line. Parking is provided at 1.25 spaces per unit for a total of 290 spaces across the entire site.

#### Infill Site

The Infill site developed for the intensification portion of this project is rectangular in size, with a frontage of approximately 75 metres and depth of approximately 129 metres, totalling 2.37 acres in size. The concept developed for the infill site includes two 4-storey apartment buildings, one fronting the access road and one to the rear of the site. Both apartments contain 48 units, with each unit estimated to be approximately 770 square feet in size, creating a concept with 96 total and a density of 100 units per hectare. Parking is provided at 1.25 spaces per unit for a total of 120 spaces across the entire site.

To assess the value of grants offered, as well as understand the opportunities and constraints associated with a private development and a municipally led development, detailed financial proformas have been prepared.

Each proforma was then assessed for development by either a private enterprise or by the City within each proforma. Development by private enterprise provides a hands-off approach by the City, with revenue generation for the land sale, permitting and approval fees, as well as long term property tax revenue.

Should the City pursue the development of the Site, including construction, it is anticipated that the housing units would be rental units, in keeping with the Britannia Street Project. For the City-owned and managed development proforma, certain costs would need further refinement, including staffing costs to manage the land use planning approvals and construction.

A third option for developing attainable housing is through a Public-Private Partnership. A partnership could be constructed in a number of ways, but it would be envisioned that the City would retain a certain percentage of units as either affordable and/or attainable, in exchange for a reduced land purchase price. A proforma has not been created for this option, as the details of said partnership would be specific to the selected builder/developer.

It is noted that a public-private partnership offers potential benefits including:

- Opportunity to guarantee a minimum number of affordable and/or attainable units.
- Obtaining the required number of affordable and/or attainable unit, which the City supports managing long-term.
- Provides for a mixed-use development that includes market units, along with affordable and/or attainable units.
- Minimizing the City's involvement in the design and construction of the project
- Opportunity for collaboration on the approvals process.

Each proforma provides a summary of costs for the following items: Roadworks, Servicing, Utilities, Earthworks, Landscaping, Building, Professional Services, Permitting, Land Purchasing, and Financing. Construction fees and costs for Professional Services were assumed based on 2022 Construction Tender documents made available to Stantec for assumption purposes. Permit Fees were pulled directly from the City of Stratford 2023 Fees and Charges By-law. Land Purchasing fees were assumed based on the average per acre cost of available land for sale in Stratford during the time the proformas were being completed.

For construction costs, the 2023 Altus Group Canadian Cost Guide was utilized. The Altus Group prepares an annual construction cost guide to provide builders with a budget range of construction hard costs across all asset classes in the Canadian Marketplace.

The following table summarizes the overall project costs and cost per unit for both Greenfield Developments and the Infill Development based on the outcomes of the proformas. It is noted that the cost per unit is lower for a city developed, owned, and operated property for the following reasons:

- There is no land cost that carries through to the purchasers.
- City fees and charges would not apply.
- Assuming a city development would be rental units, there are no real estate fees assigned to the cost.
- The City would need to consider the staffing required to manage the land use planning approvals process and construction process, in addition to on-going operational staff.
- As a rental development, owned by the City, consideration should be given to lost property tax revenue for 220 to 290 dwelling units.



	<b>City-owned (refer to notes below)</b>		<b>Private Entity</b>	
	<b>Price Per Unit (Equivalent to Calculate Monthly Rent)</b>	<b>Total Cost</b>	<b>Price Per Unit</b>	<b>Total Cost</b>
Infill – 96 apartment units (Conceptual Location)	\$340,306	\$37,820,244	\$393,361	\$28,439,764
Greenfield Option 1 – 148 staked townhouse units (3188 Vivian Line)	\$477,512	\$70,671,816	\$630,074	\$84,009,912
Greenfield Option 2 -232 units apartment unit (3188 Vivian Line)	\$315,256	\$73,139,404	\$431,457	\$100,097,993

Note: It is noted that while the “City-owned” development results in a lower end unit price, the following estimates of lost revenue including future property taxes must be considered:

- Forfeited revenue from the sale of the Land, valued at \$4,620,229.
- Forfeited revenue from City Fees and Charges, valued at \$1,528,621.
- On-going operating and maintenance cost to manage the development of \$611,029 to \$857,929 per year (estimates based on the operating estimates of the existing Britannia Street project).
- Lost property tax revenue for 148 to 232 dwelling units.

Further details including development, servicing, financing and infrastructure are contained within the attached report and the associated appendix.

Next Steps:

That Staff review municipal surplus land policies and bring a report to Council with recommendations and process to declare 3188 Vivian Line as surplus to City needs. The report should provide options and recommendations on conditions of a sale, which could include:

1. Sale of the land to a buyer, with conditions on minimum density and/or minimum number of affordable and/or attainable housing units.
2. Partnership with a private entity to develop the land for residential purposes.
3. Partnership with non-profit organizations to develop the land for residential purposes, including affordable and supportive housing options.

That Staff monitor development activity in the vicinity of the city-owned land at 150 McCarthy Road West and any associated infrastructure improvements. At such time as development opportunity for the land is imminent, staff to consider and report to Council on the option to declare the land surplus.

That as part of the Comprehensive Official Plan Review (2023-2024), Staff include opportunities to support intensification, infilling, and the efficient use of land and services to support attainable housing in the City. Consistent with the Provincial Policy Statement, consider general increases to the permitted height and densities within the City and a hierarchy of residential land use designations (e.g. low, medium and high density residential).

That Staff monitor the need for community-wide studies to support housing, including master servicing planning, transit and transportation planning and emergency services. Community-wide studies should consider the implications of generally increasing densities with housing development and assess the impact of Bill 23, which permits three dwelling units on all residential properties in the City.

That Staff evaluate software platforms available, including approaches from surrounding municipalities, to streamline the planning approvals processes and to augment interactive mapping tools for members of the public. It is noted that the 2023 budget included approvals for a software platform that is intended to support these initiatives when implemented.

### **Awareness Campaign**

Action 4 in the “2021 Stratford Housing Project” recommended that the City establish a “Yes in My Backyard” initiative to address any public concerns relating to the ‘missing middle’ and diversified attainable housing developments. The Project Team has developed a fulsome campaign to raise awareness and capture interest in the issue of attainable housing, inspire people to help, and drive community action to increase the supply of attainable housing. Addressing the attainable housing needs includes participation on all levels, not just public and private sector parties.

The awareness campaign includes:

1. Project logo and branding.
2. A series of videos and written stories from community members on their housing challenges.
3. A landing page on the investStratford website to provide additional information and resources to provide community members with opportunities to support housing in Stratford.
4. Social media posts through both the City of Stratford and investStratford that include both the videos and written stories, as well as a link to the landing webpage.

The audience includes all community members and those who are interested in assisting with addressing the housing crisis. Should Council receive this report, the campaign is scheduled to be launched on May 9, 2023.



# Let's be neighbours

Our community needs attainable housing solutions.  
Together let's inform, engage, and act.

As part of the awareness campaign, a series of videos and written stories have been collected from community members who are facing housing challenges due to the lack of attainable housing.

First and foremost, the Project Team would like to extend a sincere thank you to all those who shared their personal story publically and took the time to participate in the campaign. The stories demonstrate the wide-reaching impact of housing in our community and that it impacts a wide cross section of people in terms of age, family status, and employment sector. Community members that participated included:

1. Andrei, an employee of a local industrial company with professional training
2. Dianne, an owner of a small business in Stratford
3. Calum, a young professional and recent graduate
4. Ali, employed in Stratford and looking to raise her young family in the community
5. Kim, a new comer to Stratford looking to settle with a young family
6. Ken, a senior searching for suitable rental housing
7. Janet, operator of a daycare who searched for suitable housing
8. Brenda, a personal support worker
9. Star, a small business owner
10. Mark, a young professional working within the healthcare industry
11. Sammy, a young professional working within the healthcare industry
12. Marjolein, a senior with perspectives on required housing
13. Amanda, young professional employed in Stratford
14. Leigh, a personal support worker in Stratford
15. Christy, community leader

**Financial Implications:** The total approved implementation project budget is \$160,000. \$40,000 was leveraged from the approved 2022 SEEDCo./investStratford budget, with an additional \$40,000 from the Infrastructure & Development Services 2022 approved capital program, funded from reserve funds. In addition, \$80,000 in

Rural Economic Development (RED) Provincial funding (50%) was granted for eligible expenses between April 1, 2022 and March 31, 2023.

There are a number of considerations and options requiring further review to provide an optimized financial solution for attainable market housing and return on investment for the City and its residents.

**Financial impact on current year operating budget:** Implementation of the Stratford Attainable Market Housing Project will require multi-year funding, with 2023 being a year of management/operational planning and work plan development. Staff time will be required should Council approve the declaration of surplus lands at Vivian Line. The recommended enhancements to the Official Plan would be included within the existing Official Plan project budget already approved by Council and for which the consulting tender has been awarded.

**Financial impact on future year operating budget:** There will be longer-term financial implications for implementation of the Key Actions of the Project. The financial impacts of the implementation of the Community Incentive Toolkit will be included in the 2024 budget process for Council consideration. As is the case with current CIP Programs Council can set not to exceed limits and an overall project budget for each calendar year.

Once a development strategy for attainable rentals and dwellings has been presented to Council, capital and operating budgets will be determined. As an example, a full build out of 3188 Vivian Line 37 which could include 148 to 232 units will exceed \$70,000,000 in capital cost and approximately \$611,000 to \$857,000 in annual operating costs (assuming a similar build to the Britannia Street Apartment development).

Further, should Council consider a land sale or a hybrid ownership for City-Owned lands operating, and capital costs will be refined in addition to revenues from the sale of the land, permits and fees and associated long-term assessment growth.

**Legal considerations:** Legal considerations for various project deliverables will be reviewed and identified as part of project implementation.

**Alignment with Strategic Priorities:** The project aligns with the workforce development priorities of SEEDCo./investStratford and the following Strategic Priorities of Council:

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

**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.

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

**Staff Recommendation: THAT the Stratford Attainable Housing Project – Project Summary Report including the Next Steps, as identified, be received;**

**AND THAT the Corporate Leadership Team, with support from investStratford, be responsible for the oversight of the project implementation plan and next steps, if approved.**

**Prepared by:** Joani Gerber, CEO, SEEDCo./investStratford  
**Recommended by:** Joani Gerber, CEO, SEEDCo./investStratford



# Project Summary Report

May 2023



*This project is funded in part by the Ontario Ministry of Agriculture, Food and Rural Affairs; however, the views expressed in this publication are the views of investStratford and the City of Stratford and do not necessarily reflect those of the Province*

## Acknowledgements

The Attainable Housing Project is a result of a collaborative effort amongst Council members, municipal staff, stakeholders, and community participants. Contributors include:

**Brad Beatty**, City of Stratford Councillor

**Mike Beitz**, Corporate Communications Lead

**Lesley Biehn**, City of Stratford Councillor

**Elke Bidner**, Special Projects and Communications, investStratford

**Kevin Bonnell**, Manager of Diversity, Equity and Indigenous Initiatives

**Taylor Briscoe**, City of Stratford Councillor

**Graham Bunting**, Former City of Stratford Councillor

**Jo-Dee Burbach**, City of Stratford Councillor

**Tom Clifford**, Former City of Stratford Councillor

**Kristin Crane**, Director Social Research and Planning Social Research & Planning Council

**Taylor Crinklaw**, Director of Infrastructure and Development Services

**Jonathan DeWeerd**, Chief Building Official

**Marian deWever**, Home & Company Real Estate

**Brian Elliot**, CEO, Habitat for Humanity Heartland Ontario

**Ryan Erb**, Huron Perth United Way

**Franklin Famme**, Famme and Co.

**Matt Feeny**, Huron Perth Builders Association

**Kevin Fergin**, Reid's Heritage Homes

**Matt Francis**, StreetCity Realty Inc.

**Joani Gerber**, CEO, investStratford

**Andrea Hächler**, Manager of Planning

**Bonnie Henderson**, City of Stratford Councillor

**Mark Hunter**, City of Stratford Councillor

**Karmen Krueger**, Director of Corporate Services/Treasurer

**Mike Labbé**, President & CEO, Options International

**Nicole Langlois**, Langlois Eco Homes

**Dan Mathieson**, Former City of Stratford Mayor

**Phil Masschelein**, Sifton Properties

**Larry McCabe**, City of Stratford Councillor

**Kim McElroy**, Director of Social Services

**Sally McMullen**, Perth County

**Julia Merritt**, Former CEO, Stratford Public Library

**Harjinder Nijjar**, City of Stratford Councillor

**Jeff Orr**, Orr Insurance & Investment Group

**Daryl Pol**, Pol Quality Homes

**Michael Pullen**, Managing Director, investStratford

**Mitchell Rhodes**, Community Renewal Company (HPUW)

**Martin Ristma**, City of Stratford Mayor

**Cody Sebben**, City of Stratford Councillor

**Ashley Smith**, Libro

**Barb Thibeault**, Royal LePage Hiller Realty

**Joan Thomson**, Chief Administrative Officer

**Gary Van Bakel**, Sutton Group

**Kathy Vassilakos**, Former City of Stratford Councillor

**Jeff Wilson**, Manager of Housing

**John Wolfe**, RE/MAX A-B Realty Ltd.

## Executive Summary

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

The AHP is an extension of the “Stratford Housing Project – A Roadmap for Attainable Market Housing”, which was received by the City of Stratford Council in June of 2021. As identified in the 2021 Report, demand for housing in the City of Stratford has outgrown the pace of supply and a combination of factors including COVID-19, labour, and material shortages, and changing work patterns, has served to intensify these housing challenges into 2023. The lack of supply has been coupled with rapid increases in house prices since 2021<sup>1</sup>.

investStratford, working in collaboration with local employers, and in its work to attract and retain employers to support the Stratford economy, has identified that a significant barrier faced by companies is the impact of housing shortages for their employees. It is consistently noted that business growth is hindered by lack of available employees, and this is in turn tied to the lack of attainable housing to attract required workers.

While the housing crisis is a challenge across the country, investStratford and the City of Stratford are proactively developing solutions to support attainable housing locally, with a made-in-Stratford approach. This approach, as detailed through this report, is three-pronged:

1. Develop a Community Incentive Toolkit with an implementing Community Improvement Plan to financially support the creation of attainable housing.
2. Consider municipally owned land as a tool to further support the creation of additional attainable housing.
3. Launch an awareness campaign to inspire the community to be informed, engage, and act on matters related to attainable housing, including the creation of additional residential units (accessory suites).

In addition to the directives above, the AHP has identified other considerations for the City of Stratford over the long-term to support the creation of attainable housing.

It is acknowledged that the current housing crisis is a complex issue with numerous contributing factors. The intent of the AHP is to act locally, with solutions that can be implemented at the municipal level, in coordination with community partners and the community-at-large.

---

<sup>1</sup> Huron Perth Association of REALTORS®, “Residential Average Price Huron Perth January 2014 to February 2023”



## Attainable Housing Project Recommendations

**That** Staff bring a report to Council to consider the approval of the Community Improvement Plan (“CIP”) with the inclusion of a Community Incentive Toolkit (“CIT”), during the 2024 budget process. The staff report may include, but not be limited to the following:

1. Consideration of financial impacts associated with the Bill 23, More Homes Built Faster Act 2022 Development Charge reductions in determining potential funding for proposed CIP programs.
2. A plan to monitor the uptake of financial incentives by housing type to confirm which programs have contributed to adding attainable housing units.
3. A recommended yearly budget allocation for the CIP, with assessment on the source of municipal funding for the plan provided by the Director of Corporate Services.

**That** Staff review staffing levels to implement the CIP and further support the processing of housing initiatives.

**That** Staff review municipal surplus land policies and bring a report to Council with recommendations and process to declare 3188 Vivian Line as surplus to City needs. The report should provide options and recommendations on conditions of a sale, which could include:

1. Sale of the land to a buyer, with conditions on minimum density and/or minimum number of affordable and/or attainable housing units.
2. Partnership with a private entity to develop the land for residential purposes.
3. Partnership with non-profit organizations to develop the land for residential purposes, including affordable and supportive housing options.

**That** Staff monitor development activity in the vicinity of the City-owned land at 150 McCarthy Road West and any associated infrastructure improvements. At such time as development opportunity for the land is imminent, staff to consider and report to Council on the option to declare the land surplus.

**That** as part of the Comprehensive Official Plan Review (2023-2024), Staff include opportunities to support intensification, infilling, and the efficient use of land and services to support attainable housing in the City. Consistent with the Provincial Policy Statement, consider general increases to the permitted height and densities within the City and a hierarchy of residential land use designations (e.g., low, medium and high density residential).

**That** Staff monitor the need for community-wide studies to support housing, including master servicing planning, transit and transportation planning and emergency services. Community-wide studies should consider the implications of generally increasing densities with housing development and assess the impact of Bill 23, which permits three dwelling units on all residential properties in the City.

**That** Staff evaluate software platforms available, including approaches from surrounding municipalities, to streamline the approvals processes and to augment interactive mapping tools for members of the public.

**That** the Corporate Leadership Team, with support from investStratford, be responsible for the oversight of the project implementation plan.

## Table of Contents

1.0	Introduction	1
2.0	Existing Legislation, Policies and Practices	4
2.1	Bill 23	4
2.2	The Planning Act, R.S.O. 1990, Chapter 13	4
2.3	Provincial Policy Statement	6
2.4	Rural Ontario Municipal Association Task Force on Attainable Housing and Purpose-built Rentals	6
2.5	City of Stratford Plans, Policies and By-laws	7
2.5.1	City of Stratford Official Plan, 2016	7
2.5.2	City of Stratford Brownfield Community Improvement Plan	9
2.5.3	City of Stratford Zoning By-law	9
2.5.4	Stratford, Perth County, and St. Marys Housing and Homelessness Plan – 5-Year Update (2020-2024)	10
2.5.5	City of Stratford Development Charges Background Study (2022)	11
2.5.6	City of Stratford Strategic Priorities (2018-2022)	11
2.6	City of Stratford Social Services Department	12
3.0	Consultation Program	13
3.1	Public Survey	13
3.2	Councillor Interviews	15
3.3	Stakeholder Workshops	16
3.4	Public Open House	17
3.5	Realtor Workshop	18
3.6	investStratford Board of Directors	18
3.7	On-going Virtual Q&A – EngageStratford Webpage	18
3.8	Consultation Recommendations	19
4.0	Community Improvement Plan and Toolkit	20
4.1	Community Improvement Plan and Toolkit Recommendations	23
5.0	Pilot Housing Project	24
5.1	Development Sites	24
5.1.1	3188 Vivian Line 37	24
5.1.2	Infill Site	26
5.2	Financial Analysis	26
5.2.1	Proforma Details	27
5.3	Pilot Project Recommendations	30
6.0	Awareness Campaign	32

6.1	Project Logo and Branding	32
6.2	Video and Written Stories	33
6.3	Landing Webpage	33
7.0	Recommendations	35

## **Appendices**

Appendix 1: Consultation Data

Appendix 2: Community Improvement Plan

Appendix 3: Pilot Project Conceptual Site Plans

Appendix 4: Pilot Project Assumptions

## 1.0 Introduction

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

The AHP is an extension of the “Stratford Housing Project – A Roadmap for Attainable Market Housing”, which was adopted by the City of Stratford Council in June of 2021. As identified in the 2021 Report, demand for housing in the City of Stratford has outgrown the pace of supply and a combination of factors including COVID-19, labour, and material shortages, and changing work patterns, has served to intensify these housing challenges into 2023. The lack of supply has been coupled with rapid increases in house prices since 2021.

investStratford, working in collaboration with local employers, and in its work to attract and retain employers to support the Stratford economy, has identified that a significant barrier faced by companies is the impact of housing shortages for their employees. It is consistently noted that business growth is hindered by lack of available employees, and this is in turn tied to the lack of attainable housing to attract required workers.

For the purposes of the AHP, attainable housing is defined as follows:

**Attainable:** A residential unit shall be considered to be an attainable residential unit if it meets the following criteria:

1. The residential unit is not an affordable residential unit.
2. The residential unit is not intended for use as a rented residential premises.
3. The residential unit was developed as part of a prescribed development or class of developments.
4. If rented, the rent is no greater than 90 per cent of the average market rent.
5. If purchased, the price of the residential unit is no greater than 90 per cent of the average purchase price.
6. The residential unit is sold to a person who is dealing at arm’s length with the seller.
7. Such other criteria as may be prescribed.

During the lifespan of this project and its implementation, should the Province determine another definition of ‘Attainable’, that definition will supersede the above.

**Average Market Rent:** The average market rent applicable to a residential unit is the average market rent for the year in which the residential unit is occupied by a tenant, as identified in the bulletin entitled the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin,” as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.

**Average Purchase Price:** The average purchase price applicable to a residential unit is the average purchase price for the year in which the residential unit is sold, as identified in the bulletin entitled the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin,” as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.

While of significant need and importance, the AHP does not address housing needs managed by the City of Stratford Social Services Department. The Social Services Department is mandated to coordinate and deliver programming related to homelessness, emergency shelter, supportive housing, and affordable housing. Through Bill 23 and the Development Charges Act (Section 4.1(2) and (3)), “affordable” housing is defined as:

A residential unit intended for use as a rented residential premises shall be considered to be an affordable residential unit if it meets the following criteria:

1. The rent is no greater than 80 per cent of the average market rent, as determined in accordance with subsection (5).

A residential unit not intended for use as a rented residential premises shall be considered to be an affordable residential unit if it meets the following criteria:

1. The price of the residential unit is no greater than 80 per cent of the average purchase price, as determined in accordance with subsection (6)

The intent of the AHP is to implement recommended actions from the Stratford Attainable Housing Project, namely:

Action	Recommendation
3	Develop and adopt a Community Improvement Plan identifying a Community Incentives Toolbox to promote attainable housing creation and other objectives. As part of this Community Improvement Plan project, consider improvements to and streamlining of existing development approval processes.
4	Establish a “Yes in My Backyard” initiative to address any public concerns relating to the ‘missing middle’ and diversified attainable housing developments.
6	Pilot innovative housing opportunities for attainable home ownership/rental development on two City-owned parcels of land on Vivian Line and McCarthy Road while continuing to meet the application standards and all applicable laws.
8	Increase City staffing levels in departments administering the development process and identify relevant professional development opportunities and succession strategies to ensure continued employment of well-qualified staff.
9	Encourage more innovation and creativity in housing, including but not limited to housing design, materials and creative approaches to more attainable housing units.

While the housing crisis is a challenge across the country, investStratford and the City of Stratford are proactively developing solutions to support attainable housing locally, with a made-in-Stratford approach. This approach, as detailed through this report, is three-pronged:

1. Develop a Community Incentive Toolkit with an implementing Community Improvement Plan to financially support the creation of attainable housing.
2. Consider municipally owned land as a tool to further support the creation of additional attainable housing.
3. Launch an awareness campaign to inspire the community to be informed, engage, and act on matters related to attainable housing, including the creation of accessory suites.

The AHP Project Team includes Baker Planning Group, Stantec Consulting, Nancy Orr & Associates, Creative Feats Inc., Powerline Films, and Calum Balmain-Matthews. The Project Team has worked in collaboration with the AHP Working Group, which included:

- Mike Beitz, Corporate Communications Lead, City of Stratford
- Taylor Crinklaw, Director of Infrastructure and Development Services, City of Stratford
- Jonathan DeWeerd, Chief Building Official, City of Stratford
- Joani Gerber, CEO, investStratford
- Andrea Hächler, Manager of Planning, City of Stratford
- Karmen Krueger, Director of Corporate Services/Treasurer, City of Stratford
- Kim McElroy, Director of Social Services, City of Stratford
- Michael Pullen, Managing Director, investStratford
- Joan Thomson, Chief Administrative Officer, City of Stratford
- Jeff Wilson, Manager of Housing, City of Stratford

## 2.0 Existing Legislation, Policies and Practices

The following sections provide a review of relevant policy, legislation, and other background documents that may guide the CIP development process and the recommendations and programs provided in the final CIP.

### 2.1 BILL 23

Bill 23 was introduced as a part of the Ontario Government’s larger Housing Supply Action Plan, aiming to have 1.5 million homes built over the next 10 years. It makes a number of significant changes to numerous planning and development statutes, including the Planning Act, Development Charges Act 1997, Conservation Authorities Act, and Municipal Act. Some of the proposed changes to these statutes include exempting affordable housing, non-profit housing and inclusionary zoning units from development charges, parkland dedication fees, and community charges; reductions to development charges for rental construction and additional units; and reductions in parkland dedication requirements.

Bill 23 received Royal Assent on November 28, 2022. Substantial portions of the Bill came into force upon Royal Assent, while other portions will come into force on a date to be proclaimed by the Lieutenant Governor.

Some of the most significant changes proposed that *may* impact the implementation of this project are summarized below:

- Landowners are permitted to add up to three residential units “as of right” for land zoned for one home in residential areas without requiring a zoning by-law amendment. The three units can be within the existing residential structure or could take the form of a basement suite, in-law suite, or garden suite. The zoning by-law standards respecting matters such as height remain applicable.
- Site plan control requirements are removed for most projects with fewer than 10 residential units.
- Exemptions to development charges for “affordable residential units,” “attainable units,” “non-profit housing developments,” and “affordable housing units” required pursuant to an Inclusionary Zoning By-law.
- Reductions to development charges for the development of rental housing.

### 2.2 THE PLANNING ACT, R.S.O. 1990, CHAPTER P.13

The Planning Act is Provincial legislation that sets out the ground rules for land use planning in Ontario. It describes how land uses may be controlled, and who may control them. Matters of Provincial interest are set out in Section 2, and include:

- (h) the orderly development of safe and healthy communities



- (j) the adequate provision of a full range of housing, including affordable housing
- (p) the appropriate location of growth and development

The Act provides specific guidelines for the preparation of a CIP, namely:

- Types of projects/activities/works that are considered ‘community improvement’;
- A process by which a municipality can identify a ‘community improvement project area’ and prepare a ‘community improvement plan’;
- Tools that can be implemented once a ‘community improvement plan’ is prepared; and,
- Eligible costs for which a municipality can provide incentives.

Section 28(1) of the Planning Act defines ‘community improvement’ as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a CIPA, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.” Section 28(2) states that where there is an official plan in effect in a City that contains provisions relating to ‘community improvement’, the Council may, by By-law, designate the whole or any part of an area covered by such an official plan as a ‘community improvement project area’.

Section 28(1) of the Planning Act defines the term ‘community improvement project area’ as “a City or an area within a City, the Community Improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”.

Section 28(4) of the Planning Act states that once a ‘community improvement project area’ has been designated by By-law, “the Council may provide for the preparation of a plan suitable for adoption as a Community Improvement Plan for the CIPA”.

The City may then prepare and use a ‘community improvement plan’ to:

- Acquire, hold, clear, grade or otherwise prepare land (Section 28(3));
- Construct, repair, rehabilitate or improve buildings on land acquired or held by the City (Section 28(6));
- Sell, lease, or dispose of any land and buildings acquired or held by the City (Section 28(6));
- Make grants or loans to owners and tenants of land and buildings within the community improvement project area to pay for the whole or any part of ‘eligible costs’ related to community improvement (Section 28(7)).

‘Eligible costs’ are specified in Section 28(7.1) of the Planning Act, and include costs related to “environmental site assessment, environmental remediation, development, redevelopment,

construction and reconstruction of lands and buildings for *rehabilitation* purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.”

Section 28(7.3) states that the total of the grants and loans provided in respect of the lands and buildings shall not exceed the eligible costs of the community improvement project with respect to those lands and buildings.

### **2.3 PROVINCIAL POLICY STATEMENT**

The 2020 Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. This development of a CIP is consistent with the PPS, and implements the policies related to the provision of accommodating appropriate affordable and market-based range and mix of residential housing to meet current and future needs.

### **2.4 RURAL ONTARIO MUNICIPAL ASSOCIATION TASK FORCE ON ATTAINABLE HOUSING AND PURPOSE-BUILT RENTALS**

The Rural Ontario Municipal Association (ROMA) has identified issues and solutions that will enable municipalities in Rural Ontario to respond effectively to the dramatic shifts in provincial, regional, and local housing markets. The report prepared by ROMA aims to bring clarity to planning processes and existing legislation, properly delegate authority and flexibility for municipal governments, accelerate planning processes, and implement targeted incentives to overcome barriers to attainable housing and purpose-built rentals.

Some key recommendations from the report have been highlighted below:

- Incorporate a definition of “attainable” housing in key land use legislations and policies, such as the Planning Act, Provincial Policy Statement (PPS), and A Place to Grow: Growth Plan for the Greater Golden Horseshoe (Growth Plan) and include direct references to attainable housing and purpose-built rentals within those documents.
- Introduce explicit encouragement and regulatory clarity for tiny homes, as they can make a significant contribution to the provision of attainable housing and purpose-built rentals. Existing legislations are typically geared towards single family-owned housing; tiny homes should have a formal definition in the Ontario Building Code and appeals on tiny home policies in an Official Plan should be prohibited.
- Disallow appeals on any municipally approved development proposal that is determined by the municipality to be attainable housing or purpose-built rental housing.
- Introduce practical measures that de-risk attainable housing and purpose-built rental projects. This could include the Province selling lands that have the potential for the above noted projects and selling them to municipalities at less than market rates, implementing attainable housing and purpose-built rental CIPs, and utilizing development templates for housing projects that could work in many different municipalities.

- Capitalize on existing housing stock through implementing policies on Additional Residential Units (ARUs), Accessory Suites, rejuvenation/renovations of existing vacant or decommissioned buildings, and conversion of space in non-residential buildings to residential purposes.

## **2.5 CITY OF STRATFORD PLANS, POLICIES AND BY-LAWS**

### **2.5.1 City of Stratford Official Plan, 2016**

The City of Stratford Official Plan (OP), 2016 is an essential policy document that manages growth, development and change in the municipality, guiding land use decisions up to 2033. It is understood that the City will be commencing the required Comprehensive Official Plan Review in 2023.

Under general policy directions for housing (Section 3.4), the City aims to encourage and assist with the provision of a wide continuum of housing options, including housing for people with special needs, through:

- Advocating and partnership with senior levels of government, and where appropriate the County of Perth, to promote the development of affordable housing, and in particular social housing, in the City;
- Pursuing funding mechanisms, including provincial and federal financial assistance programs, for affordable housing initiatives in the City;
- Working with community groups, social housing providers and developers, and where appropriate the County of Perth, to facilitate the development of affordable housing, including social housing projects and housing for those with special needs, where development conforms with the policies of this Plan; and
- Monitoring demographic/socio-economic trends and affordable housing needs in the City on a five year basis with a target of achieving at least 25% of all new units constructed within the affordable limits applicable to regional market area.

In terms of integrating affordable housing within the City, Section 3.4.2 of the OP aims to achieve that through the following:

- Encouraging the provision of affordable housing in plans of subdivision in particular through consideration of the utilization of alternative development techniques, lot sizes, and housing design where these may lower costs of residential housing development in an effort to lower new unit housing costs;
- Considering development of a “Housing First” policy which entails the use of municipally owned (or other public) surplus lands which are appropriate for residential development for housing projects, a certain percentage of which would be required to be affordable;

- Encouraging the preservation and rehabilitation of existing housing to maintain housing stock through enforcement of the Building Code and the Property Standards By-law and any other applicable occupancy, health, and safety standards;
- Regulating conversions of rental housing to other forms or tenure of housing;
- Considering the potential to streamline and/or expedite the approvals process for affordable housing projects;
- Assessing the potential for financial incentives for affordable housing projects including development charge reductions or exemptions and potential use of municipal funds for social housing programs; and
- Consider the development of a residential rental licensing by-law under the Municipal Act to ensure that landlords/investors satisfy occupancy, health, and safety standards for affordable rental living accommodation where such is provided in single detached dwellings, lodging houses and other similar dwellings.

Housing is generally permitted, in various forms, within the “Residential Area,” “Commercial Area,” and “Downtown Core” designations. Forms of residential development can include single detached dwellings, semi-detached dwellings, duplex dwellings, triplex dwellings, quadraplex dwellings, townhouse dwellings and apartment dwellings. Dependent on the specific designation, the OP generally permits residential development that is 3 to 6 storeys in height and 65 to 100 units per hectare.

The OP contains specific policies for development within “Stable Residential Areas” (Section 4.5.3.1), which are areas that are already built-up. In these areas, the OP states that there is limited redevelopment potential, and any new development will be modest and incremental. New development shall respect the height, massing, and density of adjacent buildings, and respects the nature of the streetscape and the lotting pattern.

Schedule E to the OP sets out the “Heritage Areas and Corridors,” which is generally bounded by John Street, Norfolk Street, Romeo Street and Mornington Street. Within this area, development must address the following policy (Section 3.5.8):

*In the ‘Heritage Areas’ and the ‘Heritage Corridors’ as shown on Schedule “E”, the City will ensure that, where infilling is proposed or municipal services are being installed or upgraded, the inherent heritage qualities of the area or corridor will be retained, restored and ideally enhanced unless overriding conditions of public health and safety warrant otherwise.*

Section 3.6 contains policies on Community Improvement, which is defined as activities both public and private which maintain, rehabilitate and redevelop the existing physical environment to accommodate and encourage improvements to the social and economic environment in the OP. Subsection 3.6.2 states that all lands within the City limits, including brownfields, are considered eligible for Community Improvement initiatives, and eligible to be designated as a CIPA, pursuant to the provisions of Section 28 of the Planning Act. Subsection 3.6.3 of the OP notes that CIPs are to identify specific improvement projects to be undertaken and the method

of financing these improvements. Opportunities will be provided for public input in the preparation of these plans prior to their adoption.

It is noted that the City of Stratford awarded the contract to commence the City of Stratford Comprehensive Official Plan Review on April 11<sup>th</sup>, 2023.

### **2.5.2 City of Stratford Brownfield Community Improvement Plan**

As mentioned in an earlier section, the City's Brownfield Community Improvement Plan encourages property owners and developers of brownfield sites to pursue a range of incentives to help identify the level and extent of contamination on a site, and also to determine the feasibility of a proposed redevelopment project.

The intent of this CIP is to:

- Retain and increase employment opportunities;
- Reduce uncontrolled urban development, and its related costs, beyond the existing urban boundaries;
- Improve the physical and visual quality of the area;
- Improve environmental health and safety;
- Increase the provision of infill housing opportunities;
- Stimulate private investment in the areas of retail, industry, commercial, and residential activity, including private property maintenance;
- Using existing infrastructure and services within the existing built area and existing urban boundary.

The CIP applies to the entire City and provides the following financial programs: Phase 2 Environmental Site Assessment Grant Program, Tipping Fee Grant Program, Brownfield Fee Grant Program, and the Brownfield Redevelopment Grant Program. It is understood that this CIP has been put temporarily on-hold until confirmation is received during the next budget year on available funding mechanisms.

### **2.5.3 City of Stratford Zoning By-law**

The City's Zoning By-law (ZBL) regulates the types of land uses and activities that may occur on a property or within buildings, as well as the height, location, massing and character of buildings and structures.

There are five (5) residential zones with the ZBL that specifically permit increasing density and height of residential development. Overall, the ZBL provides density up to 100 units per hectare in the densest zone (R5). The density measurement of units per hectare indicates how many units, regardless of their individual unit size, can be accommodated on one (1) hectare of land.

#### **2.5.4 Stratford, Perth County, and St. Marys Housing and Homelessness Plan – 5-Year Update (2020-2024)**

In 2014, the City of Stratford released its 10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024) in accordance with the Housing Services Act with the City acting as the Service Manager. The 10-Year Plan outlined a framework for delivering housing and homelessness services in order to meet the distinct needs of local communities. In the updated Plan, the strategic objectives have been revised to the following:

- 1) Ending Homelessness – Shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness.
- 2) Creating Attainable Housing Options – Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people’s needs, situations, and choice.
- 3) Sustaining Community Housing – Ensuring the existing community housing stock is well maintained and continues to play a key role in the delivery of permanent geared-to-income housing locally.
- 4) Addressing a Diversity of Needs – Providing a broad range of services and supports that reflect the unique local landscape in an inclusive and culturally appropriate way, including advancing Truth and Reconciliation with Indigenous peoples.

The updated Plan defines attainable housing as housing that is not only affordable to the income level of the household, but must also be available at the time, appropriate to the circumstances of the individual or family, and an option that the household is able to put into action. On the other hand, according to the updated Plan, affordable housing only refers to rental units constructed since 2002 in which rents are maintained at or below 80% of the Average Market Rent (AMR) for at least 20 years.

For Strategic Objective #2 – Creating Attainable Housing Options, the updated Plan recommends the following activities between 2020-2024:

- Leverage municipal, provincial, and federal funding sources (e.g., OPHI) to create more attainable housing options (e.g., rental assistance, affordable home ownership, municipal rent supports, home sharing).
- Continue to develop data-gathering strategies to better understand local housing supply and costs (e.g., secondary rental market, accessory units).
- Explore feasibility of establishing a community-wide online inventory of available rental housing.
- Continue to engage and recruit landlords to increase housing options in the private market.
- Continue to collaborate with municipal and economic development partners to develop incentives for building attainable housing.

### **2.5.5 City of Stratford Development Charges Background Study (2022)**

The City retained Watson & Associates Economists Ltd. to complete a Development Charges Background Study (the study) pursuant to the requirements of the Development Charges Act, 1997 (DCA) and to recommend new development charges and policies to accommodate growth. The City enacted By-Law 41-2022 under the DCA, which came into force on April 6, 2022, and expires on April 6, 2027.

Based on the study, Stratford's population is anticipated to reach approximately 37,360 by mid-2032 and 40,380 by mid-2041, with a housing mix of 45% low density units (single detached and semi-detached), 30% medium density (multiples except apartments), and 25% high density (bachelor, 1-bedroom and 2-bedroom apartments) units between 2022-2041. Over the 2022-2041 forecast period, the City is anticipated to average 195 new housing units per year, with a decline of 1,920 population living in existing residential units.

While the City's Development Charges By-law does not explicitly cover affordable housing as one of the services for which development charges are imposed under, Housing Services does include for the provision of social housing. Stratford provides social housing services with the Municipality of North Perth, Township of Perth East, Municipality of Perth West, and the Town of St. Marys through a cost sharing agreement. Currently, the City is responsible for 44.11% of the existing 698 social housing units maintained by the partnership, representing approximately 308 units. The average historical level of service for the previous ten years for the City has provided an investment of \$1,527 per capita. Based on this service standard, the City would be eligible to collect approximately \$5.5 million from development charges for social housing.

Bill 23 requires the City of Stratford (and all municipalities in Ontario) to provide reductions in DC's for affordable rental and ownership dwelling unit and attainable ownership dwelling units.

### **2.5.6 City of Stratford Strategic Priorities (2018-2022)**

The City of Stratford Strategic Priorities sets out the goals and priorities of the current Council during a four-year term. A new Strategic Priorities document is expected to be published in 2023.

One of the priorities of the 2018-2022 term is to plan for a sustainable future for Stratford's resources and environment. Success with this priority includes increasing affordable housing through:

- Including affordable housing incentives in new developments
- Increasing mobile rent supplement
- Beginning Phase 2 of the Britannia Street Housing development
- Repurposing surplus city-owned properties where appropriate
- Securing more funding to build new housing

## **2.6 CITY OF STRATFORD SOCIAL SERVICES DEPARTMENT**

With respect to the City's role in building and providing housing, the City's Social Services Department is the Provincially-designated Consolidated Municipal Service Manager responsible for administering social services in the City of Stratford, Perth County, and the Town of St. Marys. The department helps those who need assistance with accessing income, housing, homelessness services, and childcare supports. The division offers rent-g geared-to-income and subsidized rental housing for eligible households. The units are owned and managed by the City of Stratford (through the Perth and Stratford Housing Corporation), non-profits, co-operatives and private landlords. In addition, the Housing Division manages the Centralized Waiting List for RGI housing, oversees a number of other rent support programs and a home ownership program, and is responsible for developing and implementing a Housing and Homelessness Plan for Stratford, Perth County, and St. Marys.

The Social Services Department also supports ending homelessness. There are a number of programs, services, and supports available locally that are designed to respond to homelessness in the communities of Stratford, Perth County, and St. Marys. These include: short-term emergency accommodation, homelessness prevention programs, housing assistance, outreach supports, supported housing, and intensive case management services.



## 3.0 Consultation Program

To address challenges in the availability and attainability of suitable and adequate attainable housing in the City of Stratford, the AHP included a series of consultations with a range of stakeholders, including:

- Community members
- Not-for-profit organizations and private businesses involved in building housing
- Previous and current Council Members
- Community organizations
- City of Stratford staff

The consultations assisted in providing a fulsome understanding of the community's needs related to attainable housing, from both a municipal, private sector, and public viewpoint, including strengths, weaknesses, and opportunities.

The following is a summary of the consultations completed as part of the AHP.

### 3.1 PUBLIC SURVEY

A public survey was available virtually to the public for feedback through the Engage Stratford platform and available in person at various City facilities throughout Stratford for a period of no less than 3 weeks. The survey was advertised in the local newspaper and on the media platforms of investStratford and the City of Stratford.

A total of 37 responses were received and the following is a summary of the responses:

- 89.2% of respondents are residents of Stratford.
- 48.6% of respondents live in a single-detached house, 27.0% in an apartment, 10.8% in a duplex, 10.8% in a triplex, and 2.7% in a condominium.
- Majority of respondents have two or more bedrooms within their current housing situation (94.6%).
- 48.6% of respondents are renters while 43.3% of respondents are homeowners.
- Factors that influence the reason why respondents choose the home they live in today include: cost (67.6%), neighbourhood character (40.5%), close to family/friends (27.0%), and close to community amenities (27.0%). Other factors include:
  - Close to shopping (essentials, such as groceries)
  - Yard and/or lot size
  - Close to work
  - Close to schools
  - Close to health care and associated public services
  - Accessible and/or barrier free
  - Ease of mobility/close to transit routes

- Other (family home, had no other options/availability, design, home size, security, heritage, quality, and condition)
- 35.1% of respondents think the City should be primarily responsible for providing attainable housing, 27.0% think public-private partnerships, 21.6% think the provincial government, 13.5% think the federal government, and 13.5% think private developers/landlords.

Majority of respondents consider attainable/affordable housing to be one where they should not have to spend more than 25-40% of monthly income on housing (inclusive of mortgages and utilities); where individuals do not have to choose between other basic needs (i.e., food); and where there is a diverse range of housing options that can meet the needs of the individual/family. Attainable housing within the City of Stratford should be built everywhere, as respondents emphasized that there needs to be more housing options; but specifically, they should be built close to institutions, services, and amenities such as grocery stores, pharmacies, schools, and bus stops, on vacant or underutilized lots, and on infill sites.

All respondents do not feel that there is an adequate supply of housing in Stratford that meets a price range that they feel is appropriate. Many respondents emphasized high housing prices and higher rental rates, which becomes a challenge for low-income individuals, families, young adults, students, and seniors. Cost and availability of housing are the top two factors that respondents mentioned that influence their choice in current housing situations as respondents feel that they have no other choice as the current housing market is out of their budget and/or does not allow them or their families to age in place. Respondents mentioned the lack of permanent supportive housing projects, housing programs, rent control and incentives for developers that encourages the creation of affordable housing units. Respondents argue that there has been a focus towards luxury housing and short-term rentals (i.e., Airbnb) from developers which does not meet the current needs of residents in Stratford.

Respondents mentioned that there needs to be collaboration and partnerships between all levels of government (federal, provincial, municipal) and the public to generate solutions to address the housing issue in Stratford. The following were suggestions made by respondents to keep housing at an attainable price:

- Incentives for developers, builders, and landlords to provide affordable housing units
- Inclusionary zoning
- Rent-to-buy programs
- Grants for homeowners to create rental space within or on their property
- Rent control or rental caps
- Federal and government funding
- Public-private partnerships
- Senior housing, co-op housing
- Income assessments
- Mixed-use residential developments

Other considerations that respondents mentioned include coordinated programs in Stratford such as outreach, mental health support, addiction counselling, job placements, quality shelters, longer-term housing solutions, additional emergency services (medical clinics, fire, police). Respondents also suggest making zoning and policies more flexible to encourage more affordable housing units.

A subsequent survey for landlords was released in January 2023, and the responses focused on the need for more attainable housing in the community; however, comments were included that house prices are impacted by numerous increasing costs (e.g., building materials, wages and taxes).

### **3.2 COUNCILLOR INTERVIEWS**

The AHP included individual interviews with the 2018-2022 Council and the 2022-2026 Council. Councillors made it clear that the City of Stratford needs a long-term actionable plan and/or blueprint, that lays out best practices and implementation methods, timelines, a strong direction, and financial analysis of the current and potential costs for the development of attainable housing.

Councillors identified the need for this project to evaluate and understand the unique local needs of the community and come up with a ‘made in Stratford’ approach to providing more housing. The Plan should be achievable and should be developed in accompaniment with targets for housing to ensure it is being implemented appropriately.

The following are a few barriers in creating attainable housing:

- The high cost of land and development services.
- The high cost of current housing markets.
- Lack of profit to be made from these types of developments causing a disinterest from builders and developers.
- Lack of resources (hard and soft resources), such as funding sources and municipal staff.
- NIMBY-ism (Not in My Backyard).
- Desirability of the City, increasing demand for housing.
- Limited support for people struggling but not yet experiencing homelessness.
- Lack of housing that meets the needs of young professionals and young families.

Through interviews, it was determined that there was not one clear definition of attainable and it is the aim of this project to develop an actionable definition of attainable that can be implemented through the various recommendations. Councillors described “attainable” to be a moving target and is ambiguous as the definition varies based on the individual’s income and their lifestyle. Attainable was also defined as being between 30-40% of an individual’s monthly income. Attainable means that housing should be available based on where an individual lives or where they want to live which can be dependent on factors such as proximity to work, services,

family and/or friends, school, accessible transportation. Attainable also means that housing should be acceptable to the lifestyle the individual wants to lead and is the right size to accommodate them and/or their family.

As for who bears the responsibility for providing attainable housing, the consensus was that it is a tri-level partnership between all levels of government, local partners, and private developers. It was also recognized even private landowners play a role in providing attainable housing in the form of basement units or similar type rentals within the community.

### 3.3 STAKEHOLDER WORKSHOPS

The stakeholder workshops were held both virtually via Microsoft Teams and in-person at the Stratford Rotary Complex for individuals and groups that have been identified as key stakeholders within the Stratford community that are involved in the provision of housing. This included faith organizations, community organizations, not-for-profit organizations, private developers, and private stakeholders. The workshops focused on exploring the strengths, weaknesses, opportunities, and threats of the current housing market, and asking for feedback from stakeholders regarding proposed municipal and grant programs. A total of 15 stakeholders attended and the following is a summary of their comments:

- **There is a lack of available land supply in the City of Stratford.** It is noted that building on infill or on agricultural land is often a challenge due to NIMBY-ism (Not-In-My-Backyard), comments from the public, and/or the regulations are too restricted. This means there is a lack of opportunity for more attainable housing options. Lands ready to build, meaning that they are serviced and available, are always the best option for developers.
- **There should be educational programs that can inform stakeholders and homeowners about the various programs that are available, and they can be eligible for.** This can better inform them about what they can do to contribute to the attainable housing market and relieve current barriers. It was noted that some stakeholders are overwhelmed by the number of programs available and are unsure how they can apply. It is recommended that the municipality can use a point person to help streamline the process in applying for programs and/or developing accessory dwelling units.
- **We need to build smaller, but it's not financially feasible.** People come into Stratford seasonally where they are looking for short-term rentals such as bachelor suites and/or one-bedroom units. However, land value rate and cost to service is the land is the same regardless of the size of the units.
- **Requests for Proposals (RFP) need to be structured in a way to allow for non-profit organizations, smaller developers, or independent building groups to apply for projects.** The RFP should give priority to applicants that give the lowest cost that'll achieve the best results. A bonus can also be provided to applicants who are able to provide more than what the RFP requires.

- **Existing constraints to higher-density developments, limiting the supply of smaller units in Stratford.** Constraints identified included the lack of municipal infrastructure to support greater densities, the existing off-street parking requirements and lower density permissions across the City.
- **Depending on the value of grants and municipal programs, the amount may not be enough to incentivize private developers.** It is noted that development charges waiver and/or deferral programs would be more significant than design or feasibility studies as development charge reductions can apply overtime as small grants won't be able to contribute to the overall development.

### 3.4 PUBLIC OPEN HOUSE

The in-person open house was held at the Stratford Rotary Complex for stakeholders and members of the public. The purpose of the open house was for stakeholders and members of the public to gain more information about the project and provide them with an opportunity to provide their input through an interactive experience.

In total, 30 people attended the open house and over 50 comments were received from stakeholders and the members of the public during the event.

Respondents identified that 'attainable' to them means that housing is considered "affordable" if it costs less than 30% of a household's before-tax income, as defined by the Canadian Mortgage and Housing Corporation. Attainable is also a house that is for everyone, regardless of age, income, etc., and that they have an opportunity to either rent or own while still being able to afford necessities.

Although the City of Stratford and investStratford noted that there is no one area of the City that should be the main location, economic driver, or communal area to increase residential development at all levels of affordability, we have asked stakeholders and members of the public where they would like to see attainable housing. Respondents have identified the Old Fairgrounds, the Cooper Site, closer to the downtown areas, on infill lots within the existing community, and adding accessory suites to existing homes.

Comments were also made about having the City be their own builders and developers rather than private stakeholders so that they can build what the City needs. Others suggested we learn from the City of Medicine Hat and what they did with their builders and investors in providing rental units.

It was suggested that more attention should be directed to green building standards and net zero homes where there should be grants and incentives to build more energy efficient homes while addressing climate change issues. It was also noted that heritage neighbourhoods and buildings should not be destroyed or ruined to make room for housing - the use and/or remediation of these buildings are encouraged as respondents would like to preserve the heritage of the City.

Respondents were interested in how they can help fund attainable housing and where they can find more information regarding the planning process to add accessory units. It is recommended that grants also be given to homeowners to renovate their homes in providing additional units.

All comments were considered when developing the strategic direction, draft community improvement plan and community incentives toolkit. Notes and comments from the in-person open house can be provided upon request.

### **3.5 REALTOR WORKSHOP**

A workshop was held with five (5) local real estate agents on November 17, 2022 to garner input on the provision of attainable housing in Stratford and current challenges and opportunities. The following is a summary of the discussions:

- The starting price for a liveable single detached dwelling is around \$500,000 in Stratford
- Bidding wars and lack of conditions on offers leaves groups of buyers out of the market and unable to compete.
- Offers from buyers coming from more expensive real estate markets drive up the price of homes.
- Speculative and investor buying of new homes has increased the price of homes.

### **3.6 INVESTSTRATFORD BOARD OF DIRECTORS**

A workshop was held with the investStratford Board of Directors in February 2023 on the AHP. The discussions included the following:

- The availability, and lack thereof, of developable land in the City.
- Challenges related to staffing resources in processing and approving planning applications for additional housing units.
- The permitted densities in the City of Stratford limiting development opportunities.
- Off-street parking requirements driving the scale and form of residential development.

### **3.7 ONGOING VIRTUAL Q&A – ENGAGESTRATFORD WEBPAGE**

To ensure that residents could stay up-to-date on project process, the project team dedicated an EngageStratford Webpage to the project. The webpage provided project updates, key dates, and hosted an open Question and Answer (Q&A) section where members of the public could ask questions about the project to the Working Group and obtain clarity on certain topics or ideas surrounding the project. At the time of this report, over 25 questions were received and responses were provided. A transcript of such questions and answers can be provided upon request and will be appended to the final deliverable report of this project.

### 3.8 CONSULTATION RECOMMENDATIONS

In summary, the consultation program highlighted the challenges in creating and providing attainable housing, including the lack of available land, risk and time associated with municipal planning approvals, the form of residential development permitted in Stratford, external pressure on housing prices, and the additional involvement from the City in providing housing.

Based on the foregoing, the following recommendation as part of the AHP includes:

**That** as part of the Comprehensive Official Plan Review (2023-2024), Staff include opportunities to support intensification, infilling, and the efficient use of land and services to support attainable housing in the City. Consistent with the Provincial Policy Statement, consider general increases to the permitted height and densities within the City and a hierarchy of residential land use designations (e.g., low, medium and high density residential).

**That** Staff monitor the need for community-wide studies to support housing, including master servicing planning, transit and transportation planning and emergency services. Community-wide studies should consider the implications of generally increasing densities with housing development and assess the impact of Bill 23, which permits three dwelling units on all residential properties in the City.

**That** Staff evaluate software platforms available, including approaches from surrounding municipalities, to streamline the approvals processes and to augment interactive mapping tools for members of the public.

## 4.0 Community Improvement Plan and Toolkit

The creation of new attainable housing units is a complex issue with many factors influencing the provision of units to support the community. In addition to the complexity of addressing attainable housing, the recently approved Bill 23 has created uncertainty on the degree of financial implications to the City of Stratford and the impact of a Community Incentive Toolkit (“CIT”) and associated Community Improvement Plan (“CIP”). In this light, the CIP/CIT has been refined in scope to:

- Address the areas within the space of creating attainable housing units that Bill 23 did not address.
- Create built-in flexibility for the City of Stratford to modify any potential approved funding or programming, should Bill 23 be revised.
- Develop opportunities to support attainable housing and partnerships, while reducing the potential financial impact on the general residential tax base.

A CIP/CIT is a tool to address challenges in the availability and attainability of suitable and adequate housing in the City, through a variety of incentive programs.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money (considered “bonusing”). However, under Section 28 of the Planning Act, having a CIP in place effectively cancels this prohibition against ‘bonusing’ and allows the City to assist financially with improvements to private properties. The Attainable Housing Community Improvement Plan was prepared in alignment with Section 28 of the Planning Act, which legislates the creation of Community Improvement Plans for areas identified as community improvement project areas for the purposes of community improvement, which includes, but is not limited to, the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction or rehabilitation of a CIPA.

The Draft CIP proposes the following definitions:

### **Affordable:**

**Residential Unit, rented:** A residential unit intended for use as a rented residential premises shall be considered to be an affordable residential unit if it meets the following criteria:

1. The rent is no greater than 80 per cent of the average market rent.
2. The tenant is dealing at arm’s length with the landlord.

**Residential unit, ownership:** A residential unit not intended for use as a rented residential premises shall be considered to be an affordable residential unit if it meets the following criteria:



1. The price of the residential unit is no greater than 80 per cent of the average purchase price.
2. The residential unit is sold to a person who is dealing at arm's length with the seller.

During the lifespan of this CIP, should the Province determine another definition of '*Affordable*', that definition will supersede the above.

**Attainable:**

A residential unit shall be considered to be an attainable residential unit if it meets the following criteria:

1. The residential unit is not an affordable residential unit.
2. The residential unit is not intended for use as a rented residential premises.
3. The residential unit was developed as part of a prescribed development or class of developments.
4. If rented, the rent is no greater than 90 per cent of the average market rent.
5. If purchased, the price of the residential unit is no greater than 90 per cent of the average purchase price.
6. The residential unit is sold to a person who is dealing at arm's length with the seller.
7. Such other criteria as may be prescribed

During the lifespan of this CIP, should the Province determine another definition of '*Attainable*', that definition will supersede the above.

**Average Market Rent:** The average market rent applicable to a residential unit is the average market rent for the year in which the residential unit is occupied by a tenant, as identified in the bulletin entitled the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin", as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.

**Average Purchase Price:** The average purchase price applicable to a residential unit is the average purchase price for the year in which the residential unit is sold, as identified in the bulletin entitled the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin", as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.

In total, the CIP proposes a total of six (6) Financial Incentive Programs and a total of five (5) Complimentary Municipal Programs. The purpose of the Financial Incentive Programs is to provide support for physical improvements to privately owned land and buildings, where such improvements will result in or contribute to the goal statement and objectives. The purpose of the Complementary Municipal Programs is for the City to participate in community improvement and to provide proactive and visible leadership in achieving the objectives of the Stratford CIP. These eleven (11) Programs are summarized below:

Financial Incentive Programs proposed are as follows:

1. Tax Increment Equivalency Grant (TIEG)
2. Development Charge Rebate Program (\*subject to Bill 23)
3. Planning and Building Permit Fees Grant
4. Design Feasibility and Study Grant
5. Accessory Suite Development Incentive Program
6. Housing Rehabilitation and Conversion Program

The financial incentives are recommended to have specific financial limits on a project-by-project basis. The CIP/CIT proposes an applicant may be eligible for multiple grants during the term of the CIP/CIT; however, the total combined value of grants provided by the City in any 24-month period shall not exceed \$30,000 per project and/or property (or the total value of eligible costs, whichever is less). This excludes programs that defer or waive monies, including the Tax Increment Equivalency Grant and Development Charge Rebate Program.

The Tax Increment Equivalency Grant, where eligible, provides a sliding reduction in required property taxes over a 10-year period. Year 1 of the project is proposed to provide a 90% property tax reduction and the reduction is further reduced to 10% by Year 9.

Additional programs to the financial incentives, include the following Complimentary Municipal Programs:

1. Pre-Zoning Opportunities through a housekeeping Zoning By-law Amendment and/or Comprehensive Zoning By-law Review
2. Expedited Permitting for identified projects
3. Lobbying for Partnerships with the public and private section
4. Surplus Land Grant, where affordable and/or attainable development is proposed
5. Strategic Property Acquisition, Investment, and Partnership Program

The City has the opportunity to engage in any of the Programs outlined in this Section as part of implementation of the CIP/CIT, subject to the City's capital budget and the availability of resources. Programs would also be subject to modifications to Provincial legislation. It should be recognized by Staff, Council, and the CIP/CIT Implementation Committee that the Development Charge Rebate Program included within this CIP/CIT would also be considered should the DC waiver policies of Bill 23 be rescinded or removed by the Provincial Government.

Further, by identifying the incentive programs, the City does not guarantee a year-over-year financial commitment to implementing each of these programs. During annual municipal budget deliberations, the CIP/CIT Implementation Committee will provide Council with a report recommending which programs should be put into effect for the upcoming year. It will be the responsibility of the CIP/CIT Administrator to continually review Provincial policy changes over

the lifespan of this CIP and bring forward amendments to the CIP/CIT if and/or when required based on said policy changes.

To accompany the CIP/CIT document and ensure its success, the following documents and supporting material were also created to assist in implementation, marketing, and monitoring of the CIP/CIT:

- CIPA Adoption By-law
- CIP Adoption By-law
- Public Notice of Adoption
- Internal Evaluation form for staff use
- Application Form
- On-title Agreement
- Social Media Marketing Post
- Marketing One-Pager

#### **4.1 COMMUNITY IMPROVEMENT PLAN AND TOOLKIT RECOMMENDATIONS**

Based on the foregoing, the following recommendations as part of the AHP include:

**That** Staff bring a report to Council to consider the approval of the Community Improvement Plan (“CIP”) with the inclusion of a Community Incentive Toolkit (“CIT”), during the 2024 budget process. The staff report may include, but not be limited to the following:

1. Consideration of financial impacts associated with the Bill 23, More Homes Built Faster Act 2022 Development Charge reductions in determining potential funding for proposed CIP programs.
2. A plan to monitor the uptake of financial incentives by housing type to confirm which programs have contributed to adding attainable housing units.
3. A recommended yearly budget allocation for the CIP, with assessment on the source of municipal funding for the plan provided by the Director of Corporate Services.

**That** Staff review staffing levels to implement the CIP and further support the processing of housing initiatives.

## 5.0 Pilot Housing Project

Through the Stratford Housing Project and subsequent consultations for the AHP, it has been determined that the City has a shortage of available development land and supply of housing units to meet demand.

An option in addressing the current housing challenges is to consider development opportunities on vacant land currently owned by the City of Stratford, that could be considered by Council as surplus to the needs of the municipality. The vacant land could be sold to generate revenue to support other municipal initiatives or could be developed through various partnership models. In this regard, the Pilot Housing Project will consider the following options for city-owned land:

1. Declaring land surplus and selling land through an RFP Process.
2. Entering into a public-private partnership to develop the land for housing.
3. Developing a city-owned and operated housing development.

In evaluating the above-noted options, the Project Team has prepared a series of Conceptual Site Plans as well as detailed proformas (financial assessment) for the development options to assist in recommending the direction for the land. The proformas also consider the potential impact of the recommended CIP/CIT financial incentives, where attainable housing is provided.

There are three current parcels owned by the City that could be considered, being 3188 Vivian Line 37, the Cooper site and 150 McCarthy Road West, subject to existing commitments for those lands to other parties.

The Project Team determined that the McCarthy Road West site had greater limitations for attainable and/or affordable housing options given the current sanitary servicing constraints related to the sanitary pumping station; and, the Cooper site currently has a number of potential uses that could restrict the overall land size available to accommodate a housing development. While opportunities exist for both of those parcels, the Project Team, along with the Working Group have selected to focus on the property at 3188 Vivian Line 37.

In addition, the Project Team prepared a conceptual site plan and associated financial proformas for a theoretical infill property. The purpose is to demonstrate the forms of residential development and associated costs for infilling, in comparison to a greenfield site.

### 5.1 DEVELOPMENT SITES

#### 5.1.1 3188 Vivian Line 37

The property at 3188 Vivian Line (herein referred to as the “Site”) is located on the north side of Vivian Line and east of Romeo Street North in the north-eastern area of the City of Stratford. At

2.31 hectares in size, the Site is vacant and currently leased for agricultural purposes as an interim use.

The Site has direct access and frontage on a municipal road, with available water, sanitary and storm infrastructure. In the last five (5) years, a number of medium density residential projects have been approved and constructed in the vicinity of the Site, including land to the east and west.

The Site is located within the airport regulation limits and a source water protection Dense Non-Aqueous Phase Liquids (DNAPL) Policy area. There are no known natural hazards or environmentally sensitive features on the Site.

The City of Stratford Official Plan (OP) designates the Site as “Residential Area”, which permits a range of low and medium density residential uses up to a maximum density of 65 units per hectare. Permitted uses include single detached, semi-detached, duplex, triplex, townhouse dwelling, small rise apartment, back-to-back and stacked towns.

The Site is zoned “Future Residential (FR)” in the City of Stratford Zoning By-law, which serves as a holding zone until such time as a specific development is proposed and an associated Zoning By-law Amendment Application approved. Given recent development approvals in the immediate area, it is anticipated that a “Residential Five (R5)” zone with site-specific provisions would be proposed for the Site to optimize the land, provide for efficient land use, and provide greater densities to support range of housing choice.

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

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

Two concepts were created for the Site:

Option #1: Maximization of current Official Plan density permissions

Option #2: Increased density through an Official Plan Amendment

Option #1 includes four groupings of back-to-back stacked townhome units across the entire property. In total, 148 units are proposed, with each unit being approximately 1,345 square feet in size. This translates to an overall density of 64 units per hectare. An internal, private roadway

permits access to the Townhomes and parking from Vivian Line. Parking is provided at 1.5 spaces per unit for a total of 222 spaces across the entire site.

Option #2 includes three 4-storey apartment buildings, one fronting Vivian Line and the other two apartments located to the rear of the site. Each apartment contains between 72 and 80 units, with each unit estimated to be approximately 770 square feet in size, creating a concept with 232 units total and a density of 100 units per hectare. An internal, private roadway permits access to the apartments and parking from Vivian Line. Parking is provided at 1.25 spaces per unit for a total of 290 spaces across the entire site.

The concepts developed as part of this project are preliminary in nature and should solely be used for the purpose of visualizing development potential on greenfield land and infill land within the City of Stratford. Should development of land proceed utilizing these concepts, such land and concepts should be approved through appropriate Plan of Subdivision, Site Plan, and/or Plan of Condominium process.

### **5.1.2 Infill Site**

The Infill site developed for the intensification portion of this project is rectangular in size, with a frontage of approximately 75 metres and depth of approximately 129 metres, totalling 2.37 acres in size. The concept developed for the infill site includes two 4-storey apartment buildings, one fronting the access road and one to the rear of the site. Both apartments contain 48 units, with each unit estimated to be approximately 770 square feet in size, creating a concept with 96 total and a density of 100 units per hectare. Parking is provided at 1.25 spaces per unit for a total of 120 spaces across the entire site.

## **5.2 FINANCIAL ANALYSIS**

To assess the value of grants offered, as well as understand the opportunities and constraints associated with a private development and a municipally led development, detailed financial proformas have been prepared.

Each proforma was then assessed for development by either a private enterprise or by the City within each proforma. Development by private enterprise provides a hands-off approach by the City, with revenue generation for the land sale, permitting and approval fees, as well as long term property tax revenue.

Should the City pursue the development of the Site, including construction, it is anticipated that the housing units would be rental units, in keeping with the Britannia Street Project. For the City-owned and managed development proforma, certain costs would need further refinement, including staffing costs to manage the land use planning approvals and construction.

A third option for developing attainable housing is through a Public-Private Partnership. A partnership could be constructed in a number of ways, but it would be envisioned that the City

would retain a certain percentage of units as either affordable and/or attainable, in exchange for a reduced land purchase price. A proforma has not been created for this option, as the details of said partnership would be specific to the selected builder/developer.

It is noted that a public-private partnership offers potential benefits including:

- Opportunity to guarantee a minimum number of affordable and/or attainable units.
- Obtaining the required number of affordable and/or attainable unit, which the City supports managing long-term.
- Provides for a mixed-use development that includes market units, along with affordable and/or attainable units.
- Minimizing the City's involvement in the design and construction of the project.
- Opportunity for collaboration on the approvals process.

### **5.2.1 Proforma Details**

Each proforma provides a summary of costs for the following items: Roadworks, Servicing, Utilities, Earthworks, Landscaping, Building, Professional Services, Permitting, Land Purchasing, and Financing. Construction fees and costs for Professional Services were assumed based on 2022 Construction Tender documents made available to Stantec for assumption purposes. Permit Fees were pulled directly from the City of Stratford 2023 Fees and Charges By-law. Land Purchasing fees were assumed based on the average per acre cost of available land for sale in Stratford during the time the proformas were being completed.

For construction costs, the 2023 Altus Group Canadian Cost Guide was utilized. The Altus Group prepares an annual construction cost guide to provide builders with a budget range of construction hard costs across all asset classes in the Canadian Marketplace. The 2023 construction guide numbers are determined through a combination of historical data, overlaid with expert opinion and knowledge, and is designed as a tool for initial budgeting purposes. As Altus only covers construction costs for major Canadian cities, the low range of GTA costs were utilized for the proformas for Stratford and assumed to be similar. For financing fees, the 2023 State of the Residential Construction Industry (SORCI) Annual Report was utilized. The 2023 State of the Residential Construction Industry (SORCI) Annual Report provides industry insights in operations, marketing, sales, and financials from more than 1,000 surveyed builders across the United States, Canada, Australia and New Zealand. Where possible, only Canadian data was utilized from the SORCI report. Altus data and SORCI data both provided objective, trusted, and accessible data.

The following table summarizes the overall project costs and cost per unit for both Greenfield Developments and the Infill Development based on the outcomes of the proformas. It is noted that the cost per unit is lower for a City developed, owned, and operated property for the following reasons:

- There is no land cost that carries through to the purchasers.
- City fees and charges would not apply.
- Assuming a City development would be rental units, there are no real estate fees assigned to the cost.
- The City would need to consider the staffing required to manage the land use planning approvals process and construction process, in addition to on-going operational staff.
- As a rental development, owned by the City, consideration should be given to lost property tax revenue for 220 to 290 dwelling units.

	<b>City-owned (refer to notes below)</b>		<b>Private Entity</b>	
	<b>Price Per Unit (Equivalent to Calculate Monthly Rent)</b>	<b>Total Cost</b>	<b>Price Per Unit</b>	<b>Total Cost</b>
Infill – 96 apartment units (Conceptual Location)	\$340,306	\$37,820,244	\$393,361	\$28,439,764
Greenfield Option 1 – 148 staked townhouse units (3188 Vivian Line)	\$477,512	\$70,671,816	\$630,074	\$84,009,912
Greenfield Option 2 -232 units apartment unit (3188 Vivian Line)	\$315,256	\$73,139,404	\$431,457	\$100,097,993

**NOTE:** It is noted that while the “City-owned” development results in a lower end unit price, the following lost revenue and property tax must be considered:

- Lost revenue from the sale of the Land, valued at \$4,620,229.
- Lost revenue from City Fees and Charges, valued at \$1,528,621.
- On-going operating and maintenance cost to manage the development of \$611,029 to \$857,929 per year.
- Lost property tax revenue for 148 to 232 dwelling units.

To provide a high-level summary of key costs, the following chart summarizes costs by percentage for the privately led development within Option 1 (Figure 5.1) and municipally led development for the same scale and density (Figure 5.2).



Figure 5.1 Percentage Cost of Development (Option #1 – City Developed Greenfield)

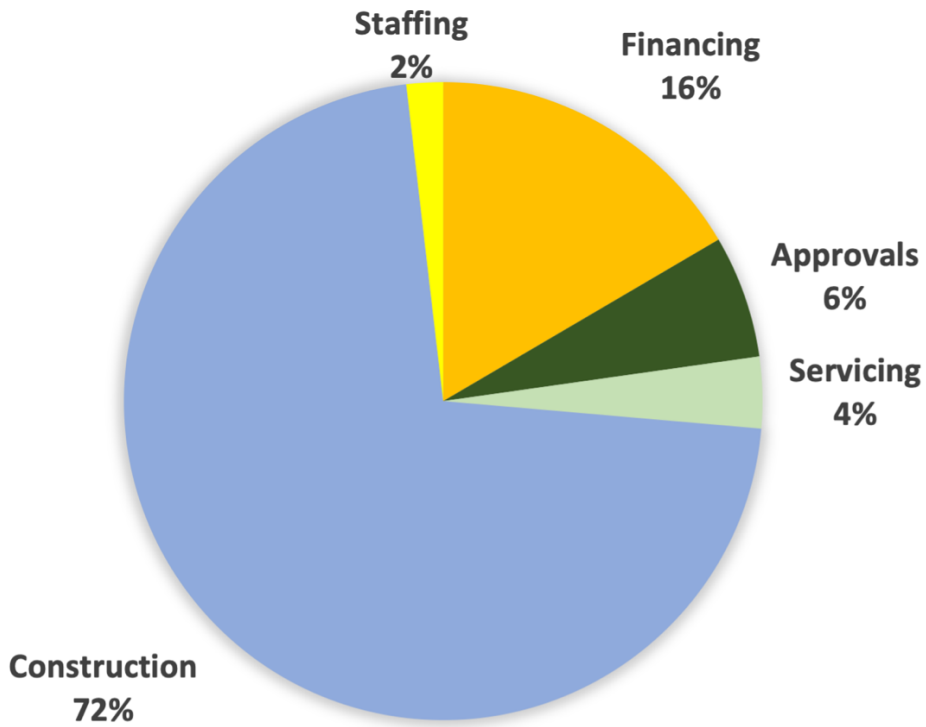
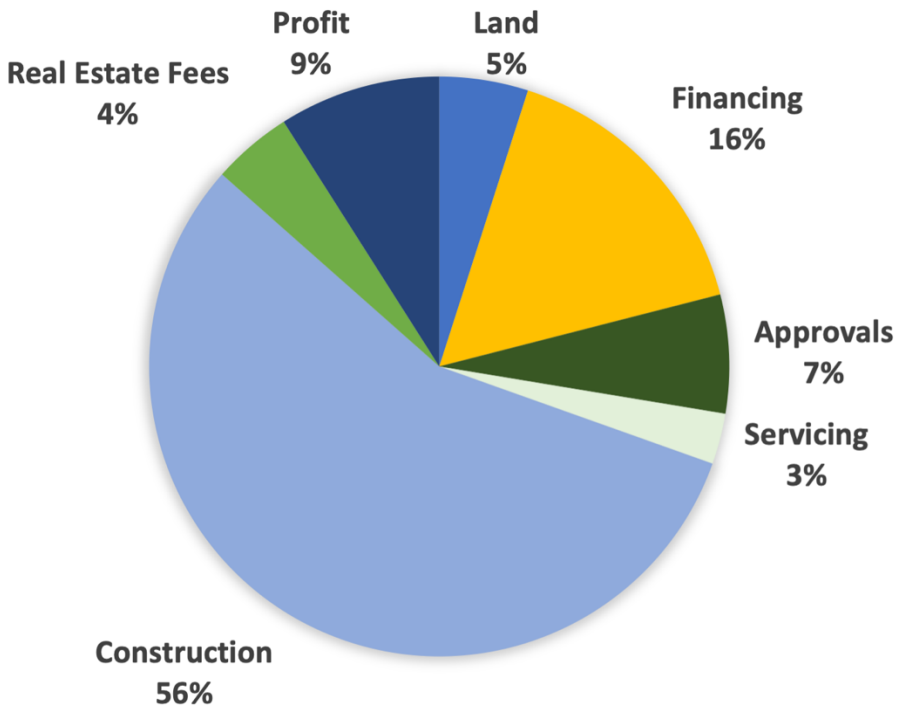


Figure 5.2 Percentage Cost of Development (Option #1 – Private Greenfield)



In the context of a private development on lands declared surplus, there would be an opportunity to consider attainable housing units and associated provincial and municipal incentive programs; however, portions of the development would have to include rental units. The proposed incentives could be used in the following development scenarios:

- A new rental residential development.
- The additional of an accessory suite (up to two dwelling units).

### **5.3 PILOT PROJECT RECOMMENDATIONS**

Based on the foregoing assessment, it is recommended that the City declare the Site as surplus to municipal needs and commence the required disposition of land process. There are a number of opportunities and resultant benefits to the City considering a public-private partnership to achieve overall objectives in increasing the supply of attainable housing, while minimizing long-term financial and operational implications.

The development of the Site as a long-term affordable and/or attainable development, owned and managed by the City of Stratford will have the following cost implications:

- Lost revenue from the sale of the land.
- Lost revenue of permit fees.
- Lost property tax revenue.
- Long-term operation and maintenance of 232 dwelling units.

These potential impacts could be mitigated, while continuing to add additional affordable and/or attainable housing units through a partnership model.

To further the objectives of adding housing stock to the City and given the complexities and inherent risk of developing a property for higher densities, it is recommended that the City consider redesignating the land through the Comprehensive Official Plan Review as “Medium” or “High Density” Residential. This approach will ensure that the Site is efficiently utilized and a greater number of housing units are added to the supply.

Through the disposition process, it is recommended that the City consider including specific criteria as a condition of the sale, including:

- Opportunities to partnerships.
- Requiring a minimum density on the Site.
- Requiring a minimum percentage of the dwelling units to be attainable (per the definition of the Development Charges Act).

Based on the foregoing, the recommendations include:

**That** Staff review municipal surplus land policies and bring a report to Council with recommendations and process to declare 3188 Vivian Line as surplus to City needs. The report should provide options and recommendations on conditions of a sale, which could include:

1. Sale of the land to a buyer, with conditions on minimum density and/or minimum number of affordable and/or attainable housing units.
2. Partnership with a private entity to develop the land for residential purposes.
3. Partnership with non-profit organizations to develop the land for residential purposes, including affordable and supportive housing options.

**That** Staff monitor development activity in the vicinity of the City-owned land at 150 McCarthy Road West and any associated infrastructure improvements. At such time as development opportunity for the land is imminent, staff to consider and report to Council on the option to declare the land surplus.

## 6.0 Awareness Campaign

Action 4 in the Stratford Housing Project recommended that the City establish a “Yes in My Backyard” initiative to address any public concerns relating to the ‘missing middle’ and diversified attainable housing developments. The purpose is to develop an awareness and education campaign to promote diversified housing development for positive social impact and community engagement.

The Project Team has developed a fulsome campaign with the goal to raise awareness and capture interest in the issue of attainable housing; and, inspire people to help and drive community action to increase the supply of attainable housing. Addressing the attainable housing needs includes participation on all levels, not just public and private sectors parties.

The awareness campaign includes:

1. Project logo and branding.
2. Series of videos and written stories from community members on their housing challenges.
3. Landing website on investStratford to provide additional information and resources to provide community members with opportunities to support housing in Stratford.
4. Social media posts through both the City of Stratford and investStratford that include both the videos and written stories, as well as a link to the landing webpage.

The audience includes all community members and those who are interested in assisting in addressing the housing crisis.

### 6.1 PROJECT LOGO AND BRANDING

The awareness campaign has been branded as the “Let’s Be Neighbours” campaign to promote community awareness and inclusion of all those who require attainable housing. The core message of the logo is:

*There is a housing crisis that affects our entire community – people we know. Your actions have impact. You can become a part of the housing solution. Let’s be neighbours.*

The campaign logo is as follows:



## 6.2 VIDEO AND WRITTEN STORIES

As part of the awareness campaign, a series of videos and written stories have been collected from community members who are facing housing challenges due to the lack of attainable housing.

First and foremost, the Project Team would like to extend a sincere thank you to all those who shared their personal stories publically and took the time to participate in the campaign. The stories demonstrate the wide-reaching impact of housing in our community and that it impacts a wide-cross section of people in terms of age, family status, and employment sector. Community members that participated included:

1. Andrei, an employee of a local industrial company with professional training.
2. Dianne, an owner of a small business in Stratford.
3. Calum, a young professional and recent graduate.
4. Ali, employed in Stratford and looking to raise her young family in the community.
5. Kim, a new comer to Stratford looking to settle with a young family.
6. Ken, a senior searching for suitable rental housing.
7. Janet, operator of a daycare who searched for suitable housing.
8. Brenda, a personal support worker.
9. Star, a small business owner.
10. Mark, a young professional working within the healthcare industry.
11. Sammy, a young professional working within the healthcare industry.
12. Marjolein, a senior with perspectives on required housing.
13. Amanda, young professional employed in Stratford.
14. Leigh, a personal support worker in Stratford.
15. Christy, community leader.

The key common themes discerned from these stories include:

- Lack of available housing.
- The type/range of housing type is limited - there are mostly single family homes and no smaller homes, entry level homes.
- High cost of rental properties.
- Young adults and seniors having the hardest time finding housing.
- Having to live in a community other than Stratford even when they work in Stratford.
- Difficulty keeping a job/retaining staff because of housing barriers.
- Frustrating and time consuming trying to find housing - a need for centralized platform.

## 6.3 LANDING WEBPAGE

To support the awareness campaign, the Project Team, in collaboration with investStratford and the City of Stratford have developed a landing webpage on the investStratford website. It is the

intent that the social media posts and campaign will create interest in the challenges surrounding attainable housing and residents will be inspired to learn more and become part of the solution. In this regard, the landing webpage will also include a series of resources for those that are looking for housing, those looking to support housing projects, and those who are interested in adding housing to the community.

One specific tool on the landing webpage is an 'Additional Residential Unit Handbook', which includes a user-friendly outline of the rules and regulations related to adding another suite to a residential property, as well as a simplified checklist of requirements.

## 7.0 Recommendations

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

It is acknowledged that the current housing crisis is a complex issue with numerous contributing factors. The intent of the AHP is to act locally, with solutions that can be implemented at the municipal level, in coordination with community partners and the community-at-large.

investStratford and the City of Stratford have proactively developed initiatives to support the local need for attainable housing. This approach, as detailed throughout the report included the following initiatives:

1. Develop a Community Incentive Toolkit with an implementing Community Improvement Plan to financially support the creation of attainable housing.
2. Consider municipally owned land as a tool to further support the creation of additional attainable housing.
3. Launch an awareness campaign to inspire the community to be informed, engage, and act on matters related to attainable housing, including the creation of additional residential units (accessory suites).

In addition to the directives above, the AHP has identified other considerations for the City of Stratford over the long-term to support the creation of attainable housing.

The initiatives include a series of recommendations for consideration by Council and are a culmination of extensive research and consultation, and an assessment of needs based on the unique characteristics of the City of Stratford. There are seven (7) recommendations from the AHP that direct staff to implement the findings of these initiatives and report back to Council for future considerations. It is further recommended that the implementation be direct by the Corporate Leadership Team, with support from investStratford.

### Attainable Housing Project Recommendations

**That** Staff bring a report to Council to consider the approval of the Community Improvement Plan (“CIP”) with the inclusion of a Community Incentive Toolkit (“CIT”), during the 2024 budget process. The staff report may include, but not be limited to the following:

1. Consideration of financial impacts associated with the Bill 23, More Homes Built Faster Act 2022 Development Charge reductions in determining potential funding for proposed CIP programs.

2. A plan to monitor the uptake of financial incentives by housing type to confirm which programs have contributed to adding attainable housing units.
3. A recommended yearly budget allocation for the CIP, with assessment on the source of municipal funding for the plan provided by the Director of Corporate Services.

**That** Staff review staffing levels to implement the CIP and further support the processing of housing initiatives.

**That** Staff review municipal surplus land policies and bring a report to Council with recommendations and process to declare 3188 Vivian Line as surplus to City needs. The report should provide options and recommendations on conditions of a sale, which could include:

1. Sale of the land to a buyer, with conditions on minimum density and/or minimum number of affordable and/or attainable housing units.
2. Partnership with a private entity to develop the land for residential purposes.
3. Partnership with non-profit organizations to develop the land for residential purposes, including affordable and supportive housing options.

**That** Staff monitor development activity in the vicinity of the city-owned land at 150 McCarthy Road West and any associated infrastructure improvements. At such time as development opportunity for the land is imminent, staff to consider and report to Council on the option to declare the land surplus.

**That** as part of the Comprehensive Official Plan Review (2023-2024), Staff include opportunities to support intensification, infilling, and the efficient use of land and services to support attainable housing in the City. Consistent with the Provincial Policy Statement, consider general increases to the permitted height and densities within the City and a hierarchy of residential land use designations (e.g., low, medium and high density residential).

**That** Staff monitor the need for community-wide studies to support housing, including master servicing planning, transit and transportation planning and emergency services. Community-wide studies should consider the implications of generally increasing densities with housing development and assess the impact of Bill 23, which permits three dwelling units on all residential properties in the City.

**That** Staff evaluate software platforms available, including approaches from surrounding municipalities, to streamline the approvals processes and to augment interactive mapping tools for members of the public.

**That** the Corporate Leadership Team, with support from investStratford, be responsible for the oversight of the project implementation plan.



**APPENDIX 1  
CONSULTATION DATA**

## Stratford CIT Open House Feedback

#		Tuesday November 22nd
1	Welcome	
2	We're creating our community improvement plan!	
3	What is a Community Incentive Toolkit	
4	Attainable Market Housing	
5	What We've Heard	
6	Why do we need a plan	
7	Defining 'Attainable'	
8	What is 'Attainable'?	
	Affordable	10 dots
	Adequate	
	Appropriate	3 dots
	Accessible (locality)	4 dots
	Accessible (to obtain)	1 dot
	Available	5 dots
	Advance	
9	How do you define 'attainable'?	
	Add a sticky note with your definition!	Encouragement to stay and live with the pay made by owner/renter. Sized for family, existing (not oversized). In community.
		Housing that everyone - no matter age, income, etc. has an opportunity to either rent or own & still be able to afford necessities
		just handing \$ to developers - will it help; what about long-term
		How to encourage a housing co-op? Transitional housing?
		The current definition is "market housing" - income tested, available, suitable is market. We cannot be offering scales of a to build market housing! - use the 'affordable' definition!
		Attainable has to be different and defined category. Separate from market housing
10	Where do you want to see attainable housing	
	Which neighbourhoods? Intersection? Specific vacant lot?	Adding to existing homes (granny flats, backyard suite)
		Intensification of existing lots - small homes/second suites
		Downy St - lots of lots. All empty downtown space - incentivize attainable builds
		Old Fairgrounds - more
		Infill within community existing
		Don't focus on the heritage areas. They already have apartments in many of the houses, as well as B+B's and the lots tend to be smaller

	Vacant lots @ Douro. Cooper Site
	East __ lots __ sides of road last block close to downtown grocery store
	Don't "gift" developers!
	Grand Trunk site factories alone. Douro and King St. Tall - mixed with commercial
	Rather than larger complexes, lets aim for small pockets of attainable housing in every area of Stratford
	Closer to downtown rather than built on fringe of town. Closer to shops, services, facilities. Perhaps achieve this by allowing older single detached to become duplex, triplex + quads

11	Proposed CIP Area (CIPA)
12	Community Profile
13	Housing & Dwelling Characteristics

	Don't know 2017? 2018, 2019, 2020, 2021
	Household Income? After taxes?

14	SWOT: Introduction
15	SWOT

	Strength	
	Weaknesses	Developers probably will never want to build attainable housing - government responsibility?
		\$ to be used for people, not developers
		Need attention to green building
		Nothing mentioned about net zero design homes
		Green building standards to go into the future
	Opportunities	Grants for owners of single family homes to renovate for basement or other units
		Owners grants for renovating for rental
	Threats	Cost of living economy
		Don't destroy the heritage neighbourhoods in the rush to build
		Don't ruin, but may use heritage buildings

16	Proposed Municipal Programs	
	Secondary Unit Advertising Program	Understanding the "how-to" of the planning process to add 2nd dwelling
	Surplus Land Grant	
	Lobbying for Partnership	
	CIP Applicant Recognition	

17	Proposed Municipal Programs	
	Strategic Acquisition, Investment & Partnership Program	Old factories that are sitting vacant + brown sites. Talk to owners to develop them - incentive for brown site
	Add Your Own	How can individuals help to fund attainable housing?

	<p>100 Stratford Housing Corporation - be our own builder and developer, use municipal bonds for a funding source, baked the property tax between residential and CIP to 60:40</p> <p>Tax affordable houses at a "low" or "ail" rate for a period of x years</p> <p>Tax new housing development in annexed areas to support the building of attainable housing within the city</p> <p>Consider all vacant sites for infill - low lots to assist for 1st # years</p>	
18	Proposed Grant programs	
	Design Feasibility and Study Grant	
	Planning and Building Permit Fees Grant	
	Development Charge Rebate	NO! Private developers should never get rebates, 50% off, etc. They need to pay for what they do
19	Proposed Grant Programs	
	Tax Increment Equivalency Grant	Target specifically for third-party groups/non-profits with a RGI model
	Brownfield Financial Tax Incentive Grant	
	Housing Rehabilitation and Conversion Program	Pressure government to give guarantee income to low income so they can work and afford housing - Wynne government did this and it was successful. Ford government cancelled
		Grant/incentive for green building
		Grants for energy efficient homes. Saw nothing regarding climate change
		The whole Avon Crest site would be perfect for this
20	Financial Incentives and Programs	
	What are your overall thoughts on the proposed programs?	Everything seems to aimed at private developers and builders. Why can't the city act as developer and build exactly what city needs? - agreed
		Socialism for owners and developers is far less effective than socialism for the lower middle class directly! Half the propose is just trickle down economics for homes
		Focus on non-market housing
	What have we missed? Any additional suggestions	Need commercial tax base?
		Province/city funding programs undermine goal of housing. Is lost revenue for other needs
		What did Medicine Hat do with builders/investors?
		Where is the green Building goal in all of this? - yes please!
21	Next Steps	

## Survey Responses

22 September 2022 - 04 October 2022

# Stratford Attainable Housing Project - Public Survey

## Engage Stratford

Project: Stratford Attainable Housing Project



VISITORS					
112					
CONTRIBUTORS			RESPONSES		
37			37		
4	33	0	4	33	0
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous



**Respondent No:** 1

**Login:** [REDACTED]

**Email:** [REDACTED]

**Responded At:** Sep 22, 2022 09:34:28 am

**Last Seen:** Sep 22, 2022 13:18:26 pm

**IP Address:** 99.254.196.157

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** Stratford
- 
- Q3. **Which type of housing do you currently live in?** Apartment
- 
- Q4. **How many bedrooms are located within your current housing situation?** 2
- 
- Q5. **Which of the following best describes your current housing situation?** I am a renter
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.** Close to family/friends
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Close to family/friends
  2. Close to shopping (essentials; such as groceries)
  3. Cost
  4. Yard and/or lot size
  5. Neighbourhood character
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Close to healthcare and associated public services/ ease of mobility
  8. Accessible and/or barrier-free
  9. Close to schools
  10. Close to work
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- Very Limited supply for seniors.
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** City
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- One I can afford on a fixed income
- 
- Q11. **Where do you think attainable housing should be built within the City of Stratford?**
- Everywhere but not near industry or on already congested streets filled with apartments.

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Lack of buildings to own and rent. Price.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Incentives to developers, builders

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Very limited availability but also the necessary supports to go along with increased housing like MEDICAL CLINICS (walk-in) and new doctors!

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---





Respondent No: 2

Login:

Email:

Responded At: Sep 22, 2022 12:02:01 pm

Last Seen: Sep 22, 2022 12:02:01 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? I live in Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 4+
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. **Other (please specify)**  
Family home.
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Close to work
  2. Close to shopping (essentials; such as groceries)
  3. Close to schools
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Cost
  6. Close to healthcare and associated public services/ ease of mobility
  7. Close to family/friends
  8. Accessible and/or barrier-free
  9. Neighbourhood character
  10. Yard and/or lot size
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- no..housing prices are way over budget.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Private developers/landlords
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- People should not be forced to go into a debt load that they will never pay off. People should not have to spend more than 30-40% of their income on housing.
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?
- On land that is obsolete for other uses...development of the Cooper site for example.



**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

High costs. Many units are for seniors or those over 55, not for families. Not enough geared to income housing.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

There must be some form of grants or geared to income programs so that young people and young families can find affordable housing.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

no

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---





Respondent No: 3

Login:

Email:

Responded At: Sep 22, 2022 14:35:00 pm

Last Seen: Sep 22, 2022 14:35:00 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost  
Close to family/friends  
Neighbourhood character
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Neighbourhood character
  3. Close to family/friends
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Close to shopping (essentials; such as groceries)
  6. Close to work
  7. Yard and/or lot size
  8. Accessible and/or barrier-free
  9. Close to healthcare and associated public services/ ease of mobility
  10. Close to schools
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. Lower income people/families are being priced out
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- City
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- An average of 30% of monthly income
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?
- In every neighbourhood. This should not be about segregating. A community is stronger when housing is mixed
-

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Inventory

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

More inventory (federal, provincial funding as well as public/private partners), inclusionary zoning

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

-

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** Yes

---



Respondent No: 4

Login: [REDACTED]

Email: [REDACTED]

Responded At: Sep 23, 2022 23:55:13 pm

Last Seen: Sep 23, 2022 23:55:13 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 1
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Accessible and/or barrier-free
  3. Close to healthcare and associated public services/ ease of mobility
  4. Close to work
  5. Yard and/or lot size
  6. Neighbourhood character
  7. Close to shopping (essentials; such as groceries)
  8. Close to family/friends
  9. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  10. Close to schools
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- There needs to be a lot more houses built in the range of \$300,000.00 - \$500,00.00. As most of us can not afford a house which starts off at \$850,000 or higher. I feel that if you start building houses in this price range more residence in and around Stratford can and will become home owners.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. City
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?  
\$1,000.00 - \$1,500.00 per month.
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?  
City limits or the old Fair grounds....

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

There is not enough supply for the demand of houses in the \$300,00 - \$500,00 range.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

I did check out a few housing programs and they did not fit my needs or I wasn't approved.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

no

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---

not answered



Respondent No: 5

Login:

Email:

Responded At: Sep 26, 2022 17:42:00 pm

Last Seen: Sep 26, 2022 17:42:00 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Neighbourhood character
  3. Close to shopping (essentials; such as groceries)
  4. Close to schools
  5. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  6. Close to work
  7. Close to healthcare and associated public services/ ease of mobility
  8. Close to family/friends
  9. Yard and/or lot size
  10. Accessible and/or barrier-free
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No, private rent is too high for individuals on social assistance, cpp or low income families.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Other (please specify) Partnerships between the city and provincial government.
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- \$600, build partnerships with landlords, offer rent subsidy's
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?
- Close to services such as grocery stores, pharmacy, bus stops

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Lack of Permanent Supportive housing projects.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Partnerships with the county, working with mental health and substance use services/agencies.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

N/A

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---





**Respondent No:** 6

**Login:** [REDACTED]

**Email:** [REDACTED]

**Responded At:** Sep 26, 2022 18:17:09 pm

**Last Seen:** Sep 26, 2022 18:17:09 pm

**IP Address:** n/a

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** Stratford
- 
- Q3. **Which type of housing do you currently live in?** Townhouse
- 
- Q4. **How many bedrooms are located within your current housing situation?** 3
- 
- Q5. **Which of the following best describes your current housing situation?** I am a renter
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.**  
Ease of mobility/close to transit routes  
Accessible and/or barrier free
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**  
1. Accessible and/or barrier-free  
2. Close to healthcare and associated public services/ ease of mobility  
3. Yard and/or lot size  
4. Neighbourhood character  
5. Close to community amenities (e.g., community centre, library, ice rinks, parks)  
6. Close to family/friends  
7. Close to shopping (essentials; such as groceries)  
8. Cost  
9. Close to schools  
10. Close to work
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**  
  
No not at all. Seniors have no where to go unless they move to an apartment, as someone who loves being outside and gardening I still want outside space and one floor living need more hamlet estates type places
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** Private developers/landlords
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**  
Something that's within reach on CPP or retirement plans
- 
- Q11. **Where do you think attainable housing should be built within the City of Stratford?**  
Old sobeys lot, avoncrest building if tearing it down anyway make an extension of hamlet estates there.



**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

There is no one storey options being built at all in stratford under 800,000 which means no retired being will be buying

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

55+housing subdivisions

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Seniors housing that are townhouse style hamlet estates is a great model copy it multiple times around the city

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---

not answered



Respondent No: 7

Login: [REDACTED]

Email: [REDACTED]

Responded At: Sep 26, 2022 19:08:33 pm

Last Seen: Sep 26, 2022 19:08:33 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Duplex
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Other (please specify)**  
It was the only thing I could find as well as afford when I was evicted for my landlord to move in. As it is, I had to pay 250 more a month for a 2 bedroom 1 floor basement apartment vs. a 3 bedroom, 2 storey side by side duplex.
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to work
  3. Close to shopping (essentials; such as groceries)
  4. Close to family/friends
  5. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  6. Close to healthcare and associated public services/ ease of mobility
  7. Yard and/or lot size
  8. Neighbourhood character
  9. Accessible and/or barrier-free
  10. Close to schools
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. See my answer above regarding differences in rental rates.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Public-private partnerships
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- It has to also consider cost of amenities. My new unit is in the basement and is all electric heating. I froze last winter trying to keep the hydro costs reasonable enough for me to afford to pay them. I had to pay an extra \$250 on top of my 1200 rent just to try and stay warm.

Q11. **Where do you think attainable housing should be built within the City of Stratford?**

Anywhere.

---

Q12. **What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Greedy landlords, jerky renters ruining it for good tenants, not enough incentive to developers to create reasonably priced units. High income retirees moving to the city creating a pool of tenants willing to pay exorbitant prices.

---

Q13. **Are there any programs that you think should be implemented to keep housing at an attainable price?**

Government incentives for landlords and or development

---

Q14. **Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

No

---

Q15. **If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 8

Login:

Email:

Responded At: Sep 26, 2022 19:26:31 pm

Last Seen: Sep 26, 2022 19:26:31 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? I LIVE IN STRATFORD. Please do a better job in future with constructing surveys-- if I answer yes in question #1, it should skip to question #3 instead of badgering me to answer.
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost
  - Close to work
  - Close to shopping (essentials, such as groceries)
  - Close to family/friends
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Neighbourhood character
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Close to shopping (essentials; such as groceries)
  2. Close to work
  3. Cost
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Neighbourhood character
  6. Close to family/friends
  7. Close to healthcare and associated public services/ ease of mobility
  8. Close to schools
  9. Accessible and/or barrier-free
  10. Yard and/or lot size
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. I have been in my apartment for 12 years, and because of good rent control, the cost is still affordable. If I had to move now, I'd never be able to afford something of the same size/quality... and that's if I could even find an available rental unit. Comment on the above ranking in #7- some of the factors were completely irrelevant or N/A, but I was forced to rank them. In future surveys, there should be a N/A option or your statistics will be skewed.
-

Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** Public-private partnerships

---

Q10. **What do you consider to be attainable/affordable when it comes to housing?**

We need more housing geared to income in this city, not just luxury new builds. (Comment- Again with the poor wording: question #9 says "Select all that apply", but you can only choose one!)

---

Q11. **Where do you think attainable housing should be built within the City of Stratford?**

Within the downtown core near amenities and public transportation. Why are so many buildings standing empty and unused when we have such a noticeable and visible homeless issue? Tiny houses could be constructed in some areas in clusters to form instant community-- perhaps rent-to-buy to give people a way to get into the housing market and have pride of ownership.

---

Q12. **What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Lack of will on the part of all levels of government. Apathy. A focus on luxury development. We are losing the younger generation because they cannot afford to rent here, or even find a decent place.

---

Q13. **Are there any programs that you think should be implemented to keep housing at an attainable price?**

Rent geared to income. Rent to buy programs. Grants for homeowners to create rental space within or on their property.

---

Q14. **Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

As a matter of urgency, we need a coordinated program in Stratford involving outreach, mental health support, addiction counseling, job placements and quality shelters and longer-term housing solutions. No one should ever have to be homeless in this city.

---

Q15. **If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

████████████████████



Respondent No: 9

Login: [REDACTED]

Email: [REDACTED]

Responded At: Sep 26, 2022 19:50:17 pm

Last Seen: Sep 26, 2022 19:50:17 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Condominium
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost  
 Close to shopping (essentials, such as groceries)  
 Close to community amenities (e.g., community centre, library, ice rinks, parks)  
 Accessible and/or barrier free  
 Neighbourhood character  
**Other (please specify)**  
 Design - main floor living in a condo townhome to facilitate aging in place.
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to shopping (essentials; such as groceries)
  3. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  4. Accessible and/or barrier-free
  5. Neighbourhood character
  6. Yard and/or lot size
  7. Close to schools
  8. Close to family/friends
  9. Close to work
  10. Close to healthcare and associated public services/ ease of mobility
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No I do not. We need more attainable housing for working families that are affordable and of a modest size at an entry level they can afford. We also need more suitable housing for seniors on fixed incomes to allow them to age safely in place. I think we need to look to the example of wartime housing - modest sized homes geared to income for working families to get on the property ladder.
-

Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** Public-private partnerships

---

Q10. **What do you consider to be attainable/affordable when it comes to housing?**

Housing should cost no more than 30% of family income.

---

Q11. **Where do you think attainable housing should be built within the City of Stratford?**

There are plenty of empty lots in and around the city - the Old Dominion House, the Baptist church on Ontario, the St. John's church property are just a few examples where decent infill housing could be built at moderate cost.

---

Q12. **What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Developers are concentrating on larger homes with a huge footprint and pricing them beyond the means of working class people. Seniors and young families of modest income cannot afford what is currently being built.

---

Q13. **Are there any programs that you think should be implemented to keep housing at an attainable price?**

Look to the wartime housing program of the 1940s and 1950s as an example of how to create new neighbourhoods of attainable housing - modest but well designed, well constructed homes at affordable prices.

---

Q14. **Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Keep engaging the community - reach out to all partners, especially seniors.

---

Q15. **If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 10

Login:

Email:

Responded At: Sep 26, 2022 19:56:32 pm

Last Seen: Sep 26, 2022 19:56:32 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 4+
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost
  - Close to work
  - Close to schools
  - Close to healthcare and associated public services
  - Yard and/or lot size
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to work
  3. Yard and/or lot size
  4. Close to family/friends
  5. Close to schools
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Close to healthcare and associated public services/ ease of mobility
  8. Accessible and/or barrier-free
  9. Close to shopping (essentials; such as groceries)
  10. Neighbourhood character
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- There are no available lots for sale in the city for individuals to buy and do a self build or choose their own contractor. They are all controlled by developers and builders who can ask a premium because they hold and control the only lots available.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? City
- Select all that apply.
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- A home that doesn't make a family mortgage poor given their situation.
-



**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Sprinkled throughout the city to not single out one specific area.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Tourism drives house isn't cost up for the average person as there is a lot of festival money from wealthy people who do not reside in Stratford all year round but own property to use as a vacation property.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Eliminate the bureaucratic red tape that costs developers and contractors extra money and fire Jeff Bannon so you get a pro active planner in charge who moves reasonable projects forward.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

This seems like a good idea in principle but I hope it actually Works and comes to fruition.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 11

Login:

Email:

om

Responded At: Sep 26, 2022 21:57:34 pm

Last Seen: Sep 26, 2022 21:57:34 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 4+
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost
  - Close to family/friends
  - Neighbourhood character
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Accessible and/or barrier-free
  2. Close to healthcare and associated public services/ ease of mobility
  3. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  4. Close to schools
  5. Yard and/or lot size
  6. Close to work
  7. Close to shopping (essentials; such as groceries)
  8. Neighbourhood character
  9. Close to family/friends
  10. Cost
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No, cost is the biggest factor. Prices for rent are ridiculous. The Canadian Mortgage and Housing Corporation (CMHC) recommends spending no more than 32% of your gross (pre-tax) income on housing which, even at Stratford's living wage of \$17.95 per hour, is less than \$920 per month on housing. Currently the majority of available rentals in Stratford average at \$2,000 per month. The average house price in Stratford of \$595,000 (as of August 2022) is a far cry for what a bank will typically approve a mortgage for at 3.5x your annual income. At Stratford's living wage of \$34,000 per year (\$17.95 per hour), people could only qualify for a mortgage up to \$120,000. Even at the average income of \$66,000 in Stratford, you would need the household to have two income earners (both at the average of \$66,000) to reasonably be approved for a mortgage covering the purchase of an average home in Stratford.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Provincial government

**Q10. What do you consider to be attainable/affordable when it comes to housing?**

32% of minimum wage before taxes covers the average cost of a dwelling.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Anywhere assuming transit is affordable and accessible

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Access to programs that provide affordable housing. Wait lists for wait lists doesn't work. Shortage of affordable units, lack of incentive for builders to build affordable units

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Rent control. Bring back rent control. Remove the incentives for real estate as an investment platform

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

You need a better name.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**





Respondent No: 12

Login:

Email:

Responded At: Sep 26, 2022 21:59:42 pm

Last Seen: Sep 26, 2022 21:59:42 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? .
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost
  - Close to work
  - Close to shopping (essentials, such as groceries)
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Close to healthcare and associated public services
  - Neighbourhood character
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  2. Close to shopping (essentials; such as groceries)
  3. Cost
  4. Close to work
  5. Close to healthcare and associated public services/ ease of mobility
  6. Accessible and/or barrier-free
  7. Close to family/friends
  8. Neighbourhood character
  9. Yard and/or lot size
  10. Close to schools
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. We have wanted to move for 4 years now. There was nothing available for rent. Then the pandemic hit and the price to rent doubled and a 2 bedroom house became 400000. The condos being built are high end luxury apartments suitable for retirement not young families.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Other (please specify)**  
What I think or feel about this subject doesn't matter.

**Q10. What do you consider to be attainable/affordable when it comes to housing?**

A 2 bedroom war time home should be 200000 not half a million. But the fact is, we wouldn't qualify for anything that would be government run. We make too much to be subsidized and not enough to buy anything on our own.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

The really isn't anywhere for small detached homes.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Houses have become an asset for a portfolio rather than a home. Single people buying larger properties or out of town landlords padding their portfolios, while those with small families or those with aspirations to have a family are left spending the majority of their income on properties that they will never get the opportunity to purchase themselves.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

There are programs already, but that doesn't stop a property company from buying houses that would have been affordable.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

As much as I would like to think this toolkit would help people like myself, I find it difficult to believe that this will benefit those in my income bracket. Unless you are able to completely overhaul the way mortgages are handled, setting limits on house purchases through companies, and capping house prices, this seems like an exercise in futility.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**



Respondent No: 13

Login:

Email:

m

Responded At: Sep 26, 2022 22:15:48 pm

Last Seen: Sep 26, 2022 22:15:48 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? N/A
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a renter  
**Other (please specify)**  
Living in temporary housing, because I can't find anything in a suitable price range.
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost  
**Other (please specify)**  
Forced into this, because I have no other options
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to family/friends
  3. Close to work
  4. Close to shopping (essentials; such as groceries)
  5. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  6. Neighbourhood character
  7. Yard and/or lot size
  8. Close to schools
  9. Close to healthcare and associated public services/ ease of mobility
  10. Accessible and/or barrier-free
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No, I do not believe there is an adequate supply of housing in Stratford that meets a price range that I feel is appropriate. My only major issue is with the crazy rental rates in the city, so cost is the only factor I'm concerned with. Beyond that, I don't know how to answer this question the way it's set up. Too confusing.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Public-private partnerships
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- I go by the commonly used standard of less than 30% of your income.
-

Q11. **Where do you think attainable housing should be built within the City of Stratford?**

Cooper Site

---

Q12. **What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Out of control rent rates. It's virtually impossible to find a one bedroom for under \$1600-1700.

---

Q13. **Are there any programs that you think should be implemented to keep housing at an attainable price?**

Not sure. I'm looking to the people we elect for solutions

---

Q14. **Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

N/A

---

Q15. **If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**      not answered

---



Respondent No: 14

Login: [REDACTED]

Email: [REDACTED]

Responded At: Sep 26, 2022 23:42:16 pm

Last Seen: Sep 26, 2022 23:42:16 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Duplex
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost  
Other (please specify)  
Availability
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Yard and/or lot size
  3. Close to family/friends
  4. Close to shopping (essentials; such as groceries)
  5. Close to work
  6. Close to schools
  7. Neighbourhood character
  8. Accessible and/or barrier-free
  9. Close to healthcare and associated public services/ ease of mobility
  10. Close to community amenities (e.g., community centre, library, ice rinks, parks)
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- My family was recently forced to find a new rental, after 23 years in previous rental, due to landlord selling house. It was extremely stressful trying to find a new rental due to the lack of availability, extreme increase in rental prices and competition with large number of others seeking. We were fortunate to find a suitable place through someone we know. Our rent is now more than twice as much as our previous rental and it is significantly less than other similar listings we found. We had hoped to save up for our first home purchase but with the excessive increase in our rent, and other basic necessities, it is not likely we will be able to do so now.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Provincial government



**Q10. What do you consider to be attainable/affordable when it comes to housing?**

I can't give an exact price but I don't think a rental apartment should be equal to what an average mortgage payment was a few years ago. The rental increase rates need to be controlled and there should be limits imposed based on LTO limits and the average wage increases.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Everywhere!

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Rental costs and availability.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Yes, the government should control or subsidize based the legal rent increase amount and on household income.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Affordable housing seems to be geared to low income households and people receiving government assistance. There should be housing available for people in middle class too.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

not answered

---



Respondent No: 15

Login:

Email:

Responded At: Sep 27, 2022 06:03:33 am

Last Seen: Sep 27, 2022 06:03:33 am

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? I do live in stratford.
- 
- Q3. Which type of housing do you currently live in? Duplex
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Neighbourhood character
  2. Close to healthcare and associated public services/ ease of mobility
  3. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  4. Accessible and/or barrier-free
  5. Close to family/friends
  6. Close to schools
  7. Close to work
  8. Close to shopping (essentials; such as groceries)
  9. Yard and/or lot size
  10. Cost
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- People cannot afford to be picky about where they choose to live. I currently have my family living in an area that isn't ideal for us only because it was the cheapest place we could find that fit our needs.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Provincial government
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- A price that isn't going to cost more than a person can make in one month at a basic job.
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?
- Anywhere. We just need more.
-

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

There is too many people moving here from Toronto with their money for retirement who are eating up the housing market before those who actually have lived here their entire lives.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Yes, including higher points for those moving to town and lower cost for those who already live and work here. If to many people retire here and no one can afford to work and live here what happens to all those jobs? No one will be here to work them.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

instead of affordable housing we need to find a way to allow young people in to the buyers market without costing millions of dollars.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---

No thanks.



**Respondent No:** 16

**Login:** [REDACTED]

**Email:** [REDACTED]

**Responded At:** Sep 27, 2022 08:23:32 am

**Last Seen:** Sep 27, 2022 08:23:32 am

**IP Address:** n/a

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** Stratford
- 
- Q3. **Which type of housing do you currently live in?** Apartment
- 
- Q4. **How many bedrooms are located within your current housing situation?** 2
- 
- Q5. **Which of the following best describes your current housing situation?** I am a renter
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.** Cost
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Close to family/friends
  3. Close to schools
  4. Close to healthcare and associated public services/ ease of mobility
  5. Close to work
  6. Close to shopping (essentials; such as groceries)
  7. Accessible and/or barrier-free
  8. Neighbourhood character
  9. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  10. Yard and/or lot size
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- As a blended family of 6, it is near impossible to find suitable and affordable housing in the area.
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** City
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- 25% of income spent on rent, enough space/bedrooms for blended families
- 
- Q11. **Where do you think attainable housing should be built within the City of Stratford?**
- Unsure
-

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Lots of single parents are trying to find suitable and affordable housing to blend their families but the rentals available are few and far between and rental costs are too high even with 2 incomes.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Rental caps

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

No

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



**Respondent No:** 17

**Login:** [REDACTED]

**Email:** [REDACTED]

m

**Responded At:** Sep 27, 2022 10:11:32 am

**Last Seen:** Sep 27, 2022 10:11:32 am

**IP Address:** n/a

- Q1. **Are you a resident of Stratford?** No
- 
- Q2. **If not, where do you currently live?** Exeter
- 
- Q3. **Which type of housing do you currently live in?** Single-detached House
- 
- Q4. **How many bedrooms are located within your current housing situation?** 4+
- 
- Q5. **Which of the following best describes your current housing situation?** I am a homeowner
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.** Cost
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Neighbourhood character
  3. Yard and/or lot size
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Close to shopping (essentials; such as groceries)
  6. Close to work
  7. Close to family/friends
  8. Close to schools
  9. Close to healthcare and associated public services/ ease of mobility
  10. Accessible and/or barrier-free
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- NO. It's very expensive to purchase a home in Stratford. I had to leave the city in order to purchase a home. More will follow.
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** City
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- People that earn minimum wage should be able to purchase a home too. Or at least rent without choosing between food or a roof.
-

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Too bad that million dollar homes are being built off of Quinlan Rd instead of affordable housing!!!! What about the Cooper site?

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Cost of housing and lack of Geared to income housing. There just isn't enough for the size of the city. The wait lists are very long. What about housing for the mentally ill?

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

What about rent controls? It seems to me there used to be rent controls in place and ever since those were removed the rental rates have simply gone CRAZY. We all knew that was going to be a problem eventually. It isn't even affordable for a person making \$30. An hour anymore, to rent an apartment and save money for a down payment on their own home.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

You must know that our youth will need to wait for Mom and Dad's house as an inheritance in order to have a chance to own a home. Or brothers and sisters will need to purchase a home together. I don't know how our children will ever own their own home on their own... or even move out into the world at todays rents. There needs to be some control to the rents.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 18

Login:

Email:

Responded At: Sep 27, 2022 11:21:43 am

Last Seen: Sep 27, 2022 11:21:43 am

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Close to shopping (essentials, such as groceries)
  - Close to family/friends
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Close to healthcare and associated public services
  - Neighbourhood character
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Close to family/friends
  2. Close to shopping (essentials; such as groceries)
  3. Neighbourhood character
  4. Close to healthcare and associated public services/ ease of mobility
  5. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  6. Cost
  7. Close to schools
  8. Accessible and/or barrier-free
  9. Close to work
  10. Yard and/or lot size
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- There is not enough housing - and the available housing is too expensive - for many people who like to live in Stratford.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Other (please specify)**
- There ought to be a federal-provincial-municipal partnership ... funding from the federal and provincial levels and planning from the municipal level to meet the needs of citizens.
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- Affordable housing is very dependent on the income of the persons/family living in that housing.
-



**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Attainable housing should be built EVERYWHERE in Stratford - in the downtown core and in every neighbourhood.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

The rising cost of living - especially the cost of housing.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

The old council housing in Britain might be a good template.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Don't take too long to implement it - people are homeless or dealing with precarious housing RIGHT NOW!

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**





Respondent No: 19

Login:

Email:

Responded At: Sep 27, 2022 11:26:34 am

Last Seen: Sep 27, 2022 11:26:34 am

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I live with others, but do not pay rent or mortgage
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to shopping (essentials; such as groceries)
  3. Close to work
  4. Close to healthcare and associated public services/ ease of mobility
  5. Close to family/friends
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Neighbourhood character
  8. Accessible and/or barrier-free
  9. Yard and/or lot size
  10. Close to schools
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. I'm 36, own my own brick and mortar business, and still live at home. I will never be able to buy on a single income and am priced out of the rental market. If anything ever happened to my family I'd be on the streets or have to illegally live in my store and hope my landlord doesn't find out. I'm considering closing my store and moving out of the country. It's too expensive here. Also rent control needs to come back! I will never be able to rent anything built after Nov 2018 as it's not subject to rent control and a huge risk having your rent legally doubled or even tripled and it's impossible to find a place to move in to.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Provincial government
-

**Q10. What do you consider to be attainable/affordable when it comes to housing?**

10 years ago apartments in my building were \$699 all inclusive. These same units are now being rented out for \$2200 plus everything. Rooms in shared housing are being rented for \$1000. I am stuck living with family as everything is too expensive. My apartment is now rented out for more than my commercial storefront rental which is located downtown in prime location. This is just sad.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Anywhere is better than nowhere. We need options. Downtown and/or close to schools and amenities for those who can't afford a car.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

No rent control on new builds. Over saturated market. People are offering landlords a years rent up front and then others being asked how they can beat it. Most can't even match that. Not enough options, everything gets snapped up so fast! No affordable housing. A 10 plus year wait list for affordable housing is not okay! Too many units being purchased for short term/ air BnB rentals.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Bring back rent control. Higher tax on multiple properties/short term vacation rentals. Higher taxes or fees on out of city/out of province/out of country investment property buyers. Anything to help stop residents from being priced out of the city and being forced to move. Incentives to develop/repair unused and vacant lots/properties.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Please do better. Stratford shouldn't just be for the rich/retirement. We're letting our people down. Also what are we doing for the homeless population and how do we not have a mens shelter yet!!?

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**      not answered

---



Respondent No: 20

Login:

Email:

Responded At: Sep 27, 2022 11:38:31 am

Last Seen: Sep 27, 2022 11:38:31 am

IP Address: n/a

- Q1. Are you a resident of Stratford? No
- 
- Q2. If not, where do you currently live? Just north of the city, but I own a business in Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Neighbourhood character
  - Yard and/or lot size
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Yard and/or lot size
  2. Cost
  3. Neighbourhood character
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Close to shopping (essentials; such as groceries)
  6. Close to healthcare and associated public services/ ease of mobility
  7. Close to family/friends
  8. Close to schools
  9. Close to work
  10. Accessible and/or barrier-free
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. There needs to be more entry-level housing to purchase, and more affordable rentals--especially for those just starting out, and for seniors on limited income, since seniors have worked their entire lives to build the city. They deserve to be able to live without worrying about paying their rent every month.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Provincial government
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- 30% of income.

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Use vacant lots, buildings that have been left vacant for more than 2 years, and the Cooper site. Use it or lose it.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

My needs are fine. I'm one of the fortunate ones. The community, however, needs housing that workers can afford to live in. There's a labour shortage, and a chunk of that shortage is because the average worker can't afford housing here.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

I don't know what programs there are, but we should always strive to make our city a place where the majority of families and individuals can live and work within their means without worrying about becoming homeless.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

It's a domino effect: people need to be able to live within their realistic means. That means that there needs to be housing in every price range. In order for lower income people to be able to live affordably, public transit needs to be improved so that it's possible to live without a car. We need more workers to fill all of the job vacancies, and we can't attract workers if they can't afford housing and RELIABLE, efficient transportation to get to those jobs.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**      not answered

---



**Respondent No:** 21

**Login:**

**Email:**

**Responded At:** Sep 27, 2022 11:39:07 am

**Last Seen:** Sep 27, 2022 16:43:33 pm

**IP Address:** 99.254.233.102

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** I shouldn't have to answer this ... "If not..."
- 
- Q3. **Which type of housing do you currently live in?** Single-detached House
- 
- Q4. **How many bedrooms are located within your current housing situation?** 2
- 
- Q5. **Which of the following best describes your current housing situation?** I am a homeowner
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.** Neighbourhood character  
**Other (please specify)**  
Smaller size than my last home
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Neighbourhood character
  2. Accessible and/or barrier-free
  3. Close to shopping (essentials; such as groceries)
  4. Close to family/friends
  5. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  6. Close to healthcare and associated public services/ ease of mobility
  7. Cost
  8. Yard and/or lot size
  9. Close to work
  10. Close to schools
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- My daughter is 30 and cannot even think about buying a house even though she has a good job and makes okay money.
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** Public-private partnerships
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- That's not a good question, the answer is IN the question. Affordable and attainable for the average income.
- 
- Q11. **Where do you think attainable housing should be built within the City of Stratford?**
- Everywhere.

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Price.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

This should be a multiple choice question - give people options of programs. How do I know what programs may or may not be available?

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Yes, the language needs to be more accessible. It's off-putting.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 22

Login:

Email:

Responded At: Sep 27, 2022 11:42:27 am

Last Seen: Sep 27, 2022 11:42:27 am

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 4+
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Neighbourhood character
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Neighbourhood character
  2. Yard and/or lot size
  3. Cost
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Close to family/friends
  6. Close to healthcare and associated public services/ ease of mobility
  7. Close to schools
  8. Close to shopping (essentials; such as groceries)
  9. Close to work
  10. Accessible and/or barrier-free
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- NO. There is nothing for young people starting out. Most of the 20-30 year olds we know have left town, or are living at home because of lack of viable options. All that is being built is luxury condos and apartments for rich retirees from out of town. Soon there will be no young people left if we keep going like this.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? City
- Select all that apply.
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- A variety of apartments and condos that vary in size and are between \$1000-1500/month? It is hard for me to know, because I do not know the range of starting salaries. Certainly not the \$2-3 thousand that many new places in Stratford are charging. It should allow people to save for a down payment so they can eventually buy.



**Q11. Where do you think attainable housing should be built within the City of Stratford?**

First - like Montreal, Stratford should legislate that 10% of all apartment buildings be offered at a reduced rate. This makes landlords part of the solution, and doesn't ghettoize people with lower incomes. Loss of some of their excessive income on 10% will not be a great burden to anyone. Second - Consider moving the Police to a new more accessible station on the outskirts of town, and build an apartment building on the George St. site that will NOT be luxury. If the city owns it, they could earn the income, and guarantee that no one will ever be "renovicted" from it. Third - Do something with the Cooper site that includes more of the same in terms of apartments, but also includes reasonable student housing. Finally - Stop letting contractors get permits to create more housing (ie - the Culliton Law Office) and then turn it into Air BnB. That is a waste of housing we cannot afford. Greed cannot win here. People need housing, and we need a community that takes care of people living here, not just tourism.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

I think I have said it. Contractors and investors want the most financial gain they can get. No one is looking at where that will take our community, or how it is affecting young adults. I am recently retired, and I don't have any interest in living in a community full of the same. I want diversity and a caring community. We are not building that. So essentially the answer is probably greed.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

The Montreal 10% scheme ?

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

I am not sure a Toolkit can overcome greed. I think legislation and policy may be the only way.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

not answered

---



Respondent No: 23

Login:

Email:

Responded At: Sep 27, 2022 12:30:02 pm

Last Seen: Sep 27, 2022 12:30:02 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 4+
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Close to schools  
Neighbourhood character  
Yard and/or lot size
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Accessible and/or barrier-free
  2. Close to healthcare and associated public services/ ease of mobility
  3. Close to family/friends
  4. Close to shopping (essentials; such as groceries)
  5. Close to work
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Yard and/or lot size
  8. Close to schools
  9. Neighbourhood character
  10. Cost
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- We need a significant amount of starter homes or condos so young couples can find an affordable place to establish themselves. We also need significantly more 1-2 bedroom homes or condos for older couples to retire to to free up more 3+ bedroom houses for families.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Public-private partnerships
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- Create an oversupply in the market by incentivising higher density housing options. We do not need more \$1 million homes.
-

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Everywhere, but especially in the core and along the 4 lane roads. Take a lesson from how Waterloo is developing around the universities, high density on 4 lane roads and low density inside. Need to shut up the NIMBY's who only care about themselves and block progress

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

For us, not enough nice smaller houses or luxury condos to get the 70+ year Olds out of their large family homes.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Add an empty lot tax to those in the downtown core, add a new single family home tax to go towards incentives to build higher density, change the master plan to build high density on the main roads without needing to fight for each development

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

We need more houses especially smaller ones and higher density options to address those entering the market and those at the end as well

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

not answered

---



Respondent No: 24

Login:

Email:

Responded At: Sep 27, 2022 12:35:40 pm

Last Seen: Sep 27, 2022 12:35:40 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? Stratford
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. **Other (please specify)**  
It was just by luck, everything else was taken
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Accessible and/or barrier-free
  3. Close to work
  4. Close to schools
  5. Yard and/or lot size
  6. Close to shopping (essentials; such as groceries)
  7. Close to family/friends
  8. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  9. Close to healthcare and associated public services/ ease of mobility
  10. Neighbourhood character
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- I am stuck living where I live because rent is now so insane that if I leave my 1300 a month 2 bedroom there is nothing less than 1800 for the same thing
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? **Select all that apply.** Federal government
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?  
Not paying 2000 a month for a house you don't own
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?  
It's not about where to be built. People and company's shouldn't be able to own 2,3,4+ homes

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Few people own multiple properties

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Drop the down payment needed for first time home buyers

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Building more homes for people not from Stratford is catastrophic for the community of people living here already

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**                      not answered

---



Respondent No: 25

Login: [REDACTED]

Email: [REDACTED]

Responded At: Sep 27, 2022 12:42:24 pm

Last Seen: Sep 27, 2022 12:42:24 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? [REDACTED]
- Q3. Which type of housing do you currently live in? Duplex
- Q4. How many bedrooms are located within your current housing situation? 2
- Q5. Which of the following best describes your current housing situation? I am a landlord
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Close to family/friends
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Yard and/or lot size
  3. Accessible and/or barrier-free
  4. Close to family/friends
  5. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  6. Close to work
  7. Close to shopping (essentials; such as groceries)
  8. Close to healthcare and associated public services/ ease of mobility
  9. Neighbourhood character
  10. Close to schools
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- the house currently available tends to be priced close to the Million dollar range. This is out of 75% to 80% of the people who buy a home. If you are looking for an apartment it is 20% to 35% higher than just a few years ago in part attributed to supply.
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Public-private partnerships
- Q10. What do you consider to be attainable/affordable when it comes to housing? 55% to 70% of disposable income
- Q11. Where do you think attainable housing should be built within the City of Stratford? Infill apartments and close to good transport links

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Quantity, Quality then cost. If we had a lot more good quality units at a reasonable cost it would perhaps slow or lower the current wild rates being charged. (I charge 80% of the 2016 going rate for a 2 bedroom for our other half of the duplex)

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

A simplified design is used repetitively to simplify the cost of approved prints, engineering costs, and planning costs (think wartime home without garages - look at changing city planning codes) using apprentices or those looking to get a certificate in a trade while being paid a reasonable wage, consider a Habit for Humanity model to help lighten the load for mortgages. A good brainstorming session with the right resources present could help look at designs and changes which could lead to a more economical build to help make a more affordable home. There is always a cheaper, simpler, lower-cost way to achieve similar products no matter the industry.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

see notes in #13

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**





**Respondent No:** 26

**Login:** [REDACTED]

**Email:** [REDACTED]  
om

**Responded At:** Sep 27, 2022 16:56:10 pm

**Last Seen:** Sep 27, 2022 16:56:10 pm

**IP Address:** n/a

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** Stratford
- 
- Q3. **Which type of housing do you currently live in?** Single-detached House
- 
- Q4. **How many bedrooms are located within your current housing situation?** 2
- 
- Q5. **Which of the following best describes your current housing situation?** I am a renter
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.** Cost  
Close to schools
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Close to schools
  3. Close to family/friends
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Yard and/or lot size
  6. Neighbourhood character
  7. Accessible and/or barrier-free
  8. Close to shopping (essentials; such as groceries)
  9. Close to healthcare and associated public services/ ease of mobility
  10. Close to work
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- No. I pay a low rent amount plus all utilities but I have been on a list for housing for four years. I have three kids in a 700 sq foot space, two of them are teens. We never planned to stay in this house for more than a couple of years (10 years ago) but the rent market increased so high in that time we had no choice.
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** City
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- For someone making minimum wage, an apartment for \$700 would be okay. Someone shouldn't have to choose between food and rent.



**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Near jobs. Out by the mall end, where people work retail.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Cost.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

I wish all rent was based on income.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

No

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



**Respondent No:** 27

**Login:** [REDACTED]

**Email:** [REDACTED]

a

**Responded At:** Sep 27, 2022 22:33:07 pm

**Last Seen:** Sep 13, 2022 19:02:12 pm

**IP Address:** 70.31.20.177

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** Stratford
- 
- Q3. **Which type of housing do you currently live in?** Single-detached House
- 
- Q4. **How many bedrooms are located within your current housing situation?** 3
- 
- Q5. **Which of the following best describes your current housing situation?** I live with others, but do not pay rent or mortgage
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.**
- Cost
  - Close to schools
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Neighbourhood character
  3. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  4. Close to shopping (essentials; such as groceries)
  5. Accessible and/or barrier-free
  6. Yard and/or lot size
  7. Close to healthcare and associated public services/ ease of mobility
  8. Close to family/friends
  9. Close to work
  10. Close to schools
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- I read your preamble — there is clearly not an adequate supply of affordable housing for low to moderate income earners. Isn't that the problem that needs to be solved?
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** City
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- This question is unclear - are you asking for a definition of a term you have already defined in the preamble? There are multiple definitions of attainable/affordable from the province, CMHC, other cities. I don't understand why this survey is asking this and also failing to define what kind of answer you want: percentage of salary, percentage of market rents, etc.

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Downtown primarily, where there are many vacant lots suitable for residential use, and where residents can walk/cycle to work, shopping, amenities, transit, etc. Otherwise, at any appropriate residential development site in the city. If the situation is as urgent as you describe, any location should be used.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Lack of ambition from City Hall; unwillingness to try bolder measures, unwilling to force developers to share the responsibility

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

You are asking an average citizen to suggest a support program for attainable housing? The purpose of this survey is very unclear.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

You haven't defined what an Attainable Market Housing Community Incentives Toolkit is, so the question is difficult to answer. Regardless, I struggle to see how this survey is going to be useful to Stratford creating more affordable/attainable housing.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

not answered

---



Respondent No: 28

Login:

Email:

Responded At: Sep 28, 2022 08:35:02 am

Last Seen: Sep 28, 2022 08:35:02 am

IP Address: n/a

- Q1. Are you a resident of Stratford? No
- 
- Q2. If not, where do you currently live? Dublin
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Neighbourhood character
  3. Yard and/or lot size
  4. Accessible and/or barrier-free
  5. Close to healthcare and associated public services/ ease of mobility
  6. Close to family/friends
  7. Close to schools
  8. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  9. Close to shopping (essentials; such as groceries)
  10. Close to work
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- As a single. Mom of 4 working in longterm care i made less than 30, 000 a year in 2017. I could not afford kids, bills and rent anywhere but a run down farm house. The cost of living has DOUBLED. So anyone making under 40 000 a year and trying to raise a family cannot afford rent let alone get ahead or try to buy. Kids suffer because rent has gone up food banks are tapped out. The ymca offers less support. Its harder to get help because more and more people need it. Resouces are running thin. Rent should not be more than %35 of your income. The average income paid in Stratford is likely between 18 and 20 an hour IF your not working retail or customer service. Simple math says theres no affordable housing for anyone whose not upper class.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Other (please specify)
- I cannot select all that apply. I think it takes everyone to buildca strong inclusive community so all of these need to work together

**Q10. What do you consider to be attainable/affordable when it comes to housing?**

No more than 35% of income. So 1000 a month for Minimum wage, more than that creates survival mode not living. No one can contribute to the economy if they are just surviving. Ontario works and odsp barely provide enough to survive there should be places that are SAFE for families and people who just need a little help based on that income.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Anywhere. Have screening policies and applications. Make it safe for everyone including the neighbors and no one will complain. Don't just put all homeless people in a building and expect ot to work. It wont. There needs to be rules, enforcement and screening.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Affordability, size. 1000 gets you a room. Single mom or dad or small family has no hope

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Some should be for families, seniors, people on odsp. Screening process. For housing the current homeless that live on the streets or at the rosecourt, counseling, addiction counselling onsite workers to help them re integrate back to a way of living that is not survival There are models in other cities reach out and find out what works. But just shoving them in a place with no support will not work.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

I think this is a good start and it should have been started a long time ago. The people have been asking for help. Please keep it going.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 29

Login:

Email:

Responded At: Sep 28, 2022 09:39:45 am

Last Seen: Sep 28, 2022 09:39:45 am

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? n/a
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 1
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost  
Neighbourhood character  
**Other (please specify)**  
secure entrance & built to be apartments (not converted house)
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to work
  3. Neighbourhood character
  4. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  5. Close to shopping (essentials; such as groceries)
  6. Close to healthcare and associated public services/ ease of mobility
  7. Accessible and/or barrier-free
  8. Yard and/or lot size
  9. Close to schools
  10. Close to family/friends
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No. Rents are too high and not enough units are available. Many of the buildings are in terrible condition. Too many former long term rentals are being used as short term/B & B/ tourist accommodation. Too many apartment buildings are located outside of the downtown area. We need well-built, affordable apartment buildings in walking distance of downtown that are designed to provide homes for all sorts of incomes and needs.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Private developers/landlords
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- 1 bedroom/\$900

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Downtown and near transit centres

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Greed. Landlords and investors are focused on making as much money as possible regardless of impact on society.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Encourage tenant communities and organizations. Implement programs to combat stigma against renters as less important and less a part of the community than home owners. Awareness campaigns for and about renters. Encouraging local ownership for local rentals. Give incentives for tenant quality of life measures. Maybe design a program for co-operatives where the tenants are part owners.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

It is environmentally undesirable and impossible for everyone to own a home. Stop looking at rentals from the landlord's perspective and start consulting with renters. Stop treating renters like undesirables.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

Question #7 is not a good way to collect that info. Because of the ranking system it forces me to say some items are more important than they are.

---



Respondent No: 30

Login:

Email:

Responded At: Sep 28, 2022 12:55:51 pm

Last Seen: Sep 28, 2022 12:55:51 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? I live here.
- 
- Q3. Which type of housing do you currently live in? Single-detached House
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation?  
I am a homeowner  
I am a landlord
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.  
Close to work  
Close to family/friends  
Neighbourhood character  
Yard and/or lot size  
**Other (please specify)**  
heritage, quality and condition of the home, close to city centre
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.  
1. Close to schools  
2. Accessible and/or barrier-free  
3. Close to healthcare and associated public services/ ease of mobility  
4. Close to community amenities (e.g., community centre, library, ice rinks, parks)  
5. Yard and/or lot size  
6. Close to family/friends  
7. Close to work  
8. Neighbourhood character  
9. Close to shopping (essentials; such as groceries)  
10. Cost
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.  
  
Need more attractive rental options for young singles, young families, & students. Either shared accommodations, temporary rentals for work placements and interns. NON-luxury apartments or rentals that are close to the amenities that they desire.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.  
Public-private partnerships
-



**Q10. What do you consider to be attainable/affordable when it comes to housing?**

Diverse. Needs to be attractive to young single workers beginning their career, one bedroom options, rental options. As well as comfortable homes for young families, 2-3 bedroom apartments/rentals.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Various areas, not segregated to one area type. Downtown, near parks and schools, near commercial/manufacturing areas, suburbs.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

(Not my needs) but others': quantity, variety, flexibility of rentals.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

More apartment style housing developments, enforced density requirements. Mixed use residential developments. Co-op housing.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Use and collect demographics and accurate data of what is needed/missing for those who would like to live in our community but can't.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

not answered

---



**Respondent No:** 31

**Login:** [REDACTED]

**Email:** [REDACTED]

**Responded At:** Sep 28, 2022 21:17:52 pm

**Last Seen:** Sep 28, 2022 21:17:52 pm

**IP Address:** n/a

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** Stratford
- 
- Q3. **Which type of housing do you currently live in?** Townhouse
- 
- Q4. **How many bedrooms are located within your current housing situation?** 2
- 
- Q5. **Which of the following best describes your current housing situation?** I am a homeowner
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.**
- Cost
  - Close to shopping (essentials, such as groceries)
  - Close to family/friends
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Close to healthcare and associated public services
  - Neighbourhood character
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Close to shopping (essentials; such as groceries)
  3. Accessible and/or barrier-free
  4. Close to healthcare and associated public services/ ease of mobility
  5. Neighbourhood character
  6. Yard and/or lot size
  7. Close to family/friends
  8. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  9. Close to schools
  10. Close to work
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- While it meets my needs there is insufficient supply matching income to housing for lower income brackets
- 
- Q9. **Who do you think should be primarily responsible for providing attainable housing? Select all that apply.** City
- 
- Q10. **What do you consider to be attainable/affordable when it comes to housing?**
- No more than 30% of monthly income should be spent on housing
-

Q11. **Where do you think attainable housing should be built within the City of Stratford?**

Throughout

---

Q12. **What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Insufficient built for rental units or attainable (maybe lease to own models)

---

Q13. **Are there any programs that you think should be implemented to keep housing at an attainable price?**

Income assessment and rent adjusted Co-op housing

---

Q14. **Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

No

---

Q15. **If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.** not answered

---



Respondent No: 32

Login:

Email:

Responded At: Sep 29, 2022 13:37:52 pm

Last Seen: Sep 29, 2022 13:37:52 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? No
- 
- Q2. If not, where do you currently live? Testing - delete these results
- 
- Q3. Which type of housing do you currently live in? Townhouse
- 
- Q4. How many bedrooms are located within your current housing situation? 3
- 
- Q5. Which of the following best describes your current housing situation? I am a homeowner
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Cost
  - Close to family/friends
  - Yard and/or lot size
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to work
  3. Close to shopping (essentials; such as groceries)
  4. Close to family/friends
  5. Close to schools
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Close to healthcare and associated public services/ ease of mobility
  8. Accessible and/or barrier-free
  9. Neighbourhood character
  10. Yard and/or lot size
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- Testing - delete these results
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Federal government
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- Testing
- 
- Q11. Where do you think attainable housing should be built within the City of Stratford?
- Testing

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Testing

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Testing

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Testing

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

---

Testing



Respondent No: 33

Login:

Email:

Responded At: Sep 30, 2022 12:21:42 pm

Last Seen: Sep 30, 2022 12:21:42 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? not answered
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply.
- Close to work
  - Close to shopping (essentials, such as groceries)
  - Close to family/friends
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Close to work
  2. Close to shopping (essentials; such as groceries)
  3. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  4. Close to family/friends
  5. Close to healthcare and associated public services/ ease of mobility
  6. Accessible and/or barrier-free
  7. Neighbourhood character
  8. Yard and/or lot size
  9. Close to schools
  10. Cost
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- Definitely not enough affordable housing in Stratford
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Federal government
  - Provincial government
  - City
  - Private developers/landlords
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- Realistic costs and increases in keeping with average wages and wage increases or lack thereof

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

All over the city, especially near amenities(walking distance)for those who can't afford transportation

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Cost, and parking availability

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Don't know

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

If there was a way to ensure that the Tenant Act that helps to limit rent increases could be enforced and that routine building maintenance and upgrades could NOT be considered "exemptions" allowing Landlords to increase rent as much as they want without limit, making rent even more unaffordable that would be very much appreciated!

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**





Respondent No: 34

Login:

Email:

Responded At: Sep 30, 2022 13:16:18 pm

Last Seen: Sep 30, 2022 13:16:18 pm

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? not answered
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Accessible and/or barrier-free
  3. Neighbourhood character
  4. Close to shopping (essentials; such as groceries)
  5. Close to healthcare and associated public services/ ease of mobility
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Close to family/friends
  8. Close to work
  9. Close to schools
  10. Yard and/or lot size
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- You need to look at the cost of apartments again in Stratford. One bedroom ones are going for 1500+ and 2 bedrooms are over 2000+ in most cases. The averages you are using are sadly out of date and need to be adjusted. The rising cost of renting is greatly outpacing the income increases in a lot of cases. This needs to be addressed if you want to attract workers from outside the area. Not only is there a shortage of housing; there is a shortage of housing that is affordable to those people you are trying to attract. Take a quick look at the Kijiji ads for Stratford and you can see what has happened in rents.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply. Public-private partnerships
-



**Q10. What do you consider to be attainable/affordable when it comes to housing?**

Housing that is in accordance with the employment incomes and of all types.....townhomes, apartments (both apartment buildings and/or duplexed ones in former private homes). Also, these need to be inspected by the city to ensure that they are up to code and health standards. People just want a place to live within their means.

---

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Along current transit routes as well as on the outer areas of the city. I am an advocate of mixed housing in which areas not only have single unit dwellings, but also multiple unit buildings. It seems like the only building that is going on in Stratford at the moment is for single homes and or condos (either apartment styled or townhomes). None of current building projects that I can see are building multiple units and the current supply of units is very scarce.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Affordability. Rents have gone up far over the current wage increases and most people cannot afford the cost of rent and hope to put food on the table and pay utilities. Also, there is a limited supply of rental units in Stratford.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Incentives to builders to add affordable rental housing into their plans. Other cities are doing this as they also are dealing with the housing crises.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Please make all future planning open to the public (rather than in camera meetings) so people have the ability to attend if desired. Zoom meetings don't work in all cases. It's okay if it's only the members of the council and committees, but very insufficient if the public wants to attend and provide input.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**



**Respondent No:** 35

**Login:** [REDACTED]

**Email:** [REDACTED]

**Responded At:** Oct 02, 2022 09:37:53 am

**Last Seen:** Oct 02, 2022 13:49:21 pm

**IP Address:** 68.69.149.16

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** not answered
- 
- Q3. **Which type of housing do you currently live in?** Townhouse
- 
- Q4. **How many bedrooms are located within your current housing situation?** 4+
- 
- Q5. **Which of the following best describes your current housing situation?** I am a renter
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.**
- Cost
  - Close to work
  - Close to shopping (essentials, such as groceries)
  - Close to schools
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Ease of mobility/close to transit routes
  - Neighbourhood character
  - Yard and/or lot size
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Close to schools
  3. Neighbourhood character
  4. Close to work
  5. Close to shopping (essentials; such as groceries)
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Close to healthcare and associated public services/ ease of mobility
  8. Yard and/or lot size
  9. Close to family/friends
  10. Accessible and/or barrier-free
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**

Rent is way too high, average single person could not live on own with a modest income. Real estate is very overpriced and needs correction. This is a nationwide problem so should be a collective government solution in providing relief.

**Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.**

Federal government  
 Provincial government  
 City  
 Public-private partnerships  
 Private developers/landlords

**Other (please specify)**

Incorporating survey material from local tenants, homeowners is essential to having all pertinent information around issues which need to be addressed.

**Q10. What do you consider to be attainable/affordable when it comes to housing?**

I believe anyone no matter their income should be able to pay 30% of their gross income and be able to find suitable accommodation. An average salary for a full time job (minimum wage) does not even come close to matching up with this. Too many units are now AirBnb properties and stand mostly empty, leaving not enough options for families/professionals to find longer term rental accommodations.

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Wherever there is room and even better if close to schools. I believe more advocacy work needs to be done around the NIMBY mindset (not in my backyard) attitude in some of the City's more upscale neighborhoods. It's not conducive to building any real "community". Diversity creates robust communities and planning properly will show this out.

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Cost is too high. Available units are difficult to find so not enough.

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Real estate market needs correction nationwide. Realtors could be charged a percentage of the commissions earned on inflated pricing and it could then be given back to the community to fund these projects. A new Realtors tax? Even if temporary it would potentially stem the amount of gouging and shine a light on some of the unethical activity happening in this market. Stratford has a horrible reputation for unprofessional conduct in this sector. Review and better governance of licensed agents would help. Zoning needs to also be addressed so there is a balanced amount of property allocated to this end.

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Continue to engage the public to further learn what challenges need to be addressed. Then let's address them positively and resolve to progressively lead and be an example for other similar communities struggling. Look/research for other communities who have already found solutions and encourage the adoption of these solutions to save on consultation.

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

████████████████████



Respondent No: 36

Login:

Email:

Responded At: Oct 03, 2022 10:55:56 am

Last Seen: Oct 03, 2022 10:55:56 am

IP Address: n/a

- Q1. Are you a resident of Stratford? Yes
- 
- Q2. If not, where do you currently live? not answered
- 
- Q3. Which type of housing do you currently live in? Apartment
- 
- Q4. How many bedrooms are located within your current housing situation? 2
- 
- Q5. Which of the following best describes your current housing situation? I am a renter
- 
- Q6. What factors influenced the reason why you chose the home you live in today? Choose all that apply. Cost
- 
- Q7. Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.
1. Cost
  2. Close to family/friends
  3. Neighbourhood character
  4. Close to shopping (essentials; such as groceries)
  5. Close to work
  6. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  7. Close to healthcare and associated public services/ ease of mobility
  8. Close to schools
  9. Yard and/or lot size
  10. Accessible and/or barrier-free
- 
- Q8. Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.
- No, monthly rent for apartments in Stratford have risen above what seniors who need to move to suitable accessible housing are able to afford.
- 
- Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.
- Federal government  
Provincial government  
City
- 
- Q10. What do you consider to be attainable/affordable when it comes to housing?
- It should not cost more than 50 percent of household income to rent clean, safe, secure housing.
-

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

The former Sobeys property, as well as other abandoned sites. I'm sure the information requested here is available to developers.

---

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

For many years the type of housing being built has been getting larger...McMansions ... 4-5 bedrooms 3-4 washrooms, double garages, intended for purchase with very little being built for renters who have been increasingly priced out of the buying market.

---

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

The system that determines the type of housing being built needs to take a realistic look at wages in Stratford when zoning for housing and allow more higher density building, including purpose built rental property.

---

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

I don't think any of my comments are news to anyone who has been paying attention to the real estate and rental markets in the last number of years. My purpose is to add my voice to those who have been saying that affordable housing is becoming a crisis, I am grateful for the opportunity to do so.

---

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

I think any information that would be emailed should be published in the "Marketplace" and made available to everyone.

---



**Respondent No:** 37

**Login:** [REDACTED]

**Email:** [REDACTED]

**Responded At:** Oct 04, 2022 07:09:00 am

**Last Seen:** Oct 04, 2022 07:09:00 am

**IP Address:** n/a

- Q1. **Are you a resident of Stratford?** Yes
- 
- Q2. **If not, where do you currently live?** not answered
- 
- Q3. **Which type of housing do you currently live in?** Single-detached House
- 
- Q4. **How many bedrooms are located within your current housing situation?** 3
- 
- Q5. **Which of the following best describes your current housing situation?** I am a homeowner
- 
- Q6. **What factors influenced the reason why you chose the home you live in today? Choose all that apply.**
- Cost
  - Close to shopping (essentials, such as groceries)
  - Close to schools
  - Close to community amenities (e.g., community centre, library, ice rinks, parks)
  - Close to healthcare and associated public services
  - Accessible and/or barrier free
  - Neighbourhood character
  - Yard and/or lot size
- 
- Q7. **Based on the question above, please rank the level of influence each factor has had on your choice of the home you live in today.**
1. Cost
  2. Close to community amenities (e.g., community centre, library, ice rinks, parks)
  3. Close to shopping (essentials; such as groceries)
  4. Close to family/friends
  5. Close to work
  6. Close to schools
  7. Close to healthcare and associated public services/ ease of mobility
  8. Neighbourhood character
  9. Accessible and/or barrier-free
  10. Yard and/or lot size
- 
- Q8. **Do you feel that there is an adequate supply of housing in Stratford that meets a price range that you feel is appropriate? If not, please explain how the existing housing supply may (or may not) meet the factors identified in the 2 previous questions.**
- No way. I think that more condos/townhomes with dedicated shared greenspace within walkable distance to work, school, grocery, healthcare, and other amenities is necessary. If you need to own a car to survive, thats a failed city. If you have a zone that is not mixed residential and commercial, thats a failure of a city.
-

**Q9. Who do you think should be primarily responsible for providing attainable housing? Select all that apply.**

**Other (please specify)**

A city should be planned and its future thought out in ways that would make anything else other than creating situations where attainable housing wouldnt make sense. Stop inventivising detached developments and car centric infrastructure. Attainable housing will come naturally if you deal with systemic issues that prevent it from occuring.

**Q10. What do you consider to be attainable/affordable when it comes to housing?**

Im extremely priveleged to live where I do as homeowner. Attainable housing for one person is a 1 bedroom where monthly rent is equivalent to 25 or 30 percent of monthly rakehome income. And that income would be whqtEVER minimum wage is.

**Q11. Where do you think attainable housing should be built within the City of Stratford?**

Everywhere. Between my house and the neighbour. The old train depot. On top of city hall.stack the strip malls and build homes around them.

**Q12. What do you think the biggest barrier is to finding housing in Stratford that appropriately meets your needs, and the needs of the greater community?**

Cost and supply.

**Q13. Are there any programs that you think should be implemented to keep housing at an attainable price?**

Take a hard look at your zoning and take a lot of influence from successful walkable cities. Ignore NIMBYs.

**Q14. Are there any final comments you'd like us to take into consideration while completing the Attainable Market Housing Community Incentives Toolkit Program?**

Make Zoning flexible, encourage mixed use development. Only consider zoning complaints on basis of health. Extreme example would be asbestos proceasing beside a school.

**Q15. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.**

████████████████████

**APPENDIX 2**  
**COMMUNITY IMPROVEMENT PLAN**





# City of Stratford **ATTAINABLE HOUSING COMMUNITY IMPROVEMENT PLAN**



## TABLE OF CONTENTS

1. INTRODUCTION.....	3
2. CIP GOAL AND OBJECTIVES .....	4
3. COMMUNITY IMPROVEMENT PROJECT AREA .....	5
4. COMPLIMENTARY MUNICIPAL PROGRAMS.....	6
5. FINANCIAL INCENTIVES PROGRAMS .....	9
5.1. Overview .....	9
5.2. General Eligibility Criteria .....	10
5.3. Financial Incentive Programs.....	13
5.4. Alternative Funding Methods for Attainable Housing.....	22
6. IMPLEMENTATION PLAN.....	24
7. MARKETING PLAN .....	30
8. MONITORING PLAN.....	31
9. GLOSSARY .....	34

## 1. INTRODUCTION

To address challenges in the availability and attainability of suitable and adequate housing, the City of Stratford and investStratford have developed the following Attainable Market Housing Community Improvement Plan (CIP) to encourage the generation of more affordable and attainable housing. This project is part of a broader study on opportunities to promote and create more affordable and attainable housing in Stratford.

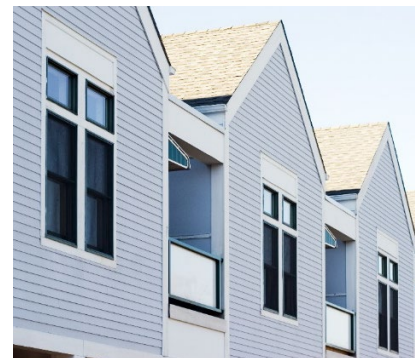
### 1.1. What is a Community Improvement Plan (CIP)?

A Community Incentive Toolkit is defined as a predetermined list of incentives and other implementation options such as funding sources, fiscal incentives, regulatory measures, and programs. The aim of the Community Improvement Plan is to provide financial incentives, in the form of grants, loans, rebates, and tax assistance, to eligible landowners to encourage private sector and non-for-profit investment in the generation of more affordable and attainable housing options within Stratford.

### 1.2. Why prepare a CIP?

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money (considered “bonusing”). However, under Section 28 of the Planning Act, having a CIP in place effectively cancels this prohibition against ‘bonusing’ and allows the City to assist financially with improvements to private properties.

The City of Stratford already has a CIP in place to encourage property owners and developers of brownfield sites to identify the extent of contamination on a site and to determine the feasibility of a proposed redevelopment project. Additionally, recent provincial policy changes (e.g. Bill 23) exempt or decrease the amount of Development Charges needing to be paid for “affordable residential units,” “attainable units,” “non-profit housing developments”, and “affordable housing units”. As such, the financial incentives (i.e. grants, loans, tax relief, etc.) included as part of this CIP are intended to encourage and facilitate improvements that are not covered by provincial policy or the existing Stratford CIP and will ultimately result in further benefits for the community.



## 2. CIP GOAL AND OBJECTIVES

### 2.1. Overview

A goal statement has been developed to articulate how the Stratford Attainable Housing CIP will provide an overall public benefit to the City and represents the overall intended result of this Plan. Objectives have also been identified, which represent the tangible actions and outcomes that the City aims to achieve through the implementation of the Stratford CIP. Importantly, as set out in Section 6.2, in order to be eligible for any of the Financial Incentive Programs offered through the Stratford CIP, a proposed project must directly support the goal statement and one or more of the objectives in Section 3.1.2.

#### 2.1.1. Goal Statement

The following is the goal statement for the Stratford CIP:

*The Stratford Community Improvement Plan (CIP) will minimize the financial barriers of housing construction to encourage and assist property owners with the creation of additional affordable and attainable rental housing units within the City.*



#### 2.1.2. Objectives

The following objectives for the CIP have also been identified:

1. Encourage a wider variety of housing options to serve all residents.
2. Increase the City's inventory of affordable and attainable rental housing.
3. Support multi-family housing development in areas served by transit and close to amenities.
4. Reduce barriers to the development of attainable housing by non-profit housing providers.
5. Encourage a range of housing units that are affordable, available, appropriate, and actionable.
6. Reduce the number of underutilized buildings and properties through the rehabilitation of said buildings for attainable housing purposes.

### 3. COMMUNITY IMPROVEMENT PROJECT AREA

To achieve the goals and objectives of this CIP, the entire City of Stratford is identified as a Community Improvement Project Area. These lands have been adopted as such by by-law. Potential applicants should refer to lands located within the Municipal Boundary, as shown on the City of Stratford Official Plan Schedule A General Land Use Plan to assist with interpretation.

The basis and rationale for a City-wide CIP is a result of best practice research, stakeholder consultation, and public consultation which indicates that there should not be a single concentration of attainable housing in one area of the City but rather should be available across City to provide for an appropriate mix and range of housing.

Financial Incentive Programs may be available to registered owners, assessed owners, and tenants (with written consent of the owner) of lands and buildings located within the CIPAs, subject to several eligibility criteria. Section 6.0 of this CIP identifies which of the financial incentive programs may be available to each of the CIPAs.



## 4. COMPLIMENTARY MUNICIPAL PROGRAMS

A set of Municipal Programs has been identified as a means for the *City* to participate in community improvement and to provide proactive and visible leadership in achieving the objectives of the Stratford CIP. While the Financial Incentive Programs in Section 6 are dependent upon private sector participation for results, Municipal Programs use public resources, such as staff time and municipal funds, to implement improvement projects and initiatives. They can also act as stimulus to leverage private sector investment into the designated CIPAs.

The *City* may engage in any of the initiatives outlined in this Section as part of implementation of the CIP, subject to the *City's* capital budget and the availability of resources. An indication of anticipated timing is also provided as a target. By identifying the programs and anticipated timing in this Section, the *City* does not, however, guarantee a year-over-year financial commitment to implementing each of these programs during the lifecycle of the plan; rather commits to execution if/when the time is right based on available financial and staff resources.

### 4.1. Pre-Zoning

Where appropriate, the City will consider opportunities to prezone certain properties for the exclusive purpose of facilitating investment in attainable housing. While the City cannot guarantee attainability through zoning alone, zoning provisions could be administered that create incentive for attainable housing development, including, but not necessarily limited to, relaxed zone standards, additional permitted residential uses, or relief from other specific requirements of the City's zoning by-law. Pre-zoning is a City-initiated process whereby lands are re-zoned through an amendment to the City's Zoning By-law, in alignment with the requirements of the Planning Act. It is noted that the City is beginning its Official Plan Review Process and should consider this Municipal Program when reviewing land uses across the City. Prezoning can help reduce development risk by reducing time associated with processing development applications, which can sometimes be observed as a barrier to developing attainable housing. Pre-zoning appropriate properties within the City for the development of attainable housing may contribute to the certainty of the development application process and may be a significant incentive to the private or non-profit sector in this regard.

**Pre-zoning is a medium-priority Municipal program that should be undertaken on an on-going basis during the life of this CIP.**

### 4.2. Expedited Permitting

Delays during any stage of the development process increase the costs of new housing. Expedited permitting for projects with an attainable market housing component can reduce land

holding times before development begins and provide greater certainty to the development process. Expedited permitting can include prioritized permit review and approval or creation of a one-stop centre for multi-agency reviews and permitting. As with density bonuses, offering expedited permitting can reduce development costs for attainable market housing without requiring public subsidies.

To guide uptake of an Expedited Permitting process following the adoption of this CIP by Council, the following should be considered by Staff to allow for an expedited process:

- a) The Plan Administrator should be available to meet with a potential applicant for a pre-consultation meeting within ten (10) business days of being requested to meet by a potential applicant, or as soon as is reasonably possible.
- b) The Plan Administrator should review an application for financial incentives and notify the applicant of its completeness within ten (10) business days of receiving the application, or sooner, if possible.
- c) Upon receipt of the application, the CIP Implementation Committee should make a recommendation within twenty (20) business days.
- d) The total time between receipt of a complete application for funding and the meeting to consider the application should not exceed thirty-five (35) business days.
- e) The execution of the Financial Incentive Program Agreement should occur within ten (10) business days of the application approval.

The timelines identified above are for guideline purposes only and are not intended to be construed as deadlines. Timelines will vary depending on the availability of staffing resources and/or the nature of the application received. The City should monitor CIP application processing times and consider additional staffing resources if required.

**This is a high priority Municipal Program that should begin implementation upon adoption of this CIP by Council.**

### 4.3. Lobbying for Partnerships

To help drive an increase in the development of *attainable* housing, the *City* may explore options for funding from the Federal and Provincial governments, other agencies, or the private sector, including public/private partnerships.

At a minimum of once a year, the *City* could review available information concerning Federal and Provincial grants, loans, and other funding opportunities that will assist in the achievement of the Goal Statement and the Objectives of the CIP. Where such funding is identified, the matter will be presented to Council for consideration and direction. Council will assess and consider

financial participation in the program if it is a requirement for eligibility. If the initiative is supported by Council, the necessary application will be submitted as required.

To encourage investment in designated CIPAs from private landowners, the *City* will review and identify funding that may be available to the private sector for specific projects or as part of a general program. The *City* will also:

- Establish procedures for advising potential eligible parties of project funding; and
- Will assist in the completion of funding applications and/or provide other related administrative assistance to the eligible parties.

**Lobbying for partnerships is a high-priority Municipal program that should be undertaken on an on-going basis during the life of this CIP.**

#### 4.4. Surplus Land Grant

The purpose of the Surplus Land Grant Program is to identify lands that are determined to be surplus to the needs of the City that will subsequently be offered through a Request for Proposal (“RFP”) process for development purposes.

It is a policy of this Plan that Council, at its discretion, may acquire, sell, lease, prepare and dispose of municipal property at or below fair market value to achieve the goals of the City’s Official Plan and the objectives of this Plan. The City will work together to identify lands that are surplus and to determine the best use for the surplus lands. First priority will be given to *attainable* housing developments.

The City will determine the value of a surplus property. As an outcome of the RFP process, surplus land may be granted at a significantly reduced value or at no cost. Specific eligibility criteria will be identified in the RFP to be released by the City, as the case may be. The eligibility criteria will identify the needs to be met by the City. Proposals submitted will be assessed based on the criteria identified in the RFP. The proposal that best meets or exceeds the eligibility criteria identified in the RFP will be given preference.

**This is a high priority Municipal Program that should be implemented upon adoption of this CIP by Council, subject to the availability of funding, surplus land, and other resources.**

#### 4.5. Strategic Property Acquisition, Investment, and Partnership Program

The Strategic Property Acquisition, Investment and Partnership Program is a general program that permits the *City* to become involved in property acquisition, property investment and public/private partnerships to clean-up and/or rehabilitate properties in the Community Improvement Project Area. Property acquisition under this program may be pursued by the *City*



either through the marketplace, as a regular real-estate transaction, or through the *City* exercising its powers under Section 28 of the Planning Act. Any lands that the *City* acquires under the Strategic Property Acquisition, Investment and Partnership Program may subsequently be conveyed by the *City* (including the sale of lands at below market value), if the sale of the land assists the *City* in achieving any of its goals with respect to the Stratford CIP.

This program will allow the *City* to acquire property or rehabilitate property it already owns, or to participate in public/private partnerships to rehabilitate improve publicly or privately held land but said properties must be in the Community Improvement Project Area(s).

**This is a medium priority Municipal Program that should be implemented after 5 years upon adoption of this CIP by Council, subject to the availability of funding and other resources.**

## 5. FINANCIAL INCENTIVES PROGRAMS

### 5.1. Overview

The Stratford CIP sets out five Financial Incentive Programs that may be available to *eligible applicants*. The purpose of the Financial Incentive Programs is to provide support for physical improvements to privately owned land and buildings, where such improvements will result in or contribute to the goal statement and objectives in Section 3.0.

Similar to the Complimentary Municipal Programs outlines in Section 4, the *City* also has the opportunity to engage in any of the initiatives outlined in this Section as part of implementation of the CIP, subject to the *City's* capital budget and the availability of resources, however, also subject to modifications to provincial legislation. It should be recognized by Staff, Council, and the CIP Implementation Committee that the Development Charge Rebate Program included within this CIP only be put into effect should the DC waiver policies of Bill 23 be rescinded or removed by the Provincial Government. Further, by identifying the incentive programs this Section, the *City* does not, however, guarantee a year-over-year financial commitment to implementing each of these programs. During annual municipal budget deliberations, the CIP Implementation Committee will provide Council with a report recommending which programs should be put into effect for the up coming year. It will be the responsibility of the CIP Administrator to continually review provincial policy changes over the lifespan of this CIP and bring forward amendments to the CIP if and/or when required based on said policy changes.

Detailed information about how each of the incentive programs works is provided following the General Eligibility Criteria in Section 6.2.

## 5.2. General Eligibility Criteria

To be eligible for any of the Financial Incentive Programs that may be offered by the *City*, the following General Eligibility Criteria must be met:

- a) All incentive program applications must include completed application forms as well as supporting materials such as detailed work plans, cost estimates and contracts, applicable reports and any additional information and/or reports, studies as required by the City.
- b) The lands and buildings subject to an application must be located within the CIPA designated by by-law for this CIP.
- c) Only existing or proposed housing that is designated for residential use and marketed to be *affordable* or *attainable* rental housing, in accordance with the Stratford Official Plan and the definition section of this plan, will be eligible for Financial Incentives.
- d) All projects must contribute to achieving one or more community improvement objectives (as identified in Section 3).
- e) All projects must contribute to achieving more *affordable* or *attainable* housing within the City of Stratford and must result in the development of at least one purpose-built *attainable* rental dwelling unit or purpose-built *affordable* rental dwelling unit on a given property.
- f) Unless otherwise specified, registered owners and assessed owners of private land or buildings may be eligible for Financial Incentives.
- g) The total value of all grants provided to an owner shall in no case exceed the total value of *Eligible costs* associated with the community improvement project.
- h) Unless otherwise specified in the Program Specific Eligibility Criteria (Sections 6.5.1-6.6.1), an applicant may be eligible for multiple grants during the term of this CIP; however, the total combined value of grants provided by the *City* in any 24-month period shall not exceed \$30,000 per project and/or property (or the total value of *eligible costs*, whichever is less). This excludes programs that defer or waive monies, including the TIEG and DC Rebate Program.
- i) Financial incentives will not be applied retroactively to works started prior to approval of applications and any application for costs incurred prior to the adoption of this CIP will not be considered eligible.
- j) The property owner must have no outstanding property tax arrears or any other outstanding Municipal obligation on the subject property at the time of application or during the term of the grant.

- k) Applicants will be required to disclose all other funding sources, including governmental, private, or not-for-profit funding to support the project. These shall be taken into consideration in the review of applications and the value of incentives provided by the City may be reduced, at the sole discretion of the *CIP Implementation Committee*.
- l) The proposed works will conform with all applicable policies, standards, and procedures, including (but not limited to) the Official Plan and Zoning By-law, in addition to being subject to a review and the issuance of necessary planning and development approvals and building permits pursuant to the Ontario Building Code.
- m) The value of grant associated with each of the financial incentive programs offered within this CIP will be proportional to the number of purpose-built affordable or attainable rental dwelling units on a given property.
- n) Units developed under this Plan must be maintained as *affordable* or *attainable* for a minimum period of 10 years, in alignment with the definition of *affordable* or *attainable* under the City's Housing and Homelessness Plan and this CIP. An agreement will be required between the City and the owner of the subject property for all grants provided as part of this CIP and the agreement will be registered on title. The minimum period of time that the unit be maintained as affordable or attainable can be extended by the City or at Council's discretion and will be confirmed through the application and approval process. The monitoring of this agreement is detailed in Section 8.4 of this Plan.
- o) If a property or building containing purpose-built *affordable* or *attainable* rental dwelling units that were developed through the financial incentive programs of this Plan is sold, in whole or in part, the new owner of the property or building must enter into the same agreement with the City ensuring the dwelling unit(s) remain *affordable* or *attainable* for the duration in accordance with the original agreement. For clarity, the registered owner will remain entitled to the program incentives. In addition, any outstanding payments owed to the City (e.g. taxes, permit fees, etc.) will be the responsibility of the current owner(s) regardless of the original applicant. Failure to do so may result in cancellation of the financial incentive program benefits and any outstanding or deferred fees in favour of the landowner will be collected by the City.
- p) Programs under this CIP are not eligible for projects and/or properties which would inadvertently raise the rent for existing tenants of affordable or attainable rental units if programs were undertaken.
- q) An attainable dwelling unit developed under this Plan shall not be permitted to be used for *Short-Term Accommodation*. For full clarity, financial incentive program administered through this Plan shall not be used for the development or redevelopment of a residential

dwelling unit for the purpose of *Short-Term Accommodation*. This policy shall be given effect through an agreement that is registered on title.

In addition to these General Eligibility Criteria, a set of Program Specific Eligibility Criteria must also be met, which are outlined in the description of Financial Incentives.

Upon review of the General Eligibility Criteria and Program Specific Eligibility Criteria, it is recommended that the applicant further review the City's existing CIP programs for brownfield sites and for downtown redevelopment to see if layering of multiple programs within each CIP is possible for their proposed development.



## 5.3. Financial Incentive Programs

### 5.3.1. Tax Increment Equivalency Grant

#### ***Purpose and Anticipated Benefits:***

The *Tax Increment Equivalency Grant* (TIEG) program will provide a grant to eligible applicants, which is equivalent to a percentage of the Municipal portion of a property *Tax Increment* that is incurred because of an *affordable* or *attainable* housing project.

The purpose of the TIEG is to stimulate investment by effectively deferring part of the increase in property taxation because of an *affordable* or *attainable* housing project.

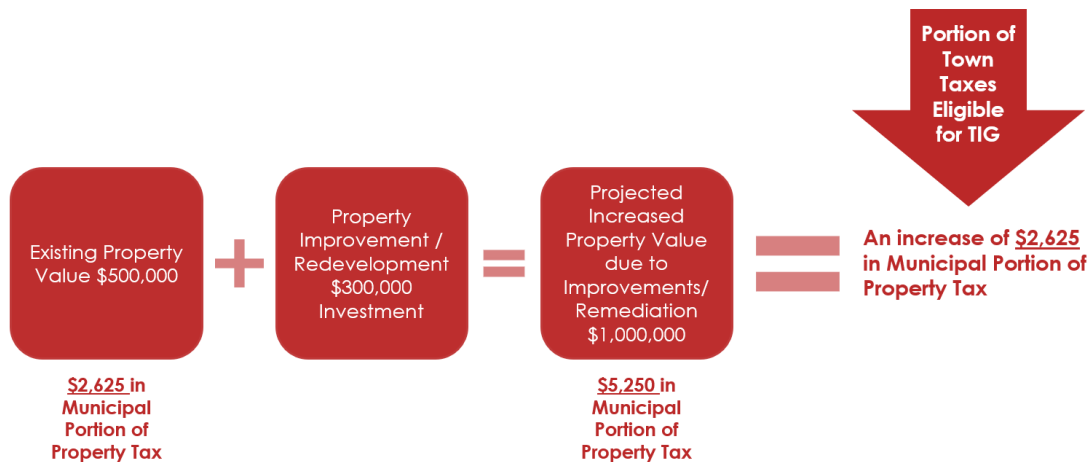
#### ***Value of Grant:***

Where a proposed project satisfies the eligibility requirements, a TIEG may be provided on approved applications as follows:

- Grants will be provided for a period of 10 years;
- In year one, a grant that is equivalent to 100% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year two, a grant that is equivalent to 90% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year three, a grant that is equivalent to 80% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year four, a grant that is equivalent to 70% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and
- In year five, a grant that is equivalent to 60% of the Municipal portion of the *Tax Increment* will be provided to a property owner.
- In year six, a grant that is equivalent to 50% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year seven, a grant that is equivalent to 40% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year eight, a grant that is equivalent to 30% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year nine, a grant that is equivalent to 20% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and

- In year ten, a grant that is equivalent to 10% of the Municipal portion of the *Tax Increment* will be provided to a property owner.

To determine the suitability of the TIEG, the *City* will attempt to estimate the total potential value of the grant prior to submitting an application for the program. The estimate will consider current assessment value, total anticipated investment, and the potential reassessment based on completing the approved community improvement works. Applicants should refer to the definition for *Tax Increment* provided in the Glossary of this CIP to further understand how grant values will be calculated. The maximum value of a grant shall be equivalent of up to a maximum of \$50,000 for up to 10 years following completion of an eligible project.



### Eligibility Criteria:

- Eligible applicants will only include the registered owner/assessed owner of the subject property.
- Only those projects that are anticipated to generate an increase in assessment will be eligible.
- Properties will be eligible for the TIEG if the proposed use is in accordance with the table of eligible uses in Section 6.2 (Table 1).
- All other general eligibility criteria set out in Section 6.2 of this CIP must be met.

### Eligible Projects and Costs:

Eligible projects and costs for the TIEG include the following:

- Costs associated with the *redevelopment* of a property for the purpose of a new eligible uses;
- Costs associated with the restoration or improvement of an existing building to accommodate additional eligible use;

- The conversion or *adaptive reuse* of an existing building to accommodate an eligible use;
- The expansion of a building that results in an increase to the gross floor area of an eligible use;
- Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewer); and
- The services of a professional engineer, architect, or planner to design and implement the project;
- Other types of projects may also be considered eligible, at the discretion of the CIP Committee and/or Council.

### ***Payment:***

All completed projects must comply with the description as provided in the grant application form.

Grants may be provided in accordance with a Financial Assistance Agreement made between the *City* and the owner(s) upon successful completion of the approved project, to the satisfaction of the *City*, and payment of the full reassessed value of Municipal taxes.

Grant is paid as a rebate on taxes owed in an amount equal to or less than the tax increment and shall be paid overtime for a period of 10 years.

If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments and the grant program is cancelled.

For municipal accounting purposes, this grant is not a direct exemption or use of future tax revenue but must be budgeted as lost revenue.

### **5.3.2. Development Charge Rebate Program**

The Development Charge Rebate Program shall only be put into effect should the DC waiver policies of Bill 23 be rescinded or removed by the Provincial Government. It will be the responsibility of the CIP Administrator to continually review provincial policy changes over the lifespan of this CIP and bring this program into effect if and/or when required based on said policy changes.

### ***Purpose and Anticipated Benefits***

Section 5 of the Development Charges Act identifies the method for determining a Development Charge, but any resulting shortfall cannot be made up through higher Development Charges for other types of development. This allows municipalities to offer partial or total exemption from

municipal Development Charges (also known as a reduction of Development Charges) in order to promote community improvement.

The Development Charges Rebate Program is intended to defer the cost of City development charges that are incurred by property owners through the development application and approval process. This program is intended to promote significant investment in the development of *attainable* housing within the City.

### ***Value of Grant***

The grant will be in the form of DC fee waiver. The value of the fees to be waived is based on the value of development charges applicable to the number of *attainable* dwelling units in a development. The maximum value of the grant shall be 100% of the value of the applicable development charges.

### ***Eligibility Criteria***

- The subject property shall not be in a position of property tax arrears.
- Outstanding Work Orders from the City and request to comply shall be addressed prior to grant approval.
- This program does not apply to any required performance securities (i.e. Letter of Credit) posted by the proponent, required professional studies, or to expenses incurred by the applicant because of an Ontario Land Tribunal, Ontario Municipal Board Hearing or Court proceedings.
- Improvements made to the buildings or lands shall be made pursuant to a Building Permit and constructed in accordance with the Ontario Building Code and all application Zoning requirements, Council approved design guidelines and any other necessary approvals.

### ***Eligible Projects & Costs***

- Development of a mixed-use or multi-residential building that results in new *attainable* dwelling units;
- Redevelopment of a non-residential building for a mixed-use or multi-residential building;
- Adaptive reuse of a property to suit a new mixed-use or multi-residential building, where the redevelopment or rehabilitation results in an increase in the assessed value and taxes on the property;
- Major additions to an existing mixed-use or multi-residential building involving an increase of at least three additional *attainable* dwelling units.

### ***Payment***

Assistance will be in the form of forgiving up to 100% of the applicable Development Charges.



### 5.3.3. Planning and Building Permit Fees Grant

#### ***Purpose and Anticipated Benefits***

The Planning and Building Permit Fees Grant may be available to *eligible applicants* to offset the Planning Act application(s) and building permit fees required by the *City*.

#### ***Value of Grant***

Where all eligibility requirements are fulfilled, a Planning and Building Permit Fee Grant may be provided to cover 100% of the eligible fees required by the *City* in relation to a proposed project and/or property.

The *City* will provide a maximum of \$10,000 per project and/or property as part of a Planning Application and Building Permit Fee Grant.

#### ***Eligible costs***

Properties will be eligible for the Planning and Building Permit Fee Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2. *Eligible costs* include fees levied by the *City* associated with the development or *redevelopment* of eligible properties. Applicable Municipal fees may include applications/permits associated with:

- City of Stratford Official Plan and Zoning Bylaw amendments;
- Minor variances;
- Plan of Condominium;
- Plan of Subdivision;
- Site plan control;
- Building permits;
- Cash-in-lieu of parkland dedication;
- Cash-in-lieu of parking requirements;
- Other required development fees as identified through the *City's* fee schedule/bylaw, as amended.

#### ***Payment***

Regular fees are paid at the time of the development application, and the grant in the amount of the fees paid is provided to the applicant following substantial completion of the project/development. This is done to ensure that projects are completed in accordance with the approved CIP application.

### 5.3.4. Design Feasibility and Study Grant

#### **Purpose**

This grant is proposed to support pre-development projects, through the completion of professional studies or reports to determine the feasibility of adaptively reusing, rehabilitating, retrofitting, converting, redeveloping, or developing *affordable* and *attainable* housing uses.

This Grant promotes high-quality proposals and developments through the completion of professional studies. The *City* will also be able to retain a copy of any study/report for future reference.

#### **Value of Grant**

The proposed value of the Design and Study Grant is up to 100% of *eligible costs* up to a maximum of \$10,000 per project/property. Where a minimum of two attainable dwelling units are proposed as purpose-built attainable rental units, the value of a grant shall increase by \$5,000, for a cumulative grant value of \$15,000 per property.

#### **Program Specific Eligibility**

- Properties will be eligible for the Design and Study Grant if the proposed or potential use being investigated is in accordance with the eligible uses identified in Section 6.2.
- The studies, plans, or designs must provide new site-specific information in support of a potential improvement project.
- Eligible studies must be completed by a licensed and/or qualified professional as confirmed by the *City*.

#### **Eligible costs**

The cost to complete any of the following types of studies, plans, or designs may be eligible for the Design and Study Grant:

- Conceptual plans;
- Structural analysis;
- Traffic Impact Assessment/Study or parking studies;
- Site plan drawings;
- Environmental studies;
- Architectural drawings;

- Interior design plans for a mixed-use development, attainable housing development or supportive housing development;
- Engineering plans;
- Market analysis and/or Feasibility Study;
- Other site-specific studies or plans which may be required or recommended by the *City* at the time of a pre-application submission meetings or consultation on an application under the *Planning Act*.

Applicants will be required to meet with the CIP *Administrator* prior to submitting an application to confirm the eligibility of the proposed plan/study. Refer to Section 7.4.1 for further detail on the CIP application process.

### ***Payment of Grant***

All completed studies, plans, or designs must comply with the description of the project provided in the grant application form.

The grant will be provided upon successful completion of the approved study, plan, or design. The grant will be paid in a lump sum as a reimbursement of up to 50% of *eligible costs* incurred, or the maximum value of the grant, whichever is less.

One electronic and one hard copy of the completed studies, plans, or designs shall be submitted to the *City*. All completed studies will become the shared property of the *City* and applicant.

### **5.3.5. Second Suite Development Incentive Program**

#### ***Purpose and Anticipated Benefits:***

Provide financial incentives to homeowners to add legal second suites that are accessory to a single detached dwelling, semi-detached dwelling, duplex dwelling, or townhouse dwelling. These programs are designed to encourage homeowners to add well-constructed and safe second suites that contribute to the limited current supply of *affordable* or *attainable* rental housing.

#### ***Value of Grant:***

The maximum value of a grant shall be 50% of eligible costs to a maximum of \$10,000 per property.

### ***Program Specific Eligibility:***

- Properties used for a single detached dwelling, semi-detached dwelling, duplex, or townhouse dwelling and that are located within the designated Community Improvement Project Area shall be eligible for this program.
- The project must be to create one (1) secondary suite or garden suite. The proposed secondary suite must be a self-contained unit with a private kitchen, bathroom facilities, and sleeping areas, within an existing family home, or on the property lot of a single-family home.
- A minimum of one written quote from a certified, insured, arm's length contractor must be provided. If the homeowner performs the work themselves, the cost of materials for the project will be considered, but not labour.
- Units must be modest relative to the community norms in terms of floor space and amenities.
- Units, upon completion, must be rented as attainable units, under this CIP.

### ***Eligible Projects and Costs:***

The potential value of a grant or loan shall be based on the value of any of the following eligible costs as they directly apply to a proposed additional dwelling unit:

- Works related to Ontario Building Code or Fire Code compliance, such as structural, electrical, safe egress, ventilation, fire protection including associated insulation, and similar improvements;
- Accessibility improvements including accessibility improvements to the building lobby or vestibule providing access to the residential units; accessible washroom, interior doorway, or kitchen facilities;
- Permanent finishing materials and permanent decorative elements, including painting, drywall, trim, permanent light fixtures, flooring, countertops, and cabinetry, shall be an eligible cost to a maximum of 25% of the total eligible costs; and,
- Costs for the services of a professional engineer or architect as may be required in association with the improvements noted above, to a maximum of 15% of the total eligible costs.

### ***Payment:***

The grant will be provided upon successful construction and completion of the secondary suite, indicated by occupancy permit. The grant will be paid in a lump sum as a reimbursement of up to 100% of *eligible costs* incurred, or the maximum value of the grant, whichever is less.

### 5.3.6. Housing Rehabilitation and Conversion Program

#### ***Purpose and Anticipated Benefits:***

The Housing Rehabilitation and Conversion Program will provide eligible applicants with a grant for the rehabilitation of an existing residential unit, or the conversion of a commercial/mixed-use building space into *affordable* or *attainable* residential rental units. This program may be considered to also assist with upgrading existing buildings to meet the Ontario Building Code. This program would seek to ease the financial burden of attainable housing development and increase the number of available units, while also helping to bring existing buildings back into a productive use that meets other planning and economic development objectives.

#### ***Value of Grant:***

The maximum value of a grant shall be 50% of eligible costs to a maximum of \$10,000 per property.

#### ***Eligible Projects and Costs:***

Properties will be eligible if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2 and the costs are related to the following types of projects:

- Conversion of non-commercial or Vacant or underutilized building space into new attainable rental units
- Conversion of upper storey space (whether vacant, office, commercial or other non-residential use) into new attainable residential rental housing units
- Adaptive re-use of derelict structures for the purpose of attainable rental units.
- Construction services for the significant improvement in the quality of one to four existing residential units in the upper storey(s) of a Mixed-use building, which assists in achieving an improved quality of life for occupants and/or makes the unit attainable.
- The services of a professional engineer, architect, or planner to design and implement the project will also be considered eligible costs; however, the maximum amount for such services shall not exceed 15% of the grant.

#### ***Payment:***

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 50% of costs incurred, or the maximum value of the grant, whichever is less.

## 5.4. Alternative Funding Methods for Attainable Housing

In addition to the above-mentioned incentives provided by the City of Stratford, a project might also be eligible for other funding sources. It is recommended that the applicant review the below resources simultaneously with those offered in this toolkit to ensure maximum benefit.

### 5.3.7. AFFORDABLE HOMEOWNERSHIP LOAN PROGRAM

The City of Stratford Social Services Department has re-launched its Affordable Homeownership Loan Program, which provides qualified low- to moderate-income households with down payment assistance loans of up to 5% of the purchase price of a home. The maximum household income limit for applications to the Affordable Homeownership Loan Program is \$90,700 if applying as a couple or family and \$76,400 if applying as an individual. The current maximum purchase price of an eligible residential property for 2022 is \$591,300. A home inspection is also a mandatory condition of receiving a loan. More information on the Affordable Homeownership Loan Program can be found [here](#).

### 5.4.1. MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING PROGRAMS

In 2017, the federal government announced Canada's 10-year National Housing Strategy which aims to ensure that all Canadians can access housing that meet their needs and that they can afford. As a part of the strategy, the Ministry of Municipal Affairs and Housing (MMAH) offers programs that delivers housing and homelessness programs and services:

**Investment in Affordable Housing (IAH):** a joint federal and provincial funding program for service managers to improve access to housing that is affordable, suitable, and sustainable for households in need. This includes partnering Indigenous government and organizations to support Indigenous families living off-reserve through the delivery of new affordable rental units, home ownership loans and/or repair funding within or outside of the Greater Toronto Area (GTA)

**Canada-Ontario Community Housing Initiative:** an initiative that provides funding to service managers to repair, regenerate and expand community housing, protect affordability support for tenants, support community housing providers whose original programs are expiring and/or to help community housing providers become more sustainable. This to replace the federal Social Housing Agreement funding that expires each year.

**Social Infrastructure Fund (SIF),** funding under IAH, is available for service managers to build, renovate, and provide critical affordable housing.

**Ontario Priorities Housing Initiative:** an initiative that provides funding to all service managers and Indigenous program administrators to address local priorities in the areas of housing supply and affordability including new affordable rental construction, community housing repair, rental assistance, tenant supports and/or affordable homeownership.

### 5.4.2. CMHC PROGRAMS

The Canada Mortgage and Housing Corporation (CMHC) offers a broad range of funding and financing opportunities to support housing needs across the housing continuum as part of the National Housing Strategy. Funding programs include the Affordable Housing Innovation Fund, the Housing Supply Challenge, the Rapid Housing Initiative, and Seed Funding. These programs can provide funding for new and innovative approaches to affordable housing, expedite the process of creating new permanent affordable housing, and can provide interest-free loans to develop and preserve affordable housing.

### 5.4.3. FEDERATION OF CANADIAN MUNICIPALITIES (FCM) PROGRAMS

The Federation of Canadian Municipalities (FCM) the national voice of municipal government who advocate for municipalities' needs to ensure that they are reflected in federal policies and programs. The As a part of the FCM's Green Municipal Fund, the Sustainable Affordable Housing (SAH) Initiative provides funding for municipal, not-for-profit organizations and housing cooperatives to retrofit existing affordable housing units or construct new energy efficient buildings. The following are four funding options that SAH provides:

**Planning – Early Support Grant for Sustainable Affordable Housing Projects:** planning grants to assist housing providers in the early stages of sustainable affordable housing development. This includes project initiation, needs assessment, financial assessment, stakeholder engagement, property evaluation, evaluation of energy efficient approaches, and other design considerations may be proposed by the applicant.

**Pilot Project – Retrofit or New Construction of Sustainable Affordable Housing:** funding for pilot projects to support the integration of leading-edge deep energy efficiency measures and onsite renewable energy generation for existing affordable housing retrofits and new builds.

**Capital Project – New Construction of Sustainable Affordable Housing:** grants and loans to support the construction of a new affordable housing project to a higher environmental performance standard.

**Capital Project – Retrofit of Sustainable Affordable Housing:** retrofit capital projects that integrate leading-edge deep energy efficiency measures and onsite renewable energy generation for existing affordable housing units through a combination of loans and grants.

## 6. IMPLEMENTATION PLAN

The Implementation Plan is an important component of the CIP, as it outlines a number of administrative details.

### 6.1. Implementation Period

It is anticipated that the CIP will be implemented over a 15-year period ending January 2039. The implementation period may be extended or reduce the implementation period as deemed appropriate or necessary, subject to an amendment to the CIP.

### 6.2. Administration

#### 6.2.1. Council Roles and Responsibilities

- a) Council will adopt the Community Improvement Plan through Bylaw.
- b) Council will appoint a CIP *Administrator*, which is recommended to be the City Planning & Building Coordinator as it is already this staff members role to partake in formal pre-consultation meetings and they can ensure the CIP is addressed at such meetings. The CIP *Administrator* will be responsible for managing the day-to-day responsibilities of the CIP, including coordinating application submission process.
- c) Council will delegate its responsibility for approving or refusing applications for Financial Incentive Programs to the CIP *Implementation Committee*.
- d) In addition, Council will contribute to the overall administration of the CIP (subject to the City's priorities and the availability of resources/funding) as follows:
  - i. Providing approval for which of the CIP Financial Incentive Programs will be put into effect in any given year during the implementation period, if any; and
  - ii. Providing approval for (as part of the annual budgeting process) a community improvement budget for Financial Incentives that have been put into effect for that year, if any, in accordance with Section 7.3 of this CIP.

#### 6.2.2. CIP Administrator

Once appointed by Council, the CIP Administrator will be responsible for:

- a) Managing the day-to-day responsibilities of the CIP, including coordinating application submission process.
- b) Coordinating pre-consultation meetings with potential applicants and ensuring financial incentives are discussed during required pre-consultation meetings.



- c) Notification of application approval to applicants.
- d) Continually review provincial policy changes over the lifespan of this CIP and bring forward CIP amendments to the Implementation Committee for Council consideration if and/or when required based on said policy changes.
- e) Recommending the enactment of the DC Rebate Program if and/or when required.
- f) Continually reviewing the CIP application processing times throughout the lifespan of the CIP and recommending additional staffing resources if required.

### 6.2.3. Implementation Committee

- a) The CIP *Implementation Committee* for the City of Stratford Attainable Housing CIP shall consist of the following members:
  - i. Building Department representative
  - ii. Planning Department representative
  - iii. Finance Division representative
- b) The CIP *Implementation Committee* shall also be authorized to retain other qualified professionals as required.
- c) The CIP *Implementation Committee* will be responsible for:
  - i. Reviewing and evaluating applications for Financial Incentive Programs;
  - ii. Approving or refusing applications for Financial Incentive Programs (in accordance with Section 8.2.1 c).
  - iii. Marketing the CIP, in accordance with the Marketing Plan set out in Section 9;
  - iv. Monitoring the CIP, in accordance with the Monitoring Plan set out in Section 10, and providing annual reports to Council and Citizens with respect to the costs and benefits of the CIP; and
  - v. Making recommendations to Council with respect to:
    - i. Financial Incentive Programs to be put into effect in any given year; and
    - ii. Identifying an annual community improvement budget for Financial Incentives.

### 6.2.4. Administration and Financial Incentives

- a) The *City* may put into effect any number of the Financial Incentives identified in this Plan during the implementation period, subject to the availability of Municipal funds and other resources.

- b) Annually, the CIP *Implementation Committee* may make recommendations to Council with respect to the administration of Financial Incentives. An annual/bi-annual deadline for financial incentive applications will be identified by the Implementation Committee. All applications will be received and evaluated in accordance with this deadline.
- c) The following criteria will be used to evaluate all financial incentive applications received in advance of the deadline:
  - i. General eligibility requirements, as outlined in Section 6.2;
  - ii. Program eligibility requirements, as outlined in each grant program detail (Section 6.5.1 to 6.6.1);
  - iii. Application requirements, as outlined in Section 7.4.2; and
  - iv. A Council approved budget.
- d) Following the evaluation of all financial incentive applications received at the time of the annual/bi-annual deadline, successful applicants will be selected based on the results of the evaluation and on the limit of available funding for that year.
- e) In cases where the Implementation Committee refuses an application for Financial Incentives, all applicants will have the right to appeal the decision to Council. If a decision is appealed, a staff report will be prepared for Council detailing the Committee's decision. The applicant may appear before Council to detail their appeal.

### **6.3. Financial Management**

- a) As part of the annual Municipal budgeting exercise, Council will approve a community improvement budget for Financial Incentives that have been put into effect for that year, if any.
- b) The provision of any incentives shall be to the limit of the available funding for that year.
- c) During the implementation period of this Plan, Council will determine if funding and incentive levels are necessary or warranted to ensure that the CIP functions properly in respect of the goal statement and the objectives (as set out in Section 3) and the City's financial circumstances.

### **6.4. Applying for Incentives**

#### **6.4.1. The Application Process**

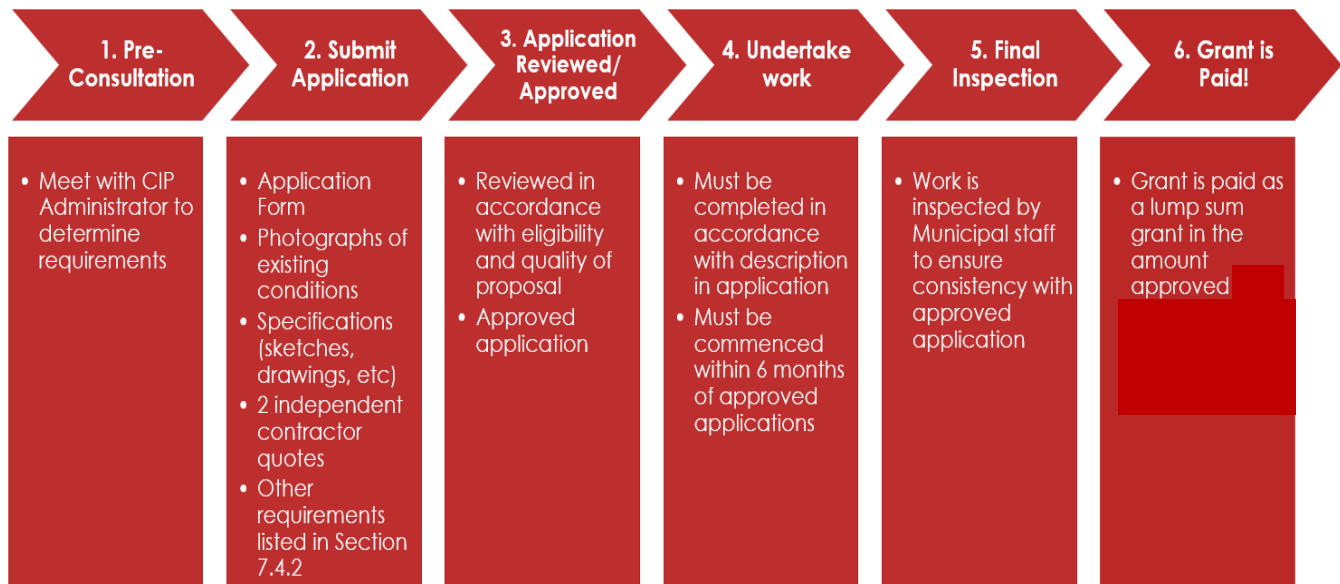
The following is a summary of the process for the submission, evaluation, and approval of applications for CIP Financial Incentives:

- a) Applicants must discuss their application with the CIP Administrator prior to submitting their application. This is to discuss eligibility, identify application requirements, and to ensure that applicants make use of all available funding opportunities.
- b) The City will implement an “intake window” process. Under an intake window application process, the City will establish a set timeframe in which it will accept all applications for the financial incentive programs of this Plan. All applications will be reviewed and decided upon by the CIP Implementation Committee. The City will endeavour to communicate the timeframe of the “intake window” in advance to ensure interested applicants have sufficient time to prepare the applications. During this process, funding may become exhausted. Accordingly, there may be a need to prioritize which approved applications will receive funding. Should there be more approved applications than there is funding available, the prioritization will be at the sole discretion of City in consideration of the following guidelines:
  - i. Applications which demonstrate a significant investment in developing attainable housing within the City.
  - ii. Applications that are located in areas of the City with a heightened need for attainable housing.
  - iii. Consultation with the applicants to determine if any applicants are accepting of application deferral until funding becomes available.
  - iv. Other criteria as may be determined by the Implementation Committee, through consultation with Staff and Council.
- c) The CIP Administrator will evaluate all applications and supporting materials in a timely manner and will only bring complete applications before the CIP Implementation Committee for final review and consideration. Applicants will be notified if their submission is incomplete.
- d) For applications that are approved, a Financial Assistance Agreement will be prepared and executed by the CIP Implementation Committee or CIP Administrator and signed by the property owner. An Attainable Housing Agreement will also be required between the property owner and the City, and the City will register the agreement on-title. The agreement may be made with respect to terms, duration, default, penalty, and termination provisions of the grant(s).
- e) If an application is not approved by the CIP Implementation Committee, the applicant will be provided an opportunity to appeal the decision to the Council. In such cases, Council will reconsider the application. If Council approves the application, the CIP Implementation Committee will execute the financial incentive program agreement. An

applicant shall not have the option to appeal their application to Council if the reason for refusal is related to lack of funding availability. In the event that an application is refused due to lack of funding availability, the applicant may resubmit their application once funding becomes available. However, in no case shall funding be provided retroactively for a completed project;

- f) Any program commitments may be cancelled if work does not commence within six months of approval of an application, or if a project is not undertaken or completed in accordance with the Financial Assistance Agreement;
- g) When projects are completed, a statement with supporting invoices shall be submitted to the CIP Implementation Committee or CIP Administrator. Following this, the work will be inspected by the CIP Implementation Committee or CIP Administrator and, if approved, notice of completion will be issued and the financial assistance will be initiated;
- h) Upon completion of a community improvement project, the CIP Implementation Committee or CIP Administrator reserves the right to inspect any properties/buildings, or to audit final costs at the owner's expense;
- i) Funding approval will lapse if a notice of completion is not issued within twelve months of the date of execution of the Financial Assistance Agreement; and,
- j) The CIP Implementation Committee or CIP Administrator may grant an extension for community improvement works following receipt of a written request by the owner setting out the reasons for the extension and providing a new date of completion.

The following figure summarizes the key steps in the application and review process.



### 6.4.2. Applicant Default

At any time during the lifespan of the Plan should an applicant of an approved eligible property fall into default of or not uphold any of the requirements of the incentive program or other requirements established by the Implementation Committee, the funds paid as part of the incentives and grant programs, plus interest, will become payable to the City in full, unless the default is resolved within 30 days of notice from the City.

### 6.4.3. Application Requirements

Applications for financial incentives offered through this Plan must include:

- a) One (1) copy of the completed application form;
- b) One (1) copy of all supporting documentation, as determined by the *CIP Implementation Committee* or *CIP Administrator*, which may include (but is not limited to):
  - i. One copy of a complete and signed application form
  - ii. Proponent contact information and project team (if applicable)
  - iii. Property Details
  - iv. Proposed improvements, in detail
  - v. Good quality pictures of the existing condition of the building and/or property, if necessary
  - vi. Specifications of the proposed project, including design drawings (if available) or sketches, renderings, and/or elevation drawings illustrating the proposed improvement.
  - vii. Development strategy, including scheduling (if applicable)
  - viii. Work estimates and project financing
  - ix. Two detailed independent contractor estimates for each component of the proposed eligible work, or two estimates covering all the components of the eligible work, the lowest of which will be used as a base for the Grant Funding, if required
  - x. Financial incentives applied for; amounts broken down by program
  - xi. Other relevant supporting documentation, as determined by the *CIP Administrator* at the pre-consultation meeting

Additional application requirements may be identified for certain financial incentive program application. Requirements should be confirmed during initial discussions with the *CIP Administrator*.

## 7. MARKETING PLAN

### 7.1. Overview

Active marketing of the CIP is crucial. The success of the CIP in creating additional attainable housing rental units within the City requires participation and investment by private landowners. The following is meant to be a guide for the City to market the CIP and promote the programs available during implementation. The marketing initiatives will help the *City* communicate opportunities available by means of the CIP.

Target marketing for the CIP should be advertised for local landowners, local landlords, potential investors in the community, local realtors, local home builders' association, non-profits, the public, and Council. The messages to be conveyed to each of these markets are outlined as follows.

**KEY MESSAGE #1:** The purpose of the Attainable Housing CIP is to assist in the development of attainable housing in the City by providing incentive-based programs which encourage the creation of attainable housing units, in alignment with the *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys* and the *Stratford Housing Project (SHP) Road Map for Attainable Market Housing Development*.

### 7.2. Marketing Materials

The following are communications materials that the *City* may develop to promote the CIP and the related opportunities. It shall be the responsibility of CIP Implementation Committee to create and implement the following marketing materials to promote the CIP, in alignment with Section 6.2.3.c of this Plan.

- A section on the *City's* website devoted to the CIP, including information on financial incentives the application process;
- Promotion of the CIP incentives via social media tools;
- An information package that would be sent to developers and realtors in the CIPA;
- An annual E-newsletter (and/or hard-copy newsletter) highlighting CIP success stories;
- Presentations can be tailored to business associations and other groups to communicate the opportunities available through the CIP;
- Information nights could be held to share information about the CIP programs and incentives;
- Information displays could be provided at municipal buildings to broadly promote the CIP;

- Information displays could be provided at home shows, garden shows, chamber events, and other events in the community to broadly promote the CIP;
- Annual progress reports could be prepared to outline the success of the CIP over the period of one year and to serve as case studies for future applicants;
- Periodic radio-announcements and newspaper articles highlighting available funding programs and success stories, dependent on program up-take;
- Interviews with successful applications and award winners; and,
- Advertisement of CIP success stories on the City website, including interviews with CIP Award winners from previous years, timelapse videos of CIP project before and after, and professional photographs of past projects.

The *City* may also identify target properties where improvements would be most desirable, and arrange short visits with owners, to ensure awareness and encourage take-up.

These activities may be undertaken as part of the initial launch of the new CIP program and repeated annually or every few years as “reminders” of the CIP opportunities and successes.

## 8. MONITORING PLAN

### 8.1. Purpose

The purpose of the following monitoring strategy is to:

- Track funds provided by the CIP to owners and tenants of land located within the City of Stratford CIPA;
- Evaluate whether the programs are achieving the goals and objectives set out by the CIP;
- Determine whether program adjustments are required; and
- Provide the basis for reporting the results of the CIP, and specifically the uptake and success of Financial Incentive Programs, to Council.

### 8.2. Baseline Information and On-going Data Collection

In order to accurately track the progress and success of the CIP, the CIP Implementation Committee, in partnership with the *City*, should begin by establishing baseline conditions, which may include but are not limited to:

- an inventory of *Vacant or underutilized* or derelict buildings;
- an inventory of existing rental units and buildings; and,
- an inventory of existing *attainable* rental units and buildings.

The CIP Implementation Committee, in partnership with the *City*, should also monitor the following on an on-going basis for applications not approved:

- Number of unsuccessful applications: and
- Reason(s) for the application's refusal.

For each approved financial incentive application, the CIP Implementation Committee, in partnership with the *City*, should also monitor the following on an on-going basis:

- Project details as proposed in application;
- Approved value of grants, in total and by program;
- Total private sector investment/total value of construction, to determine the investments being leverage by the CIP municipal contributions;
- Number of building permits issued;
- Timing of completion of the project and payment of the grant;
- Property tax assessment after the completion of the project, if relevant;
- Total value of tax incentives, planning application/building permit and/or development charges waived if applicable; and
- Project details of the completed project ("after" photos).

### 8.3. Measures

The following section provides several measures that may be used as the basis for evaluating whether the individual objectives of the CIP are being met. Each of the measures identified has different implications in terms of what specifically should be collected, how frequently the data should be collected, and how frequently the data should be reported. Additional measures may be identified during the implementation of the CIP.

- Number of previously vacant buildings occupied or redeveloped as a result of funding.
- Hectares of land developed or redeveloped as a result of funding.
- Utilization of the total financial incentives program budget.
- Utilization of the various incentive programs.
- Number of attainable housing options created as a result of funding.
- Sustainability of attainable housing options after 5 years of operation.
- Number of expansions/redevelopments of existing rental units within the City to attainable.
- Types of attainable units that are being developed.



- Change in percentage of housing mix year over year during the lifespan of this plan.
- Number of marketing materials posted to City buildings or events.
- Number of questions coming into the City related to attainable housing, secondary-units, attainable rentals, CIP programs/grants, etc.

## 8.4. Reporting

The CIP Administrator should enter information from applications and pre-application consultation meetings into an internal tracking database on an on-going basis. An annual report will be prepared to highlight the successes and achievements of the CIP. The report will be presented to Municipal Council for consideration. The report may recommend adjustments/amendments to the Plan, as discussed below.

To ensure accountability and to assist the Plan Administrator in annual reporting, each applicant and/or property owner who obtained grant funding through this CIP will be required to provide annual reporting to the City to confirm that each rental unit developed through use of the CIP financial assistance has been maintained as attainable.

## 8.5. Plan Amendments

As a result of the monitoring and evaluation of the CIP Implementation Committee, in partnership with the *City*, of Stratford Attainable Housing CIP, amendments to the Plan may be required. The following summarizes when Plan amendments are and are not required:

An amendment to the CIP will not be required to:

- Reduce funding levels for the Financial Incentive Programs;
- Clarify definitions linked to other policy documents that have since changed or been updated during the lifespan of this plan; or
- Discontinue or cancel any of the programs identified.

An amendment will be required to the CIP or implementing By-laws to:

- Extend the implementation period of the CIP;
- Add any new Financial Incentive Programs;
- Modify the eligibility criteria related to Financial Incentive Programs offered; and
- Modify the geographic area (i.e., the CIPAs) to which Financial Incentive Programs apply.

Amendments to this CIP will be passed by Municipal Council under the Planning Act. The *City*, through the *CIP Implementation Committee*, will also be required to pre-consult with the Ministry of Municipal Affairs and Ministry of Housing on any amendments to this CIP.

## 9. GLOSSARY

The interpretation of this Plan rests solely with the CIP Implementation Committee, CIP Administrator, and the *City* of Stratford. To assist in interpretation, the following definitions shall apply.

**Adaptive reuse:** means the recycling of a building and/or structure usually for a new function, such as the use of a former industrial building for residential purposes.

**Affordable:**

**Residential Unit, rented:** A residential unit intended for use as a rented residential premises shall be considered to be an affordable residential unit if it meets the following criteria:

1. The rent is no greater than 80 per cent of the average market rent.
2. The tenant is dealing at arm's length with the landlord

**Residential unit, ownership:** A residential unit not intended for use as a rented residential premises shall be considered to be an affordable residential unit if it meets the following criteria:

1. The price of the residential unit is no greater than 80 per cent of the average purchase price.
2. The residential unit is sold to a person who is dealing at arm's length with the seller.

During the lifespan of this CIP, should the Province determine another definition of 'Affordable', that definition will supersede the above.

**Attainable:** A residential unit shall be considered to be an attainable residential unit if it meets the following criteria:

- 1 The residential unit is not an affordable residential unit.
- 2 The residential unit is not intended for use as a rented residential premises.
- 3 The residential unit was developed as part of a prescribed development or class of developments.
- 4 If rented, the rent is no greater than 90 per cent of the average market rent.
- 5 If purchased, the price of the residential unit is no greater than 90 per cent of the average purchase price.
- 6 The residential unit is sold to a person who is dealing at arm's length with the seller.
- 7 Such other criteria as may be prescribed

During the lifespan of this CIP, should the Province determine another definition of ‘Attainable’, that definition will supersede the above.

**Average Market Rent:** The average market rent applicable to a residential unit is the average market rent for the year in which the residential unit is occupied by a tenant, as identified in the bulletin entitled the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin”, as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.

**Average Purchase Price:** The average purchase price applicable to a residential unit is the average purchase price for the year in which the residential unit is sold, as identified in the bulletin entitled the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin”, as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.

**Community Improvement:** is defined by Section 28(1) of the Planning Act and means the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a Community Improvement Project Area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

**Community Improvement Project Area:** is defined by Section 28(2) of the Planning Act and means a City or an area within a City, the Community Improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. Council may, by By-law, designate the whole or any part of an area covered by the City official plan as a ‘community improvement project area’.

**CIP Administrator:** means a staff member appointed by Municipal Council who is responsible for managing the day-to-day responsibilities of the CIP, including undertaking pre-consultation meetings with potential applicants for financial incentives and coordinating application submission process.

**CIP Implementation Committee:** means the designated committee appointed by Council to review applications for financial incentives and make decisions on financial incentives in accordance with the policies of this Plan.

**City:** means the City of Stratford.

**Council:** means the City of Stratford Council.

**Eligible Applicant:** means an applicant (as defined above) who meets all the general and program specific requirements of the financial incentive programs and prepares and submits an application for a grant or loan that is in accordance with the specific requirements of the program, as outlined in this Plan. The *CIP Administrator* reserves the right to determine whether an applicant is eligible for the financial incentive programs.

**Eligible costs:** means costs related to environmental site assessment, environmental remediation, development, *redevelopment*, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements, or facilities.

**Financial Incentive Program:** means a program listed in the Incentives Section of this Plan.

**Financial Incentive Program Agreement:** means an agreement executed between the City and a successful applicant for a financial incentive program, as required by this Plan.

**Mixed-use:** means any combination of commercial uses (retail, personal services, restaurants, etc.), offices, institutional uses and/or residential uses, provided that there are commercial uses at grade.

**Plan or this Plan:** means the City's Community Improvement Plan, unless otherwise specified.

**Redevelopment:** means the creation of new units, uses or lots on previously developed land.

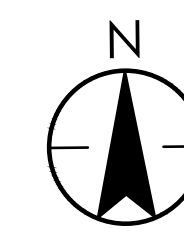
**Secondary Dwelling Units:** For the purposes of this plan, the term Secondary Dwelling Unit is interchangeable with Additional Residential Units as per O.Reg. 299/19.

**Short Term Accommodation:** A short-term accommodation or rental is all, or part of a dwelling unit rented out for less than 28 consecutive days in exchange for payment. This includes bed and breakfasts (B&Bs) but excludes hotels and motels. It also excludes other accommodations where there is no payment. During the lifespan of this CIP, should the City of Stratford determine another definition of '*short-term accommodation*', that definition will supersede the above.

**Tax Increment:** means an increase in taxes, which is calculated by subtracting the City portion of property taxes before assessment from the City portion of the property taxes after reassessment. The *Tax Increment* does not include any increase/decrease in City taxes due to a general tax increase/decrease or a change in assessment for any other reason.

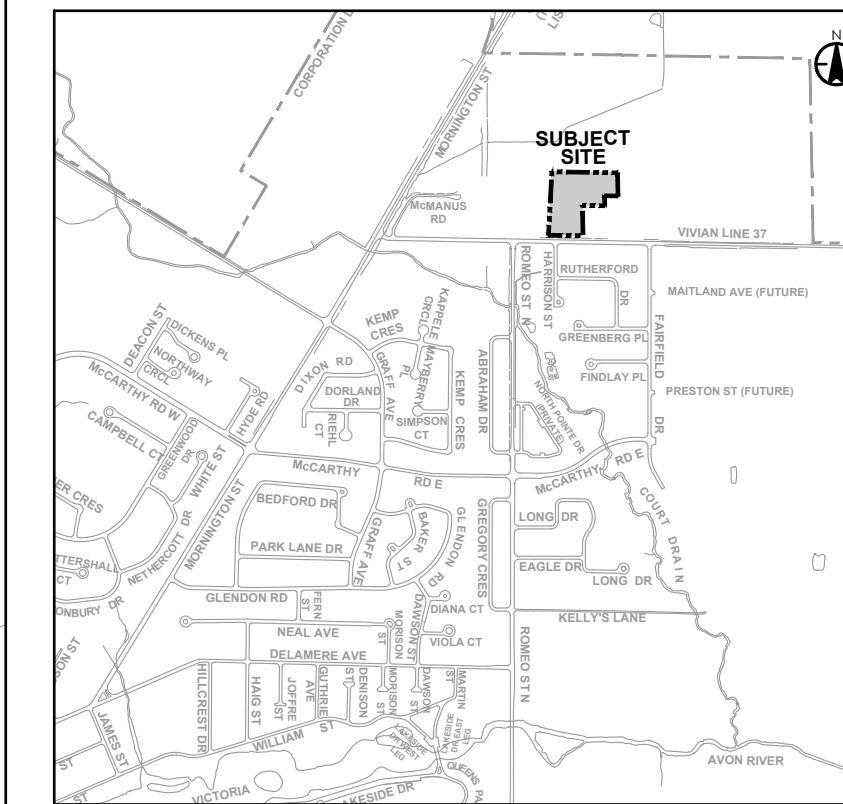
**Vacant or underutilized (land and/or buildings):** means developable land within a district that would otherwise qualify as substantially developed land, but which contains land, buildings, and/or structures that are not being used to their full potential and may potentially be developed, recycled, or converted into a better, more compatible use, such as a residential or *Mixed-use* development. Part or all of a parcel of land shall be considered vacant and/or underutilized if it is no longer necessary to support the current use, based on factors including but not limited to current and projected employment levels, vacancy rates, and parking demand.

**APPENDIX 3**  
**PILOT PROJECT CONCEPTUAL SITE PLANS**



KEY PLAN

N.T.S.



Stantec  
600-171 Queens Avenue  
London ON N6A 5J7  
Tel. 519-445-2007  
www.stantec.com

Liability Note

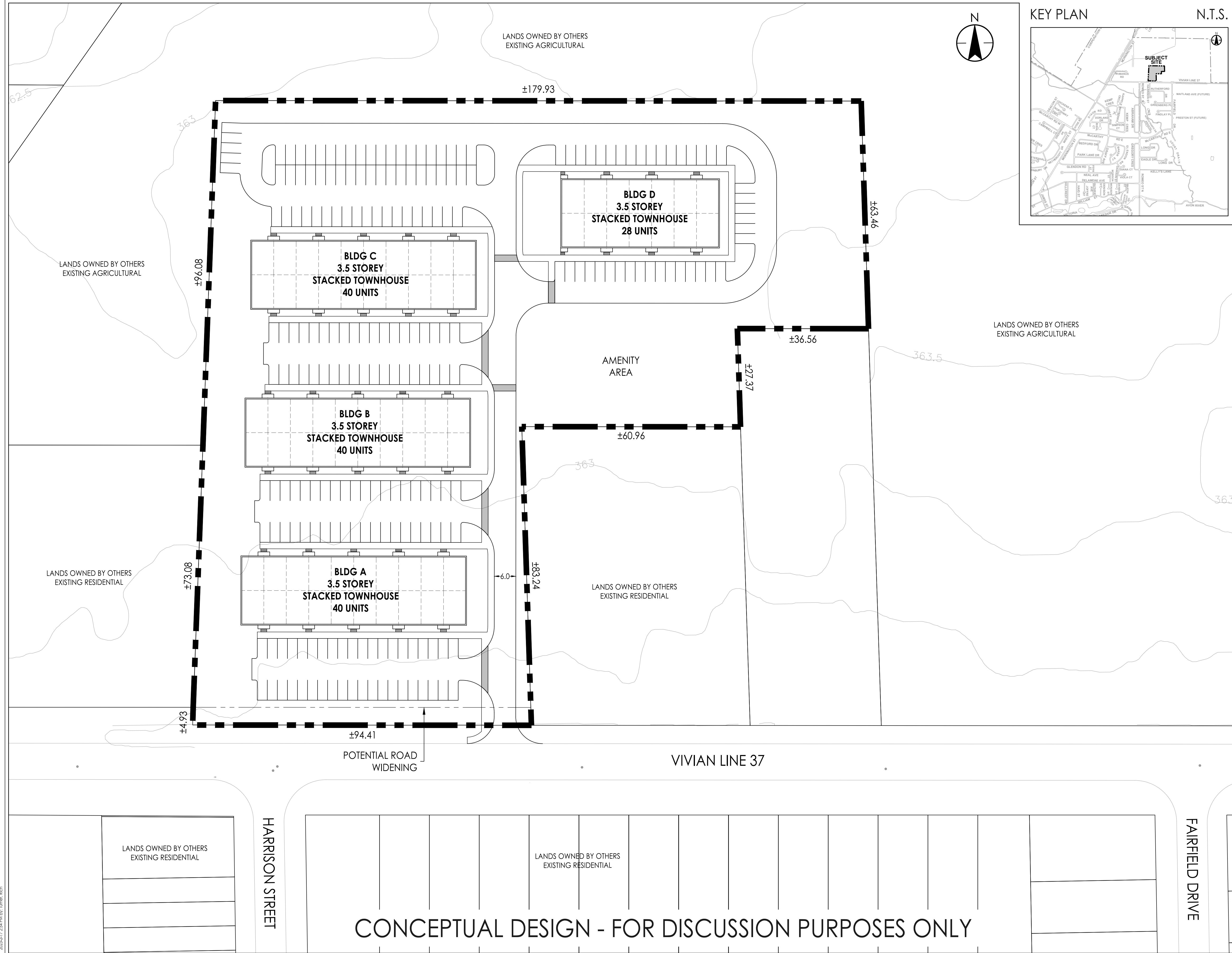
The Contractor shall verify and be responsible for all dimensions. DO NOT scale the drawing - any errors or omissions shall be reported to Stantec without delay.

Site Data

Site Area = 2.323 ha / 5.74 ac  
Units - 148  
Density - 63.7 uph  
Parking Required - 222 (1.5/unit)  
Parking Provided - 222

Notes

1. THIS IS A COMPILED PLAN AND SHOULD NOT BE CONSIDERED A PLAN OF SURVEY.
2. LEGAL PLAN REQUIRED FOR PRECISE CALCULATIONS.
3. CONCEPT PLAN IS PRELIMINARY AND HAS NOT BEEN REVIEWED BY THE LOCAL MUNICIPALITY.
4. ZONING BY LAW AMENDMENT MAY BE REQUIRED.
5. NO BUILDING HEIGHTS HAVE BEEN ESTABLISHED, AND WOULD BE SUBJECT TO A ZONING COMPLIANCE REVIEW.
6. THE NUMBER OF PARKING SPACES HAS BEEN ESTABLISHED BASED ON ZONING REQUIREMENTS.
7. SETBACKS OF THE PROPOSED BUILDINGS CONFORM WITH THE PROPOSED R4(4) ZONE.



Revision	By	Appd.	YY.MM.DD

Issued	By	Appd.	YY.MM.DD

File Name	RT	MD	RT	23.02.17
Dwn.	Chkd.	Desgn.	YY.MM.DD	
161414283_rdb_vivian_opt1				

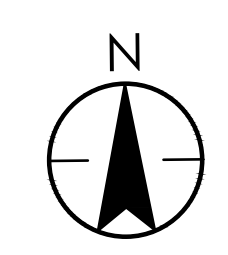
Client/Project  
City of Stratford  
investStratford  
Attainable Housing Toolkit Study  
Pilot Project - Vivian Site  
Stratford, ON Canada

Title  
Suburban Greenfield Development  
Concept Plan  
Option 1

Project No.	Scale	HORZ
161414283	1 : 500	5 0 10m
Drawing No.	Sheet	Revision

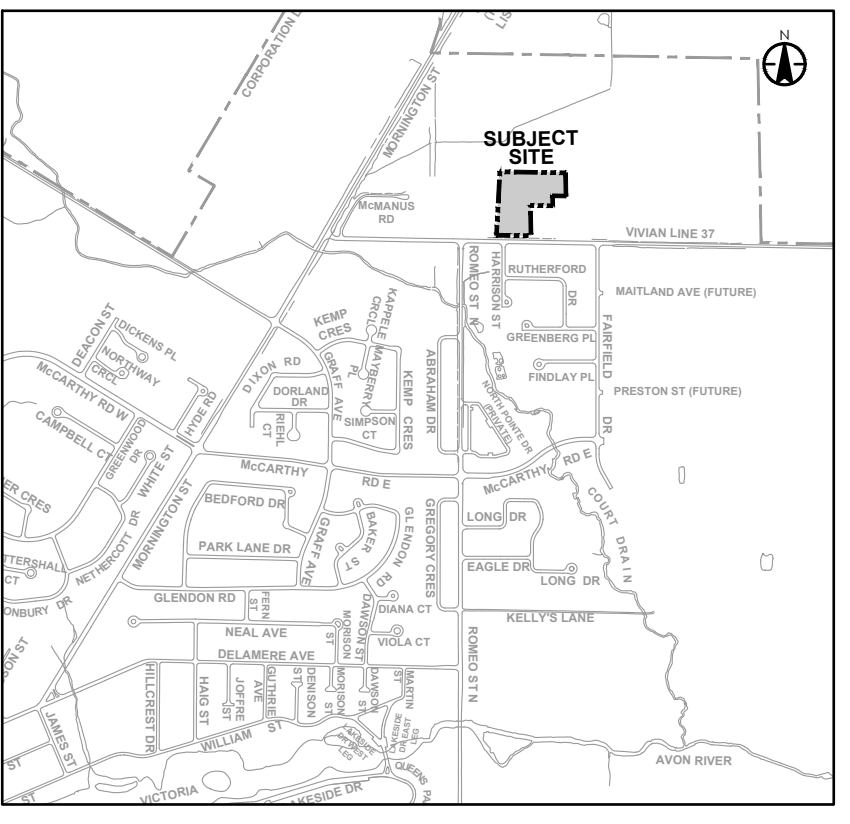
C:\06\_45\2017\161414283\design\drawing\planning\model\161414283\_rdb\_vivian\_opt1.dwg 2023.02.17 2:24:40 PM JPL/mj

CONCEPTUAL DESIGN - FOR DISCUSSION PURPOSES ONLY



KEY PLAN

N.T.S.



Stantec  
600-171 Queens Avenue  
London ON N6A 5J7  
Tel. 519-645-2007  
www.stantec.com

Liability Note

The Contractor shall verify and be responsible for all dimensions. DO NOT scale the drawing - any errors or omissions shall be reported to Stantec without delay.

Site Data

Site Area = 2.323 ha / 5.74 ac  
Units - 232  
Density - 100 uph  
Parking Required - 290 (1.25/unit)  
Parking Provided - 290 (1.25/unit)

Notes

1. THIS IS A COMPILED PLAN AND SHOULD NOT BE CONSIDERED A PLAN OF SURVEY.
2. LEGAL PLAN REQUIRED FOR PRECISE CALCULATIONS.
3. CONCEPT PLAN IS PRELIMINARY AND HAS NOT BEEN REVIEWED BY THE LOCAL MUNICIPALITY.
4. ZONING BY LAW AMENDMENT MAY BE REQUIRED.
5. NO BUILDING HEIGHTS HAVE BEEN ESTABLISHED, AND WOULD BE SUBJECT TO A ZONING COMPLIANCE REVIEW.
6. THE NUMBER OF PARKING SPACES HAS BEEN ESTABLISHED BASED ON ZONING REQUIREMENTS.
7. SETBACKS OF THE PROPOSED BUILDINGS CONFORM WITH THE PROPOSED R4(4) ZONE.

Revision	By	Appd.	YY.MM.DD

Issued	By	Appd.	YY.MM.DD

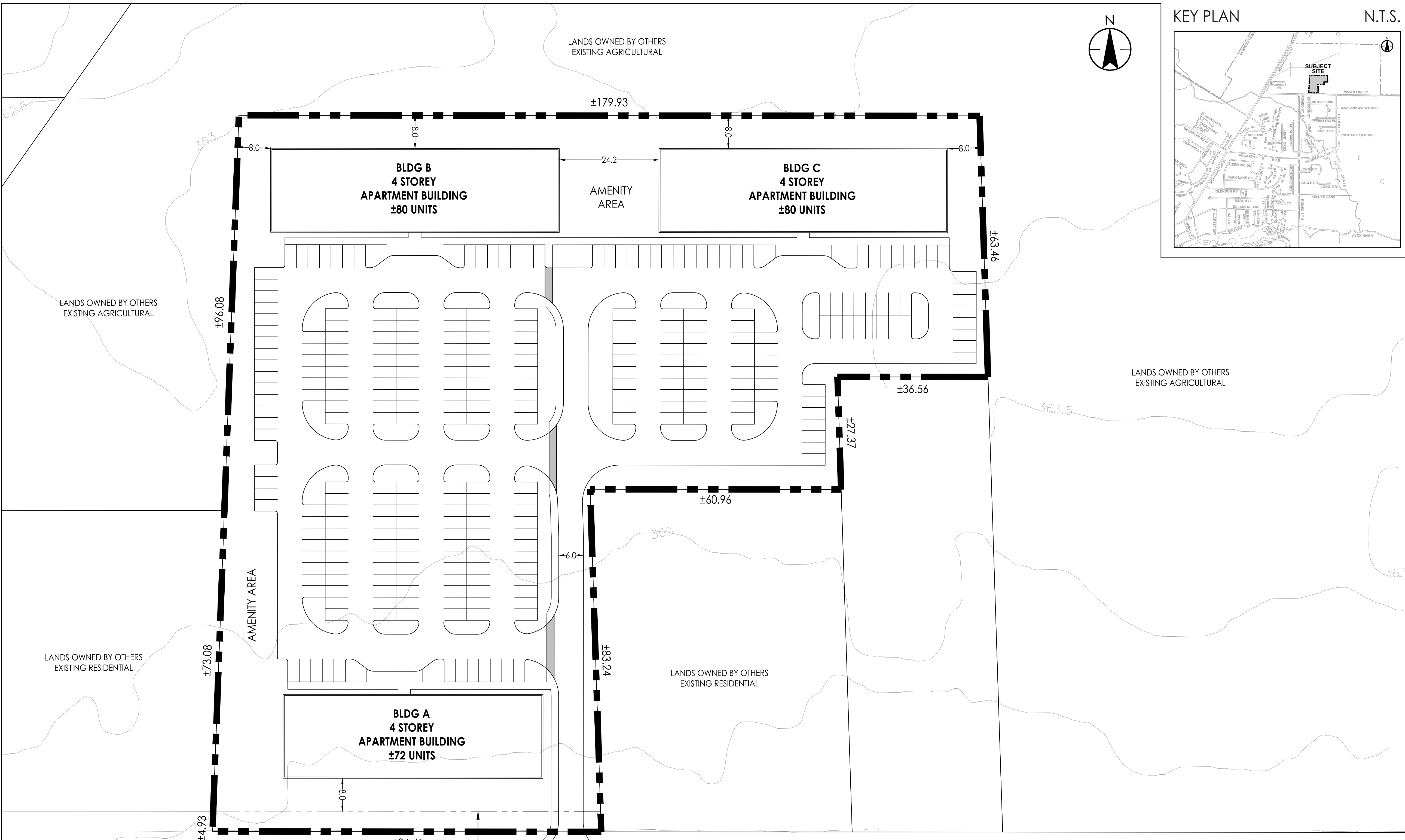
File Name:	RT	MD	RT	23.02.17
161414283_dab_vivian_opt2	Dwn.	Chkd.	Disgn.	YY.MM.DD

Permit-Seal

Client/Project  
City of Stratford  
investStratford  
  
Attainable Housing Toolkit Study  
Pilot Project - Vivian Site  
Stratford, ON Canada

Title  
Suburban Greenfield Development  
Concept Plan  
Option 2

Project No.	Scale	HORZ	1 : 500
161414283	5 0 10m		
Drawing No.	Sheet	Revision	
1	1 of 1	0	



POTENTIAL ROAD WIDENING VIVIAN LINE 37

HARRISON STREET

FAIRFIELD DRIVE

CONCEPTUAL DESIGN - FOR DISCUSSION PURPOSES ONLY

C:\016\016\161414283\design\dwg\planning\modul\161414283\_dab\_vivian\_opt2.dwg  
2023-02-17 09:52:10 AM  
ORIGINAL SHEET - ANSI D

Stantec  
600-171 Queens Avenue  
London ON N6A 5J7  
Tel. 519-645-2007  
www.stantec.com

**Liability Note**

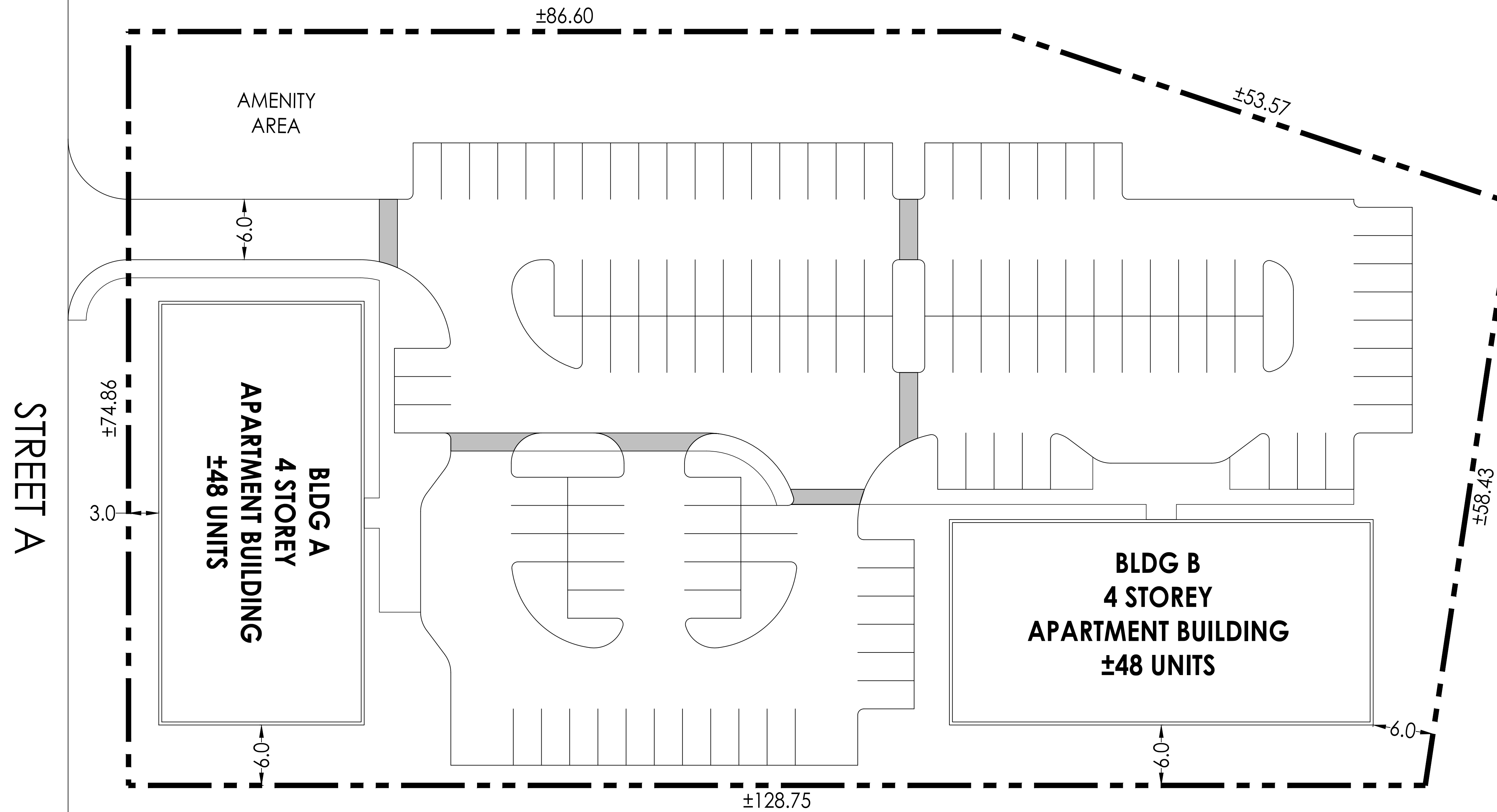
The Contractor shall verify and be responsible for all dimensions.  
DO NOT scale the drawing - any errors or omissions shall be reported to Stantec without delay.

**Site Data**

Site Area = 0.960 ha / 2.37 ac  
Units - 96  
Density - 100 uph  
Parking Required - 120 (1.25/unit)  
Parking Provided - 120 (1.25/unit)

**Notes**

1. THIS IS A COMPILED PLAN AND SHOULD NOT BE CONSIDERED A PLAN OF SURVEY.
2. LEGAL PLAN REQUIRED FOR PRECISE CALCULATIONS.
3. CONCEPT PLAN IS PRELIMINARY AND HAS NOT BEEN REVIEWED BY THE LOCAL MUNICIPALITY.
4. ZONING BY LAW AMENDMENT MAY BE REQUIRED.
5. NO BUILDING HEIGHTS HAVE BEEN ESTABLISHED, AND WOULD BE SUBJECT TO A ZONING COMPLIANCE REVIEW.
6. THE NUMBER OF PARKING SPACES HAS BEEN ESTABLISHED BASED ON ZONING REQUIREMENTS.
7. SETBACKS OF THE PROPOSED BUILDINGS CONFORM WITH THE PROPOSED R4(4) ZONE.



STREET A

Revision	By	Appd.	YY.MM.DD

Issued	By	Appd.	YY.MM.DD

File Name:	RT	MD	RT	23.02.21
161414283_dcb_infll_cp	Dwn.	Chkd.	Dsgn.	YY.MM.DD

**Client/Project**

City of Stratford  
investStratford  
Attainable Housing Toolkit Study  
Pilot Project  
Stratford, ON Canada

**Title**

Urban Infill Concept Plan

Project No.	Scale	Sheet	Revision
161414283	HORZ - 1 : 250 2.5 0 5m	1 of 1	0

CONCEPTUAL DESIGN  
FOR DISCUSSION PURPOSES ONLY



**APPENDIX 4**  
**PILOT PROJECT ASSUMPTIONS**

#### Appendix 4: Pilot Project Assumptions

For the purposes of creating a proforma as part of this project, the following assumptions were made:

- Concept plans created are preliminary in nature and a Legal Plan of Survey is required for precise calculations.
- Concepts plans have not been provided to City Staff for detailed Planning and Building review.
- Parking spaces provided have been established based on current zoning requirements.
- All concepts were developed based on the current required provisions of the R4(4) Zone within the City of Stratford Zoning By-law.
- Concepts and proformas do not take into account the Market Value of proposed apartment unit or stacked-town unit.
- Above ground parking is assumed for cost saving purposes.
- Municipal Tax payment(s) on land required over the course of construction have been excluded from this proforma.
- It is assumed that Stormwater Management is not required on-site and will be managed off-site.
- Construction costs per item are based on Stantec industry knowledge. Costs are as current as December 2022.
- Estimations for diameter and sizing of water, sanitary, and storm infrastructure are based on servicing requirements of similar developments within and adjacent to the Stratford Area.
- Installation for sanitary manholes are assumed every 90 m along sewer pipe.
- Assumes 3-6 m is sufficient depth to prevent freezing during freeze/thaw periods for all inground services
- Assumes only 1 connection is required to existing system for Water, Sanitary, and Storm
- Assumes 1 Water, Sanitary, and Storm connection is required per unit
- Assumes only 1 stub is required to stub for future growth
- Assumes 1 fire hydrant located along every 90-m of pipe, based on density
- Assumes standard use of water, sanitary, and storm infrastructure, which includes average ground infiltration.
- Assumes installation of manhole every 90 m along sewer pipe
- Assumes adequate capacity of existing infrastructure. Monies for off-site improvements are not included.
- Assumes standard fee of \$80 per m<sup>2</sup> of road, which includes grading, granular, curbs, boulevards, etc.
- Assumes internal condo road permitted at 6.0m width
- Assumes 1 electrical connection per unit
- Assumes streetlights and trenches along all interior roads and parking lots
- Assumes 0.5m topsoil stripping for entire site (conservative)

- Assumes 50% topsoil is surplus
- No roads have been developed as Municipal Roads. Should this be changed, a cost of +/- \$3k per linear meter should be assumed to service municipal road.
- An internal condominium road has been included, rather than a municipal road, to optimize development space.
- Assumes land costs of \$805k/acre based on current average Stratford land sales. \$1M/acre is the standard assumption for developable land across Waterloo Region and surrounding areas.
- Assumes Joint Official Plan Amendment and Zoning By-law Amendment
- Development charges are shown solely for information purposes. Assumed to be waived under Bill23. Assumes Multiple Residential DC's would apply if not waived.
- Building Fees assumptions are based on 2022 altus group data. As GTA numbers are only tracked, low end GTA #'s are assumed for development in Stratford
- Construction Costs are based on Altus Data provided for the GTA. Altus provides a range of costs and the low end was assumed to be accurate for the Stratford Market for this proforma.
- Securities provided in the proformas are based on security fees easily accessible on Municipal websites within the Province of Ontario. These numbers will need to be compared to Stratford securities for accuracy.
- Construction Project Margins utilized for the proforma are based on numbers from the 2023 State of the Residential Construction Industry (SORCI) Annual Report
- Land cost financing is based on the assumed bank carrying cost of 14% per annum for 4-5 years
- Site Preparation, Approvals, and Servicing financing is based on the assumed bank carrying cost of 12-13% per annum for 4-5 years
- Construction cost financing is based on the assumed bank carrying cost of 11% per annum for 2-3 years
- Costs included in the city-owned property proformas include a line item for annual maintenance costs but do not include this in overall unit price as it is assumed these fees would be required of the City following occupation of the units. The lifespan of the development would be required to provide this calculation.
- Costs are not indexed for inflation in future years, and it is expected these will increase without necessarily similar corresponding increases to rent revenues and exclude any internal allocations of administrative overhead-types of costs.
- This proforma is based on 2022 numbers and will need to be reviewed against the Consumer Price Index year over year to account for inflation.
- City-owned proformas assume permit fees waived for City application(s) and no requirement for land purchasing. City fees also assume no requirement for securities and no requirement for realtor services.

## Proposed Best Practices for Community Outreach & Engagement

Mayor's newsletter: quarterly > notifications of:

- major consultations/projects and council business coming up in the next quarter.
- current major issues of concern for city/citizens (ie Bill 23)
- links to more info > how to get involved

Make it easy for us to subscribe to mail lists/notifications for specific issues or projects

Explain on Engage Stratford (ES) landing page the difference between

- registering for site (permission to asks questions etc) vs
- subscribing to a specific project (project updates/notifications)

Automatically notify all ES registrants when a new project debuts on the site

- with instructions to subscribe to that project

Automatically notify ES project subscribers when new project info is announced/posted including new:

- phases
- surveys,
- calls for consultations
- events

Allow ample time between notifications and deadline to participate and/or date of event.

- Rule of thumb: at least 3 wks notice (**Rule of Seven**)

Provide access to hardcopies of surveys at library

Send press releases to (or @ or tag) community social media  
(Stratford Life, Stratford Connect)

Send press releases to (or @ or tag) community civic action groups  
(Get Concerned Stratford, Good Governance Group)

Run announcements & event notices in all the local media, physical & digital (e.g. The Beacon, The Times, Stratford Now, Stratford Today)

- repeatedly (weekly);
- with ample notice (see above)

Physical postings

- outside city hall (invest in a bigger, more prominent notice board in Market Square),

For major issues of concern for general public (e.g. Housing, Budget, Official Plan, Grand Trunk...) at

- library
- schools including UW, Conestoga (there's less than 20)
- grocery stores (there's 8); farmers markets (2)
- bus/train stations
- community centres (Pride, the Local, YMCA, Fallstaff, Rotary)

Transit issues

- on buses
- bus/train stations

Cultural issues (as applicable)

- community centre
- theatres
- performance venues including (where applicable: cafes, bars)
- restaurants




---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Tatiana Dafoe, City Clerk  
**Report #:** COU22-062  
**Attachments:** 1. Draft Provisional By-law

---

**Title:** Kelly Drain Engineering Report Consideration

**Objective:** To adopt the Engineering Report from K. Smart Associates Limited regarding the Kelly Municipal drain improvements. Adoption of the Engineering Report will allow the City of Stratford (City) to proceed with the requirements of the Drainage Act, R.S.O 1990 (Drainage Act).

**Background:** In October 2021, the City received a Notice of Request from a property owner for major drain improvement under Section 78 of the Drainage Act, for the Kelly Municipal drain. Section 78 of the Drainage Act prescribes that:

“if a drainage works has been constructed under a by-law passed under the Act of any predecessor of the Act, and the Council of the municipality that is responsible for maintaining and repairing the drainage works considers it appropriate to undertake one or more of the projects listed in subsection (1.1) for the better use, maintenance or repair of the drainage works or of lands or roads, the municipality may undertake and complete the project in accordance with the report of an engineer appointed by it and without the petition required by Section 4”.

Municipal drains are a less common occurrence within cities than in rural areas as storm sewer infrastructure is typically what services urban areas. However, as Stratford has been expanding, there are a number of existing municipal drains in place from previous annexations and this application represents a new drain to service existing farmland areas on the outskirts of the city limits.

The Kelly Municipal drain is located on Lot 42 concession 2 to Lot 41 Concession 2 within the City and the Township of Perth East. Part of the land that the City annexed in 2015 contained a portion of the drain.

At the November 22, 2021, Regular Council meeting, Council appointed the engineering firm K. Smart Associates Limited to act as the engineer responsible examining the area of the drain and to prepare a report as outlined in Section 8(1) of the Drainage Act. On April 14, 2023, the Engineering Report was filed with the City.

**Analysis:** The Engineering Report recommends the following be completed to address the request for improvement:

#### Main Drain

- 114m of ditch cleanout
- 1,040m of 300mmØ to 450mmØ concrete tile with catchbasins
- 20m of 600mmØ steel pipe bored in place under Road 111
- One (1) – 1400mmØ CSP farm access culvert

#### Branch 1

- 134m of 350mmØ concrete tile and catchbasin

Detailed improvements have been outlined in the Engineering Report which is available upon request from the Clerk's Office. The estimated cost of this project is \$243,000. The watershed served is approximately 64.8 hectares (160.1 acres).

On January 25, 2022, an on-site meeting for the Section 78 appointment was held at the property of the person who requested the drain improvements. In accordance with S. 9(1) of the Drainage Act, notice of the meeting was sent to the landowners most affected by the drain and to applicable road authorities and agencies. The input received is detailed in the Engineering Report.

On August 17, 2022, an information meeting with the landowners was held to provide an update on the project. The Engineer discussed the tile sizing procedure, proposed work items, and presented preliminary assessments. Overall, those present were in general agreement with the proposed work.

Following the preparation of an Engineering Report and once it is filed with the City, Council is required to consider the report and provide notice of the meeting where the report is to be considered. As the Engineering Report is to be considered at the Regular Council meeting on May 8, notice of this meeting was provided in accordance with the Drainage Act.

At the meeting to consider the Engineering Report, if the Engineering Report is formally adopted by Council and the Provisional By-law has been given two readings, this project will be able to move forward under the legislative requirements of the Drainage Act and the appeal procedures under the Drainage Act will become available to the affected land owners. Council should keep in mind that complaints about the assessed amount to a property cannot be dealt with at this meeting to consider the Engineering Report. Appeals about the cost assessed must first be dealt with at a Court of Revision; and

adopting the Engineering Report is a pre-requisite for scheduling a Court of Revision and proceeding with that process.

The Drainage Act requires the following process to be followed should Council adopt the Engineer's report:

- That Council, within 30 days of the adoption of the Engineer's Report send a copy of the By-law and a notice of the time and place of the first sitting of the Court of Revision, to each person entitled to notice under Section 41 of the Act and shall inform each owner that the owner may appeal the owner's assessment to the Court of Revision by a notice given to the clerk not later than 10 days prior to the first sitting of the Court of Revision as per Section 46 of the Act.
- The Court of Revision will hear any appeals commencing June 5, 2023.
- Landowners may appeal from the order of the Court of Revision to the Tribunal only with respect to the calculation of the assessment and allowances.
- After the time for appealing has expired and there are no appeals or after all appeals have been decided, Council may pass the by-law authorizing the construction of the drainage works.
- Construction should not begin until at least 10 days have passed after the by-law has been adopted.

The Provisional By-law for the Kelly Drain 2023 should receive first and second readings at the May 8, 2023, Regular Council meeting. In accordance with Section 46(3) of the Drainage Act the first sitting of the Court of Revision must be held on a day not earlier than twenty (20) nor later than thirty (30) days from the date of completing the mailing of the copies of the Provisional By-law. The intent is to issue the notice of the time and place of the sitting of the Court of Revision and the Provisional by-law by Friday, May 12. The first sitting of the Court of Revision would then be held on Monday, June 5, 2023, inclusive to meet this condition of the Drainage Act.

### Court of Revision

The Drainage Act provides that a court of revision shall consist of three or five members appointed by initiating municipality (section 97(1)). As the assessed lands for this project are in two municipalities, the City and the Township of Perth East, the Drainage Act requires the court of revision to consist of two members appointed by the council of the initiating municipality (being the City) of whom one shall be chair and then one member appointed by the council of each of the neighbouring municipalities (being the Township of Perth East). The court of revision then hears and rules on appeals as if the entire area affected by the drainage works were in one municipality.



For this Court of Revision, staff recommend it consist of three members, two from Stratford and one from the Township of Perth East. For the members from Stratford, staff recommend the Chair and Vice-chair of the Finance and Labour Relations Subcommittee be appointed. The Township of Perth East will then select their representative. The Court of Revision will be held in the City of Stratford and the Clerk for the City will act as the Clerk for the Court.

### Options

Council only has three options at this meeting to consider the Engineering Report as outlined below:

1. Adopt the Engineering Report and continue the process under the Drainage Act, which allows affected parties to file appeals.
2. Not adopt the Engineering Report, in which case the landowners(s) may appeal Council's decision to the Drainage Tribunal.
3. Refer the report back to the Engineer for reconsideration. Section 57 of the Drainage Act allows Council to refer the Engineering Report back to the engineer for reconsideration for any reason, but this option is primarily used if it appears that there are or may be significant errors in the Report.

With respect to the options available, staff has reviewed the Engineering Report and has not identified any issues or reasons to refer the Report back to the engineer. Staff believes that it is in the best interest of the City and the affected landowners to accept the recommendations and proceed with the adoption of the Engineering Report, being Option 1 outlined above.

### **Financial Implications:**

#### **Financial Implications to Current Year Budgets:**

The Drainage Act requires that the total estimated cost be assessed to the affected lands and roads under the categories of Benefit (Section 22), Outlet Liability (Section 23), Injuring Liability (Section 23), and Special Benefit (Section 24). The City will be required to front-end the costs of this project until completed at which time these costs will be recovered by billing the benefitting property owners based on the assessments determined by the Engineering firm. Should amounts be unpaid for whatever reason, they would be added to the tax roll for collection, and subject to interest charges, similarly to unpaid taxes.

The total estimated cost of the improvements to the Kelly Municipal Drain is \$243,000. The City's portion is \$6,981.00. The estimated cost of this project includes allowances to owners, the construction cost, the engineering cost and other costs associated with the project. For administrative purposes, the full costs will be recorded in a capital

project account with recoverable revenues to reflect the apportioned amounts and the City's portion covered from the Storm Reserve Fund.

In accordance with the provisions of Section 85 of the Drainage Act, a grant from Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) may be available for assessments against privately owned lands parcels of land used for agricultural purposes and eligible for the Farm Property Class Tax rate.

Section 88 of the Drainage Act directs the Municipality to make application for this grant upon completion of the drain. The Municipality will then deduct the grant from the assessments prior to collecting the final assessments.

Municipalities may offer debt financing options to the private property owners share at the time final costs and assessments have been made. Should Council wish to consider offering debt financing, staff would recommend development and Council approval of a Financing of Drainage Construction Policy. The policy would identify the criteria for the City to provide municipal financing to individual property owners for Drainage Construction or Improvement (under the Drainage Act) and to issue internal or external debentures in relation to that financing. Staff are not recommending pursuing this at this time, but should Council be interested in staff reviewing and drafting such a policy, direction would be required.

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

Ongoing maintenance costs are usually not applicable until such time as maintenance work is deemed necessary later in the asset's useful life. These are also apportioned similarly, so would become part of the operating budget impact at that time. Given the initial apportionment, these are expected to be nominal.

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

The accounting treatment for this transaction will be to establish a municipal asset valued at \$243,000 and with an estimated useful life of 50 years, similar to other municipal drains and storm sewer assets.

**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:**

**Not applicable:** This report does not directly relate to one of the One Planet Principles.

**Staff Recommendation: THAT the Engineer’s Report “Engineering Report for Kelly Drain 2023”, dated April 5, 2023, be adopted;**

**THAT the City Clerk be directed to set a date for the first sitting of the Court of Revision and to distribute the Provisional By-law and the Notice of the Court of Revision, in accordance with Sections 46(2) and 46(3) of the Drainage Act, R.S.O. 1990;**

**THAT Council, having adopted the Engineering Report, give the attached Provisional By-law the two readings required by Section 45(1) of the Drainage Act, R.S.O 1990;**

**AND THAT the Chair and Vice-chair of the Finance and Labour Relations Subcommittee be appointed to the Court of Revision.**

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



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to provide for the repair and improvements to the Kelly Drain 2023 in the City of Stratford.

---

**WHEREAS** the Council of The Corporation of the City of Stratford received a request under section 78 of the Drainage Act, R.S.O 1990, to provide for the repair and improvement of the Kelly Drain;

**AND WHEREAS** the Council of The Corporation of the City of Stratford in the County of Perth authorized Joel Miller, P.Eng., of K. Smart Associates Limited to prepare a report and said engineer's report dated April 5, 2023, can be referenced as Schedule A, as attached hereto;

**AND WHEREAS** notice of the Meeting to consider the Engineering Report was given in accordance with the Drainage Act;

**AND WHEREAS** the report was considered at the May 8, 2023, Regular Council meeting;

**AND WHEREAS** the Council of The Corporation of the City of Stratford is of the opinion that the repair and improvement of the Kelly Drain is desirable;

**NOW THEREFORE BE IT ENACTED** by the Council of The Corporation of the City of Stratford as follows:

1. That the report dated April 5, 2023, and attached hereto as "Schedule A" is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The total costs for the drainage works being \$243,000.
3. That the Mayor and Clerk, or their respective delegates, are authorized to cause a contract for the construction of the works to be made and entered into with some person or persons, firm or corporations, subject to the approval of the Council to be declared by resolution.
4. This By-Law comes into force and effect on the final passing thereof and may be cited as the "Kelly Drain 2023 By-Law."

Read a FIRST and SECOND time on the 8<sup>th</sup> day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

By-law Read a THIRD TIME and FINALLY PASSED this day of June, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law XX-2023  
Adopted this 8th day of May, 2023**

Kelly Drain 2023 Engineering Report dated April 5, 2023 attached separately.




---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Tatiana Dafoe, City Clerk  
**Report #:** COU23-065  
**Attachments:** Three Draft Letters submitted by the United Way and Huron Perth Public Health

---

**Title:** Request for Endorsement of Letters Regarding Basic Income for Income Security and Social Assistance Rates to Address Food Insecurity

**Objective:** To consider endorsement of the draft letters provided by United Way Huron-Perth (United Way) and Huron Perth Public Health (HPPH).

**Background:** At the April 24, 2023, Regular Council meeting, representatives from the United Way and HPPH provided a presentation on food insecurity. At the meeting, the representatives requested endorsement of a letter to the Federal Government regarding basic income for income security. During the meeting, Council discussed other letters being drafted, specifically a letter regarding basic income for income security to be sent to the Provincial Government and a letter regarding increasing social assistance rates to address food insecurity.

**Analysis:** Attached to this report are the three draft letters prepared by representatives from United Way and HPPH. Endorsement of the letters has been requested.

**Financial Implications:**

**Not applicable:**

There are no financial implications to be reported as a result of this report.

**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:**

**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.

**Staff Recommendation: THAT the letters drafted and attached to Report COU23-065 related to providing basic income in Canada and increasing social assistance rates to address food insecurity, be endorsed.**

**Prepared by:**

Tatiana Dafoe, City Clerk

**Recommended by:**

Karmen Krueger, CPA, CA, Director of Corporate Services



**DRAFT LETTER**

The Honourable Doug Ford  
Premier of Ontario  
Ontario Premier's Office  
Queen's Park, Legislative Building  
Toronto, ON M7A 1A1

The Honourable Sylvia Jones  
Deputy Premier and Minister of Health  
Ministry of Health  
777 Bay Street, College Park, 5<sup>th</sup> floor  
Toronto ON M7A 2J3

The Honourable Michael Parsa  
Minister of Children, Community and Social Services  
Ministry of Children, Community and Social Services – Central Region  
6733 Mississauga Road #200  
Mississauga, ON L5N 6L5

Dear Premier Ford, Deputy Premier and Minister Jones and Minister Parsa:

**Re: Basic Income for Income Security**

On behalf of the City of Stratford Councillors, we are writing to convey our strong support for the call to institute a Basic Income program for all Ontarians.

The impact of low income on health has been well documented. Substantial and robust evidence confirms a direct link between socioeconomic status and health status - people in the lowest socioeconomic groups carry the greatest burden of illness.<sup>1</sup>

The need for a basic income for working age adults has become more urgent in light of the current global pandemic.<sup>2</sup> In addition, hundreds of thousands of workers are trying to survive with reduced hours or on care-giving or sick leave benefits. Trends towards precarious and low wage work may be exacerbated as inflation impacts our economy and employers aim to cut costs.<sup>3</sup>

Income is arguably the most significant social determinant of health. People with limited access to income are often more socially isolated, experience more stress, have poorer mental and physical health and fewer opportunities for early childhood development

---

<sup>1</sup> <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health/what-makes-canadians-healthy-unhealthy.html>

<sup>2</sup> <https://www150.statcan.gc.ca/n1/daily-quotidien/230106/dq230106a-eng.htm>

<sup>3</sup> [https://d3n8a8pro7vhmx.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT\\_-\\_Case\\_for\\_Basic\\_Income\\_for\\_Work\\_final.pdf?1592339040](https://d3n8a8pro7vhmx.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT_-_Case_for_Basic_Income_for_Work_final.pdf?1592339040)

and post-secondary education. They also often have inadequate housing, more exposure to environmental pollutants and are unable to access nutritious or adequate food.<sup>4</sup> This reality has been visibly exacerbated by the COVID-19 pandemic.<sup>5</sup> Basic income is a policy approach where the government guarantees every individual a livable income regardless of their employment status.<sup>6</sup>

Around the world, basic income is becoming recognized as an effective way to support important societal goals, including the reduction and elimination of poverty and economic insecurity; the narrowing of extreme income and wealth inequalities; improving health, and supporting democratic engagement.<sup>7</sup> Basic income, as part of a robust social safety net, has the potential to address these realities as well as associated health equity goals by mitigating the impact of the most significant social determinants of health.<sup>8</sup>

Examples of Canadian evidence that demonstrate the positive impact of basic income programs include the Old Age Security and Guaranteed Income Supplement delivered to seniors through Canada's public pension system and the Canada Child Benefit delivered to lower income families with children.

A recent [report](#) from Ontario Basic Income Network notes that while not a panacea, basic income is an important tool for placing human well-being above all else – and for revaluing work, both paid and unpaid. A basic income can establish a socio-economic floor beneath which no Ontarians will fall. There is an abundance of substantiated data about basic income and its significant and positive impact on the overall health and well-being of individuals and families, our neighbourhoods and communities, and our economy and society at large.<sup>9</sup>

Our council encourages your government to take swift and immediate action on a Basic Income program as a long-term response to the problems of income insecurity as well as a response to the economic impact of the COVID-19 pandemic.

Sincerely,

---

<sup>4</sup> <http://evidencenetwork.ca/background-the-impact-of-poverty-on-health/>

<sup>5</sup> <https://www.publichealthontario.ca/-/media/documents/ncov/covid-wwksf/2020/05/what-we-know-social-determinants-health.pdf?la=en>

<sup>6</sup> <https://basicincomecanada.org/what-is-basic-income/>

<sup>7</sup> <https://news.un.org/en/story/2020/05/1063312#:~:text=Senior%20UN%20official%20calls%20for%20universal%20basic%20income%20to%20tackle%20growing%20inequality,-6%20May%202020&text=The%20COVID%2D19%20pandemic%20is,huge%20numbers%20of%20people%20worldwide.>

<sup>8</sup> <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>

<sup>9</sup> [https://d3n8a8pro7vhm.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT\\_-\\_Case\\_for\\_Basic\\_Income\\_for\\_Work\\_final.pdf?1592339040](https://d3n8a8pro7vhm.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT_-_Case_for_Basic_Income_for_Work_final.pdf?1592339040)

**DRAFT LETTER**

The Honourable Doug Ford  
Premier of Ontario  
Ontario Premier's Office  
Queen's Park, Legislative Building  
Toronto, ON M7A 1A1

The Honourable Sylvia Jones  
Deputy Premier and Minister of Health  
Ministry of Health  
777 Bay Street, College Park, 5<sup>th</sup> floor  
Toronto ON M7A 2J3

The Honourable Michael Parsa  
Minister of Children, Community and Social Services  
Ministry of Children, Community and Social Services – Central Region  
6733 Mississauga Road #200  
Mississauga, ON L5N 6L5

Dear Premier Ford, Deputy Premier and Minister Jones and Minister Parsa:

**Re: Increasing Social Assistance Rates to Address Food Insecurity**

On behalf of the City of Stratford Councillors, we are writing to convey our strong support for the call to index social assistance rates to the cost of living for all Ontarians.

Ontarians receiving social assistance have an extremely high risk for food insecurity. In 2021, 67.2% of Ontario households reliant on social assistance were food insecure.<sup>1</sup> Household food insecurity (HFI) is inadequate or insecure access to food due to household financial constraints. HFI is an urgent public health, human rights, and social justice problem that, if not addressed, will continue to have serious consequences for Ontario's economic progress as well as the health and well-being of residents.

Social assistance benefits are inadequate to meet recipients' basic needs. When people are not able to meet their basic needs, they cannot achieve the physical, mental and social well-being needed to sustain long-term employment. In a province as wealthy as Ontario, it is unacceptable and unjust that we've been on a nearly 30-year trajectory of worsening quality of life for individuals living on the Ontario Disability Support Program (ODSP) and Ontario Works (OW).

OW rates have not been increased since 2018, are not based on the actual costs of living, are not indexed to inflation, and do not protect vulnerable citizens from living in dire situations without the money they need to buy food. While ODSP rates increased

---

<sup>1</sup> <https://proof.utoronto.ca/>

by 5% in 2022, an increase from \$200 per month to \$1,000 per month on employment earning cap, and an adjustment for inflation beginning July 2023, ODSP falls well below the actual cost of living.<sup>234</sup> We strongly urge the Government of Ontario to index social assistance rates to the cost of living, as outlined in *Provincial Policy Levers to Reduce Household Food Insecurity*<sup>5</sup>, proven to effectively reduce HFI.

Health units monitor food affordability according to the Ontario Public Health Standards. Huron Perth Public Health recently presented the results of their 2022 [report](#), which draws attention to the inadequacy of current social assistance rates. Households with social assistance as their main income do not have enough money for the costs of living, including food. **Appendix A** illustrates that monthly OW and ODSP rates in addition to all potential tax credits (assuming individuals file income tax returns). **Rates fall short of covering only the cost of rent and food.** Other basic costs of living (e.g., clothing, personal care, transportation, phone, etc.) are not included. **This data clearly indicates the extreme inadequacy of social assistance rates.**

2.34 million Ontarians who experienced HFI in 2021.<sup>6</sup> Additionally, 14.6% of Huron Perth households experienced food insecurity in 2021.<sup>7</sup> The situation has undoubtedly worsened in 2022 with the extraordinary rate of food inflation. In Ontario, the price of food purchased from stores in September 2022 was 11.5% higher than in September 2021<sup>8</sup>, rising at a rate not seen since the early 1980s.

Municipalities feel the impact of poverty at the local level, as we struggle to adequately support residents who are unable to make ends meet. Funding and administering public and social services, including targeted supports for low-income households is challenging at the best of times, but even more-so now in the current state of COVID-19 recovery and sky-rocking inflation rates. Ensuring low-income households have enough money to meet their basic needs is essential for their health and the well-being of our communities.

Ensuring people have enough money for food improves health, reduces demands on health care services, decreases health care costs, creates more equitable communities, reduces social isolation and stigma, supports economic development, and improves community connectedness. There is strong evidence showing food insecurity can be addressed through policy changes that improve the incomes of low-income households.

The Government of Ontario holds the power to reduce food insecurity and extreme poverty, especially among households receiving social assistance across the province.

<sup>2</sup> <https://incomesecurity.org/owand-odsp-rates-and-the-ocb-as-of-september-2022/>

<sup>3</sup> <https://news.ontario.ca/en/release/1002233/ontarios-plan-to-build-supporting-strongerprovince-and-economy>

<sup>4</sup> <https://communitylivingontario.ca/key-changes-announced-in-the-2022-ontario-falleconomic-update/>

<sup>5</sup> <https://proof.utoronto.ca/resource/provincial-policy-levers-to-reduce-household-food-insecurity/>.

<sup>6</sup> <https://proof.utoronto.ca/>

<sup>7</sup> <https://www.odph.ca/upload/membership/groups/10/on-food-insecurity-estimates-2023-02-01.pdf>

<sup>8</sup> <https://doi.org/10.25318/1810000401-eng>

Our council recommends implementing social assistance rates based on local costs of basic needs, which could improve incomes for people on social assistance, and would substantially improve health and reduce health care costs. From a municipal perspective, we urge you to take action for the health of our residents and to ease the burden of poverty on our municipality.

Sincerely,

cc.

Rhonda Ehgoetz, Warden Perth East  
Jim Aitcheson, Councillor Perth South  
Matt Duncan, Councillor North Perth  
Todd Kasenberg, Councillor North Perth  
Doug Kellum, Deputy Mayor North Perth  
Hugh McDermid, Councillor Perth East  
Walter McKenzie, Councillor West Perth  
Sue Orr, Councillor  
Jerry Smith, Councillor  
Dean Trentowsky, Councillor

**Appendix A**

<b>Income Scenario</b>	<b>Monthly Income</b>	<b>Cost of Rent</b>	<b>Cost of Food</b>	<b>Funds Remaining</b>
Single person on Ontario Works	\$863	\$742	\$386	<b>-\$265</b>
Single person on Ontario Disability Support Program	\$1,309	\$1,258	\$386	<b>-\$335</b>

**DRAFT LETTER**

The Right Honourable Justin Trudeau, P.C., MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2

The Honourable Chrystia Freeland, P.C., M.P.  
Deputy Prime Minister  
Office of the Deputy Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2

The Honourable Chrystia Freeland, P.C., M.P.  
Minister of Finance  
Department of Finance Canada  
90 Elgin Street  
Ottawa, ON K1A 0G5

Dear Prime Minister Trudeau and Deputy Prime Minister Freeland:

**Re: Basic Income for Income Security**

On behalf of the City of Stratford Councillors, we are writing to convey our strong support for the call to institute a Basic Income program for all Canadians.

The impact of low income on health has been well documented. Substantial and robust evidence confirms a direct link between socioeconomic status and health status - people in the lowest socioeconomic groups carry the greatest burden of illness.<sup>1</sup>

The need for a basic income for working age adults has become more urgent in light of the current global pandemic.<sup>2</sup> In addition, hundreds of thousands of workers are trying to survive with reduced hours or on care-giving or sick leave benefits. Trends towards precarious and low wage work may be exacerbated as inflation impacts our economy and employers aim to cut costs.<sup>3</sup>

Income is arguably the most significant social determinant of health. People with limited access to income are often more socially isolated, experience more stress, have poorer mental and physical health and fewer opportunities for early childhood development

---

<sup>1</sup> <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health/what-makes-canadians-healthy-unhealthy.html>

<sup>2</sup> <https://www150.statcan.gc.ca/n1/daily-quotidien/230106/dq230106a-eng.htm>

<sup>3</sup> [https://d3n8a8pro7vhm.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT\\_-\\_Case\\_for\\_Basic\\_Income\\_for\\_Work\\_-\\_final.pdf?1592339040](https://d3n8a8pro7vhm.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT_-_Case_for_Basic_Income_for_Work_-_final.pdf?1592339040)

and post-secondary education. They also often have inadequate housing, more exposure to environmental pollutants and are unable to access nutritious or adequate food.<sup>4</sup> This reality has been visibly exacerbated by the COVID-19 pandemic.<sup>5</sup> Basic income is a policy approach where the government guarantees every individual a livable income regardless of their employment status.<sup>6</sup>

Around the world, basic income is becoming recognized as an effective way to support important societal goals, including the reduction and elimination of poverty and economic insecurity; the narrowing of extreme income and wealth inequalities; improving health, and supporting democratic engagement.<sup>7</sup> Basic income, as part of a robust social safety net, has the potential to address these realities as well as associated health equity goals by mitigating the impact of the most significant social determinants of health.<sup>8</sup>

Examples of Canadian evidence that demonstrate the positive impact of basic income programs include the Old Age Security and Guaranteed Income Supplement delivered to seniors through Canada's public pension system and the Canada Child Benefit delivered to lower income families with children.

A recent [report](#) from Ontario Basic Income Network notes that while not a panacea, basic income is an important tool for placing human well-being above all else – and for revaluing work, both paid and unpaid. A basic income can establish a socio-economic floor beneath which no Canadians will fall. There is an abundance of substantiated data about basic income and its significant and positive impact on the overall health and well-being of individuals and families, our neighbourhoods and communities, and our economy and society at large.<sup>9</sup>

Our council encourages your government to take swift and immediate action on a Basic Income program as a long-term response to the problems of income insecurity as well as a response to the economic impact of the COVID-19 pandemic.

Sincerely,

---

<sup>4</sup> <http://evidencenetwork.ca/background-the-impact-of-poverty-on-health/>

<sup>5</sup> <https://www.publichealthontario.ca/-/media/documents/ncov/covid-wwksf/2020/05/what-we-know-social-determinants-health.pdf?la=en>

<sup>6</sup> <https://basicincomecanada.org/what-is-basic-income/>

<sup>7</sup> <https://news.un.org/en/story/2020/05/1063312#:~:text=Senior%20UN%20official%20calls%20for%20universal%20basic%20income%20to%20tackle%20growing%20inequality,-6%20May%202020&text=The%20COVID%2D19%20pandemic%20is,huge%20numbers%20of%20people%20worldwide.>

<sup>8</sup> <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>

<sup>9</sup> [https://d3n8a8pro7vhm.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT\\_-\\_Case\\_for\\_Basic\\_Income\\_for\\_Work\\_final.pdf?1592339040](https://d3n8a8pro7vhm.cloudfront.net/obin/pages/142/attachments/original/1592339040/REPORT_-_Case_for_Basic_Income_for_Work_final.pdf?1592339040)






---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Members of Council  
**From:** Gabby Rodriguez, Accessibility, Diversity, and Inclusion Coordinator  
**Report #:** COU23-054  
**Attachments:** 2021 and 2022 Status Update to the City of Stratford 2018-2022 Multi-Year Accessibility Plan

---

**Title:** 2021 and 2022 Status Update on the Multi-Year Accessibility Plan

**Objective:** To update Council on the progress made in 2021 and 2022 on the City's 2018-2022 Multi-Year Accessibility Plan.

**Background:**

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

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

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

The City is in the first stages of developing the 2023-2027 Multi-Year Accessibility Plan which will be finalized and released in the final quarter of 2023.

**Financial Implications:**

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

This report does not impact the current operating budget as the City has established a set cost to improve services and eliminate barriers. Infrastructure and Development Services have a capital budget of \$50,000 for accessibility improvements, and Community Services has a capital line for playground replacement that can range between \$80,000 - \$120,000.

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

The City will continue to review and improve its services, and facilities, and work towards eliminating barriers and creating an accessible City that can serve everyone with ease. Two future projects may impact the operating budget for 2024. The first will be renovating Stratford Police Headquarters by upgrading to provide an accessible entrance (\$275,000). The second will be implementing software that will assist in auditing the City's website for accessibility and remediating PDF documents (\$25,000). This will ensure communication and information reaches all public members effectively. The financial impact for 2024 will be an estimated total of \$300,000 and will be presented as part of the 2024 budget process.

**Alignment with Strategic Priorities:**

**Mobility, Accessibility and Design Excellence**

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

**Strengthening our Plans, Strategies and Partnerships**

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

**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 2021 and 2022 Status Update on the City of Stratford 2018-2022 Multi-Year Accessibility Plan be received and uploaded to the City's website.**

**Prepared by:** Gabby Rodriguez, Accessibility, Diversity, and Inclusion Coordinator

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



# 2021 Accessibility Status Update

## 2018-2022 Multi-Year Accessibility Plan



## The City of Stratford's Annual Status Update: 2021

### Accessibility Status Report

This Accessibility Status Report serves as an update on the progress toward meeting the initiatives listed in the City of Stratford's 2018-2022 Multi-Year Accessibility Plan and the implementation of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Integration Accessibility Standards Regulations– Ontario Regulation 191/11.

### The City of Stratford's Accessibility Commitment

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

- People with disabilities must have equal opportunity to obtain, use or benefit from the City's goods and services, which will be provided in a manner that respects their dignity and independence and is integrated with non-disabled people unless an alternative accommodation measure is necessary.
- The City will prevent and remove barriers that impede access by people with disabilities.
- The City will communicate with a person with a disability in a manner that takes into account his or her needs and abilities.
- People with disabilities may make use of an assistive device, service animal, and/or a support person to access information, goods, and services.
- The City will continue to meet the requirements for consultation with persons with disabilities and the Accessibility Advisory Committee as established under various sections of the Integrated Accessibility Standards Regulation.

### The Impact of COVID-19

The pandemic has created a shift from meeting in person to online. AAC was able to proceed with its scheduled meetings for 2021 via Zoom. It has been proven that attendance is higher with virtual meetings as barriers related to transportation are removed. The City will continue holding virtual meetings to maintain flexibility.

### Compliance Overview for 2021

The following outlines the City of Stratford's progress in 2021 in meeting the accessibility standards in five key areas as per the Integrated Accessibility Standards Regulation (IASR)

- Customer Service
- Information and Communications
- Employment



- Transportation
- Design of Public Spaces

## General Requirements

General requirements apply to all five standards of IASR.

- The City of Stratford's Accessibility Policy is available to the public on the city website.
- Filed 2021 Accessibility Compliance Report to the Province.
- Continued to implement the City's 2018-2022 Multi-Year Accessibility Plan which has been posted on the City's website and is available in an accessible format, upon request.
- The Corporate Accessibility Policy is updated to reflect changes to any of the standards, and training is provided to ensure an understanding of any changes.
- Managers are required to include accessibility requirements in Release for Proposals (RFP) to comply with AODA on project specific basis
- All new employees (full-time, part-time, seasonal) receive mandatory accessible training through e-learning modules
- Accessible Customer Service Training Brochure was developed in 2019. This brochure is provided to volunteers and it is available on the city website.
- Continued to carry out The City of Stratford's purchasing policy, which requires suppliers and their teams to comply with AODA when procuring goods, services, and facilities.
- The City of Stratford hired an Inclusion, Diversity, Equity, and Anti-Racism (IDEA) consultant to gather information by reviewing policies, and conducting surveys, interviews, and assessments to assist the City in where they stand with IDEA.

## Customer Service Standards

- The Accessible Customer Service Training Brochure has been posted on the City's website and an alternate format will be provided upon request.
- The clerks' division obtained wireless Moneris terminals to better serve customers at the front desk.
- Infrastructure and Development Services Department developed a new Facility Accessibility Design Manual that was adopted by City Council on July 2021.
- Provided alternative facilities or services where possible.



## Information and Communication Standards

- The 2021 Accessibility Compliance Report was submitted to the Government of Ontario in December 2021.
  - a. The City of Stratford's website is required to comply with the World Wide Web Content Accessibility Guidelines 2.0 Level AA. There are considerable challenges in achieving and maintaining WCAG 2.0 Level AA. With the intricacy of websites municipalities manage, the City of Stratford did not report compliance with the AODA requirement for websites.
  - b. The City of Stratford has plans of hiring a consultant to assist employees in educating and auditing the City's website
- Continuously work to ensure that documentation uploaded to the City Website is in an accessible format.
- The City has statements on its website communicating to people that communication supports and accessible formats are available upon request.
- 2021's annual public meeting regarding the accessibility of the transportation system was held on November 2021.
- Began the first phase of the wayfinding project. This project aims to improve the existing wayfinding signs to be fully accessible.

## Employment Standards

- The City of Stratford is committed to reasonably accommodating the needs of people with disabilities throughout the employment cycle.
- The City's website employment page and job postings inform applicants that accommodations are available upon request during all recruitment stages.
- Continue to implement and document a return-to-work process to support employees who have been absent due to non-occupational or occupational illness/injury (Sick Leave, and WSIB Return to Work Procedure).
- The City hired an Inclusion, Diversity, Equity, and Anti-Racism (IDEA) consultant to assist and provide recommendations on the City's recruitment/promotion practices and policies.
- The Human Resources department issued an RFP in search of a recruitment system to assist in the proficiency of recruitment demands and provide a greater scope of accessibility for job applicants.
- Worked with employees who may need individualized workplace emergency response assistance.
- Worked with employees in developing and documenting an individual accommodation plan that considered their needs.



## Transportation Standard

- In 2021, the City installed fourteen new five-by-ten accessible bus shelters, that included solar-powered lighting.
- All transit and parallel transit operators must complete the training required by the Transportation Standards of IASR
- New hired parallel transit staff is required to complete hands-on training on tie-down operation, loading and unloading of customers, use of the lift, and how to position the bus for pick up and drop off.
- The transit division held its annual meeting to discuss the accessibility of the City's transit system to the public.

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

## Design of Public Spaces Standard

- The playground at Optimist Park was replaced with a new accessible play structure and surface.
- The paths at Millennium Park and Gallery Stratford were widened to five feet allowing more space and accessibility.
- Continue to purchase accessible tables at a 5:1 ratio when needed.
- Housing project, Britannia Phase Two (200 Britannia Street) has begun. This project will include a LULA lift (elevator), barrier-free suites, and power-operated doors.
- The Perth-Stratford Housing Corporation (PSHC) properties in Listowel and Stratford were renovated. Upgrades included reducing barriers in units, increasing scooter storage, and increasing wheelchair access to buildings.
- The Stratford Public Library renovated the cobblestone pathway located adjacent to the parking lot to a smooth concrete surface.
- The Stratford Public Library updated its front garden and added walkways and sitting areas. The Library consulted with the Accessibility Advisory Committee on path material and seating layout.
- The City will continue to ensure that new curb cuts are located only where they are safe; for example, where there are traffic lights or an established crossing.
- An accessible counter reception with enhanced security was installed in the Clerk's office.
- A new signalized pedestrian crossing was installed at the intersection of Huron Street and Huntingdon Avenue.



- The new Facility Accessibility Design Manual was finalized in 2021, which is in line with the City's Zoning By-Law.
- A total of 26 tactile warning plates were installed
- New tactile warning plates were installed at TJ Dolan Multiuse Trail, Lakeside Drive North, Redford Crescent, Mornington Street, and West Gore Street.
- The City will continue to complete annual and ongoing reviews through public feedback and the Accessibility Advisory Committee. The appropriate departments will forward and respond to identified barriers and required actions.

### Contact Information

For more information about accessibility initiatives within the City or to obtain a copy of this presentation in an alternative format, contact the Accessibility, Diversity, and Inclusion Coordinator.

Phone: 519-271-0250 ext. 5294

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

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

### Feedback

The City of Stratford welcomes input from the public to help identify ways to improve accessibility to facilities, goods, and services. Members of the public are encouraged to share their comments or suggestions by contacting the Accessibility, Diversity, and Inclusion Coordinator at the City of Stratford or complete the Contact Us section on the City of Stratford website.





# 2022 Accessibility Status Update

2018-2022 Multi-Year Accessibility Plan



## The City of Stratford's Annual Status Update: 2022

### Accessibility Status Report

This Accessibility Status Report serves as an update on the progress toward meeting the initiatives listed in the City of Stratford's 2018-2022 Multi-Year Accessibility Plan and the implementation of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Integration Accessibility Standards Regulations– Ontario Regulation 191/11.

### The City of Stratford's Accessibility Commitment

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

- People with disabilities must have equal opportunity to obtain, use or benefit from the City's goods and services, which will be provided in a manner that respects their dignity and independence and is integrated with non-disabled people unless an alternative accommodation measure is necessary.
- The City will prevent and remove barriers that impede access by people with disabilities.
- The City will communicate with a person with a disability in a manner that takes into account his or her needs and abilities.
- People with disabilities may make use of an assistive device, service animal, and/or a support person to access information, goods, and services.
- The City will continue to meet the requirements for consultation with persons with disabilities and the Accessibility Advisory Committee as established under various sections of the Integrated Accessibility Standards Regulation.

### Compliance Overview for 2022

The following information outlines the City of Stratford's progress in 2022 in meeting the accessibility standards in five key areas as per the Integrated Accessibility Standards Regulation (IASR)

- Customer Service
- Information and Communications
- Employment
- Transportation
- Design of Public Spaces

### General Requirements

General requirements apply to all five standards of IASR.



- The City has been working with an Inclusion, Diversity, Equity, and Anti-Racism (IDEA) consultant to assist in the development of the City's Strategic Planning for Diversity, Equity, and Inclusion.
- An Accessibility, Diversity, and Inclusion Coordinator was hired permanently to act as the designated resource for corporate accessibility matters.
- The City of Stratford's Accessibility Policy is available to the public on the city website.
- Continued to implement the City's 2018-2022 Multi-Year Accessibility Plan which has been posted on the City's website and is available in an accessible format, upon request.
- The Corporate Accessibility Policy is updated to reflect changes to any of the standards, and training is provided to ensure an understanding of any changes.
- Managers are required to include accessibility requirements in Release for Proposals (RFP) to comply with AODA on project specific basis.
- All new employees (full-time, part-time, seasonal) receive mandatory accessible training through e-learning modules.
- Accessible Customer Service Training Brochure was developed in 2019. This brochure is provided to volunteers and it is available on the city website.
- Continued to carry out The City of Stratford's purchasing policy, which requires suppliers and their teams to comply with AODA when procuring goods, services, and facilities.

### Customer Service Standards

- The Accessible Customer Service Training Brochure has been posted on the City's website and an alternate format will be provided upon request.
- Provided alternative facilities or services where possible.

### Information and Communication Standards

- Continuously work to ensure that documentation uploaded to the City website is in an accessible format.
- The Clerk's office published the 2022 Municipal Election Accessibility Plan which outlined the measures the City implemented to ensure all voters and candidates had an equal opportunity to participate in the 2022 Municipal Election.
- The City has statements on its website communicating to people that communication supports and accessible formats are available upon request.
- 2022's annual public meeting regarding the accessibility of the transportation system was held on November 15, 2022.



- The Stratford Public Library renovated its website to improve WCAG 2.1 level AA compliance.
- Training videos regarding accessible documents were uploaded to the intranet to assist employees in creating accessible documents.

### Employment Standards

- The City of Stratford is committed to reasonably accommodating the needs of people with disabilities throughout the employment cycle.
- The City's website employment page and job postings inform applicants that accommodations are available upon request during all recruitment stages.
- Continue to implement and document a return-to-work process to support employees who have been absent due to non-occupational or occupational illness/injury (Sick Leave, and WSIB Return to Work Procedure).
- The Human Resources department implemented a new recruitment system to assist in the proficiency of recruitment demands and provide a greater scope of accessibility for job applicants.
- Continue to work with employees who may need individualized workplace emergency response assistance.
- Worked with employees in developing and documenting an individual accommodation plan that considered their needs.

### Transportation Standard

- All transit and parallel transit operators complete training required by the Transportation Standards of IASR
- New hired parallel transit staff is required to complete hands-on training on tie-down operation, loading and unloading of customers, use of the lift, and how to position the bus for pick up and drop off.
- The transit division held its annual meeting to discuss the accessibility of the City's transit system to the public.

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

### Design of Public Spaces Standard

#### **Accessible Playgrounds, Parks, and Trails**

- A fully accessible play structure, with a municipal sidewalk was installed replacing the former play structure at Maple Avenue Park.



- The west end paths at Shakespeare Garden were widened to 5 feet to support the needs of people of all abilities.
- Installed two ramps and railings at Memorial Gardens, removing the steps that were located at the side of the gardens.
- A wheelchair ramp was purchased for the modular stage at the Rotary Complex.
- Three accessible parking spaces were installed at the Allman Arena.
- Power door operators were installed in Upper Queens Park and Packham Sports Complex washrooms.

### **Stratford Public Library**

- Stratford Public Library is undergoing renovations for its washroom facilities located on the children's floor. Three gender-neutral washrooms and one barrier-free accessible washroom will be installed.
- Stratford Public Library remodeled its information desk located on the children's floor making it accessible to staff and the public.
- Stratford Public Library also worked with Garden Stratford to relandscape the front garden with wide paths and expand it to the back lot making it accessible.

### **Huron Street and Argyle Street/McKenzie Street Reconstruction**

- The Huron Street project included the installation of audible technology at the traffic signals crossings at Huron Street and Mornington Street. As well as John Street and Huron Street.
- Bicycle detection technology was installed at the intersection of Huron Street and Mornington Street.
- Between both projects 61 tactile warning plates were installed at pedestrian crossings.

### **Sidewalks - Tactile Warning Plates and Ramp Repairs**

- Improvements at level crossings occurred at the following locations:
  - a. Douro Street at Waterloo Street – 2 tactile warning plates were installed with the ramp repair.
  - b. John Street South at West Gore Street – 2 tactile warning plates were installed with the ramp repair.
  - c. Dixon Road and Graff Avenue – 2 tactile warning plates were installed with the ramp repair opposite 89 Dixon Road
  - d. William Street and Hamilton Street – 2 tactile warning plates were installed with the ramp repair.
  - e. Woods Street and John Street South – 2 tactile warning plates were installed with the ramp repair.



- f. 30 York Street at the T.Orr Dam – ramp improvements near the parking lot.

### Goals and Tasks for 2023

- Assess the 2018-2022 Multi-Year Accessibility Plan and find gaps that have not been completed.
- Provide accessibility training to Council members for the 2022-2026 term.
- Develop and obtain Councils approval of the 2023-2027 Multi-Year Accessibility Plan
- Assess and update existing accessibility policies, as deemed fitting.
- Audit the City of Stratford’s website and develop a new compliance checklist that aligns with WCAG 2.0 regulations.
- Audit and update current accessibility policies as deemed fitting.
- Continue to consult with the Accessibility Advisory Committee, persons with disabilities, and the public to improve the accessibility for the City.
- Complete missing link sidewalks for the following:
  - a. Martin Street (east side) from Delamere Street to William Street
  - b. Walnut Street (south side) from Dufferin Street to Railway Avenue
  - c. Cambria Street (south side) from John Street South to St. Vincent Street
  - d. John Street South (east side) from Centre Street to Cambria Street
- The City will continue to complete annual and ongoing reviews through public feedback and the Accessibility Advisory Committee. The appropriate departments will forward and respond to identified barriers and required actions.

### Contact Information

For more information about accessibility initiatives within the City or to obtain a copy of this presentation in an alternative format, contact the Accessibility, Diversity, and Inclusion Coordinator.

Phone: 519-271-0250 ext. 5294

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

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

### Feedback

The City of Stratford welcomes input from the public to help identify ways to improve access to facilities, goods, and services. Members of the public are encouraged to share their comments or suggestions by contacting the Accessibility, Diversity, and Inclusion



Coordinator at the City of Stratford or complete the "Contact Us" section on the City of Stratford website.



---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Nathan Bottema, Project Engineer  
**Report #:** COU23-055  
**Attachments:** T-2023-15 Bid Summary

---

**Title:** T-2023-15 Dunn's Bridge Rehabilitation Tender Award

**Objective:** To obtain Council approval to accept the lowest bid from Finnbilt General Contracting Limited of \$1,427,166.19 including HST, for the Dunn's Bridge Rehabilitation Contract T-2023-15.

**Background:** The Dunn's Bridge Rehabilitation tender was posted on the City's website on March 22, 2023. The work includes rehabilitation of the deck and structure including new barriers, sidewalks and widened lanes to accommodate pedestrian, bicycle, and vehicular traffic. The tender closing date was April 19, 2023.

An online public engagement period was arranged to allow local residents and interested members of the public an opportunity to review and comment on the planned improvements. The feedback received was summarized and presented to Council in Report ITS23-006 on April 11, 2023.

The design, contract specifications and detailed estimate were provided by B.M. Ross and Associates Limited (BM Ross). This structural engineering consulting firm will be conducting construction contract administration and inspection, which has a planned duration of June to October 2023. Council awarded the consulting services to B.M. Ross at the November 14, 2022, Council meeting.

**Analysis:** A total of 28 contractors picked up plans for the project, with four submitting official bids. The lowest qualified bid of \$1,427,166.19 including HST was provided by Finnbilt General Contracting Limited. The submission was reviewed, and their experience and references were checked with positive results. The contractor has successfully completed other projects in the City and Township of Perth South. The Finnbilt General Contracting Limited bid of \$1,427,166.19 is \$1,285,207.36 after the HST Partial Rebate.

The estimated total project costs are:



Construction Contract (after HST rebate)	\$	1,285,207.36
Consultant fees (incl. contract admin)	\$	162,307.20
Geotechnical fees (estimated)	\$	30,000.00
<b>Total</b>	<b>\$</b>	<b>1,477,514.56</b>

The 2023 capital budget contains a total of \$1,250,000 for this project to be funded as follows:

Canadian Community-Building Funding (CCBF)	\$	800,000.00	N/A
Public Works Capital Reserve Recoverable - Township of Perth South	\$	150,000.00	R-R11-PWCA
	\$	300,000.00	N/A
<b>Total</b>	<b>\$</b>	<b>1,250,000.00</b>	

Approximately \$575,000 is expected to be recovered from the Township of Perth South through the Boundary Road Agreement, increasing the available funds to \$1,525,000. The unspent budget will remain in reserves for future capital expenditures.

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

There are no anticipated impacts if the project is approved to proceed to construction at this time as funding is available.

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

The eventual capital replacement work would result in decreased annual operating and maintenance cost in future years once the bridge structure is rehabilitated.

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

This project represents a rehabilitation of an existing asset identified in the asset management plan. The planned actions will extend the useful life of the current infrastructure by an estimated 25 to 30 years. Asset replacement and significant rehabilitation activities that extend the useful life are planned for based on remaining 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.

**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.

### **Land and Nature**

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

### **Travel and Transport**

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

**Staff Recommendation: THAT the Tender [T-2023-15] for the Dunn’s Bridge Rehabilitation Project, be awarded to Finnbilt General Contracting Limited, at a total tender price of \$1,427,166.19, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Dunn’s Bridge Rehabilitation Project [T-2023-15].**

**Prepared by:** Nathan Bottema, Project Engineer  
**Recommended by:** Taylor Crinklaw, Director of Infrastructure and Development Services  
 Joan Thomson, Chief Administrative Officer

# Dunn's Bridge Rehabilitation

Closing Date: Wednesday, April 19, 2023

## Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
Finnbilt General Contracting Limited	Stratford, Ontario	Submission 1	\$1,427,166.19
Looby Builders (Dublin) Limited	Stratford, Ontario	Submission 1	\$1,727,561.09
Sierra Bridge Inc.	Woodstock, Ontario	Submission 1	\$1,752,765.60
HugoMB Contracting Inc.	Milton, Ontario	Submission 1	\$2,035,115.55

---

Witness (Print Name) Signature Date

---

Witness (Print Name) Signature Date

---

Witness (Print Name) Signature Date



---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report #:** COU23-056  
**Attachments:** 44R-1343

---

**Title:** Lifting a Reserve on McCarthy Road West

**Objective:** To lift a portion of the 0.3m reserve along McCarthy Road West for the existing driveway access to Windmill Gardens.

**Background:** The property at 94 McCarthy Road West was developed under site plan control in 1983. The site plan included a driveway access across the 0.3m reserve along the north side of McCarthy Road West. At that time, no action was taken to lift the reserve across the driveway.

**Analysis:** The legal survey describing the portion of the 0.3m reserve that is to be lifted and declared public highway was completed in 1983 and a subsequent survey has confirmed that the existing driveway entrance is contained within Part 1 of that plan.

**Financial Implications:**

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

All fees associated with registration of the documents are the responsibility of the owner.

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

No future impact.

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

There would be no new assets.

**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.

**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.

**Staff Recommendation: THAT The Corporation of the City of Stratford declare Part 1 Plan 44R-1343 as public highway and dedicate it as forming part of the McCarthy Road West right-of-way.**

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

MATERIAL
DESCRIPTION
- PLASTIC
- 0.003"
- PELICAN "T"

LOT  
CONCESSION

PART		SCHEDULE	
CITY OF STRATFORD			
PART	LOT	REG'D PLAN	INST. NO.
1	1.0' RESERVE 'S'		
2			
3	313	470	187222
4			
5			
6			
7			
8			

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE REGISTRY ACT.

NOVEMBER 10, 1982

*John Buechler*  
JOHN BUECHLER

PLAN 44 R 1343

RECEIVED AND DEPOSITED

Jan 5, 1983

*P. J. McNeil*  
DEPUTY LAND REGISTRAR  
FOR THE REGISTRY  
DIVISION OF PERTH  
(NO. 44).

CAUTION: THIS PLAN IS NOT A PLAN OF SUBDIVISION WITHIN THE MEANING OF THE PLANNING ACT

**REFERENCE PLAN**  
PART of LOT 313 and PART of 1'RESERVE 'S'  
REGISTERED PLAN 470  
CITY OF STRATFORD  
COUNTY OF PERTH  
SCALE 1"=60'  
1982

DONALD W. J. McNEIL LIMITED.  
**NOTE**

Bearings shown hereon are Astronomic and are referred to the Northerly limit of 1.0' RESERVE 'S' as shown on REGISTERED PLAN 470 having an assumed bearing of N58°19'W.

**LEGEND**

- All Bars are placed unless denoted (FD.)
- WIT. - denotes witness monument
- SIB - denotes Standard Iron Bar 25mm X 1220mm
- IB - denotes Iron Bar 16mm X 610mm
- IBØ - denotes Round Iron Bar 20mm X 610mm
- CC - denotes Cut Cross
- CM - denotes Concrete Monument

**SURVEYOR'S CERTIFICATE**

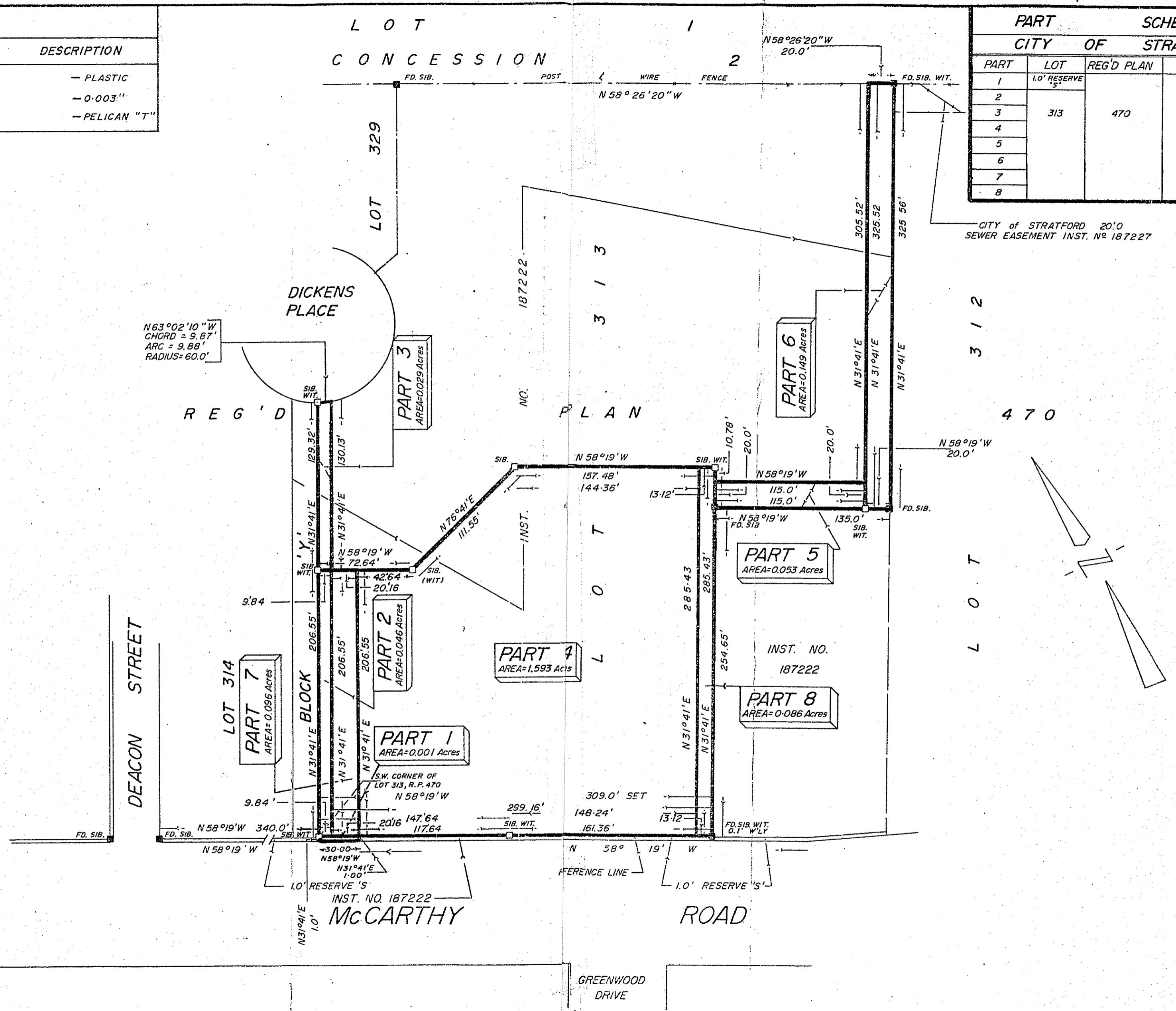
I CERTIFY THAT

- This survey and plan are correct and in accordance with THE SURVEYS ACT and THE REGISTRY ACT and the regulations made thereunder.
- The survey was completed on the 9th day of September 1982.

September 13, 1982, per *Donald W. J. McNeil* O.L.S.  
Donald W. J. McNeil, Ontario Land Surveyor

DONALD W. J. McNEIL LIMITED  
ONTARIO LAND SURVEYOR  
(519) 271-7952  
160 ERIE STREET, STRATFORD

DRAWN BY M.W.MANDIGO C.S.T. CHECKED BY D. McNeil O.L.S. FILE No. 82-1240-(M)






---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report #:** COU23-057  
**Attachments:** 44M Draft Plan

---

**Title:** Thames West Phase 1 Subdivision Agreement

**Objective:** To enter into a subdivision agreement with Valley View Heights (St. Jacobs) Limited for the development of Phase 1 of the Thames West subdivision.

**Background:** Council granted draft approval for the proposed subdivision at the February 28, 2021 meeting. The first phase of development proposes 27 single detached residential units, 16 semi detached residential units, 28 street townhouses, 2 multi-residential blocks, a park block and a stormwater management facility. Subsequent phases of development will require separate subdivision agreements.

**Analysis:** The developer has completed a servicing design in accordance with the City of Stratford standards and the draft plan conditions. In addition to all the standard requirements, the subdivision agreement also makes provisions for sidewalks and a pedestrian crossing on O'Loane Avenue. The developer has provided the appropriate fees, securities and proof of insurance, as required by the subdivision agreement.

### **Financial Implications:**

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

There is no impact to the current year operating budget.

#### **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.

**Legal considerations:**

All legal fees for registration of the agreement are the responsibility of the developer.

**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:**

**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 a Subdivision Agreement be entered into with Valley View Heights (St. Jacobs) Limited for the development of the Thames West Phase 1 subdivision;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the Subdivision Agreement on behalf of The Corporation of the City of Stratford.**

**Prepared by:**

**Recommended by:**

Nancy Roulston, Manager of Engineering

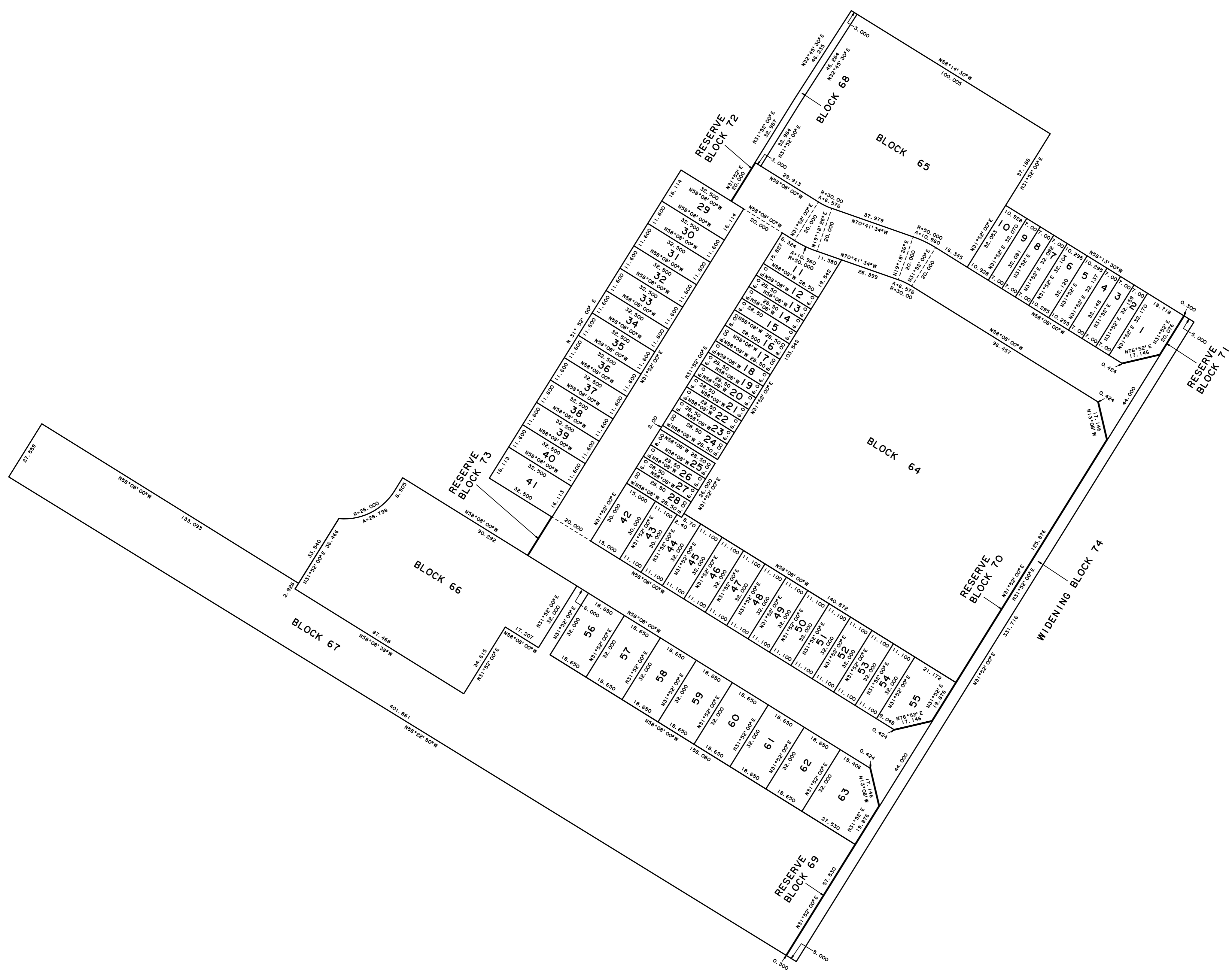
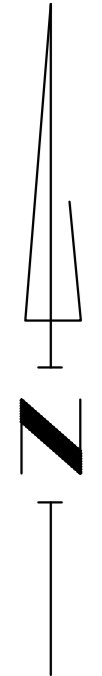
Taylor Crinklaw, Director of Infrastructure and  
Development Services

Joan Thomson, Chief Administrative Officer



SKETCH SHOWING PROPOSED VALLEYVIEW HEIGHTS (ST. JACOBS) LTD. SUBDIVISION (PHASE I)  
ON PART OF LOT 6, CONCESSION 2  
CITY OF STRATFORD  
COUNTY OF PERTH

SCALE = 1 : 1000 (METRIC)





---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Brent Raycraft, Supervisor of Fleet  
**Report #:** COU23-058  
**Attachments:** Bid Summary

---

**Title:** Tender T-2023-11 to Supply and Deliver One New Sewer / Flusher Combo Unit

**Objective:** To receive Council approval for the award of Tender T-2023-11 to JD Brule Equipment.

**Background:** The Fleet Division along with the Public Works Division currently operate a 2004 Sterling Vactor/Flusher Combo Unit that is due to be replaced and has been approved through the 2022 budget process. Three submitted tenders were received with JD Brule Equipment having the lowest tender price that matched our equipment specifications.

**Analysis:** As the City of Stratford continues to search for efficiencies and environmentally friendly initiatives, this combo unit will be a versatile addition to the Fleet Division. This unit has a single engine which will substantially reduce our carbon footprint in both operation and preventative maintenance. The Tier 4 technology of the Cummins L9 engine has one of the best-in-class emissions control systems on the market. Along with the environmental benefits there will be savings in fuel economy, equipment downtime, and maintenance costs as it is replacing an older 2004 unit, which passed its service life in 2019. Age and wear are impacting the usefulness of this existing piece of fleet as it is regularly inoperable and requiring repair. The low impact nature of this piece of equipment allows repairs to commence expeditiously and safely. Due to its low impact in construction activities, it is a critical piece utilized around high risk infrastructure such as gas, hydro and fibre communications.

This new 2024 unit would allow the Public Works team to flush and maintain underground infrastructure. It is also equipped with a high-volume vacuum system that gives the City of Stratford fleet an extremely versatile piece of equipment. The vacuum and flusher unit would be utilized for preventative maintenance of underground infrastructure, ditch and culvert cleaning, exposure of high priority services such as gas, hydro, and water lines, sign installations and more. The unit can be used year-round as it gives the City the option of using cold or hot water. This unit is the lowest bid on the

tender summary, matching all specifications or exceeding them in areas that would be beneficial to our team and their ability to service the City of Stratford.

**Financial Implications:** This tender had a budget approval for \$650,000.00 in 2022. The tender from JD Bule Equipment came in at \$734,443.50 including HST, and \$661,389.12 after receiving the HST rebate. The current 2004 unit will be sold on GovDeals and funds received used to offset the additional \$11,389 cost of the new unit. Any shortfall or excess will be absorbed by the Fleet Reserve.

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

There would be a reduction in operating costs. The existing piece of fleet is regularly requiring repair and maintenance by City mechanics. When the piece of equipment is down, contracted services at elevated costs may be incurred. Construction activities that continue to proceed may require more time to complete the work and additional restoration after work is complete.

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

Minimal maintenance would be anticipated initially but increase as the equipment ages. Contributions to capital reserve funds is based on the useful life and anticipated useful life to replace the existing piece of fleet.

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

This project represents a replacement of an existing asset as identified in the asset management plan. The estimated life of this piece of fleet in the asset management plan is 15 years, so the replacement would have been expected in 2019 but the City was able to get almost 19 years from the current truck. The adjustment to the asset management plan will impact future capital planning forecasts and funding strategies will be updated accordingly.

**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:**

**Sustainable Water**

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

**Staff Recommendation: THAT the Tender [T-2023-11] for the Supply and Delivery of One New Sewer / Flusher Combo Unit, be awarded to JD Brule Equipment at a total tender price of \$734,443.50, including HST to improve the efficiency and service level of the Fleet Division while continuing to focus on the reduction of greenhouse gas emissions.**

**Prepared by:**

Brent Raycraft, Supervisor of Fleet

**Recommended by:**

Taylor Crinklaw, Director of Infrastructure and  
Development Services

Joan Thomson, Chief Administrative Officer

# SUPPLY AND DELIVER ONE (1) SEWER CLEANER FLUSHER COMBO TRUCK UNIT

Closing Date: Friday, April 14, 2023

## Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
JD Brule Equipment	Greely, Ontario	Submission 1	\$734,443.50
FST Canada Inc. o/a Joe Johnson Equipment	Innisfil, Ontario	Submission 1	\$741,929.80
City View Bus Sales & Service Ltd.	Mississauga , Ontario	Submission 1	\$750,552.76

---

Witness (Print Name) Signature Date

---

Witness (Print Name) Signature Date

---

Witness (Print Name) Signature Date



---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Members of Council  
**From:** Chris Bantock – Deputy Clerk  
**Report #:** COU23-059  
**Attachments:** None

---

**Title:** Alcohol and Gaming Commission of Ontario (AGCO) Policy Update – Temporary Patios on Private Property

**Objective:** To seek delegated authority for staff to approve temporary patios on private property.

**Background:** As of January 1, 2023, liquor license holders located in municipalities no longer need to apply to the Alcohol and Gaming Commission of Ontario (AGCO) for a temporary patio. If a temporary patio has been operating for the past two (2) years during the COVID-19 pandemic under the Registrar’s extension policy, the patio will no longer be approved under the new Registrar’s policy.

Staff recently became aware, and verified with the AGCO, that the above policy change applied not just to patios on City property but also to those on private property. As a result, this report is being brought before Council to consider the City’s transition to approving temporary patios on private properties.

**Analysis:** Under the new AGCO policy, any business who wishes to have a temporary patio on private property must obtain approval from their municipality. Once approval has been received from the municipality, which can be a letter, email or through a licencing program, the business is required to provide confirmation of approval to the AGCO through their portal. The AGCO will no longer accept applications or otherwise approve temporary patios for licensees in municipalities. If a business with a temporary patio applies for a liquor license with the AGCO and does not have municipal approval, a license will not be granted.

As defined by the AGCO, temporary in this case refers to the use of the patio being for up to 8 months in a calendar year. Businesses with patios on private property can also have permanent patios which do not require approval by the municipality and can still be applied for directly with the AGCO. Businesses also have the option of switching from temporary to permanent to bypass the municipal approval process. Given that

information is not available with respect to the number of temporary versus permanent patios on private property in the City, staff are not proposing to implement a licensing system at this time. As of the writing of this report, only one business has reached out to staff to inquire about receiving approval of their temporary patio on private property.

The City currently has an Outdoor Patio Program for businesses who wish to have temporary patios on municipal property, including pop up patios, boardwalk extensions and standard patios. Through the Delegation of Authority By-law 135-2017, staff have “authority to approve use of municipal property, boulevards or sidewalks for outdoor patios and other matters including but not limited to merchandising and sale of goods and materials. This includes authority to sign agreements with third parties for said use as outdoor patios and merchandising and sale”. Given the new AGCO policy, staff are seeking to add delegated authority to include temporary patios on private property.

Should this delegated authority be approved, the Clerk’s Office would act as the main point of contact for temporary patios on private property. Businesses would be responsible for contacting the Clerk’s Office to receive a letter of approval by submitting supporting documents for review by the Clerk’s Office, Building, Planning, and Fire Services. Subject to no concerns, approval would be issued to the business owner.

### **Financial Implications:**

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

There is no proposed impact to the current year operating budget.

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

Should a licensing system be considered in the future then there could be the opportunity to generate additional business licensing revenue.

### **Insurance considerations:**

Staff intend to request proof of insurance from businesses seeking approval for a temporary patio on private property. Following recent recommendations from the City’s Insurer, this would require minimum liability of \$2 Million as the temporary patios would be located on private property. The intent would not be to name the City as additional insured, rather simply to confirm that the entity carries a minimum level of insurance, as a good business practice to protect their patrons.

### **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:**

**Equity and Local Economy**

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

**Staff Recommendation: THAT the Delegation of Authority By-law 135-2017, as amended, be further amended, to delegate authority to the City Clerk, or Deputy Clerk, or Director of Corporate Services to approve the use of temporary patios on private property.**

**Prepared by:** Chris Bantock, Deputy Clerk  
**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services  
Joan Thomson, Chief Administrative Officer






---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report #:** COU23-060  
**Attachments:** Finnegan-McFarlane Watershed Plan

---

**Title:** Abandonment of Portions of the McFarlane Municipal Drain and Finnegan Municipal Drain

**Objective:** To abandon portions of the Finnegan and McFarlane Municipal Drains in order to facilitate the servicing and development of the Thames West Subdivision.

**Background:** Council at their regular City Council meeting of March 25, 2019, adopted the following recommendation:

THAT the City of Stratford begin the process to abandon the portion of the Finnegan Municipal Drain that lies within the proposed development owned by Valleyview Heights (St. Jacobs) Ltd. and extends to the south side of Huron Street;

AND THAT the City of Stratford begin the process to abandon the portion of the McFarlane Municipal Drain that lies within the proposed development owned by Valleyview Heights (St. Jacobs) Ltd.

The Owner has completed an acceptable design for a storm sewer system to replace the existing portions of the municipal drains crossing the draft approved Thames West subdivision. The City has provided written notice to the affected landowners of its intention to abandon the existing portions of the drains crossing the proposed subdivision lands. Objections to the notice were to be filed within 10 days of the notice. No objections were received.

**Analysis:** The City may now pass a By-law to abandon portions of the Finnegan Municipal Drain and McFarlane Municipal Drain. The developer will replace the municipal drain throughout the development with appropriately sized storm sewers, that will become part of the municipal storm sewer system upon assumption.

**Financial impact to current year operating budget:** None.

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

Upon assumption of the new storm sewers, annual operating and maintenance costs will be incurred.

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

The existing assets are approaching the end of their original 50 year useful lives so the recommendations in this report result in no replacement issues, as the upgrades are part of the development agreement. Because the assets are not fully amortized, disposal of the Finnegan Drain will result in an approximate book loss of \$46,000 and for the McFarlane Drain of \$13,000. Upon assumption of the replacement sewers, the assets will be added to the asset management plan. The new asset replacements will be planned for based on an estimated useful life of 50 years, consistent with other storm sewer assets. The adjustment to the asset management plan will impact future capital planning forecasts and funding strategies will be updated accordingly.

**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:****Sustainable Water**

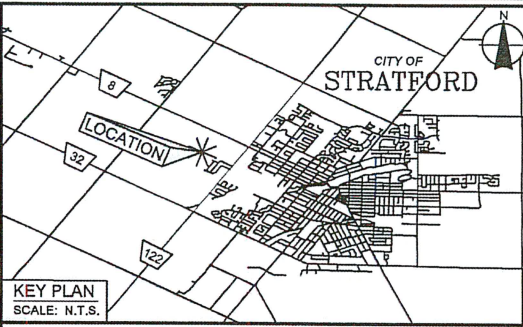
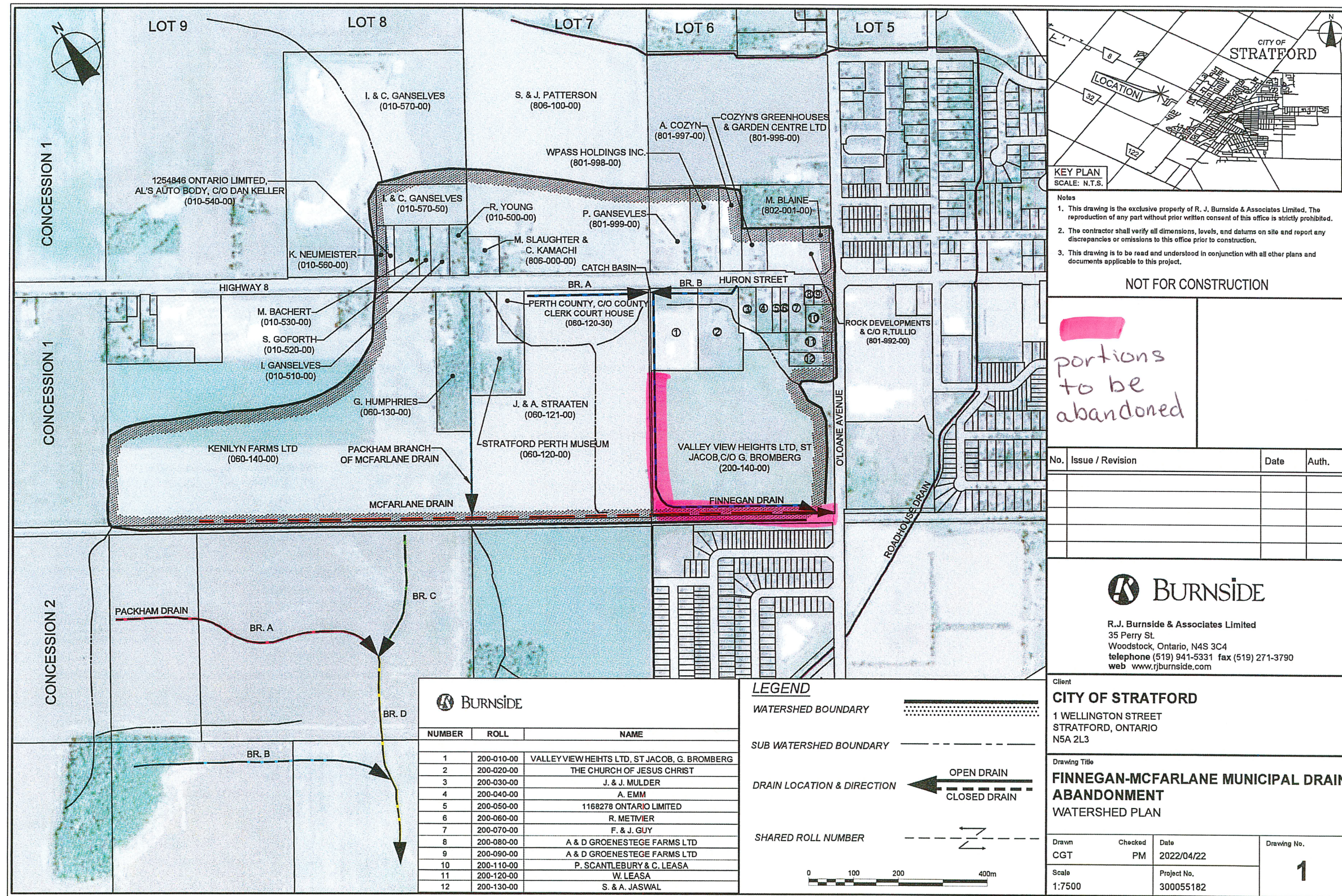
Using water efficiently, protecting local water resources and reducing flooding and drought.

**Staff Recommendation: THAT a by-law to abandon portions of the Finnegan Municipal Drain within the limits of the City of Stratford, be adopted in accordance with the Drainage Act;**

**AND THAT a by-law to abandon portions of the McFarlane Municipal Drain within the limits of the City of Stratford, be adopted in accordance with the Drainage Act.**

**Prepared by:****Recommended by:**

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



Notes  
 1. This drawing is the exclusive property of R. J. Burnside & Associates Limited. The reproduction of any part without prior written consent of this office is strictly prohibited.  
 2. The contractor shall verify all dimensions, levels, and datums on site and report any discrepancies or omissions to this office prior to construction.  
 3. This drawing is to be read and understood in conjunction with all other plans and documents applicable to this project.

NOT FOR CONSTRUCTION

portions to be abandoned

No.	Issue / Revision	Date	Auth.

**BURNSIDE**  
 R.J. Burnside & Associates Limited  
 35 Perry St.  
 Woodstock, Ontario, N4S 3C4  
 telephone (519) 941-5331 fax (519) 271-3790  
 web www.rjburnside.com

Client  
**CITY OF STRATFORD**  
 1 WELLINGTON STREET  
 STRATFORD, ONTARIO  
 N5A 2L3

Drawing Title  
**FINNEGAN-MCFARLANE MUNICIPAL DRAIN ABANDONMENT WATERSHED PLAN**

Drawn CGT	Checked PM	Date 2022/04/22	Drawing No. <b>1</b>
Scale 1:7500	Project No. 300055182		

**BURNSIDE**

NUMBER	ROLL	NAME
1	200-010-00	VALLEYVIEW HEIHTS LTD, ST JACOB, G. BROMBERG
2	200-020-00	THE CHURCH OF JESUS CHRIST
3	200-030-00	J. & J. MULDER
4	200-040-00	A. EMM
5	200-050-00	1168278 ONTARIO LIMITED
6	200-060-00	R. METVIER
7	200-070-00	F. & J. GUY
8	200-080-00	A & D GROENESTEGER FARMS LTD
9	200-090-00	A & D GROENESTEGER FARMS LTD
10	200-110-00	P. SCANTLEBURY & C. LEASA
11	200-120-00	W. LEASA
12	200-130-00	S. & A. JASWAL

**LEGEND**

- WATERSHED BOUNDARY: Dotted line
- SUB WATERSHED BOUNDARY: Dashed line
- DRAIN LOCATION & DIRECTION: Solid line with arrow (OPEN DRAIN), Dashed line with arrow (CLOSED DRAIN)
- SHARED ROLL NUMBER: Dashed line with 'Z'

Scale: 0 100 200 400m

File: \\server\tech\Shared\Work Areas\055182\_Finnegan-McFarlane\_Abandonment\03\_Production\Draw\055182\_Finnegan-McFarlane\_Municipal Drain Abandonment.dwg Date Plotted: June 25, 2022 - 8:48 AM



---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Members of Council  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** COU23-061  
**Attachments:** 2023 Community Grants Evaluation Committee Recommendations Schedule

---

**Title:** 2023 Community Grant Requests and Recommendations

**Objective:** To review recommendations of the Community Grants Evaluation Committee for awarding of 2023 grants.

**Background:** The Community Grants Evaluation Committee is tasked with providing recommendations to Council for awarding of community grants within the overall annual budget approved by Council. Committee deliberations in 2023 were guided by the City's Community Grants Policy F.1.1 adopted by Council in June 2019.

Under the Policy, a "one-time" community grant request is intended for projects or activities that can be accomplished and measured within the grant year.

A "multi-year" community grant request is intended for a specific project or activity that spans more than a one-year period. This category is not intended to provide ongoing operational funding. If approved for a multi-year grant, organizations do not need to apply again during the approved period; however, final approvals for future budget years are subject to Council's annual budget process.

2023 is the final instalment for the Rotary Hospice Stratford Perth, which the Evaluation Committee is recommending be paid in full in 2023.

The 2023 approved City budget includes the community grants program in the amount of \$401,870., broken down as follows:

<b>Type of Grant</b>	<b>Approved Budget</b>	<b>Detail</b>
One-Time (Annual)	\$109,070	for 2023 grant awards
Multi-Year	252,800	for 2023 grant awards
Contingency	40,000	available for appeals and after-budget requests
<b>Total Budget</b>	<b>\$401,870</b>	
Available Reserves	\$69,391	Unused contingency funds and prior year grants not awarded
<b>Total Available</b>	<b>\$471,261</b>	

The amounts noted do not include the additional \$245,000 for fee waivers, and \$20,000 set aside for Brownfield Community Improvement Plan incentives as these are captured in a separate line item within this budget /account section.

Any grant applicant wanting to appeal Council's final decision will be allowed to present to the Finance & Labour Relations Sub-committee. Staff have included a recommendation for Committee to consider which would allow future reconsideration of any of the 2023 community grants, without formally triggering the reconsideration rules in Council's procedural by-law.

Once Council has established its strategic priorities for the new term, the Community Grants Evaluation Committee will be reviewing the policy and bringing its recommendations to Council for updates.

**Analysis:** The Committee held two meetings in April, 2023. All applications received were reviewed, as well as any year-end reporting from all organizations who received funding in 2022. Recommendations for 2023 grant awards are summarized on the attached chart and below:

Total Grants Awarded (proposed):	\$422,932
Funds available from 2023 budget:	(\$471,261)
Remaining balance in Reserve for Contingency/Appeals:	\$48,329

Some grants contain additional requirements or are subject to conditions which are also noted in the attachment.

There were 33 applications in total, including 6 new to the list. The total of the applications for 2023 was \$508,082 compared to the available funds of \$471,261.

The requests for grants exceeded the available funds, so the committee took the general approach to maintain grants at the previous year level with a few exceptions. Of the 33 applications, the Committee is recommending that 17 applications be granted the same amount as the previous year, 8 receive a slight increase, and 4 of the newly

added be awarded their request. One (1) application asked for a reduced amount. These were determined to be most closely aligned with other community and City initiatives and the most wide-reaching.

One (1) application was determined to be better suited through the Social Services program delivery budget (House of Blessing) due to the alignment with the current programming, so the recommendation from the Committee is that these funds be directed from the grant program to the Social Services division to administer.

Two applications were determined by the committee to reflect events that were better suited to user-pay funding options or alternative levels of government due to the nature of them. These included Stratford Live Music and Food (formerly run as Ribfest) and the playground at Bedford Public School. While not part of the grant request explicitly, it was noted that staff were aware of a possible contribution in kind that could be accommodated from the Roads division's materials if/when needed by Bedford Public School.

### **Financial Implications:**

**Financial impact to current year operating budget:** There is no net financial impact to the City, as funds to support the Community Grants Program are part of the 2023 budget. The distribution between the types of allocations varies slightly, but the recommended allocations are within the overall approved budget figures.

**Financial Impact on Future Year Operating Budget:** If there are any unspent funds in this budget at the end of 2023, these will be allocated to the community grants reserve for future use. The current balance in this reserve is approximately \$48,329 if Council proceeds with the Committee recommendations.

### **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:**

#### **Health and Happiness**

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

#### **Culture and Community**

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

**Staff Recommendation: THAT the 2023 grant requests as recommended on the schedule attached to Report COU23-061 be approved for award as one-time (annual) grants, with the exception of the Royal Canadian Legion Remembrance Day Ceremony;**

**THAT the 2023 grant request for the Royal Canadian Legion Remembrance Day Ceremony be approved for award as a multi-year grant for three years (2023, 2024, 2025), with 2024 and 2025 approvals being subject to budget consideration for those years;**

**AND THAT any appeals received from applicants be considered by the Finance and Labour Relations Sub-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

**2023 COMMUNITY GRANT REQUESTS - SUMMARY AND RECOMMENDATIONS  
OF COMMUNITY GRANTS EVALUATION COMMITTEE**

to Council May 8, 2023

		<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Requests</b>	<b>2023 Recommendations</b>	<b>2023 Summary Detail for Grant Requests</b>
<b>1</b>	The Local Community Food Centre	7,000	7,000	10,000	8,500	Funding for maintenance and expansion of the Dufferin Community Garden including Indigenous Medicine Wheel Garden; urban farming experience; gardens upkeep.
<b>2</b>	Royal Canadian Legion Poppy Fund	350	350	500	500	Support of veterans and related community activities - medical, housing, emergency funds.
<b>3</b>	Kinsmen Club - Canada Day Celebration	9,000	8,000	10,000	8,000	Funding to support Canada Day Celebration fireworks.
<b>4</b>	Stratford Concert Band	2,000	2,000	5,000	2,000	Insurance \$1,727; Storage \$2,575; Music Purchases \$1,000; Conductor fees \$6,000.
<b>5</b>	Stratford Live Music & Food	4,000	4,000	7,000	deny	Funding for logistics such as tent and washroom rentals, electrical and security.
<b>6</b>	Kiwanis Festival for Performing Arts	1,500	1,500	6,000	3,000	Provide subsidies for provincial entry fees of Stratford participants (virtual and live formats) - staff to review feasibility of funding being transferred to Social Services.
<b>7</b>	Playmakers! Theatre School	1,000	1,000	5,000	1,000	Funding for a new initiative - purchase and store materials/equipment for workshops, professional fees for lantern designers.
<b>8</b>	Stratford & District Horticultural Society	9,000	9,000	9,000	9,000	Funding for maintenance and upgrade to public perennial gardens.
<b>9</b>	Stratford Lawn Bowling Club	10,000	10,000	11,000	10,000	Funding to help offset costs of green maintenance.
<b>10</b>	Stratford Symphony Orchestra	7,000	7,000	10,000	7,000	Funding for ongoing development of existing programs; expand community outreach and education; seek out new partners for collaborations.
<b>11</b>	Music & Opera Appreciation	800	800	800	800	Funding to assist with a special event concert - advertising; equipment transportation; musician and venue fees.



		<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Requests</b>	<b>2023 Recommendations</b>	<b>2023 Summary Detail for Grant Requests</b>
<b>12</b>	INNERchamber	1,000	500	2,000	500	Funding for outreach program to allow lower cost tickets to students and arts workers.
<b>13</b>	Off the Wall (Stratford Artists Alliance)	2,000	2,000	4,000	2,000	Funding for new managers to be trained on updated website and new course/workshop registration system.
<b>14</b>	United Way Perth-Huron	31,465	31,465	33,232	33,232	Funding to support various needs within Stratford including 20 locally operated supported partner programs and services; investigate and report on local social issues; Community Renewal Company; represents \$1 per Stratford resident; 11,000 Stratford residents assisted in 2022.
<b>15</b>	Stratford Arts & Culture Collective	2,000	2,000	8,150	3,000	Funding to assist with various costs such as programming, information technology, insurance, consulting supports, rent, marketing and accounting.
<b>16</b>	Stratford Winterfest	10,000	10,000	18,500	10,000	Funding to support their annual event in January 2024, such as entertainer fees, animals, ice sculptures, inflatables, Blacksmith, advertising and portable washroom rentals.
<b>17</b>	Hermione Presents - SpringWorks Festival	9,500	9,500	15,000	9,500	Funding to support various costs: \$4,000 for administration, bookkeeping and office needs, insurance; \$11,000 for venue and infrastructure costs, storage, equipment, artist fees, technical staff, marketing - to facilitate their summer PuppetWorks! festival.
<b>18</b>	Stratford Dog Park Association	2,200	2,200	1,400	1,400	Funding for liability insurance.
<b>19</b>	Feline Friends Network	4,500	4,500	5,000	4,500	Funding to support programs Trap/Neuter/Return; and Trap/Neuter/Adoption; low income assistance program; further reduction of cat overpopulation in Stratford.
<b>20</b>	Here For Now Theatre Company	4,000	4,000	15,000	5,000	Funding to support various costs: \$7,500 to cover 25% front of house, stage management and technician fees; \$7,500 to cover 10% of artist fees.
<b>21</b>	St. Marys Healthcare Foundation		6,000	6,000	6,000	\$30,000 multi-year funding approved in 2022 - reviewed annually and subject to budget - \$6,000 per yr/5 years - this represents Year 2 payment.

		<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Requests</b>	<b>2023 Recommendations</b>	<b>2023 Summary Detail for Grant Requests</b>
<b>22</b>	Kiwanis Club Summer Concerts		1,500	2,000	1,500	Funding to support Summer Concerts in the Park series.
<b>23</b>	Hospice	175,000	162,500	162,500	162,500	Final year of City's \$1.5M commitment.
<b>24</b>	Civic Beautification & Environmental Awareness Committee	700	700	1,000	1,000	Multi-Year request - \$1,000 annual to offset insurance costs due to increase from \$2M to \$5M limit.
<b>25</b>	Gallery Stratford	52,600	53,547	65,000	58,000	Multi-Year (3 years) request for general operating costs - in previous years a cost of living increase has been applied annually - recommend one-time approval and staff will be investigating a more permanent agreement with the City for funding.
<b>26</b>	Stratford Summer Music	25,000	25,000	30,000	25,000	Funding to support costs of the Music Barge and the World in a Weekend free programming - costs such as musician and technician fees, equipment rental, licensing and royalty fees for the music.
<b>27</b>	Razzamajazz	4,000	4,000	4,000	4,000	Funding to support operating costs of the Razzamajazz music barge - payment of entertainers and skippers - recommend this grant be conditional on matching fundraising dollars.
<b>28</b>	Bedford Public School			15,000	deny	Funding to support a playground replacement at Bedford PS - surveying, equipment, granular material, staff time - building wheelchair pathways and improving drainage - City will provide millings for pathway (approx. \$3,000).
<b>29</b>	House of Blessing			15,000	15,000	Funding for diapers and formula from local grocery stores to give to low income families – funds will be forwarded to Social Services to administer.
<b>30</b>	Royal Canadian Legion Remembrance Day Ceremony			1,000	1,000	Multi-year request for funds to support sound system and broadcast costs for annual Remembrance Day Ceremony - \$1,000 per year/5 years - recommend multi-year approval as requested.
<b>31</b>	Perth County Transition Home for Women			15,000	15,000	Funding to support the expansion of existing facility - adding 7,000 sq ft over 3 floors - this will increase residential capacity by 115%.

		<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Requests</b>	<b>2023 Recommendations</b>	<b>2023 Summary Detail for Grant Requests</b>
<b>32</b>	Stratford Pride Community Centre			10,000	10,000	Funding to support expansion of communications and community outreach - new display booth for community events, advertising, upgrading social media channels.
<b>33</b>	Stratford Welcomes Refugees			5,000	5,000	Sponsorship of a refugee family to resettle in Stratford - to assist with basic needs.
				<b>508,082</b>	<b>422,932</b>	<b>\$401,870</b> available in 2023 budget for one-time and multi-year grant awards, and contingency
	Contribution from reserve				-21,062	recommend using funding from G-R18-COMG to balance to available funds in 2023 budget; and recommend using reserves for any further 2023 requirements arising from appeals or after-budget requests.
					<b>401,870</b>	

For Information: Stratford General Hospital Request for Funding

- This request will be brought forward when the Hospice commitment is completed
- This is expected to be during the 2024 community grants cycle
- Request is for \$5M over 10 years for their capital improvements fundraising campaign




---

## MANAGEMENT REPORT

**Date:** May 8, 2023  
**To:** Mayor and Council  
**From:** Mark Hackett, Manager of Community Facilities  
**Report #:** COU23-063  
**Attachments:** None

---

**Title:** Artificial Turf Field Infill Material – Tender T-2023-19 Award

**Objective:** To provide Council with information and to award Tender T-2023-19 for the supply and installation of new infill material for the Artificial Turf Field at the Packham Sports Complex.

**Background:** At the March 27, 2023 Council Meeting, Council approved the capital expenditure of \$150,000 for the installation of new infill material at the Artificial Turf Field. Funding for this approval is existing reserve funds in the recreation reserve.

Additional infill material is required to ensure that the facility does not have an unsafe playing surface. An unsafe playing surface has the potential to result in the field not meeting industry standards and create scheduling conflicts which would negatively impact the operations of events for organizations and sports user groups.

There is currently a high demand for soccer for all ages in the City, with the Artificial Turf Field being the highest utilized facility.

The replacement of the infill material will result in an improvement to the facility and create the potential for further increased usage with additional events and bookings.

**Analysis:** In conjunction with the Purchasing Clerk, Community Services Staff issued T-2023-19 which was posted on March 30, 2023. Three submissions were received:

- Clean Turf Canada Inc. - \$79,213.00 (including HST).
- Les Surfaces Sécuritaires Carpell Inc. - \$135,829.32 (including HST).
- WorldWide Turf Inc. - \$211,418.03 (including HST).

Staff has reviewed and evaluated the three submissions received. All three submissions received meet the scope of work and specifications as outlined in the tender including the approved product material and colour, the established project completion timeframe, and all other applicable project requirements. Staff recognize that the lowest

bidder is significantly below the budget and other bidders but are confident that all elements of the scope have been met, including positive feedback from references.

It is recommended by staff that T-2023-19 be awarded to the lowest bid, Clean Turf Canada Inc.

### **Financial Implications:**

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

There is no direct financial impact to the current operating budget from this Tender award due to the identified existing funding. The funding not required from the original budget will remain in the reserve fund for future capital requirements.

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

Annual field maintenance including levelling the infill material, grooming the field, and preventative maintenance will be included in future operating budgets. These types of repairs are required over the lifespan of the field and will continue to be included in the general operating budgets each year.

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

This repair is expected to ensure that the estimated useful life of the initial capital investment in the turf field asset of 30 years can be realized. The repair will result in an improvement to the facility with the potential to increase the flexibility of uses for the facility.

### **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:**

#### **Health and Happiness**

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

**Staff Recommendation: THAT the Tender [T-2023-19] for the Supply and Installation of New Infill Material for the Artificial Turf Field, be awarded to Clean Turf Canada Inc. at a total tender price of \$79,213.00, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign all necessary tender contract documents.**

**Prepared by:** Mark Hackett, Manager of Community Facilities  
**Recommended by:** Tim Wolfe, Director of Community Services  
 Joan Thomson, Chief Administrative Officer



---

## MANAGEMENT REPORT

**Date:** April 24, 2023  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN23-014  
**Attachments:** 1. Draft By-law Tax Rates and Ratios for 2023;  
2. Tax Rate Calculation 2023; 3. Vacant Home Tax Newsletter (MTAG)

---

**Title:** 2023 Tax Rates and Tax Policy Matters

**Objective:** To provide the Finance and Labour Relations Sub-Committee with further analysis regarding the 2023 tax rates as initially provided during budget and to include background information on the City's tax policies and discretionary tax policy options. Some background regarding Vacant Home Tax is also included, strictly for information at this time.

**Background:** Through the 2023 budget process, Council was provided with information on the anticipated increase on an average property owner for illustration purposes to provide context for the proposed budget impacts to ratepayers. The primary reason for this information, in advance of the budget being fully adopted and formalized was to demonstrate the difference between the increase to the tax dollars levied, and the increase to a property owner's tax rate. As it was for illustration and used a residential property example, it did not really speak to how the calculation works for all property classes.

As Council is aware, the revenues for the City are comprised of user fees, service charges, provincial and federal grants, contributions from other municipalities, licenses, permits, rents, fines and penalties, investment income and sometimes donations or asset sales (land and used equipment). The residual revenues required to provide services are derived from the tax levy.

Excerpts are provided below from a prior report that came before Council in 2019 and again in 2022, containing much of the background for the tax process as a refresher.

Beginning in 1998, tax reforms introduced the valuation principal of Current Value Assessment (CVA) using a common date of valuation for all properties in the Province, with updates now being generated every four years. The last update was intended to

occur in 2020, however, due to the impacts of the Covid-19 pandemic, this has been deferred, with eventual dates still to be announced. (The earliest anticipated is 2024). The tax reforms in 1998 also established new property tax classes (i.e., residential, multi-residential, commercial, industrial) and allowed municipalities to set different tax rates for different types of property within a range of parameters.

The current method of property assessment divides properties into nine mandatory classes and seven optional property classes.

#### Mandatory Property Classes

1. Residential (RT)
2. Multi-Residential (MT)
3. New Multi-Residential (2017) (NT)
4. Commercial (CT)
5. Industrial (IT)
6. Pipelines (PT)
7. Farm (FT)
8. *Managed Forests (none in City of Stratford) (TT)*
9. Landfill (2017) (HF)

#### Optional Property Classes

1. Office Building
2. Shopping Centre
3. Parking Lot & Vacant Land
4. Residual Commercial
5. Large Industrial
6. *Professional Sports Facility (none in City of Stratford)*
7. *Resort Condominium (none in City of Stratford)*

Further, the mandatory and optional sub-classes of properties were established to allow for the application of discounted tax rates due to the special nature of some properties.

#### Optional Subclasses

1. Small-scale on-farm business for the Commercial Property Class (since 2018)
2. Small-scale on-farm business for the Industrial Property Class (since 2018)

Properties in different classes are taxed at different tax rates due to historical differences in tax burdens that were present prior to the 1998 reform of the property tax system and reflected in the initial transition ratios set by the Province.

Typically, commercial, industrial, and multi-residential properties have higher tax rates than residential properties.

The different relative tax burdens among properties are based on the **tax ratios** set by municipalities. Changing the tax ratios would result in a shift of the tax burden between classes.

Based on provincial legislation, the tax ratio for the residential class is set at 1.00. Because the residential class assessment represents the largest class, this is the 'baseline' ratio, upon which the other classes are established.

Initially, the Farm and Managed Forest property class ratios were set at 0.25 of the residential rate. Municipalities were granted the authority to lower the farm ratio starting in 2003. Many municipalities came under a lot of pressure to do so in last decade due to the rapidly escalating CVA of farmland in comparison to other types of property. The latest real estate market information indicates that this escalation is no longer just in the farm classes. If a ratio is reduced in one class, the result is a shift of property taxes from the reduced class to the other classes. Since the residential property tax class is the largest, it bears most of the impact of any shift.

Municipalities can change the tax ratios for the commercial, industrial, multi-residential and pipeline property classes. As these classes typically have a tax ratio higher than the residential class, the province permits municipalities to change tax ratios towards established "ranges of fairness." The ranges ensure that taxes are not shifted onto properties that are already subject to relatively higher taxes.

The ranges of fairness ratios are noted in this table, with Stratford's current ratios. The classes noted by an asterisk indicate which classes exceed these ranges.

Property Class	Range Of Fairness	2023 City of Stratford
<b>Residential</b>	1.00	1.000000
<b>Farm</b>	0 - 0.25	0.250000
<b>Multi-residential *</b>	1.00 - 1.10	2.000000
<b>New Multi-residential</b>	1.00 - 1.10	1.000000
<b>Commercial *</b>	0.60 - 1.10	1.975937
<b>Industrial *</b>	0.60 - 1.10	2.542033
<b>Pipeline *</b>	0.60 - 0.70	1.509000
<b>Managed Forest</b>	0.25	0.25

That some ratios are outside the ranges established by the Province, just means that for these, the options available to change the ratios has an opposite effect on the other classes. For example, if one classes ratio is increased, there may be forced reductions in other classifications, shifting the shift tax burden.

**Analysis:** The province also enacted Threshold Ratios which limit a municipality's ability to levy municipal tax increases on commercial, industrial, and multi-residential properties if their respective class ratios are above the provincial class average.



Within this, a municipality may pass on only 50% of the levy increase that would be applied to the residential class if they exceed the Threshold Ratio for a tax class.

In 2022 and previous years, the City of Stratford exceeded the threshold ratio for the Industrial property class, which had the effect of splitting the remaining 50% across the other property classes (mainly residential). This ratio has edged downwards over time so that now, the ratio is at 2.542033. This means that from now on, the industrial properties are paying the full effects of the tax rate increases and the other property classes are no longer subsidizing tax increases attributed to the industrial property class.

Property Class	Threshold Ratio	2022 City of Stratford
<b>Multi-residential</b>	2.000000	2.000000
<b>Commercial</b>	1.980000	1.975937
<b>Industrial</b>	2.630000	2.542033

This is a simplified description of property tax calculations and demonstrates that the impact of tax policy decisions can be complex. If a tax ratio change is contemplated by Council and permitted by legislation, the impact on all other tax classes is not a straightforward calculation and is complicated by restrictions in our ability to pass along changes to some other tax classes.

The most recent 2022 BMA Study shows a wide range of tax ratios between the 56 municipalities that participate in their study. Stratford's ratios fall in the middle of the provincial averages.

	Multi-residential	Commercial	Industrial
<b>Stratford</b>	<b>2.0000</b>	<b>1.9759</b>	<b>2.542033</b>
<b>Average</b>	1.7246	1.6689	2.1175
<b>Median</b>	1.8629	1.7042	2.0691
<b>Minimum</b>	1.0000	1.0820	1.1000
<b>Maximum</b>	2.3594	2.6374	4.4267
<b>Range of Fairness</b>	1.00 - 1.10	0.60 - 1.10	0.60 - 1.10
<b>Threshold</b>	2.0000	1.9800	2.6300

If tax ratios are not periodically reviewed and adjusted, property class assessed values that consistently increase at a faster rate than the residential class, may pay an increasing share of the overall tax levy.

Provincially, this has most prominently been the case for Farmland (FT) and also Multi-Residential (MT) in past years. But with the spike in the Residential real estate market

in the past few years combined with the pause on reassessments undertaken by MPAC, this could have the effect of further shifting between classes once it is undertaken.

It has been a number of years since the City of Stratford performed a fulsome tax policy review, and it would be prudent to open the discussion to see if there is any interest by Council in:

- Shifting the tax burden between property classes, or
- Eliminating the impact of any reassessment related tax shifts that normally occur at the time of each assessment cycle.

Since MPAC has delayed the reassessment, staff strongly recommend that such analysis be undertaken when a new assessment cycle begins, as this would represent the most accurate reflection of the assessment information and the comparison between the classifications would be more reflective of actual market information. Adjusting ratios now, before a period of reassessment, could result in a shift that is temporary or has longer term impacts that cannot be reversed before the effects of reassessment are fully understood.

### **Tax Burdens and Tax Rates 2023**

Due to additions to the assessment roll from growth and other individual reviews, plus the shifts noted to the industrial class, the amount of tax revenues raised from each class of property has remained relatively stable, changing by only a fraction of a percentage compared to each other.

<b>Tax Class</b>	<b>2022</b>	<b>2022 %</b>	<b>2023</b>	<b>2023 %</b>
<b>Industrial</b>	\$4,796,207	7.03%	\$5,213,558	7.14%
<b>Residential</b>	\$44,501,933	65.19%	\$47,625,081	65.22%
<b>All Other Classes</b>	\$18,965,986	27.78%	\$20,185,875	27.64%
<b>Total</b>	\$68,264,126	100.00%	\$73,024,514	100.00%

Attached to this report is the detailed calculation reflecting total initial current value assessment for each tax class and the corresponding ratios. The product of these two columns equates into the weighted CVA. To arrive at the 2023 taxation dollars for each class, the opening CVA is multiplied by the rate for each class.

The bottom of the table shows how the total levy required is determined by taking the previous year's budget and adding the 2023 required increases. It is this calculator that assists with estimating the tax rate increase through the budget process. But without a

fulsome analysis of the interclass relationships, this does end up only being an estimate through the budget process.

The final total tax rate is noted in the table attached is 0.1352611, which is slightly higher than the 4.66% reported during the budget process due to this shifting and the forced reduction to the industrial ratio because it previously exceeded 2.630000. Now that it is below 2.630000, in 2024 there will be no further adjustments required. Then, once the reassessment occurs province-wide, the ratios can be revisited. These complex allocations are not typically part of the initial budget process, but have been possible, and reasonably accurate due to the reassessment periods being delayed.

So, for a house valued at \$350,000 means total taxes in 2023 of \$5,269.64, or \$245.77 more than 2022. Once these rates are implemented, the impact to property owners occurs in the final billing process so this increase is spread over the final two quarterly instalments, or if on a monthly payment plan, over the last six months of the year.

Another useful piece of information on this table is the comparison of the 2023 residential tax rate to the revenue neutral residential tax rate. The revenue neutral tax rate is the rate that would exist IF the City did not have any new budget requirements, AND factoring in all the shifting discussed, AND factoring in any new growth on the returned tax roll. There would have been a modest decrease to the 2023 tax rates. So, a couple of ways to summarize this concept:

- 1) If growth in assessment were sufficient to offset any budgetary requirements, there would not be a tax rate increase
- 2) If growth in assessment were greater than any budgetary requirements, the tax rates would decrease

This is being described to illustrate that increases to assessment values do not necessarily result in increases to the residential tax rates and that it is a complex calculation. When the provincial reassessment does occur, shifts between the classes may result in changes for property owners, with or without any increases to budget requirements.

Further updates regarding the provincial reassessment and impacts to Stratford property owners' assessment values will be provided as they become available.

### **Other Matters For Consideration**

There have been some recent questions around whether the optional Vacant Home Tax (VHT) should be considered as a revenue stream for the City of Stratford.

The VHT was first introduced in April 2017 as a part of Ontario's Fair Housing Plan. Then on May 17, 2017, *Bill 127, Stronger, Healthier Ontario Act (Budget Measures), 2017* received Royal Assent and implemented measures contained in the 2017 Ontario Budget. This legislation change was first introduced in April 2017 as a part of Ontario's

Fair Housing Plan. The stated objective was initially to empower the City of Toronto and potentially other interested municipalities to introduce a vacant homes property tax to encourage property owners to sell unoccupied units or rent them out to address concerns about residential units potentially being left vacant by speculators. It was not originally conceived to be a sustainable revenue stream; rather a punitive measure to discourage buy-and-hold speculators from limiting the housing supply.

The *Municipal Act, 2001* now includes Part IX.1 Optional Tax on Vacant Residential Units, which provides a designated municipality the authority to impose a tax on the assessed value of vacant units that are classified in the residential property class and that are taxable under the *Assessment Act* for municipal purposes.

The Act sets out certain requirements and conditions relating to the imposition of a VHT, which are that:

- it must be a property tax applied to assessed value;
- the tax may apply only to the residential property class;
- the property must be taxable under the *Assessment Act*; and,
- it must be imposed by a by-law stating the tax rate, identifying the conditions of vacancy, and providing other necessary provisions.

The City of Toronto was provided with this authority in 2017 under the *City of Toronto Act, 2006*, and just began moving towards implementation in 2022. Other municipalities wishing to pursue this route in Ontario must first become designated by the Province before they can impose this tax. The City, as single-tier municipality, could seek this designation from the Minister of Finance.

The *Municipal Act, 2001* sets out certain similar requirements and conditions relating to the imposition of a VHT. Should a review of a Vacant Home Tax be desirable by Council, a feasibility and public policy benefit study for potential introduction of the tax in Stratford would be required, needing staff resources dedicated from the appropriate departments such as Finance, Planning, Housing, and external legal counsel.

Other municipalities have used an analysis of water consumption reports to determine the extent of vacancies, looking at consistent low or zero consumptions by property. This may be a good indicator of the extent to which there *could* be properties available for occupancy in the City, but the very preliminary research and analysis performed indicates that the vacancies are not significant enough to pursue implementing a significant program. Staff will explore these types of reports and should there be an identified opportunity, would return for further discussion.

Tax policy discussions revolve around the “who pays what” after the City budget has been approved. Shifts in tax ratios rebalance the amounts paid by each property tax class. The overall financial impact to the City of approving the rates for each property class to the City’s operating budget is nil.

Approving the tax ratio by-law and tax rate by-law is required in order to issue final tax billings for properties.

**Financial Implications:**

**Financial impact to current and future year operating budgets:** There are no financial implications to the City as a result of this report.

**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:**

**Not applicable:** This report is not related to the One Planet principles as it is a financial report provided for information.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated April 24, 2023 regarding 2023 tax rates and tax policy matters (FIN23-014) be received;**

**AND THAT the 2023 Tax Ratios and Tax Rates By-law be adopted as presented.**

**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



**BY-LAW NUMBER XXX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2023 and govern and regulate the finances of The Corporation of the City of Stratford.

---

**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;

**WHEREAS** Council of The Corporation of the City of Stratford has by By-Law Number XX-2023 of the City dated the 8th day of May 2023 prepared and adopted estimates of all sums required during the year for the purposes of the Municipality totaling \$74,024,514 pursuant to Section 290 of the Act;

**AND WHEREAS** Section 10(2)3 of the Act provides that a single-tier municipality may pass by-laws respecting financial management of the municipality and its local boards;

**AND WHEREAS** Section 307.(1) of the Act provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the Assessment Act according to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions;

**AND WHEREAS** Section 308.(2) and (3) of the Act provides that every municipality shall establish a set of tax ratios, and such tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1;

**AND WHEREAS** Section 312.(2) of the Act provides for the passing of a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

**AND WHEREAS** the taxes for School Purposes shall be levied, collected and administered by the Municipality in accordance with the Education Act, R.S.O. 1990, c.E.2, Ontario Regulation 400/98 made and most recently revised under that Act;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. For the taxation year 2023 the starting property class tax ratios are:

Property Class	Tax Ratio
a. Residential / Farm	1. 000000
b. Multi-residential	2.000000
c. New Multi-residential	1.000000

<b>Property Class</b>	<b>Tax Ratio</b>
d. Commercial	1.975937
e. Industrial	2.542033
f. Pipelines	1.509000
g. Farmlands	0.250000
h. Landfill	1.965003

2. For the purpose of this by-law:
  - a) The commercial property class includes all occupied commercial office property, shopping centre property and parking lot property.
  - b) The industrial property class includes all occupied industrial property.
3. That the final tax levy to be billed and imposed under this by-law shall be paid in two instalments due on the following dates:
  - a) 50% thereof on the 29<sup>th</sup> day of August, 2023; and
  - b) The remainder thereof on the 27<sup>th</sup> day of October, 2023.
4. That the final tax levy to be billed under this by-law shall be reduced by the amount raised by the interim tax levy.
5. That all taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.
6. That the final tax levy for those on a 12 month pre-authorized automatic withdrawal payment plan shall be paid in 6 equal instalments due and payable on or after the first day of each month July to December. The pre-authorized payment plans shall be penalty free for as long as the taxpayer is in good standing with the terms of the plan agreement.
7. That a penalty of one and one-quarter (1¼) per cent shall be added to any instalment on the first day of default and on the first day of each calendar month thereafter in which such default continues until the end of the year in which the taxes are levied, and such penalty shall be levied and collected in the same manner as if it had been originally imposed with and formed part of such instalment.
8. That the Treasurer may mail or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law, a notice specifying the amount of taxes payable.
9. That the notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered on the tax bill under Section 343 of the Municipal Act.
10. That the Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under this by-law in respect of non-payment or late payment of any taxes or any instalment of taxes.
11. That nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
12. That the City Treasurer is hereby directed and authorized to undertake any required action necessary to collect the taxes levied herein.

13. That Schedule "A" attached hereto forms part of this by-law.
14. That Schedule "B" attached hereto forms part of this by-law.
15. That this by-law shall be deemed to have come into force and to take effect on January 1, 2023.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**This is Schedule "A" to By-law XXX-2023  
Adopted this 8th day of May, 2023**

1. That the assessment made and concluded in the last preceding year to wit is hereby adopted by the Council of The Corporation of the City of Stratford for the year 2023 and shall be levied, excepting Exempt assessment.

<b>Class</b>	<b>RTC/RTQ Codes</b>	<b>Current Value Assessment</b>
Residential	RT	3,520,973,527
Residential-Education Only	RD	404,000
Multi-Residential	MT	190,353,900
New Multi-Residential	NT	42,447,800
Commercial Occupied	CT	458,912,814
Commercial Excess Land	CU	4,405,938
Commercial Vacant Land	CX	5,613,400
Shopping Centre Occupied	ST	40,047,318
Office Building Occupied	DT	2,880,000
Parking Lot	GT	49,000
Industrial Occupied	IT	64,601,400
Industrial Excess Land	IU	3,641,433
Industrial Vacant Land	IX	4,966,300
Large Industrial Occupied	LT	77,920,484
Large Industrial Excess Land	LU	498,616
Pipelines	PT	9,671,000
Farmlands	FT	23,013,761

**Payments in Lieu**

<b>Class</b>	<b>Qualifying Codes</b>	<b>Current Value Assessment</b>
Residential-	RH	103,000
Commercial Occupied-Full	CF	8,667,808
Commercial Occupied-General	CG	4,208,300
Commercial Occupied-Shared	CH	2,032,000
Commercial Vacant Land-Shared	CJ	80,500
Commercial Vacant Land-Full	CY	145,000
Industrial Occupied-Shared	IH	1,172,000
Landfill	HF	2,227,292

**Exempt**

<b>Class</b>	<b>Qualifying Code</b>	<b>Amount</b>
Exempt	E	258,253,636

**Total Returned Tax Roll: \$4,727,290,227**

**This is Schedule "B" to By-law XXX-2023  
Adopted this 8th day of May, 2023**

1. That the tax rates of The Corporation of the City of Stratford for the year 2023 for the purposes mentioned in this By-law, but not including local improvement rates or other special rates collected as taxes, shall be as follows:

<b>Class</b>	<b>RTC/R TQ</b>	<b>Municipal</b>	<b>Education</b>
Residential, New Multi-Residential, NT	RT	0.01352611	0.00153000
Residential-Education Only	RD	0.00000000	0.00153000
Multi-Residential	MT	0.02705222	0.00153000
Commercial Occupied/Excess Land/Vacant Land, Shopping Centre Occupied, Office Building Occupied, Parking Lot	CT, CU, CX, ST, DT, GT	0.02672674	0.00880000
Industrial Occupied/Excess Land/Vacant Land, Large Industrial Occupied/Excess Land	IT, IU, IX, LT, LU	0.03438382	0.00880000
Pipelines	PT	0.02041090	0.00880000
Farmlands	FT	0.00338153	0.00038250

**Payments in Lieu**

<b>Class</b>	<b>Class Code</b>	<b>Municipal</b>	<b>Education</b>
Residential	RH	0.01352611	0.00153000
Commercial Occupied-Full/Shared/Vacant Land-Shared/Full	CF, CH, CJ, CY	0.02672674	0.01250000
Commercial Occupied-General	CG	0.02672674	0.00000000
Industrial Occupied-Shared	IH	0.03438382	0.01250000
Landfill	HF	0.02657885	0.01250000

City of Stratford  
Tax Rate Calculation Detail 2023  
At March 27, 2023

2023 TAX RATE CALCULATION							
	RTC RTQ	2023 Opening CVA Assessment	Tax Ratios	CVA Weighted by Transition Tax Ratios	2023	2023 TAXATION	Total Taxes by Class
<b>Taxable</b>							
Residential/Farm	RT	3,520,973,527	1.000000	3,520,973,527	0.01352611	47,625,081	47,625,081
Residential - Education Only	RD	404,000	0.000000	0	0.00000000	0	
Multi-residential	MT	190,353,900	2.000000	380,707,800	0.02705222	5,149,496	5,149,496
New Multi-Res	NT	42,447,800	1.000000	42,447,800	0.01352611	574,154	574,154
Com. Occupied	CT,DT,ST,XT,YT,ZT	501,840,132	1.975937	991,604,485	0.02672674	13,412,553	
Com. Excess Land	CU,SU,XU	4,405,938	1.975937	8,705,856	0.02672674	117,756	
Com. Vac. Land	CX	5,613,400	1.975937	11,091,725	0.02672674	150,028	
Resort Condo's	OT	0		0	0.00000000	0	
Com. Parking Lot	GT	49,000	1.975937	96,821	0.02672674	1,310	13,681,647
Ind. Occupied	IT,KT,LT,JT	142,521,884	2.542033	362,295,332	0.03438382	4,900,447	
Ind. Excess Land	IU,JU,KU,LU	4,140,049	2.542033	10,524,141	0.03438382	142,351	
Ind. Vacant Land	IX	4,966,300	2.542033	12,624,498	0.03438382	170,760	5,213,558
Pipelines	PT	9,671,000	1.509000	14,593,539	0.02041090	197,394	197,394
Landfills	HF	2,227,292	1.965003	4,376,635	0.02657885	59,199	59,199
Farmlands	FT	23,013,761	0.250000	5,753,440	0.00338153	77,822	
Farmland waiting development	R1	0	0.250000	0	0.00338153	0	77,822
Managed Forests	TT	0	0.250000	0	0.00338153	0	0
<b>Total Taxable</b>		<b>4,452,627,983</b>		<b>5,365,795,600</b>		<b>72,578,350</b>	<b>72,578,350</b>
<b>Payment in Lieu</b>							
Residential/Farm - full	RF, RH	103,000	1.000000	103,000	0.01352611	1,393	
Residential/Farm - General	RG	0	1.000000	0	0.01352611	0	
Residential/Fm full Prov Ten	RP	0	1.000000	0	0.01352611	0	1,393
Farm - PIL Full	FF, FP	0	0.250000	0	0.00338153	0	0
Multi-residential	MF	0	2.000000	0	0.02705222	0	
Multi-residential - Prov tenant		0		0	0.00000000	0	0
Com. Occupied - full	CH,CF,CP	10,699,808	1.975937	21,142,147	0.02672674	285,971	
Com. Occupied - General	CF, CG	4,208,300	1.975937	8,315,336	0.02672674	112,474	
Com. Excess Land	CV	0	1.975937	0	0.02672674	0	
Com. Vac. Land	CJ,CY,CZ	225,500	1.975937	445,574	0.02672674	6,027	
Com Parking Lot	GF	0	1.975937	0	0.02672674	0	404,472
Ind. Occupied Full	IH,IF	1,172,000	2.542033	2,979,263	0.03438382	40,298	
Ind. Excess Land	IV,IK	0	2.542033	0	0.03438382	0	
Ind Vacant Land	IJ,IY	0	2.542033	0	0.03438382	0	40,298
<b>Total PIL</b>		<b>16,408,608</b>		<b>32,985,319</b>		<b>0</b>	<b>446,163</b>
<b>Taxable &amp; PIL Assess.</b>		<b>4,469,036,591</b>		<b>5,398,780,919</b>		<b>0</b>	<b>73,024,514</b>
<b>Exempt Assessment</b>		<b>258,253,636</b>					
<b>Total Municipal Assessment</b>		<b>4,727,290,227</b>					

Agrees to MPAC Preliminary Check -4,727,290,227

Municipal Rates Only	
2022 Budget	68,264,126
2023 Budget requirements	4,760,388
<b>2023 Ending Taxation</b>	<b>73,024,514</b>

2022/2023 Revenue Neutral Residential Tax Rate Residential Tax Rate

Municipal Residential Tax Rate	Levy	73,024,514		
	Weighted Assess	5,398,780,919	0.01352611	0.01264436



## MTAG / MTE Newsletter – January 2023

---

### Vacant Home Tax – Does Implementing it make sense for your Municipality?

#### Introduction

The manner in which new Tax Policy Options can be implemented by Ontario municipalities is changing. When the Province first transferred responsibility for the setting of Tax policy to municipalities, the options and flexibility it provided them were very restrictive with narrowly defined parameters. Further, the rules and regulations surrounding these options were the same for all municipalities. Municipalities could only “accept and implement” under closely constrained rules or decline to participate.

But recently, the Province’s approach to Tax policy Options has been changing. Beginning with the introduction of the *Small Business Property Tax Class*, the Province has shifted its approach from being prescriptive to facilitative. The “cookie cutter” has been put away, and Municipalities are now being given more freedom to design programs tailored to their own needs and circumstances. No longer must the rules governing these “Options” be the same for every municipality.

This new approach to how Tax Policy Options should function has now been extended to the Provincial government’s most recent option: the ability for municipalities to design and implement their own *Vacant Homes Tax* programs. The purpose of this **MTAG / MTE NEWSLETTER** is to look at what is involved in implementing a *Vacant Home Tax*, and help municipalities identify the questions and considerations that they and their councils should be contemplating when considering whether to implement such a program.

#### Background

Ontario’s *Fair Housing Plan* was introduced on April 20, 2017. The Province indicated at that time that the intent of this Plan was to:

- help more people find affordable homes
- increase the housing supply
- protect buyers and renters
- and bring stability to the Ontario real estate market.



In 2023 (and beyond), this initiative remains part of the Province’s overall housing strategy even as it announces its plans to mandate specific targets for the number of new housing units individual municipalities will be expected to have constructed over the next decade.

A key initiative of *Fair Housing Plan* is the legislation which empowers municipalities to implement a *Vacant Homes Tax* (“VHT”) within their jurisdictions. The stated intent of this legislation is to permit municipalities to implement a VHT in order to “encourage” property owners to either sell unoccupied housing units or begin renting them. The idea is that a VHT will help minimize the possibility of viable residential units being left vacant by speculators.

On May 17, 2017, Bill 127 – *The Stronger, Healthier Ontario Act (Budget Measures), 2017*, received Royal Assent. This Bill amended and repealed various Acts such as *The Municipal Act* and *The City of Toronto Act* as necessary to implement the measures contained in the 2017 Ontario Budget, including the *Fair Housing Plan* thereby giving municipalities the authority to implement their own VHTs.

The amendment to *The Municipal Act, 2001* consisted of adding *Part IX.1 Optional Tax on Vacant Residential Units*. However, whereas the changes to *The City of Toronto Act* granted that city the unconditional authority to implement a VHT, the amendments to *The Municipal Act* require other municipalities to first obtain approval from the Minister of Finance before doing so. Regardless, once this permission is received, all other rules and regulations regarding VHT are the same for all municipalities, including the City of Toronto.

The City of Toronto has already implemented a VHT as has the City of Ottawa. We also know that other municipalities such as the City of Hamilton are either in the process of applying for or have recently received permission from the Minister of Finance to implement their own VHT programs as well.

### **What is a Vacant Housing Tax?**

A Vacant Housing Tax (VHT) is an additional charge that is levied against any qualifying property in a municipality. What constitutes a property being classified as “Vacant” is determined by the rules and parameters established by the jurisdiction. Otherwise, the mechanism by which it is calculated and applied is the same as any other property tax component in Ontario: Assessed Value X Tax Rate.



It is in addition to all regular taxes, area rates and charges for which a subject property is otherwise liable. In other words, it is a surcharge that increases the amount of property tax that would otherwise be levied against a property.

### **What Restrictions are there?**

Almost none. There are no specific restrictions or limitations within Bill 127 and its associated regulations. On the contrary, Bill 127 makes it clear that the decisions regarding design, implementation and use of the funds raised from implementing a VHT are the responsibility of the municipality with responsibility for Tax Policy in the jurisdiction. Therefore, in a two-tier jurisdiction, unless such responsibility has been delegated to the lower-tier, it will be the upper-tier (county or region) that must enact the VHT, although the rules need not be the same for every constituent municipality.

That said, the plan to be implemented in all jurisdictions except Toronto, must first be approved by the Minister of Finance, which implies that despite the high degree of discretion being provided municipalities, these plans must nonetheless be consistent with the overall objectives of the Province.

It should also be noted that both the City of Toronto and City of Ottawa VHT programs stipulate that the funds raised through this program, net of the expense of running it, are to be directed towards affordable housing programs in each municipality. In other words, the net revenues from these VHTs are *NOT* considered as general revenues.

### **How does a municipality determine if implementing a VHT makes sense?**

This process should start with **developing an understanding of the extent to which there are properties which *COULD* be available for occupancy in the municipality, but which currently are not. Is this inventory significant or incidental?** In other words, does the problem warrant the time and expense that will be involved in implementing a VHT?

This is a key question because to implement a VHT, a municipality needs to create a completely new administration structure, including enforcement and appeal processes, all of which will require funding and most likely additional staff to operate. Regardless, if the answer to this question is “yes,” and there is a substantial number of properties that could be offered for rent but are not, then the next step is for the municipality to develop a detailed framework for the implementation and administration of a VHT. In general, such a framework would have to look at:



- The definition of vacant homes. Will the rules be the same everywhere or will there be variations. If there are variations, what will be the basis for these differences?
- Exemption criteria
- Tax rates and penalty options
- Projected revenue generated
- Cost of the implementation and ongoing administration of the VHT program
- In two-tier jurisdictions, which level of local government will be responsible for what aspects of the VHT program
- Proposed application of revenues in excess of program expenditures

It is also advisable to review what other jurisdictions have implemented or are in the process of implementing because creating a VHT can be expected to have an effect on the local economy and your housing market. Having an understanding of what this may be will help avoid problems and unintended consequences in the future. Finally, it must be noted that as with the other voluntary & optional “tax policy programs” the Province has recently introduced, it is the Province’s expectation that municipalities will hold public meetings and consult with ratepayers on the design of a VHT.

Municipalities need also to fully consider how they will administer a VHT program. How are they going to approach the question of when and how to add/remove properties from being subject to it? Will this occur on a “real time,” continuous basis or will the requirement to pay (or not pay) a VHT be fixed and only reviewed periodically (i.e.: annually), with the decision of whether to apply the tax or not applying to an entire tax year? Both options are equally valid and have their own unique administrative challenges.

Further, MPAC’s only responsibility vis-à-vis a VHT is to code a property as subject to the VHT based on instructions it receives from the municipality. This is because it is the sole responsibility of municipalities to establish the mechanism for applying and collecting a VHT, as well as adjudicating appeals whenever a taxpayer questions the imposition of a VHT on their property. This is a significant reason why the cost/benefit tradeoff from implementing a VHT should be fully studied before your municipality makes the decision to proceed or not.

Regardless, once you decide to proceed and the programs key components have been determined (e.g.: applicability, reporting, collections, compliance, notifications, etc.) along with administrative aspects being set (e.g.: enforcement & allocation of net revenues), then the municipality can then look to obtain approval from the Minister of Finance to proceed and implement its own VHT.



## **The Municipal Experience Thus Far**

The municipalities we know have fully implemented VHTs approached the process from different perspectives but culminated their efforts with programs that are remarkably similar. Both Toronto's and Ottawa's VHT surcharges are in the area of 1% of assessed value, a rate that significantly increases the amount of tax subject properties must pay. In both municipalities it is the responsibility of staff to identify the properties to be subjected to the VHT and the responsibility of property owners to file for exemptions from the tax. If such filings are not made prior to set deadlines, then the default municipal position is to impose the tax.

Where the programs of these municipalities differ is in the definition(s) of what constitutes a property that will be subject to the VHT. This is to be expected as it was always the Province's intent to allow individual jurisdictions to tailor VHTs to reflect local needs and priorities. Similarly, while Toronto adds/deletes properties in real time, Ottawa has elected to fix the status of properties for the entire taxation year. Both municipalities publish the details of properties to be taxed and require property owners to file for exemptions. If the owners of identified properties do not do file requests for exemptions (or do so on time), then the default position of both municipalities is to apply the VHT.

Both municipalities advise that it is the handling of requests for exemptions and appeals against decisions to impose the VHT that account for most of their administrative workload – and cost. As for the revenues generated by the VHT and how close the amount raised by it matches projections made during the planning/ implementation stage for the VHT, it is still too soon to tell. Regardless, Toronto and Ottawa believe that there will be surplus revenues that can be directed towards funding affordable housing programs in their jurisdictions.

## **Conclusions**

The decision to implement a VHT is not something that can be made overnight. There are real cost consequences to implementing such a program, and yes, a significant potential that it can generate funding that can be applied to enhance local affordable housing initiatives. The importance of this has now increased with the Province's recent move to impose specific targets on municipalities for the creation of new housing units. Accordingly, the cost/benefit equation of implementing a VHT may now have shifted more in favour of doing so for more (smaller) municipalities.

Regardless, the decision to do so is still that of the jurisdiction with responsibility for Tax Policy. In single-tier jurisdictions the question is simply are there different areas in





the municipality that require different, unique criteria? In two-tier jurisdictions, it must also be determined whether a VHT will apply in all constituent municipalities or just some of them, after which the question about a single set or multiple sets of criteria can be accurately assessed.

In either case, this is an extremely complex issue with no correct answers beyond that a municipality is free to determine what works – or does not work – best for it and its taxpayers. There is also a tremendous amount of research, time and expertise involved in completing a project like this. Which is why several municipalities who have undertaken this process decided to outsource all or some of the steps outlined in this Newsletter to organizations such as MTAG PPC and MTE Consulting.

This means that MTAG PPC and MTE Consulting have direct knowledge, expertise, and experience in conducting all or part of the research, analysis and planning needed to determine whether it makes sense for your municipality to implement a VHT. So, if you have questions and need assistance, we have answers and can provide the help you require.

To find out how, all you need do is ask.

---

***In July 2022, MTAG Paralegal Professional Corporation, Municipal Tax Equity Consultants Inc. and MTE Paralegal Professional Corporation joined together. And while MTAG PPC, MTE and MTE PPC continue to support and advise their respective clients as they always have, we are now working together to better meet the needs and requirements of our client municipalities.***

***Both MTAG PPC and MTE Consulting are currently working with specific municipal clients to determine how best to implement a Vacant Homes Tax that is appropriate for their jurisdiction. If you and your municipality are considering implementing a Vacant Homes Tax and have questions regarding it or how best to proceed, please do not hesitate to contact the undersigned.***

**MTAG PPC, MTE, MTE PPC and our staff of experienced professionals are here to help you.**

**John R Innes, BA(ACS), CPA, CA**

**Director**

**Tel: 519-670-0018**

**[john.innes@municipaltaxadvisory.com](mailto:john.innes@municipaltaxadvisory.com)**



---

## MANAGEMENT REPORT

**Date:** April 24, 2023  
**To:** Finance and Labour Relations Committee  
**From:** Spencer Steckley, Manager of Financial Services  
**Report #:** FIN23-016  
**Attachments:** Q4 Variance Report – Preliminary 2022 Year-end Results

---

**Title:** Q4 Operating Budget Variance Report at December 31, 2022

**Objective:** To explain variances in the operating budget at December 31, 2022 and highlight preliminary year-end results for 2022.

**Background:** Regular monitoring of budgetary performance provides both early warnings of potential problems and ongoing tools to flag areas requiring attention. It gives decision makers time to consider actions that may be needed if major deviations in budget to actual results become evident.

This has been especially important during the COVID-19 pandemic as we try to mitigate revenue losses, inflationary pressures, and supply chain related issues while maintaining service delivery.

**Analysis:** Finance staff continue to process 2022 year-end transactions so it should be noted that the attached variance summary remains preliminary. The overall preliminary operating surplus for the year is \$1.4 million. Significant contributing factors include salary variances due to staffing vacancies and pandemic-related closures and supply chain issues impacting on budgeted revenues and expenditures.

The forecasted variance from budget include adjustments relating to year-end transactions yet to be processed and represent department and finance staff's best preliminary estimate of the final surplus position.

A subsequent report will be provided to Council once the final figures are known, and the audited financial statements are received that will include all PSAB and other accounting adjustments. The allocation of the surplus will be performed consistent with the reserves and reserve fund policies.

Detailed commentary on each of the departments' variances has been included in the attachment with this report. A high-level departmental overview has been provided below.

### **Human Resources**

The forecasted excess over budget is approximately \$48,000 and relates to collective bargaining negotiations and arbitration legal and consulting fees.

### **Corporate Services (including Finance, Taxation, Clerks, IT)**

The forecasted surplus of approximately \$467,000 for the year comes from a couple of main sources.

Interest and dividend payments from Festival Hydro were greater than budgeted by \$245,000. The dividends received are discretionary in nature and approved by the Festival Hydro Board. The budget was reduced in 2021 and 2022 due to uncertainties related to the pandemic, but this ended better than expected.

Financial Services also experienced a surplus due to consulting projects that did not occur in the year and several staffing vacancies with a combined effect of \$288,000.

### **Infrastructure & Development Services (IDS)**

The IDS department as whole, has a surplus to budget of \$650,000.

Increased bag tag revenue, and revenues from the sale of recyclable materials resulted in a surplus to budget of \$376,000 for the Waste division. The Roads division also had a surplus of \$541,000 due to reduced maintenance expenses from a milder winter and staffing vacancies throughout the year. City Buildings incurred less-than-expected maintenance, utility and staffing costs during the year, creating a \$214,000 surplus to budget. These surplus variances were however offset by the deficit to budget in the Fleet division of \$532,000, due to cost overruns from inflation and supply chain issues, which drove prices for fuel and repair parts drastically upward.

### **Fire Department**

As a result of collective agreement arbitration rulings throughout the year, additional expenses relating to salaries and benefits, uniforms and equipment were incurred. These expenses, along with unbudgeted repairs and maintenance expenses, resulted in a deficit to budget of \$181,000.

### **Community Services**

Overall, the department is forecasting an \$837,000 surplus which is partially attributed to staffing vacancies throughout each of the divisions. Specifically in Transit, provincial lockdowns and On-demand transit led to reduced services and a corresponding

operational savings of \$175,000. Recreation facilities experienced lower than planned utility expenses of \$294,000 while Parks' revenue from donations and user pay fees helped create a divisional surplus of \$283,000.

### **Social Services**

Social Services expects a relatively small surplus of \$88,000 after making adjustments to the shared services partnerships. A majority of the variance can be attributed to expenditures on specific initiatives (i.e. Resource Centre and Community Social Investment Fund or Emergency Planning) not occurring in 2022.

Year-end forecasts as noted in the attached. Currently forecasting an operating budget surplus of \$1,415,534. This is higher than expected earlier in the year but when considered in the context of the City's total budgeted revenues and expenses, this represents a 1% variance from the total budgeted revenues and expenditures of \$134 million.

This projected operating surplus is still subject to change based on year-end entries, but the current process outlined in the Reserve and Reserve Fund policy is to have the year-end surplus flow to the Tax Stabilization Reserve as part of the year-end close procedures. From there, funds in this reserve are used to 'stabilize' or mitigate subsequent year budget increases that relate to certain timing differences or unanticipated in-year variances if they arise. This approach ensures that surpluses are flowed back to the taxpayers.

### **Financial Implications:**

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

There are no impacts to the 2023 operating budget as a result of 2022 activity and this is being reported for information only.

### **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:**

**Not applicable:**

As this report is being prepared for informational purposes, the One Planet Principles do not apply.

**Staff Recommendation: THAT the Q4 Operating Variance Report at December 31, 2022, be received for information.**

**Prepared by:** Spencer Steckley, CPA, CA, Manager of Financial Services  
**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer  
Joan Thomson, Chief Administrative Officer

City of Stratford Q4 Operating Variance Report as at 31st December 2022						
Department	2022 Net Budget	Unaudited as at Dec. 31/22	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance At 31 Dec 2022	Variance as a % of Budget	Explanation
<b><i>Mayor/Council/CAO Office</i></b>						
101 - Mayor's Office	99,640	<b>101,741</b>	102.1	2,101	2%	Small unanticipated variance.
102 - Council Services	373,930	<b>371,118</b>	99.2	(2,812)	-1%	Small unanticipated variance.
111 - CAO's Office	875,047	<b>856,831</b>	97.9	(18,216)	-2%	Small unanticipated variance.
<b><i>Human Resources</i></b>						
112 - Human Resources	691,710	<b>740,102</b>	107.0	48,392	7%	Significant unbudgeted costs associated with legal costs for collective bargaining and arbitration. Additional contracted wages related to collective bargaining negotiations and City initiatives.
<b><i>Corporate Services</i></b>						
100 - Taxation	(68,520,591)	<b>(68,506,450)</b>	100.0	14,141	0%	Small unanticipated variance.
100 - General Revenues	(1,658,900)	<b>(1,904,065)</b>	114.8	(245,165)	15%	Balance is made up of payments (interest and dividends) from Festival Hydro throughout the year. Interest payments are fixed however the dividends are discretionary based on Festival Hydro Board approval. Dividends received account for the large surplus.
121 - City Clerk	508,770	<b>606,915</b>	119.3	(74,193)	-15%	Surplus the result of one vacant staff position throughout the year.
131 - Financial Services	1,404,230	<b>1,063,465</b>	75.7	(288,265)	-21%	Surplus due to staffing vacancies throughout the year as well as lower than anticipated expenses for consultants.
134 - Information Technology	1,705,196	<b>1,750,226</b>	102.6	(63,170)	-4%	Small surplus due to timing of hiring staff, lower than anticipated maintenance contract expenses and lack of in-person training and conferences.
135 - Parking	(464,230)	<b>(461,744)</b>	99.5	2,486	-1%	Small unanticipated variance.
136 - Crossing Guards	242,910	<b>204,297</b>	84.1	(38,613)	-16%	Surplus the result of provincially mandated closures and remote learning in the first quarter of 2022.
139 - General Financial Services	1,818,477	<b>2,373,216</b>	130.5	554,739	31%	Budgeted transfer from tax stabilization fund has not occurred based on anticipated surplus. Overall tax adjustments were greater than budgeted and exceeded supplementary tax revenues.
513 - Industrial Land Sales	0	<b>(1,240,790)</b>	0.0	0	0%	Activity in this division is balanced through the Industrial Land Reserve Fund.
810 - Requisitions from Others	9,284,432	<b>9,462,665</b>	101.9	178,233	2%	Small unanticipated deficit due to settlement at arbitration relating to regional roads agreement.
820 - Other Municipal Services	103,945	<b>63,631</b>	61.2	(40,314)	-39%	Budgeted initiatives for some of the committees did not occur in 2022 resulting in a small surplus.
872 - Community Grants	769,050	<b>763,835</b>	99.3	(5,215)	-1%	Small unanticipated variance.
<b><i>Infrastructure &amp; Development Services</i></b>						
141 - City Buildings	862,318	<b>648,630</b>	75.2	(213,688)	-25%	Lower than budgeted maintenance, utility and staffing expenses incurred throughout the year resulted in a surplus to budget.
250 - Building Permits	0	<b>80,270</b>	0.0	0	0%	User pay - Activity in this division is balanced through the reserve/reserve fund.
251 - Planning Services	350,422	<b>296,552</b>	84.6	(53,870)	-15%	Surplus the result of vacancies in full-time positions throughout the year.
252 - By-Law Enforcement	141,210	<b>112,995</b>	80.0	(28,215)	-20%	Actual salary and benefit expenses lower than budget due to staffing vacancies.

<b>City of Stratford</b>						
<b>Q4 Operating Variance Report as at 31st December 2022</b>						
<b>Department</b>	<b>2022 Net Budget</b>	<b>Unaudited as at Dec. 31/22</b>	<b>% of Budget Spent</b>	<b>(Surplus) / Deficit FORECASTED Variance At 31 Dec 2022</b>	<b>Variance as a % of Budget</b>	<b>Explanation</b>
310 - Engineering	803,839	<b>968,162</b>	120.4	164,323	20%	Budgeted recoverables lower than anticipated, while expenses as expected, resulting in overall divisional deficit.
315 - Fleet	1,614,790	<b>2,147,260</b>	133.0	532,470	33%	Volatile fuel prices, inflation and supply chain issues (i.e. parts/repairs) placed extraordinary pressures on prices which created a large year end deficit to budget.
320 - Roads	5,888,580	<b>5,347,816</b>	90.8	(540,764)	-9%	Long term debt principal and interest repayments were \$260,000 lower than budget while maintenance (i.e. contractor & materials) expenses were \$135,000 below budget. Staffing vacancies and the related decrease in expenses contributed another \$80,000 to the year end divisional surplus to budget.
330 - Sanitary	0	<b>(985,140)</b>	0.0	0	0%	User pay - Activity in this division is balanced through the reserve/reserve fund.
340 - Storm	4,416,682	<b>4,274,434</b>	96.8	(142,248)	-3%	Utilization of consultants and contractors has decreased compared to previous years for storm related services (i.e. drain maintenance, inspections) as management re-focuses priorities with available resources.
350 - Water	(7,235)	<b>(357,897)</b>	4946.7	0	0%	User pay - Activity in this division is balanced through the reserve/reserve fund.
360 - Waste	1,035,740	<b>449,925</b>	43.4	(375,815)	-36%	Higher than anticipated bag tag revenue and increased revenue generated from the sale of recyclable materials has resulted in a large surplus to budget.
<b><i>Fire</i></b>						
211 - Fire	8,390,884	<b>8,571,891</b>	102.2	181,007	2%	Arbitrated decisions throughout the year resulted in increased salary and benefits for the department as well as increased expenses related to uniform and equipment requirements. Unbudgeted repairs and maintenance expenses also occurred throughout the year and contributed to the overall deficit.
512 - Airport	184,742	<b>146,638</b>	79.4	(38,104)	-21%	Surplus due to higher than anticipated fuel sales and lower than anticipated repairs and maintenance expenses.
<b><i>Community Services</i></b>						
711 - Parks	2,563,180	<b>2,279,626</b>	88.9	(283,554)	-11%	Higher than anticipated donation and recoverable revenue and lower than anticipated salaries and benefits resulted in a surplus to budget for the year.
721 - Recreation	5,320,967	<b>5,026,790</b>	94.5	(294,177)	-6%	Surplus to budget mainly attributed to lower than anticipated utility costs for facilities and staffing vacancies throughout the department.
731 - Cemetery	460,180	<b>551,490</b>	119.8	6,310	1%	Small unanticipated variance.
750 - Transit	2,092,955	<b>1,917,713</b>	91.6	(175,242)	-8%	The extension of the Christmas break for students into January recognized some operational savings as 'School Specials' were not required to operate. On Demand transit on weekends also created additional savings in operating costs. Staffing vacancies throughout the year were another contributing factor to the overall departmental surplus to budget.

<b>City of Stratford Q4 Operating Variance Report as at 31st December 2022</b>						
<b>Department</b>	<b>2022 Net Budget</b>	<b>Unaudited as at Dec. 31/22</b>	<b>% of Budget Spent</b>	<b>(Surplus) / Deficit FORECASTED Variance At 31 Dec 2022</b>	<b>Variance as a % of Budget</b>	<b>Explanation</b>
751 - Parallel Transit	517,180	<b>460,794</b>	89.1	(56,386)	-11%	Surplus to budget realized through two vacant part-time positions during the year, coupled with higher than anticipated transit fares.
752 - Community Transportation	87,829	<b>53,692</b>	61.1	(34,137)	-39%	Legal and service contract expenses were less than budgeted which attributed to the year end surplus to budget. Higher than expected transit fares also contributed to this surplus.
<b><i>Social Services</i></b>						
610 - Social Services Administration	17,000	<b>0</b>	0.0	(17,000)	-100%	Small surplus due to staffing vacancies during the year and less than anticipated Community Safety and Well-being expenses.
611 - Ontario Works	528,530	<b>488,666</b>	92.5	(39,864)	-8%	Majority of the surplus (approximately \$34,000) is the result of no Community Social Investment Fund or Emergency Planning expenditures.
612 - Homelessness	45,450	<b>(54,980)</b>	-121.0	24,790	55%	Note some year end entries related to Ministry Funding and Municipal cost sharing are still outstanding. Once complete, there is a small anticipated deficit.
613 - Anne Hathaway Day Care Centre	1,170	<b>1,093,142</b>	93431.0	(500)	-43%	Small unanticipated variance.
614 - Perth & Stratford Housing Corporation	949,580	<b>2,799,185</b>	294.8	0	0%	Division '614 - Perth and Stratford Housing Corporation' and Department '615 - Housing Division - Service Manager' should be viewed in conjunction with one another. Note some year end entries related to Ministry Funding and Municipal cost sharing are still outstanding. Once complete, there is anticipated to be little to no variance to budget.
615 - Housing Division - Service Manager	1,407,170	<b>(2,237,345)</b>	-159.0	0	0%	Division '614 - Perth and Stratford Housing Corporation' and Department '615 - Housing Division - Service Manager' should be viewed in conjunction with one another. Note some year end entries related to Ministry Funding and Municipal cost sharing are still outstanding. Once complete, there is anticipated to be little to no variance to budget.
616 - Child Care	354,470	<b>(3,032,331)</b>	-855.5	(55,000)	-16%	Note some year end entries related to Ministry Funding, Municipal cost sharing and outside agencies are still outstanding. Once complete, small surplus to budget anticipated as a result of no Resource Centre expenditures.
618 - Britannia Street Apartments	0	<b>(18,546)</b>	0.0	0	0%	Activity in this division is balanced through the reserve.
<b><i>Police</i></b>						
231 - Police	12,097,829	<b>11,783,822</b>	97.4	0	0%	Activity in this division is balanced through the reserve fund. The surplus to budget was mainly due to staffing vacancies (i.e. parental leaves) which resulted in salaries and benefits coming in under budget.
<b><i>Library</i></b>						
411 - Library	2,640,922	<b>2,679,224</b>	101.5	(0)	0%	Activity is balanced through the reserve fund. Any surplus is transferred to reserves. Outstanding reserve fund transfers still to be completed.
<b>Total Net Expenses (Revenue)</b>	<b>\$ -</b>	<b>(8,262,527)</b>		<b>(1,415,534)</b>		






---

## MANAGEMENT REPORT

**Date:** April 24, 2023  
**To:** Finance and Labour Relations Committee  
**From:** Anne Kircos, Director of Human Resources  
**Report#:** FIN23-015  
**Attachments:** Draft Policy H.1.36 Respectful Workplace  
 Amended Policies H.1.6 Workplace Harassment, Sexual Harassment and  
 Discrimination and H.1.23 Workplace Violence

---

**Title:** Human Resources Policies – New and Amended

**Objective:** To obtain Council’s approval to adopt a new Respectful Workplace Policy that provides governance over the public’s conduct when interacting within City facilities and when accessing programs and services.

To amend the current Workplace Harassment, Sexual Harassment and Discrimination Policy and Workplace Violence Policy to align these conduct policies with the new Respectful Workplace policy and ensure that they are current.

**Background:** Employers in Ontario have always been obligated under the Occupational Health and Safety Act to take all reasonable steps to ensure the safety, well being and protection of workers in the workplace. The global pandemic and social media culture have introduced a range of challenges to interpersonal behaviour that have led some people to disregard basic civility and appropriate norms of social etiquette that signal respect and consideration for the wellbeing of others. City employees, Council members and members of the public have been experiencing more frequent incidents of inappropriate conduct during interactions with some members of the public.

Our current conduct policies possess more of an internal employee focus and do not adequately address the conduct of members of the public. When problems arise that need to be addressed by City employees there are no corporate-wide formalized guidelines that can be applied equitably and consistently in all City divisions.

**Analysis:** A number of private and municipal employers have introduced an overarching public civility policy to address increasing problems that workers are experiencing when interacting with the public. The Respectful Workplace Policy provides

clear guidelines around expected conduct and clearly defines behaviour that is not tolerated. These policies promote respectful and restrained interaction in workplaces and provide mechanisms to report and adjudicate incidents.

Many employers have also made their Workplace Harassment, Discrimination and Violence compliance policies public facing to reinforce their Respectful Workplace policy so that they are transparent and create a general awareness of the legal rights of workers to a workplace free of harassment, discrimination and violence.

**Financial Implications:** There are no financial implications to be reported as a result of this policy.

**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:**

**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.

**Staff Recommendation: THAT the Respectful Workplace Policy H.1.36 substantially in the form as attached to Report FIN23-015, be adopted;**

**AND THAT the Workplace Harassment, Sexual Harassment and Discrimination Policy H.1.6 and the Workplace Violence Policy H.1.23, as amended, be further amended substantially in the form as attached to Report FIN23-015.**

**Prepared by:** Anne Kircos, Director of Human Resources  
**Recommended by:** Joan Thomson, Chief Administrative Officer




---

## The Corporation of the City of Stratford Policy Manual

<b>Policy Number:</b>	H.1.36
<b>Policy Section:</b>	Human Resources
<b>Department:</b>	Human Resources

<b>Date Adopted:</b>	
<b>Date Amended:</b>	
<b>Scheduled for Review:</b>	
<b>Date of Last Review:</b>	
<b>Policy Type:</b>	Council Adopted Policy

---

### “Respectful Workplace Policy”

#### **Policy Statement:**

The Corporation of the City of Stratford (the City) is committed to providing quality service to all members of the public. Our goal is to promote a safe, healthy, respectful, inclusive and positive environment for all members of the public, council and our employees.

The City will not tolerate any behaviour that is hostile, offensive, humiliating and denies people their dignity and respect in our workplace. All City employees, council members and members of the public have a responsibility to treat people with respect.

Creating a safe and respectful workplace and public spaces is a shared responsibility.

#### **Purpose:**

There are several purposes of this policy. The first is to define behaviour that may create unsafe or harmful conditions that negatively impact the experience of people who work at the City, access City services and visit the workplace. This policy seeks to contribute to the overall intent of dealing with people in ways which are consistent, equitable, and reasonable while acknowledging that there may be a need to ensure that employees, council members and members of the public are not exposed to any disrespectful and inappropriate behaviours. This policy also outlines how these behaviours will be addressed when they occur on City property or in association with any service, program or event provided by, or associated with the City. City employees are expected to treat all members of the public respectfully when

carrying out their duties and providing services. They are required to follow the City's policies and procedures and should not be subject to disrespectful and inappropriate behaviour throughout the course of their work.

**Scope:**

This policy and procedures shall apply to all members of the public, residents, non-residents, visitors, tenants, vendors, contractors, employees, volunteers, and council members. These procedures apply to all in-person interactions and all forms of communication including social media, telephone, and written correspondence (electronic or hardcopy).

This policy is intended to align with the City's Workplace Harassment, Sexual Harassment and Discrimination Policy, Workplace Violence Policy, Code of Conduct Policies, Health and Safety Policy and the Facilities Code of Conduct Policy.

**Definitions:**

"City Business" means all business activities related to the City's operations, whether conducted on or outside of city work facilities.

"City Facilities or Premises" for the purpose of this policy means, but is not restricted to, all land, property, structures, installations, vehicles or equipment owned, leased, operated, used, or otherwise controlled by the City for the purpose of conducting business operations.

"CAO" means the City's Chief Administrative Officer

"Employee" means all City unionized and non-unionized employees, full-time, part-time casual, call in and students.

"Council Member" means any current council members of The Corporation of the City of Stratford.

"Disrespectful and Inappropriate Behaviour" means behaviours that obstruct or hinder the ability of people to work and access the City's facilities, services, programs, or events, that are known or ought to be known to cause emotional harm and/or compromise the safety and health of people. Disrespectful, Inappropriate, and vexatious behaviours are specifically defined further in this policy and are prohibited by the City.

"Harassment" means engaging in a course of vexatious comment or conduct that is known or ought to be reasonably to be known as unwelcome.

"Members of the Public" for the purpose of this policy means any person (s) who is not a City employee and/or volunteer or a Council Member.

"Notice of Trespass" means a written notice prohibiting a person from entering an identified City property for a specified duration under the Trespass to Property Act. It is issued to an person for the purpose of imposing a ban either outright or subject to various conditions. "Vandalism" is the malicious, willful and deliberate destruction, damage or defacing of buildings, structures or property owned or leased through the City.

“A Respectful Workplace” is characterized by courteous and considerate behaviour towards others; inclusion of all persons of different backgrounds, cultures or opinions; safety from inappropriate behaviour; and includes constructive resolution of disputes.

“Violence” means the exercise of physical force, or attempt to exercise physical force, by a person, against another, that causes or could cause physical injury. A statement or behaviour that it is reasonable for a person to interpret as a threat to exercise physical force that could cause physical injury.

“City Workplace” for the purposes of this policy, the workplace includes, but is not limited to, all City facilities and worksites, including off-site meetings/events, community engagement activities, and all locations where the business of the organization is conducted.

### **Examples of Disrespectful or Inappropriate Behaviour**

Disrespectful and/or inappropriate behaviour includes, but is not limited to, the following:

- Racism and discriminatory acts, language, gestures or other intentional racial, cultural, gender or any other discriminatory action.
- Harassment (any form).
- Targeted vulgarity and rudeness.
- Use of profanity or obscene language.
- Yelling and shouting at people
- Unreasonable fixation on an individual employee resulting in fear and intimidation
- Behaviour that frightens, belittles and degrades.
- Persistent threats of retaliation.
- Constant criticism with the intention to humiliate and demean people.
- Refusal to follow City Policies/Procedures/Posted Facility Rules/By-Laws; Rental Agreements, Regional, Provincial or Federal Statutes.
- Making derogatory, insensitive and offensive jokes, gestures or demeaning comments towards others.
- Forms of micro-aggression
- Verbal abuse
- Unwanted physical contact.
- Display of lewd, illegal, or offensive material including but not limited to pornography or material that includes violent acts, indecency, hate, profanity, as well as material with text or imagery that has explicit or malicious intent.
- Causing unsanitary conditions (i.e. expulsion of bodily fluids or chewing tobacco etc.).
- Engaging in sexual activity.
- Theft of property.
- Vandalism of any kind.
- Illegal consumption of alcohol, drugs, or other substances on the City’s premises
- The use of all cell phones, cameras, video recording devices, personal digital devices, or any other equipment with video or photographic abilities in change rooms and public washrooms.

Violence of any kind including:

- Aggressive or intimidating verbal assaults.
- Threats and/or attempts to intimidate.
- Deliberate throwing of articles in an aggressive or disruptive manner.
- Actual or attempted physical assaults of another person.
- Sexual violence.
- Attempts to goad or incite violence in others.
- Possession of weapons.

Police should be called to respond to all occurrences of illegal or acts of violent activity. Other types of disrespectful or inappropriate behaviour may also be reported to the Stratford Police Services. Charges may follow.

## **Reporting an Incident of Disrespectful and Inappropriate Behaviour**

### **Procedure:**

#### **Members of the Public**

Members of the public can report acts of disrespectful and inappropriate behaviour they experience or witness towards City employees or other visitors on our premises. To report a concern they can notify a City employee on premises to assist and will be directed to the Report an Issue form found on the City Respectful Workplace Webpage. The employees and management involved with the incident will follow the guidelines of the Respectful Workplace Policy when responding to an occurrence of disrespectful and inappropriate behaviour.

In accordance with the Occupiers Liability Act, the Occupational Health and Safety Act, the Trespass to Property Act, the Criminal Code and any other relevant Provincial Legislation, the City management and employees are authorized to respond at a City facility if disrespectful and inappropriate behaviours or activities are observed or reported.

Once the Incident Report Form and all other related documentation are received by the City the assigned Director and CAO will assess the circumstances and determine if additional action should be taken in accordance with the Respectful Workplace Policy.

#### **Employees and Volunteers**

Employees and volunteers shall report any incidents of disrespectful and inappropriate behaviour defined under this policy to their manager/director or the Human Resources Director as soon as possible.

If the behaviour warrants an incident report in accordance with any of the City's policies referenced in this document, the employee dealing with an incident and/or any employee witnessing the circumstances will be asked to submit a formal incident report. Employees completing an incident report can provide a written report using the Respectful Workplace Incident Report Form (PDF version) which is located on the City's Respectful Workplace web

page. Any hardcopy written incident report should be submitted to the respective manager/director.

Incident Reports are required to maintain a formal record of occurrences that are deemed unsafe or harmful to an employee under this policy. Incident Reports also serve to identify repeat offenders and will be used to track an escalating situation.

Once the Incident Report and all other related documentation are received by the appropriate manager/director in consultation with the Director of Human Resources and/or the CAO, they will determine what action should be taken in accordance with the Respectful Behaviour Policy application of restrictions.

### **Council Members**

Members of council who encounter disrespectful and inappropriate behaviour as defined in this policy during the course of administering their duties shall report incidents using the Respectful Workplace Incident Report Form (PDF) version located on the City's Respectful Workplace web page. The completed form should be sent to the Integrity Commissioner.

### **Disrespectful Behaviour involving Minors**

Occurrences of inappropriate behaviour involving minors must include parent or guardian contact as soon as possible if a claim for costs will/may be made, and/or where a trespass notice is implemented.

### **Incident Consideration**

Before classifying a person's behaviour or request as disrespectful, inappropriate, or vexatious, the assigned director and CAO must be satisfied that:

1. The request has been thoroughly investigated.
2. Communication with the alleged offender has been adequate.
3. The alleged offender has not attempted to provide added information when contacting an employee.

Each case will be considered on an individual case-by-case basis. The Director and CAO may seek legal advice or refer the incident to a consultant at any time for investigation if deemed necessary.

### **Application of Restrictions**

If the incident is found to be in contravention of this Policy to the point that restrictions or other actions are deemed appropriate, the person, where possible and appropriate, will receive written communication that:

1. Explains the decision the City has made in response to an interaction or event deemed unreasonable, inappropriate, or vexatious.

2. Details the implication(s) of this decision on the person's future interactions with the Corporation.
3. Sets out any restrictions being imposed.
4. Advises how long the restriction(s) will last.
5. Advises how the person may appeal the decision.

Restrictions will be based on individual circumstances and as deemed appropriate in the circumstances. Such restrictions may include, but are not limited to the following:

- Pursuing legal action in consultation with the City Solicitor, including the issuance of a Notice of Trespass or pursuing cost recovery.
- Refusing the person(s) access to certain or all City properties or programs indefinitely or a specified period of time.
- Refusing the person(s) access to certain or all City properties or programs except by appointment and/or with specific conditions.
- Issuing a warning letter outlining that any further incident will result in restrictions being applied.
- Limiting the number and duration of the person's interactions with employees.
- Limiting the person(s) to one method of contact (examples: telephone, e-mail, appointment-based service, etc.).
- Limiting the person(s) to one City point of contact for all interactions.
- Informing the person(s) that further complaints or requests regarding a matter, and/or just general contact will not be acknowledged by employees.

### **Appeal Process**

If a person wishes to appeal any action taken by the City in response to disrespectful or inappropriate behaviour, the person may address their concerns in writing to:

1. The CAO, or should the occurrence involve the CAO, to the Director of Human Resources within 14 days of the decision.
2. The appeal will be reviewed by the assigned City Director and CAO. The review will result in confirming, rescinding, or amending the restriction. The CAO may consult with the City's Diversity Equity and Inclusion division to garner subject matter expertise. The CAO may seek legal advice or refer the incident to a consultant at any time for investigation if deemed necessary.
3. The person making the appeal will receive a letter outlining the outcome of the decision.
4. The CAO's decision will be final. If the appellant is not satisfied, all further inquiries regarding the incident shall be referred to the Ontario Ombudsman.

### **Evaluation of Occurrences**

On an annual basis, an analysis of occurrences will be completed by the Corporate Leadership Team. The Procedures and Guidelines will be evaluated and revised as needed.



**Communication**

A copy of this policy and procedures will be posted on the City's website. Signage will be posted at all facilities and public service areas. Facility users/tenants who sign contracts or acquire permits from the City's will, at a minimum, be notified of the policy and its location on the City's website. Employees will receive training on the policy. Management will review the policy with their employees and provide any additional site-specific training required.

**Legislative Authority:** The parameters of this policy adhere to the applicable policies and regulations:

Ontario Human Rights Code (OHRC)  
Occupation Health and Safety Act (OHSA)  
Accessibility for Ontarians with Disabilities Act (AODA)  
Occupiers Liability Act  
Trespass to Property Act (R.S. O. 1990, c.T.21)  
Criminal Code (R.S.C., 1985, c. C-46)

**Related Documents:**

H.1.6 Workplace Harassment, Sexual Harassment and Discrimination Policy  
H.1.23 Workplace Violence Policy  
H.1. 27 Employee Code of Conduct Policy  
Council Code of Conduct  
C.1.13 Facilities Code of Conduct Policy  
H.1.12 Health & Safety Policy  
Health and Safety Manual



## The Corporation of the City of Stratford Policy Manual

<b>Policy Number:</b>	H.1.6
<b>Policy Section:</b>	Human Resources
<b>Department:</b>	Human Resources
<b>Date Adopted:</b>	June 12, 1995
<b>Date Amended:</b>	May 9, 2005, July 12, 2010, July 24, 2017, draft 2023
<b>Scheduled for Review:</b>	Annually
<b>Date of Last Review:</b>	
<b>Policy Type:</b>	Council-adopted Policy

### Workplace Harassment, Sexual Harassment and Discrimination

**Policy Statement:**

The Corporation of the City of Stratford (the City) strives to create a work environment governed by respect and regard for the rights and dignity of all, where employees can work free from any form of harassment and discrimination.

The City prohibits any form of harassment or discrimination in our workplace.

**Purpose:**

The purpose of this Policy is to foster a respectful workplace through the prevention and prompt resolution of workplace harassment, sexual harassment and discrimination in accordance with the provisions of the *Occupational Health and Safety Act*, the *Ontario Human Rights Code* and/or *Canadian Human Rights Act*.

**Scope:**

This policy applies to all employees of the City as well as all members of City Council, contractors, clients, customers, and volunteers.

Other individuals, conducting business on City of Stratford's premises (including but not limited to contractors, citizens, and visitors), are also expected to conduct themselves in any City of Stratford-related activity in a manner consistent with this policy.

**Relationship to Other Policies:**

Some behaviours that are defined as harassment under this policy can also constitute workplace violence or abuse and, as such, the City's Workplace Violence Policy, Respectful Workplace Policy and Codes of Conduct may also be applicable in some circumstances.

**Roles and Responsibilities:**

**Management Employees** - All levels of managerial employees are responsible for communicating to all employees that harassment, sexual harassment, or discrimination is not permitted and will not be condoned or ignored. Management employees will make every effort to prevent harassment by:

- demonstrating by leadership and action a commitment to the prevention of harassment and discrimination;
- communicating the principles of this policy and upholding its spirit and intent;
- taking all steps to put a stop to any harassment or discrimination of which they are aware, regardless of whether a complaint is filed;
- taking all complaints of harassment and discrimination seriously and promptly and diligently investigating any alleged incident;
- provide affected employees support and referral to the Employee Assistance Program;
- taking prompt action to resolve complaints and taking appropriate corrective action.

**Employees** - All employees share the responsibility to create a workplace that is free from harassment, sexual harassment and discrimination. Each employee is responsible for understanding what constitutes harassing and/or discriminatory behaviour and conducting themselves in accordance with the spirit and intent of this policy.

**Human Resources** – Human Resources will be responsible for the following:

- Training and educating all employees on this policy and procedures including their responsibilities;
- Acting quickly and appropriately as when receiving a complaint under the policy;
- Providing guidance on the policy to managers/supervisors and employees;
- Keeping any information about the complaint and/or investigation confidential unless disclosure is necessary for the purpose of investigating the complaint, or otherwise required by law.

**Definitions:**

"Protected Grounds" the *Ontario Human Rights Code* prohibits harassment and discrimination on the basis of the following protected grounds race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status, sex, disability, sexual orientation, gender identity, and gender expression.

“Complainant(s)” means the person(s) who alleges they have been subjected to workplace violence.

“Discrimination” means any practice or behaviour, whether intentional or not, which has a negative impact on an individual or group of people protected under the Human Rights Code by excluding, denying benefits or imposing burdens upon them. Discrimination may arise as a result of direct differential treatment or it may result from the unequal effect of treating individuals and groups in the same way.

Discrimination includes but is not limited to:

- Harassment and bullying, when connected to any of the protected grounds covered by the Human Rights Code.
- Practices, policies, procedures and systems which have a direct or negative impact based on a protected ground.
- Behaviours, comments or actions to or about an individual or group which are unwelcome, based on a protected ground and result in a negative or poisoned work environment.

Discriminatory practices, procedures, policies, or systems include:

- Denial of equitable treatment in hiring or in the terms, conditions, or benefits of employment.
- Policies or procedures which have a negative effect or impact on an individual or group.
- Denial of access to City services or the processes by which people use City related services, programs and/or facilities.
- Failure to accommodate an individual(s) protected under the Human Rights Act.

“Code-based Harassment” as defined in the *Ontario Human Rights Code* means engaging in a course or conduct that is known or ought reasonably to be known to be unwelcome based on one or more of the protected grounds listed in the Code, that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful.

Examples of Code-based harassment include, but are not limited to:

- slurs or derogatory remarks
- threats
- inappropriate jokes, innuendos, name-calling, teasing, embarrassing practical jokes
- insulting gestures
- displaying pin-ups, pornography, racist, homophobic or other offensive materials
- use of electronic communications such as the internet and e-mail to harass
- actions that invade privacy
- spreading rumours that damage one’s reputation
- refusing to work with another
- condescending or patronizing behaviour
- abuse of authority which undermines performance or threatens careers;

- unwelcome touching, physical assault or sexual assault (refer also to the City's Workplace Violence Policy).

There is no legal obligation for an individual to tell a harasser to stop. The fact that a person does not explicitly object to harassing behaviour, or appears to be going along with it does not mean that the behaviour is not harassing or that it has been consented to.

"(Non-Code) Workplace Harassment" defined in the *Ontario Occupational Health and Safety Act* means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. It also includes Workplace Sexual Harassment. Workplace harassment often involves a course or pattern of behaviours. However, a single serious incident of such behaviour that has a lasting harmful effect on an employee may also constitute workplace harassment.

This policy is not intended to interfere with constructive feedback regarding performance or operational directives provided to employees by their supervisors, managers or directors.

Examples of workplace harassment include a pattern of:

- frequent angry shouting/yelling or blow-ups
- regular use of profanity and abusive language
- verbal or e-mail threats (not including threats to exercise physical force which are covered by the workplace violence policy)
- intimidating behaviours – slamming doors, throwing objects
- targeting individual(s) in humiliating practical jokes
- excluding, shunning, impeding work performance
- spreading gossip, rumours, negative blogging, cyber-bullying
- retaliation, bullying, sabotaging
- unsubstantiated criticism, unreasonable demands
- frequent insults and/or name calling
- public humiliation
- communication that is demeaning, insulting, humiliating, mocking
- intent to harm
- a single, serious incident that has a lasting, harmful impact.

Workplace harassment does not include:

- legitimate performance/probation management
- appropriate exercise and delegation of managerial authority
- operational directives/direction of workers or the workplace
- other reasonable action(s) taken by management
- occasional disagreement or misunderstanding
- personality conflict between co-workers
- work related change of location, co-workers, job assignment
- appropriate discipline

- less than optimal management
- a single comment or action unless it is serious and has a lasting harmful effect
- rudeness unless it is extreme and repetitive
- conditions in the workplace that generate stress (technological change, impending layoff, a new boss, friction with other employees, workload, etc.).

“Workplace Sexual Harassment” under both the *Ontario Human Rights Code* and *Occupational Health and Safety Act* means engaging in a course of vexatious comment or conduct against a worker in the workplace because of sex/sexual orientation/gender identity/gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome. It also includes making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

“Sexual orientation” refers to the sex/gender of those to whom one is sexually and romantically attracted. Categories of sexual orientation typically have included attraction to members of one’s own sex/gender, attraction to members of another sex/gender, and attraction to people of more than one sex/gender.

“Gender Identity” refers to each person’s internal and individual experiences of gender. It is their sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person’s gender may be the same as or different from their birth-assigned sex.

“Gender Expression” refers to how a person publicly presents their gender. This can include behaviour and outward appearance such as dress, hair, make-up, body language and voice. A person’s chosen name and pronoun are also common ways of expressing gender.

Examples of harassment related to the ground of sex, sexual orientation, gender expression and/or gender identity include but are not limited to:

- sexually suggestive or obscene remarks or gestures.
- use of homophobic or transphobic epithets, slurs or jokes.
- insults, comments that ridicule, humiliate or demean people because of their sex, sexual orientation, gender identity or expression.
- behaviour that polices and/or reinforces traditional heterosexual gender norms.
- intrusive comments, questions or insults about a person’s body, physical characteristics, gender-related medical procedures, clothing, mannerisms or other forms of gender expression.
- negative stereotypical comments about an individual’s physical characteristics or mannerisms and/or behaviours that reinforce traditional heterosexual gender norms.
- circulation or posting of homophobic, transphobic, sexist, derogatory or offensive signs, caricatures, graffiti, pictures, jokes or cartoons, display of pin-up calendars, objectifying images or other materials.
- leering (suggestive staring) at a person’s body.

- unwelcome physical contact.
- having to work in a sexualized environment (bragging about sexual prowess, or discussions about sexual activities).
- exercising power over another person, making them feel unwelcome or putting them 'in their place' – regardless of whether the behaviour is motivated by sexual interest.
- spreading rumours about, "outing", or threatening to "out" someone.
- refusing to refer to a person by their self-identified name and personal proper pronoun.
- other threats, unwelcome touching, violence, and physical assault.

"Racial Harassment" is harassment on the grounds of race. It may also be associated with the grounds of colour, ancestry, where a person was born, a person's religious belief, ethnic background, citizenship or even a person's language.

Racial harassment/discrimination can include:

- racial slurs or jokes.
- ridicule, insults or different treatment because of your racial identity.
- posting/e-mailing cartoons or pictures that degrade persons of a particular racial group.
- name-calling because of a person's race, colour, citizenship, place of origin, ancestry, ethnicity or creed.

"Worker" is a person who performs work (also known as employee) or supplies services for monetary compensation (as defined under the Occupational Health and Safety Act (OHSA)).

"Poisoned Work Environment" is a form of indirect Code based harassment/discrimination. It occurs when comments and actions ridicule or demean a person or group creating real or perceived inequalities in the workplace creating intolerable working conditions for employees.

"Respondent(s)" means the person(s) who the allegations of workplace violence have been made against.

"Workplace" means any location where an employee is carrying out any work-related function. The meaning of workplace may also be extended if harassment and discrimination occur outside the workplace but has an adverse effect on employee relationships in the workplace. This may include social functions, training and conferences, during travel, at restaurants, hotels or meeting facilities being used for business purposes, during telephone, email or other electronic communications such as texting and instant messaging and social media.

### **Procedure:**

Upon becoming aware of any incident which may fall under the definition of any form of harassment, sexual harassment or discrimination identified in this policy the Director of

Human Resources or designate will assess any complaint that is filed by an employee within (7) seven working days of receipt. If a formal workplace investigation is required, this process will be conducted and completed withing 90 ninety working days of receipt of a complaint.

### **Reporting an Incident**

Employees are directed to refer to the workplace *Harassment, Discrimination, and Workplace Violence Reporting and Investigation Procedures (H.1.6 & H.1.23-001)* which outlines the City's internal process. Employees wishing to report an incident will use the Respectful Workplace Incident Form. Both documents can be found on the City's Website under the section Respectful Workplace Policy page.

### **Retaliation**

All employees have a right to be free of retaliation or threat of retaliation as a result of being involved in a complaint of harassment, sexual harassment or discrimination. Retaliation will be deemed to be harassment and will be dealt with in accordance with the City's Disciplinary Policy outlined in the *H.1.27 Employee Code of Conduct Policy*.

### **Malicious Complaints**

If, as a result of an investigation, it is determined that an otherwise unfounded complaint was intended to be malicious, it will be considered a form of harassment, sexual harassment and may be dealt with in accordance with this policy and/or as a disciplinary matter.

### **Confidentiality**

The administration of this policy will be done in accordance with all applicable provincial and federal laws. The City understands that it may be difficult to come forward with a complaint of violence and recognizes a complainant's interest in keeping the matter confidential.

To protect the interests of the complainant, the person complained against and any others who may report incidents of harassment, sexual harassment and discrimination, confidentiality will be maintained throughout the investigatory process to the extent appropriate and information obtained about an incident, including any identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating the complaint or taking corrective action, or is otherwise required by law.

All records of complaints, including minutes of meetings, interviews, results of investigations and other relevant material will be kept confidential by the Director of Human Resources except to the extent that disclosure is necessary to conduct an investigation and to take remedial and/or disciplinary action in relation to the complaint. In that regard, information regarding the particulars of the allegations and the identity of the complainant may, where necessary, be provided to the individual against whom a



complaint has been made regardless of whether the informal or formal complaint procedure is invoked.

**Communication**

A copy of this policy and procedures will be posted on the City's website and bulletin boards. Contractors/tenants who sign contracts or acquire permits from the City's will, at a minimum, will be notified of the policy and its location on the City's website. All employees and managerial staff will receive training on the policy.

**Legislative Authority:**

Ontario Human Rights Code (OHRC)

Occupation Health and Safety Act (OHSA)

Accessibility for Ontarians with Disabilities Act (AODA)

**Related Documents:**

- Harassment and Discrimination Reporting and Investigation Procedures (H.1.6-001)
- H.1.23 Workplace Violence Policy
- H.1. 27 Employee Code of Conduct Policy
- Council Code of Conduct
- C.1.13 Facilities Code of Conduct Policy
- H.1.12 Health & Safety Policy
- Health and Safety Manual




---

## The Corporation of the City of Stratford Policy Manual

<b>Policy Number:</b>	H.1.23
<b>Policy Section:</b>	Human Resources
<b>Department:</b>	Human Resources
<b>Date Adopted:</b>	July 12, 2010
<b>Date Amended:</b>	July 24, 2017, <b>February 2023 draft</b>
<b>Scheduled for Review:</b>	January 1, 2025
<b>Date of Last Review:</b>	February 2023
<b>Policy Type:</b>	Council-adopted Policy

---

### “Workplace Violence”

#### **Policy Statement:**

The Corporation of the City of Stratford (the City) is committed to preventing, protecting against, and addressing workplace violence in order to ensure a safe, healthy and respectful workplace free from all forms of violence.

The City prohibits workplace violence directed at employees by members of the public, customers, contractors or between employees.

#### **Purpose:**

The purpose of this policy is to outline the City’s commitment to a physically and psychologically safe and healthy workplace and to ensure that all incidents of workplace violence are addressed appropriately.

#### **Scope:**

This policy applies to all employees of the City as well as all members of City Council, contractors, clients, customers and volunteers.

Other individuals, conducting business on City of Stratford’s premises (including but not limited to contractors, citizens and visitors), are also expected to conduct themselves in any City of Stratford-related activity in a manner consistent with this policy.

### **Relationship to Other Policies:**

Some behaviours that are defined as workplace violence under this policy can also constitute workplace harassment or abuse and, as such, the City's Harassment, Sexual Harassment and Discrimination Policy, Respectful Workplace Policy and Codes of Conduct may also be applicable in some circumstances.

### **Roles and Responsibilities:**

**Management Employees** - All levels of management employees are responsible for communicating to all employees that workplace violence is not permitted and will not be condoned or ignored. Management employees will make every effort to prevent workplace violence by:

- supporting a safe work environment that is free from violence by actively promoting a positive environment and intervening when issues arise;
- communicating the principles of this policy and upholding its spirit and intent to all employees;
- respond to potential threats, escalating situations and take all steps to put a stop to workplace violence of which they are aware, regardless of whether a complaint is filed;
- taking all complaints of workplace violence seriously and promptly and diligently investigating any alleged incident;
- taking prompt action to resolve complaints and taking appropriate corrective action;
- provide affected employees support and referral to the Employee Assistance Program;
- provide information to a worker related to a risk of workplace violence from a person with a history of violent behaviour if the worker can be expected to encounter that person at work and the risk of workplace violence is likely to expose the worker to physical injury (but disclose personal information only to the extent it is reasonably necessary to protect the worker from physical injury).

**Employees** - All employees share the responsibility to create a workplace that is free from workplace violence. Each employee is responsible for understanding what constitutes behaviour that is considered workplace violence and must conduct themselves in accordance with the spirit and intent of this policy.

**Human Resources** - Human Resources will be responsible for the following:

- Training and educating all employees on this policy and procedures including their responsibilities;
- Acting quickly and appropriately as when receiving a complaint under the policy;
- Providing guidance on the policy to managers/supervisors and employees;
- Keeping information about the complaint and/or investigation confidential unless disclosure is necessary for the purpose of investigating the complaint, or otherwise required by law.

**Definitions:**

“Complainant(s)” means the person(s) who alleges they have been subjected to workplace violence.

“Worker” is a person who performs work (also known as employee) or supplies services for monetary compensation (as defined under the Occupational Health and Safety Act.

“Workplace violence” is defined in the OHS Act as:

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; and/or
- c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Some examples of workplace violence are:

- Verbally threatening to attack a worker.
- Leaving threatening notes at or sending threatening e-mails to a workplace.
- Shaking a fist in a worker’s face.
- Wielding or implying you have a weapon at work.
- Hitting or trying to hit a worker.
- Throwing an object at a worker.
- Sexual violence against a worker.
- Destroying workplace property.
- Kicking an object the worker is standing on such as a ladder.
- Trying to run down a worker using a vehicle or equipment such as a forklift.

“Domestic violence” includes a person who has a personal relationship with a worker - such as a spouse or former spouse, current or former intimate partner or a family member – who may physically harm, threaten or attempt to physically harm, that worker while at work.

“Respondent(s)” means the person(s) who the allegations of workplace violence have been made against.

“Workplace” means any location where an employee is carrying out any work-related function. The meaning of workplace may also be extended if workplace violence occurs outside the workplace but has an adverse effect on employee relationships in the workplace. This may include social functions, training and conferences, during travel, at restaurants, hotels or meeting facilities being used for business purposes, during telephone, email or other electronic communications such as texting and instant messaging and social media.

**Procedure:**

Immediate Action - Where an employee is the subject of or witness to an incident of workplace violence, the employee should assess the situation and respond appropriately as follows:

1. Where an incident of workplace violence has occurred, medical attention should be sought as required. It is the responsibility of all employees to ensure that the safety and well-being of the individual(s) involved are attended to immediately.
2. If the situation warrants immediate notification of the police, it should be done directly by the employee affected, any employees who have witnessed the incident or by the supervisor/manager. The City of Stratford encourages and supports employees to lay criminal charges where appropriate. Any investigation carried out by the police will be in addition to the workplace investigation conducted by the City of Stratford.
3. The employee should document the events as soon as possible. The written record should include a description of the workplace violence, dates, times, locations, and the identity of any witnesses to the alleged workplace violence.
4. Employees are responsible for immediately reporting all incidents of workplace violence to their supervisor/manager or, in the supervisor's absence, the Director of Human Resources. The supervisor/manager or Director of Human Resources will conduct a preliminary investigation within seventy-two (72) hours of the incident to assess the seriousness of the circumstances and the immediate response needed.

**Reporting an Incident and Investigation Procedures**

Employees are directed to refer to the workplace *Harassment, Discrimination, and Workplace Violence Reporting and Investigation Procedures (H.1.6 & H.1.23-001)*, which outline the City's internal process. Employees wishing to report an incident will use the Respectful Workplace Incident Form. Both documents can be found on the City's Website under the employee section of the Respectful Workplace Policy page.

**Interim Measures**

Pending the results of a complaint, the City of Stratford may impose such interim measures as it deems necessary. Interim measures may include relocating the respondent, changing reporting structures or placing them on a non-disciplinary suspension from the workplace with pay pending the outcome of the investigation.

**Retaliation**

All employees have a right to be free of retaliation or threat of retaliation, as a result of being involved in a complaint of workplace violence. Retaliation will be deemed to be a form of abuse or harassment and will be dealt with in accordance with the City's Disciplinary Policy outlined in the *H.1.27 Employee Code of Conduct Policy*.

### **Malicious Complaints**

If, as a result of an investigation, it is determined that an otherwise unfounded complaint was intended to be malicious, it will be considered a form of abuse or harassment and may be dealt with in accordance with this policy and/or as a disciplinary matter.

### **Confidentiality**

The administration of this policy will be done in accordance with all applicable provincial and federal laws. The City understands that it may be difficult to come forward with a complaint of workplace violence and recognizes a complainant's interest in keeping the matter confidential.

To protect the interests of the complainant, the person complained against (respondent) and any others who may report incidents of workplace violence, confidentiality will be maintained throughout the investigatory process to the extent appropriate and information obtained about an incident, including any identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating the complaint or taking corrective action, or is otherwise required by law.

All records of complaints, including minutes of meetings, interviews, results of investigations and other relevant material will be kept confidential by the Director of Human Resources except to the extent that disclosure is necessary to conduct an investigation, and to take remedial and/or disciplinary action in relation to the complaint. In that regard, information regarding the particulars of the allegations and the identity of the complainant may, where necessary, be provided to the individual (respondent) against whom a complaint has been made regardless of whether an informal or formal complaint procedure is invoked.

### **Communication**

A copy of this policy and procedures will be posted on the City's website and bulletin boards. Contractors/tenants who sign contracts or acquire permits from the City's will, at a minimum, will be notified of the policy and its location on the City's website. All employees will receive training on the policy.

### **Legislative Authority:**

Ontario Human Rights Code (OHRC)  
Occupation Health and Safety Act (OHSA)  
Accessibility for Ontarians with Disabilities Act (AODA)  
Criminal Code (R.S.C., 1985, c. C-46)

### **Related Documents:**

- H.1.6 Harassment, Sexual Harassment and Discrimination Policy
- Harassment and Discrimination Reporting and Investigation Procedures (H.1.6-001)
- H.1. 27 Employee Code of Conduct Policy
- Council Code of Conduct

- C.1.13 Facilities Code of Conduct Policy
- H.1.12 Health & Safety Policy
- Health and Safety Manual

DRAFT




---

## MANAGEMENT REPORT

**Date:** April 12, 2023  
**To:** Social Services Sub-committee  
**From:** Alex Burgess, Manager of Ontario Works  
 Kim McElroy, Director of Social Services  
**Report#:** SOC23-013  
**Attachments:** None

---

**Title:** Canadian Mental Health Association Huron-Perth and Ontario Works Service Agreement

**Objective:** To consider approval for The Corporation of the City of Stratford to enter into an agreement with the Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services (CMHA HP), to deliver a case management and group supports program to participants involved with the Social Services Department, as noted in the agreement and to request delegated authority for the Director of Social Services or Chief Administrative Officer to execute future renewal agreements with CMHA HP until 2028.

**Background:** Effective January 1, 2023, Resilience Huron Perth Mental Health Services and Choices for Change: Alcohol, Drug and Gambling Counselling Centre (CFC) merged under the banner of the Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services. Historically, the Ontario Works Division has maintained a close relationship with Choices for Change as they were the provider for the Addictions Services Initiative (ASI) program until the Ministry ended the pilot in 2019. After that program ceased, the Ontario Works Division and CFC maintained an ongoing service agreement to provide front-of-line counselling and support services to Ontario Works recipients, in tandem with an Ontario Works caseworker. This agreement ended on December 31, 2022, and requires a comprehensive update to reflect the changing landscape of mental health and addictions in Stratford, St Marys, and Perth County.

This agreement represents an enhanced relationship between the Social Services Department and CMHA HP to deliver case management supports through various modalities such as 1:1 appointment-based work, drop-in supports at the Ontario Works office and both closed and open groups specifically catered to recipients of Ontario Works.



**Analysis:** The goal of this service agreement is to offer both group and 1:1 appointment-based and drop-in support options for individuals in receipt, or connected to, Ontario Works who identify service needs or life stability goals related to their mental health and/or addiction-related concerns. Based on the Stability Supports Model, these services will support mental health and wellness and provide tools and resources to manage or make changes to identified substance use concerns and behavioural addictions. By partnering to provide services, clients will become engaged with supports in their community and can receive wrap-around support for other co-occurring experiences for which they are seeking support. The primary focus of this service agreement is to better outcomes for clients in receipt of Ontario Works in the Stability Supports goals of Health and Community Support.

This Program is intended for individuals and families who are:

- In receipt of Ontario Works, and
- Facing barriers to employment and life stability due to their mental health and/or addictions.

The modalities utilized will include:

### **1:1 and Drop-in Support**

Both counselling and case management staff at CMHA HP will staff this support option. Counsellors will be available to offer single session counselling support related to both behavioural and substance use concerns and case managers will offer support related to mental health concerns, including substance use disorder. Clients may book appointments for these times but are not required to do so. The goal of offering support within the Ontario Works offices at a recurring time is to provide support to those who otherwise may identify difficulty in attending regularly scheduled appointments.

### **Group-based Support**

Group support shall include both open and closed options, designed to provide education, support, practical tools, and a supportive environment where Ontario Works clients can thrive and work toward greater employability and life stability.

Through this agreement, Ontario Works recipients will now be able to receive mental health counselling through Family Services Perth-Huron while also receiving case management support and addictions counselling from CMHA HP. These agreements, in conjunction with the work being done by Social Services staff, will enhance the wrap-around supports available to individuals in our community with the goal of improving overall life stability, employability and general wellness.

As CMHA HP is uniquely positioned as the only agency in the catchment area capable of providing these services, the City's Procurement Policy, section 37 permits sole-source approvals and is appropriate for this agreement.

The agreement with CMHA HP and corresponding program delivery is provided through the Ontario Works Employment Supports portfolio, and is 100% funded by the Ministry of Children, Community and Social Services. The funding requested has increased to \$40,000 per year, from \$27,500, for services rendered and corresponds with a significant increase to the number of services being offered as the program now goes beyond just addictions counselling to include mental health case management, drop-in support at 82 Erie Street and group sessions.

### **Financial Implications:**

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

The program expenses and 100% of the funding are administered by the Ontario Works division, Employment Supports. The cost of the program is \$40,000, which is fully funded by the Ministry of Children, Community and Social Services. This expense has been budgeted as part of both the municipal and Provincial budgeting process.

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

This program has been budgeted on an ongoing basis for the duration of the contract (until 2028, subject to annual renewals). The cost of the program is expected to remain at \$40,000, which is fully funded by the Ministry of Children, Community and Social Services. If there are changes to the amount requested or there are concerns of contractual performance, the City has the ability to terminate the agreement.

As this program is 100% Provincially funded through the Ontario Works division, there is no anticipated impact on future year municipal operating budgets. The contract is subject to the City's budget approval and the Provincial funding, on an annual basis.

### **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:**

#### **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.

**Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with the Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver the Ontario Works Service Agreement as detailed in the agreement for 2023;**

**THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services on behalf of the municipal corporation;**

**AND THAT City Council delegates its signing authority to the Director of Social Services or the Chief Administrative Officer to execute future renewal agreements with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services until 2028, subject to satisfactory contract performance or any amendments to funding identified by the City.**

**Prepared by:** Alex Burgess, Manager of Ontario Works  
**Recommended by:** Kim McElroy, Director of Social Services  
Joan Thomson, Chief Administrative Officer




---

## MANAGEMENT REPORT

**Date:** April 12, 2023  
**To:** Social Services Sub-committee  
**From:** Alex Burgess, Manager of Ontario Works  
 Kim McElroy, Director of Social Services  
**Report#:** SOC23-014  
**Attachments:** None

---

**Title:** One-Time Funding – Additional Ontario Works Caseworker

**Objective:** To provide an update to Council regarding a successful one-time funding request from the Ministry of Children, Community and Social Services (MCCSS).

**Background:** As part of the 2023 MCCSS Ontario Works budget package released on January 30, 2023, there was an opportunity for one-time funding requests to be submitted for review with a due date of February 10, 2023. The City of Stratford Consolidated Municipal Service Manager (CMSM) identified a need within the Ontario Works Division for additional caseworker support as a result of the upcoming Employment Services Transformation, as well as challenges still being felt as a result of centralized intake.

The Employment Services Transformation (EST) transition planning is currently underway with a launch date of April 1, 2023. As a Phase 1 EST site, the transition to EST will create workload challenges as we work through process changes, staffing re-allocations (where necessary), an increased focus on Common Assessment (CA) and Action Plans (AP), and the goals and KPIs set in our client transition plan. Based on the integrated case management model being co-designed with the Service System Manager (SSM), it is expected that caseworker time spent working with Employment Ontario (EO) providers will also increase significantly as more intensive, wrap-around case management supports are provided in conjunction with our SSM and EO partners.

**Analysis:** Presently, a focus on completing the common assessment (CA) and action plans (AP) is taking time away from other activities that case workers are required to complete. An additional caseworker, on a short-term basis, will allow the Ontario Works department to turn our attention to EST fully and make a more successful transition to the new case management model, including dedicating more time to completing CA and APs with ongoing clients and ensuring Employment Ontario referrals are sustained and are of a high quality.

An additional caseworker will allow our office to have the ability to be more likely to successfully achieve the outcomes being targeted as a Phase 1 EST site, with regard to the percentage of caseload who exit to employment. Working closely with the SSM as we co-design the Integrated Case Management (ICM) model, we also understand there will be added pressures on OW caseworkers to be more active in case conferences, regularly check in with clients who are both working with EO as well as those who are not, and provide wrap-around supports in conjunction with EO to ensure stability is maintained while clients work through employment referrals. An additional caseworker will not only help support operations within the office, they will also help in sustaining increased referrals to our EO partners and allow us to have an increased ability to manage the forthcoming ICM model.

The focus of this request was to increase our achievement of the outcomes detailed in our Ministry business plan and to ensure we are delivering a high level of service to an increasing caseload with complex needs.

### **Financial Implications:**

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

Due to a six-month caseworker vacancy, we are able to afford the \$46,500 cost-shared portion of this position without increasing the Ontario Works wages within the 2023 budget. The Province of Ontario's portion of the position will be \$46,500, which is being received as a one-time grant. Therefore, there is no anticipated impact to the tax levy because of this position.

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

There is no anticipated impact to the 2024 operating budget as the unspent portion of the caseworker wage approved in 2023 will be deferred into 2024 and used to fund the position until it reaches its 12-month maximum timeframe.

### **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:**

#### **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.

**Staff Recommendation: THAT the report titled "One-Time Funding – Additional Ontario Works Caseworker" (SOC23-014) be received for information.**

**Prepared by:** Alex Burgess, Manager of Ontario Works  
**Recommended by:** Kim McElroy, Director of Social Services  
Joan Thomson, Chief Administrative Officer




---

## MANAGEMENT REPORT

**Date:** April 12, 2023  
**To:** Social Services Sub-committee  
**From:** Alex Burgess, Manager of Ontario Works  
 Kim McElroy, Director of Social Services  
**Report#:** SOC23-015  
**Attachments:** None

---

**Title:** Service Agreement between Festival Hydro Inc. – Low Income Energy Assistance Program [LEAP]

**Objective:** To consider entering into an agreement with Festival Hydro Inc. to act as the lead agency and intake agency for the delivery of the Low-Income Energy Assistance Program (LEAP) commencing May 1, 2023, and expiring on April 30, 2026, and authorizing the Director of Social Services or the Chief Administrative Officer to sign the agreement.

**Background:** The Ontario Energy Board (OEB) created the LEAP Emergency Financial Assistance (EFA) program to provide emergency relief to eligible low-income customers who may be having trouble paying current arrears. These payments are applied to gas and electricity bill payments only and are not applicable to other forms of utilities. The Social Services Department has acted as the lead agency and intake agency for the delivery of the LEAP EFA program, on behalf of Festival Hydro, for electricity bill arrears since May 1, 2020. The current agreement expires on April 30, 2023, therefore requiring a renewal of the agreement at this time. The program operates, generally, from the time the Hydro Cut-off Moratorium expires, which is normally May 1 of any given year, and runs until the funds are depleted.

**Analysis:** The LEAP EFA program provides grants to low-income customers of Festival Hydro and sub-metering providers operating within Festival Hydro's service area. The Social Services Department will continue to act as both the lead agency and intake agency. As the lead agency, the Department will continue to be responsible for tracking program funds, statistics related to applicants of the program, managing customer files, and providing program oversight. The Department will continue to be responsible for performing intake functions such as screening applicants, processing applications, ensuring all documents are completed, communicating eligibility decisions, and informing Festival Hydro of eligibility decisions. The Department will also continue to be responsible for making weekly payments to Festival Hydro for the total funds approved,

ensuring timely service delivery for residents to prevent hardship or utility disconnection.

Each year, Festival Hydro will provide the total funding allocation available through the LEAP EFA program, which is increased annually based on inflationary amounts. Of the total funding allotment, 15% can be retained for administrative costs. Due to our experience over the past three years delivering this program, as well as the similarity of the LEAP EFA program and Housing Stability Benefit programs offered by the Department, it is feasible for this program to continue being operated within the current staffing complement available. This will allow the attributable administrative costs to be included in the funding available to applicants of the program therefore maximizing the assistance available.

The program is based on a first-come, first-serve basis and is delivered until the allotted funds are exhausted. If additional funds are made available for the LEAP program, Festival Hydro and the Social Services Department shall negotiate in good faith a new agreement, or amended agreement, wherein the Department will agree to deliver such funds.

The historical funding amounts that have been dispersed to residents are as follows:

2020-\$13,064.76

2021-\$9,399.20

2022-\$29,846.97

Please note that funds not utilized in a specific year are able to be carried forward into the next calendar year and are recorded as revenues/expenditures when received/dispensed.

### **Financial Implications:**

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

The total funding allocation for the program is received as revenue from Festival Hydro and then issued as social assistance payments, until the funding is expired. Due to the fact the Social Services Department acts as a flow-through of these funds, there is no impact on the tax levy. There is no budgetary increase as a result of delivering this program, as the current staffing complement is able to manage the delivery of the LEAP EFA program.

The City has received a total of \$29,550 for 2023 to be dispersed to residents after May 1.



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

There is no impact on future year operating budgets anticipated at this time, as the current staffing complement approved within the allocated budget is able to manage the delivery of this program.

**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:****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.

**Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with Festival Hydro Inc. for the Social Services Department to act as the lead agency and intake agency for the delivery of the Low-Income Energy Assistance Program (LEAP) commencing May 1, 2023, and expiring on April 30, 2026;**

**AND THAT the Director of Social Services or the Chief Administrative Officer be authorized to execute the agreement on behalf of the Corporation.**

**Prepared by:** Alex Burgess, Manager of Ontario Works  
**Recommended by:** Kim McElroy, Director of Social Services  
 Joan Thomson, Chief Administrative Officer



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the acceptance of a tender and the entering into and execution of a contract with Finnbilt General Contracting Limited for the Dunn's Bridge Rehabilitation Project (T-2023-15).

---

**WHEREAS** Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, ("the Municipal Act, 2001"), provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That the tender (T-2023-15) of Finnbilt General Contracting Limited for the Dunn's Bridge Rehabilitation Project, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the corporate seal thereto.
2. The accepted amount of the tender (T-2023-15) for the Dunn's Bridge Rehabilitation Project is \$1,427,166.19, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the acceptance of a tender with JD Brule Equipment for the supply and delivery of one Sewer Cleaner Flusher Combo Truck Unit (T-2023-11).

---

**WHEREAS** Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, ("the Municipal Act, 2001"), provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That the tender (T-2023-11) of JD Brule Equipment for the supply and delivery of one Sewer Cleaner Flusher Combo Truck Unit, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the corporate seal thereto.
2. The accepted amount of the tender (T-2023-11) for the supply and delivery of one Sewer Cleaner Flusher Combo Truck Unit is \$734,443.50, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to dedicate Part 1, Plan 44R-1343, as 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 1, Plan 44R-1343;

**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:  
1" reserve, Plan 470, now designated as Part 1, Plan 44R-1343.
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 May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to abandon a portion of the Finnegan Municipal Drain in the City of Stratford.

---

**WHEREAS** subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25*, as amended, ("the Municipal Act, 2001") provides that the powers of a municipal corporation are to be exercised by its council;

**AND WHEREAS** subsection 5(3) of the Municipal Act, 2001, provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** Section 84 of the *Drainage Act, R.S.O. 1990*, as amended, ("the Drainage Act") provides for the abandonment of a drainage works or a part thereof by by-law;

**AND WHEREAS** the existing Finnegan Drain was originally constructed under a report dated April 5, 1983 by E. Paul Elston P. Eng. initiated through the Township of Downie under the provisions of the *Drainage Act*;

**AND WHEREAS** the City of Stratford has notified all owners of land assessed for the drainage works of its intention to abandon 800m of the Finnegan Drain on Lot 6, Concession 1 in the former Township of Downie, now in the City of Stratford, in accordance with Section 84 of the Drainage Act;

**AND WHEREAS** no landowner has requested the appointment of an engineer to examine the abandonment within the time period specified in the Drainage Act;

**AND WHEREAS** the City of Stratford shall assume the future costs of maintenance and repair of the new storm drainage system replacing the drain as outlet under the provisions of the *Ontario Water Resources Act*;

**NOW THEREFORE BE IT ENACTED** by the Council of The Corporation of the City of Stratford as follows:

1. That the 800m portion of the Finnegan Municipal Drain contained within the boundaries of Lot 6, Concession 1 is hereby abandoned.
2. This by-law shall come into force and effect on the date of passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to abandon a portion of the McFarlane Municipal Drain in the City of Stratford.

---

**WHEREAS** subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25*, as amended, ("the Municipal Act, 2001") provides that the powers of a municipal corporation are to be exercised by its council;

**AND WHEREAS** subsection 5(3) of the Municipal Act, 2001, provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** Section 84 of the *Drainage Act, R.S.O. 1990*, as amended, ("the Drainage Act") provides for the abandonment of a drainage works or a part thereof by by-law;

**AND WHEREAS** the existing McFarlane Drain was originally constructed under a report dated June 27, 1969, prepared by R. M. Dawson, P. Eng., which appears to have been initiated through the Township of Downie under the provisions of the Drainage Act;

**AND WHEREAS** the City of Stratford has notified all owners of land assessed for the drainage works of its intention to abandon 400m of the McFarlane Drain on Lot 6, Concession 1 in the former Township of Downie, now in the City of Stratford, in accordance with Section 84 of the Drainage Act;

**AND WHEREAS** no property owner has requested the appointment of an engineer to examine the abandonment within the time period specified in the Drainage Act;

**AND WHEREAS** the City of Stratford shall assume the future costs of maintenance and repair of the new storm drainage system replacing the drain as outlet under the provisions of the *Ontario Water Resources Act*;

**NOW THEREFORE BE IT ENACTED** by the Council of The Corporation of the City of Stratford as follows:

1. That the 400m portion of the McFarlane Municipal Drain contained within the boundaries of Lot 6, Concession 1 is hereby abandoned.
2. This by-law shall come into force and effect on the date of passage.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the entering into and execution of a Subdivision Agreement with Valley View Heights (St. Jacobs) Limited for the Thames West Phase 1 development.

---

**WHEREAS** Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, ("the Municipal Act, 2001") 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 natural persons 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** a decision was made by Council of The Corporation of the City of Stratford on February 28, 2021, to grant draft approval for the proposed subdivision, and other lands;

**AND WHEREAS** the Parties hereto wish to enter into a Subdivision Agreement with Valley View Heights (St. Jacobs) Limited for the Thames West Phase 1 development;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That the Subdivision Agreement between Valley View Heights (St. Jacobs) Limited and The Corporation of the City of Stratford be entered into and the Mayor and Clerk, or their respective delegates, be and are hereby authorized to execute the said Subdivision Agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. The lands referred to in this Subdivision Agreement are described as:
  - a. Part of Lot 6, Concession 2, in the City of Stratford, County of Perth, shown as PIN XXXXX-XXXX (LT).
3. The City Solicitor is authorized to cause the Subdivision Agreement referred to in Paragraph 1 herein, to be registered on title against the lands referred to in Paragraph 2 herein.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe





**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the acceptance of a tender with Clean Turf Canada Inc. for the supply and installation of New Infill Material for the Artificial Turf Field (T-2023-19).

---

**WHEREAS** Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, ("the Municipal Act, 2001"), provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That the tender (T-2023-19) of Clean Turf Canada Inc. for the supply and installation of New Infill Material for the Artificial Turf Field, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the corporate seal thereto.
2. The accepted amount of the tender (T-2023-19) for the supply and installation of New Infill Material for the Artificial Turf Field is \$79,213.00, including HST.

Read a FIRST, SECOND and THIRD time and

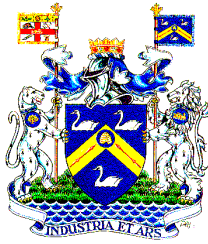
FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend By-law 4-2023, as amended,  
to make appointments to the Stratford Economic  
Enterprise Development Corporation Board of  
Directors.

---

**WHEREAS** Council of The Corporation of the City of Stratford adopted By-law 4-2023 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2022 term of municipal office;

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to make further appointments to its Advisory Committees, Committees and Boards;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That By-law 4-2023, as amended, is further amended by deleting section 2.9 and replacing with the following new section 2.9:

“2.9 That the following representatives be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors:

- a) Shelley Stevenson, representing the Digital Media/Creative Economy sector, continue to be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a term to June 2024, or until a successor is appointed by Council.
- b) Franklin Famme, representing the Banking/Financial sector, is hereby re-appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a one year term to June 2024, or until a successor is appointed by Council.
- c) Trevor McNeil, representing the Agriculture sector, is hereby re-appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026 with an option for an additional three year term, or until a successor is appointed by Council; and that an exemption be granted from the Appointments Policy.
- d) Andrew Jantzi representing the Manufacturing sector, is hereby appointed to Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026, with an option for an additional three year term, or until a successor is appointed by Council.
- e) Colin Schmidt, representing the Technology sector, is hereby re-appointed to Stratford Economic Enterprise Development

Corporation Board of Directors for a three year term to June 2026, or until a successor is appointed by Council.

- f) Kate Dekok, representing the Small Business sector, is hereby re-appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026, or until a successor is appointed by Council.
- g) Jeff Graham representing Festival Hydro for the University of Waterloo/Festival Hydro seat is hereby appointed to Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2026 with an option for an additional three year term, or until a successor is appointed by Council; and that an exemption be granted from the Appointments Policy.
- h) Lori Radke, representing Citizens at large, continue to be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a term to June 2025, with an option for an additional three year term, or until a successor is appointed by Council.

3. All other provisions of By-law 4-2023, as amended, remain in force and effect.

4. This By-law shall come into force and take effect upon final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

\_\_\_\_\_  
Mayor – Martin Ritsma

\_\_\_\_\_  
Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Corporate Services, or City Clerk or Deputy Clerk, to approve the use of temporary patios on private property.

---

**WHEREAS** Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, (Municipal Act, 2001) provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the Municipal Act, 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** section 23.1 and 23.2 of the Municipal Act, 2001, as amended, authorizes a municipality to delegate certain powers and duties;

**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*, with respect to the delegation of Council's legislative and administrative authority;

**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 as deemed appropriate;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to further amend By-law 135-2017, as amended, to delegate certain authority to the Director of Corporate Services, or City Clerk, or Deputy Clerk to approve the use of temporary patios on private property;

**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 hereby delegates Council's authority to the Director of Corporate Services, or City Clerk, or Deputy Clerk to approve the use of temporary patios on private property.

2. That Schedule "A" of By-law 135-2017, be amended by adding section 5.15 in Schedule "A" attached hereto.
3. All other provisions of By-law 135-2017, as amended, shall remain in force and effect.
4. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**THIS IS SCHEDULE "A" to By-law XX-2023**

Adopted this 8th day of May, 2023

**Amending Schedule "A"  
To By-law 135-2017, as amended**

<b>NUMBER</b>	<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>
5.15	Authority to approve the use of temporary patios on private property.	Director of Corporate Services City Clerk Deputy Clerk	Municipal Act, 2001	Must be in accordance with the City's Zoning By-law and in compliance with applicable City policies.	Signed copy of the letter of approval to Clerk's Office	No	Yes



**BY-LAW NUMBER XXX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2023 and govern and regulate the finances of The Corporation of the City of Stratford.

---

**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;

**WHEREAS** Council of The Corporation of the City of Stratford has by By-Law Number XX-2023 of the City dated the 8th day of May 2023 prepared and adopted estimates of all sums required during the year for the purposes of the Municipality totaling \$74,024,514 pursuant to Section 290 of the Act;

**AND WHEREAS** Section 10(2)3 of the Act provides that a single-tier municipality may pass by-laws respecting financial management of the municipality and its local boards;

**AND WHEREAS** Section 307.(1) of the Act provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the Assessment Act according to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions;

**AND WHEREAS** Section 308.(2) and (3) of the Act provides that every municipality shall establish a set of tax ratios, and such tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1;

**AND WHEREAS** Section 312.(2) of the Act provides for the passing of a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

**AND WHEREAS** the taxes for School Purposes shall be levied, collected and administered by the Municipality in accordance with the Education Act, R.S.O. 1990, c.E.2, Ontario Regulation 400/98 made and most recently revised under that Act;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. For the taxation year 2023 the starting property class tax ratios are:

<b>Property Class</b>	<b>Tax Ratio</b>
a. Residential / Farm	1.000000
b. Multi-residential	2.000000
c. New Multi-residential	1.000000

<b>Property Class</b>	<b>Tax Ratio</b>
d. Commercial	1.975937
e. Industrial	2.630000
f. Pipelines	1.509000
g. Farmlands	0.250000
h. Landfill	1.965003

2. For the purpose of this by-law:
  - a) The commercial property class includes all occupied commercial office property, shopping centre property and parking lot property.
  - b) The industrial property class includes all occupied industrial property.
3. That the final tax levy to be billed and imposed under this by-law shall be paid in two instalments due on the following dates:
  - a) 50% thereof on the 29<sup>th</sup> day of August, 2023; and
  - b) The remainder thereof on the 27<sup>th</sup> day of October, 2023.
4. That the final tax levy to be billed under this by-law shall be reduced by the amount raised by the interim tax levy.
5. That all taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.
6. That the final tax levy for those on a 12 month pre-authorized automatic withdrawal payment plan shall be paid in 6 equal instalments due and payable on or after the first day of each month July to December. The pre-authorized payment plans shall be penalty free for as long as the taxpayer is in good standing with the terms of the plan agreement.
7. That a penalty of one and one-quarter (1¼) per cent shall be added to any instalment on the first day of default and on the first day of each calendar month thereafter in which such default continues until the end of the year in which the taxes are levied, and such penalty shall be levied and collected in the same manner as if it had been originally imposed with and formed part of such instalment.
8. That the Treasurer may mail or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law, a notice specifying the amount of taxes payable.
9. That the notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered on the tax bill under Section 343 of the Municipal Act.
10. That the Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under this by-law in respect of non-payment or late payment of any taxes or any instalment of taxes.
11. That nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
12. That the City Treasurer is hereby directed and authorized to undertake any required action necessary to collect the taxes levied herein.



13. That Schedule "A" attached hereto forms part of this by-law.
14. That Schedule "B" attached hereto forms part of this by-law.
15. That this by-law shall be deemed to have come into force and to take effect on January 1, 2023.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law XXX-2023  
Adopted this 8th day of May, 2023**

1. That the assessment made and concluded in the last preceding year to wit is hereby adopted by the Council of The Corporation of the City of Stratford for the year 2023 and shall be levied, excepting Exempt assessment.

<b>Class</b>	<b>RTC/RTQ Codes</b>	<b>Current Value Assessment</b>
Residential	RT	3,520,973,527
Residential-Education Only	RD	404,000
Multi-Residential	MT	190,353,900
New Multi-Residential	NT	42,447,800
Commercial Occupied	CT	458,912,814
Commercial Excess Land	CU	4,405,938
Commercial Vacant Land	CX	5,613,400
Shopping Centre Occupied	ST	40,047,318
Office Building Occupied	DT	2,880,000
Parking Lot	GT	49,000
Industrial Occupied	IT	64,601,400
Industrial Excess Land	IU	3,641,433
Industrial Vacant Land	IX	4,966,300
Large Industrial Occupied	LT	77,920,484
Large Industrial Excess Land	LU	498,616
Pipelines	PT	9,671,000
Farmlands	FT	23,013,761

**Payments in Lieu**

<b>Class</b>	<b>Qualifying Codes</b>	<b>Current Value Assessment</b>
Residential-	RH	103,000
Commercial Occupied-Full	CF	8,667,808
Commercial Occupied-General	CG	4,208,300
Commercial Occupied-Shared	CH	2,032,000
Commercial Vacant Land-Shared	CJ	80,500
Commercial Vacant Land-Full	CY	145,000
Industrial Occupied-Shared	IH	1,172,000
Landfill	HF	2,227,292

**Exempt**

<b>Class</b>	<b>Qualifying Code</b>	<b>Amount</b>
Exempt	E	258,253,636

**Total Returned Tax Roll: \$4,727,290,227**

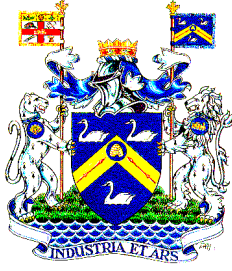
**This is Schedule "B" to By-law XXX-2023  
Adopted this 8th day of May, 2023**

1. That the tax rates of The Corporation of the City of Stratford for the year 2023 for the purposes mentioned in this By-law, but not including local improvement rates or other special rates collected as taxes, shall be as follows:

<b>Class</b>	<b>RTC/R TQ</b>	<b>Municipal</b>	<b>Education</b>
Residential, New Multi-Residential, NT	RT	0.01349252	0.00153000
Residential-Education Only	RD	0.00000000	0.00153000
Multi-Residential	MT	0.02698504	0.00153000
Commercial Occupied/Excess Land/Vacant Land, Shopping Centre Occupied, Office Building Occupied, Parking Lot	CT, CU, CX, ST, DT, GT	0.02666037	0.00880000
Industrial Occupied/Excess Land/Vacant Land, Large Industrial Occupied/Excess Land	IT, IU, IX, LT, LU	0.03548533	0.00880000
Pipelines	PT	0.02036021	0.00880000
Farmlands	FT	0.00337313	0.00038250

**Payments in Lieu**

<b>Class</b>	<b>Class Code</b>	<b>Municipal</b>	<b>Education</b>
Residential	RH	0.01349252	0.00153000
Commercial Occupied- Full/Shared/Vacant Land-Shared/Full	CF, CH, CJ, CY	0.02666037	0.01250000
Commercial Occupied-General	CG	0.02666037	0.00000000
Industrial Occupied-Shared	IH	0.03548533	0.01250000
Landfill	HF	0.02651284	0.01250000



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the entering into and execution of an Ontario Works Service Agreement Purchase of Service Agreement with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver support services to clients of the Social Services Department, for a one-year term to December 31, 2023, with an option to renew annually to 2027.

---

**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** the City operates as the Consolidated Municipal Service Manager – Social Services Department (“CMSM – Social Services Department”) in the provision of various Ontario Works programs and acts as the CMSM – Social Services Department for the County of Perth and Town of St. Marys;

**AND WHEREAS** the CMSM – Social Services Department recognizes that participants in social service programs may have emotional and other barriers that need to be addressed to promote participant self-reliance prior to achieving the goal of employment and other forms of community engagement;

**AND WHEREAS** Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services (“CMHA”) has agreed to provide the delivery of a component of the Ontario Works program to participants who identify needs around mental health and/or addiction related concerns (“Counselling Program”);

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it desirable and in the public interest to enter into a purchase of service agreement with CMHA for a one-year term effective January 1, 2023, to December 31, 2023 with the option to renew the agreement annually to December 31, 2027, if agreed upon in writing and subject to no contract performance issues or amendments to funding identified by the City;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That the Ontario Works Service Agreement Purchase of Service Agreement dated the 1st day of January, 2023, between The Corporation of the City of Stratford and Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to provide support services to

clients of the Social Services Department, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said Agreement on behalf of The Corporation of the City of Stratford and to affix the corporate seal thereto.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services or the Chief Administrative Officer, or their respective delegates, to execute Ontario Works Service Agreement Purchase of Service Annual Renewal Agreements with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver the support services program to Ontario Works clients to December 31, 2027.

---

**WHEREAS** Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, (Municipal Act, 2001) provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(1) of the Municipal Act, 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** section 23.1 and 23.2 of the Municipal Act, 2001, as amended, authorizes a municipality to delegate certain powers and duties;

**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*, with respect to the delegation of Council's legislative and administrative authority;

**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 as deemed appropriate;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to further amend By-law 135-2017, as amended, to delegate certain authority to the Director of Social Services or the Chief Administrative Officer to execute annual renewal agreements to 2027 with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver support services to Ontario Works clients, subject to no contract performance issues or amendments to funding identified by the City;

**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 hereby delegates Council's authority to the Director of Social Services or the Chief Administrative Officer, or their respective delegates, to execute annual renewal agreements to 2027 with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to deliver the support services program detailed in Management Report SOC23-013, subject to no contract performance issues or amendments to funding identified by the City.
2. That Schedule "A" of By-law 135-2017, be amended by adding section 13.30 in Schedule "A" attached hereto.
3. All other provisions of By-law 135-2017, as amended, shall remain in force and effect.
4. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**THIS IS SCHEDULE "A" to By-law XX-2023**

Adopted this 8th day of May, 2023

**Amending Schedule "A"  
To By-law 135-2017, as amended**

<b>NUMBER</b>	<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>
13.30	Authority to execute annual Ontario Works Service Agreement Purchase of Service Annual Renewal Agreements with Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services to December 31, 2027.	Director of Social Services Chief Administrative Officer Or respective delegates	Municipal Act, 2001	Subject to no contract performance issues or amendments to funding identified by the City.  Delegated authority permitted to be exercised until December 31, 2027.	Signed copy to Clerk's Office	No	Yes





**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the entering into and execution of a Service Agreement with Festival Hydro Inc., for the provision of the Low-Income Energy Assistance Program (LEAP) for a three-year term until April 30, 2026.

---

**WHEREAS** Section 8.(1) of the Municipal Act, 2001, S.O. 201, c.25 as amended, “(the Municipal Act, 2001”) 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 to 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 Council of The Corporation of the City of Stratford deems it desirable and in the public interest to enter into a service agreement with Festival Hydro Inc., for the provision of the LEAP for a three-year term effective May 1, 2023 and expiring April 30, 2026;

**AND WHEREAS** The Corporation of the City of Stratford will fulfill lead and intake agency requirements for delivery of the LEAP program to Festival Hydro Inc., customers;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. That the Agreement between The Corporation of the City of Stratford and Festival Hydro Inc., for the provision of the Low-Income Energy Assistance Program for a three-year term until April 30, 2026, be entered into and the Director of Social Services or the Chief Administrative Officer, or their respective delegates, be hereby authorized to execute the said agreement and all other documents related to this matter, on behalf of and for this Corporation and to affix the corporate seal thereto.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of May, 2023

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to provide for the repair and improvements to the Kelly Drain 2023 in the City of Stratford.

---

**WHEREAS** the Council of The Corporation of the City of Stratford received a request under section 78 of the Drainage Act, R.S.O 1990, to provide for the repair and improvement of the Kelly Drain;

**AND WHEREAS** the Council of The Corporation of the City of Stratford in the County of Perth authorized Joel Miller, P.Eng., of K. Smart Associates Limited to prepare a report and said engineer's report dated April 5, 2023, can be referenced as Schedule A, as attached hereto;

**AND WHEREAS** notice of the Meeting to consider the Engineering Report was given in accordance with the Drainage Act;

**AND WHEREAS** the report was considered at the May 8, 2023, Regular Council meeting;

**AND WHEREAS** the Council of The Corporation of the City of Stratford is of the opinion that the repair and improvement of the Kelly Drain is desirable;

**NOW THEREFORE BE IT ENACTED** by the Council of The Corporation of the City of Stratford as follows:

1. That the report dated April 5, 2023, and attached hereto as "Schedule A" is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The total costs for the drainage works being \$243,000.
3. That the Mayor and Clerk, or their respective delegates, are authorized to cause a contract for the construction of the works to be made and entered into with some person or persons, firm or corporations, subject to the approval of the Council to be declared by resolution.
4. This By-Law comes into force and effect on the final passing thereof and may be cited as the "Kelly Drain 2023 By-Law."

Read a FIRST and SECOND time on the 8<sup>th</sup> day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

By-law Read a THIRD TIME and FINALLY PASSED this day of June, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law XX-2023  
Adopted this 8th day of May, 2023**

Kelly Drain 2023 Engineering Report dated April 5, 2023 attached separately.



**STRATFORD CITY COUNCIL**  
**CONSENT AGENDA**

May 8, 2023

**REFERENCE NO.    CONSENT AGENDA ITEM**

CA-2023-045            Notification that the Social Services Department intends to issue a request for proposals in accordance with the City's Purchasing Policy for the delivery and operation of EarlyON Child and Family Centre Programs in Stratford, St. Marys and Perth County to commence in June 2023.

CA-2023-046            In accordance with By-law 135-2017, the Director of Community Services granted an exemption from Noise Control By-law 113-79 for Stratford Summer Music Barge Music as follows:

- the unreasonable noise provision [Schedule 1 clause 8] and
- the amplification of sound in a Residential Zone [Schedule 2 clause 2] between 11:00 a.m. and 12:00 p.m. and 2:30 p.m. and 3:30 p.m. every Friday, Saturday, and Sunday from July 20, 2023, until August 13, 2023.

That 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 Control By-law 113-79 that are applicable remain in force.

CA-2023-047            Notification that the Infrastructure and Development Services Department intends to call tenders in accordance with the City's Purchasing Policy for Elevator Modernization at 82 Erie Street.

CA-2023-048            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:

- Richard Monette Way, Queens Park Drive from Lakeside Drive North to Richard Monette Way and Parkview Drive from Richard Monette Way to Water Street on Saturday, June 3, 2023, from 8:30 a.m. to 12:00 p.m. for the Bike Month Cycle Circle.

- CA-2023-049 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:
- John Street from Norman Street to Hibernia Street, beginning Tuesday, April 25, 2023 for 4 days. This temporary road closure is necessary to facilitate the construction of the Huron Street near the intersection of Huron Street & John Street. There will be no access to or from Huron Street from John Street. Local detours will direct traffic to St. Vincent Street.
  - westbound lanes of Lakeside Street, from North Street to Waterloo Street due to a special event May 1, 2023 from 3 p.m. to 11:30 p.m.
- CA-2023-050 Resolution from the Regional Municipality of Waterloo regarding protecting the privacy of election candidates and donors.
- Attachment – Letter from Waterloo dated April 24, 2023
- Endorsement of the resolution is requested.
- CA-2023-051 Resolution from the Township of Puslinch with respect to litter on the roadside of the 401 highway.
- Attachment – Letter from Puslinch dated April 26, 2023
- Endorsement of the resolution is requested.
- CA-2023-052 Notification that the road closure listed on the February 13, 2023 Consent Agenda for the Miller Cup Rugby Tournament is no longer required as the event has been cancelled.
- CA-2023-053 Notification that the Community Services Department, Recreation Division intends to call the following quote in accordance with the City’s Purchasing Policy:
- Purchase of a new articulating boom lift at the Rotary Complex Community Hall
- CA-2023-054 Municipal Information Form for Liquor Licence Application for an indoor and outdoor area at 145 Ontario Street (The Bowl Bar).
- Section 2 - To be completed by the City Clerk.
- Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application.

Stratford Police Services, Huron Perth Public Health, Planning, the Fire Department have not expressed concerns with this application.

Building's comments were as follows:

- Applicant is required to submit a separate AGCO Letter request to our office, the fee for this letter is \$78.00. Attached is the form that is required to be completed, the Applicant is required to complete the RE section and we will complete the rest.
- Applicant is required to submit a floor plan, completed by a qualified designer, denoting the proposed occupant load and seating areas.

Subsequent to providing those comments, the required forms were submitted to the Building Division.

CA-2023-055

Municipal Information Form for Liquor Licence Application for an indoor and outdoor area at 27 George Street East (JLB Inc.)

Section 2 - To be completed by the City Clerk.

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application.

Stratford Police Services have not expressed concerns with this application.

Building's comments were as follows:

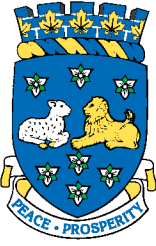
- A Building Permit is required to be obtained for the new Café/Bar use proposed at this location. Building has already been in contact with the designers on this project and are awaiting a permit application submission. Building will not release our AGCO Approval Letter until a Building Permit is obtained, work completed, and occupancy issued by our office.
- Applicant is required to submit a separate AGCO Letter request to our office, the fee for this letter is \$78.00. Attached is the form that is required to be completed, the Applicant is required to complete the RE section and we will complete the rest.
- Applicant is required to submit a floor plan, completed by a qualified designer, denoting the proposed occupant load and seating areas.

The Fire Department's comments were as follows:

- Fire Prevention is in receipt of payment for a Liquor License inspection and letter, however due to recent comments from the Building Department we will be holding off on our inspection until work within the building permit is complete and occupancy has been granted.

CA-2023-056      Correspondence from Minister of Environment, Conservation and Parks (MECP) regarding the fourth annual Provincial Day of Action on Litter.  
Attachment – Email from MECP dated April 19, 2023  
For the information of Council.





April 24, 2023

Area Members of Provincial Parliament  
Sent via email

Dear Area Members of Provincial Parliament:

**Re: Councillor J. Erb Notice of Motion**

Please be advised that the Council of the Regional Municipality of Waterloo at their regular meeting held on April 19, 2023, approved the following motion:

**WHEREAS the Municipal Elections Act requires all individuals wishing to be a candidate in a municipal or school board election to file Nomination Paper - Form 1 with the municipal clerk;**

**AND WHEREAS the Municipal Elections Act requires all candidates who sought election to a municipal council or school board to file Financial Statement – Auditor’s Report Candidate – Form 4 with the municipal clerk;**

**AND WHEREAS Form 1 requires candidates to provide their qualifying address;**

**AND WHEREAS Form 4 requires candidates to list the name and home address of any donor contributing over \$100.00**

**AND WHEREAS the Municipal Elections Act specifies that these documents are not protected by the Municipal Freedom of Information and Protection of Privacy Act, and requires the municipal clerk to make Form 4 available on a website;**

**AND WHEREAS there has been concern expressed about those who hold public office and those who support them that they have been the subject of unnecessary attention and excessive scrutiny;**

**AND WHEREAS the requirement to publish the personal home address of donors to specific candidates may discourage individuals from**

engaging in the democratic process to elect municipal and school board politicians.

**THEREFORE, BE RESOVLED THAT the Regional Municipality of Waterloo calls on the Minister of Municipal Affairs and Housing for the Province of Ontario to protect the privacy of candidates and donors by removing the requirement for their street name, number and postal code to be listed on publicly available forms.**

**AND FURTHER THAT for verification purposes, the addresses of all candidates and all donors over \$100 be submitted to the municipal clerk on separate forms that are protected by the Municipal Freedom of Information and Protection of Privacy Act and will not be published.**

**AND FINALLY, that this resolution be forwarded to the Area Members of Provincial Parliament, the Association of Municipalities of Ontario, the Association of Municipal Clerks and Treasurers of Ontario, the Ontario Public School Boards' Association, the Ontario Catholic School Trustees' Association, and all Ontario municipalities.**

Please accept this letter for information purposes only. If you have any questions or require additional information, please contact Rebekah Harris, Research/Administrative Assistant to Council, at [RHarris@regionofwaterloo.ca](mailto:RHarris@regionofwaterloo.ca) or 519-575-4581.

Regards,



William Short

Regional Clerk/Director, Council and Administrative Services

WS/hk

cc: Association of Municipalities of Ontario  
 Association of Municipal Clerks and Treasurers of Ontario  
 Ontario Public School Boards' Association  
 Ontario Catholic School Trustees' Association  
 Ontario municipalities



Hon. David Piccini, MPP  
 Minister of the Environment  
 Conservation and Parks  
 Ministry of the Environment,  
 Conservation and Parks 5<sup>th</sup> Floor  
 777 Bay St.  
 Toronto, ON, M5B 2H7  
 VIA EMAIL:  
[david.piccini@pc.ola.org](mailto:david.piccini@pc.ola.org)

Township of Puslinch  
 7404 Wellington Road 34  
 Puslinch, ON N0B 2J0  
[www.puslinch.ca](http://www.puslinch.ca)

April 26, 2023

RE: 11.1 Mayor's Updates - 11.1.1 Mayor Seeley gave an update on the upcoming spring clean-up day being the second weekend of May.

Please be advised that Township of Puslinch Council, at its meeting held on April 12, 2023 considered the aforementioned topic and subsequent to discussion, the following was resolved:

**Resolution No. 2023-127:** Moved by Councillor Bailey and  
 Seconded by Councillor Sepulis

**That Council receive the Mayors and Council member updates for information; and**

**That Council direct staff to send notice to the MECP requesting that the litter on the roadside of the 401 be cleaned up in accordance with the Ministry initiative "Act on Litter Ontario"; and**

**That this resolution be circulated to all municipalities in Ontario.**

**CARRIED**

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Courtenay Hoytfox  
 Municipal Clerk

CC: All Ontario Municipalities

**From:** Minister, MECP (MECP) <[Minister.MECP@ontario.ca](mailto:Minister.MECP@ontario.ca)>

**Sent:** Wednesday, April 19, 2023 11:02 AM

**To:** Minister, MECP (MECP) <[Minister.MECP@ontario.ca](mailto:Minister.MECP@ontario.ca)>

**Subject:** Save the date - Provincial Day of Action on Litter - (May 9, 2023) / Invitation à prendre date de la Journée provinciale d'action contre les détritrus, le 9 mai 2023

Hello,

We are excited to invite you to save the date to celebrate the fourth annual Provincial Day of Action on Litter, taking place on Tuesday, May 9, 2023! Ontario's annual Day of Action on Litter encourages individuals, students, municipalities and businesses across the province to work together to raise awareness about the impacts of litter and waste and take part in a litter cleanup.

We hope you will be able to join us in promoting and supporting the 2023 Day of Action.

Specifically, we welcome your support for a successful 2023 Day of Action by:

- promoting public participation in a cleanup on Tuesday, May 9 or on the weekends surrounding the Day of Action on Litter and educate participants on the impact of litter and waste using your communications channels.
- hosting a litter cleanup and inviting the public, volunteers, employees, or members to participate.
- posting to your social media accounts on May 9, 2023 to officially recognize the day, using the hashtag #actONlitter, and follow us for more posts to share.

The Ministry of the Environment, Conservation and Parks will provide further resources to support the 2023 Day of Action on Litter shortly, including a litter clean up reporting form closer to the date.

We know there is still more to do to reduce waste and litter and keep our land and water clean and healthy, and that Ontarians will do their part to make this happen. We hope you will help us continue to build awareness and to keep our communities clean!

If you have any questions, please reach out to [actONlitter@ontario.ca](mailto:actONlitter@ontario.ca).

Thank you for your support in working together to keep our province clean.

David Piccini

Minister of the Environment, Conservation and Parks



**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend By-law 10-2022 as amended, with respect to zone change application Z08-22 by the City of Stratford to amend the R4 Zoning for all lands in the City of Stratford.

---

**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the Planning Act, R.S.O. 1990, c. P.13, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the Planning Act;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the City of Stratford Zoning By-law, be further amended.

**NOW THEREFORE BE IT ENACTED** by the Council of The Corporation of the City of Stratford as follows:

1. That Section 3.0, to By-law 10-2022, as amended, is hereby amended by deleting the definitions of "Dwelling or Dwelling Unit", "Townhouse Dwelling", and "Townhouse Dwelling, Cluster" and replacing them with the following new definitions:

"DWELLING UNIT", means a room or rooms which function as a housekeeping unit used or intended to be used by one or more persons, in which a kitchen, living quarters and sanitary facilities are provided for the exclusive use of the residents and with a private entrance from outside the building or from a common hallway or stairway.

"TOWNHOUSE DWELLING", means a building divided vertically into three or more dwelling units, each of which has an independent entrance either directly or through a common vestibule.

"CLUSTER TOWNHOUSE DWELLING", means a building containing a row of 3 or more dwelling units which are aligned horizontally and are divided vertically and/or horizontally from each other by a common wall, with each dwelling unit having a private independent entrance. A cluster townhouse dwelling includes a stacked townhouse dwelling and a back-to-back townhouse dwelling.

2. That Section 3.0, to By-law 10-2022, as amended, is hereby amended by deleting the terms of "TOWNHOUSE DWELLING, BACK-TO-BACK", "TOWNHOUSE DWELLING, STACKED", and "TOWNHOUSE DWELLING, STREET" and replacing them with the following new terms:

"BACK-TO-BACK TOWNHOUSE DWELLING"

"STACKED TOWNHOUSE DWELLING"

"STREET TOWNHOUSE DWELLING"

3. That Section 4.1.4, Table 4.1.4, to By-law 10-2022, as amended, is hereby amended by deleting all references to "R4(1)", "R4(2)", "R4(3)" and "R4(4)" and replacing them with "R4".
4. That Section 6.2, Table 6.2, to By-law 10-2022, as amended, is hereby amended by deleting the use "Cluster Housing" from the Residential Uses column and replacing it with "Cluster Townhouse Dwelling".
5. That Section 6.2, Table 6.2, to By-law 10-2022, as amended, is hereby amended by deleting the references to "R4(1)", "R4(2)", "R4(3)" and "R4(4)" from the R4 column and replacing them with "R4".
6. That Section 6.3, to By-law 10-2022, as amended, is hereby amended by deleting sub-section 6.3.4, and renumbering the remaining sub-sections.
7. That Section 6.4.4, Table 6.4.4, to By-law 10-2022, as amended, is hereby amended by deleting Table 6.4.4 and replacing it with the following new Table 6.4.4:

**Table 6.4.4: Regulations in the Residential Fourth Density (R4) Zone**

Zone Variation Standard [1]	Street Townhouse Dwelling (Per unit)	Cluster Townhouse Dwelling
<i>Lot Area</i> (per <i>dwelling unit</i> ):	180 m <sup>2</sup>	150 m <sup>2</sup>
<i>Lot Frontage: Interior lot</i>	6.0 m	22.0 m
<i>Lot Frontage: Corner lot</i>	12.0 m	-
<i>Lot Depth:</i>	30.0 m	30.0 m
<i>Front Yard Depth:</i>	6.0 m [4] [5] [6]	6.0 m [4] [5] [6]
<i>Exterior Side Yard Width:</i>	6.0 m [4] [5] [6]	6.0 m [4] [5] [6]
<i>Side Yard Width:</i>	2.5 m [2]	3.0 m [7]
<i>Rear Yard Depth:</i>	6.0 m	6.0 m
Maximum <i>Lot Coverage:</i>	40%	40%
Maximum <i>Lot Coverage Main Building and Accessory Buildings</i>	45%	45%
Maximum <i>Height:</i>	12.0 m	12.0 m
Minimum <i>Landscaped Open Space:</i>	30%	30%
Minimum <i>Density</i>	25 upnh [3]	20 upnh [3]
Maximum <i>Density</i>	35 upnh [3]	65 upnh [3]

8. That Section 15.4, to By-law 10-2022, as amended, is hereby amended by deleting Section 15.4.1 to 15.4.31 and replacing it with the following new Section 15.4.1 to 15.4.31:

## 15.4 Residential Fourth Density (R4) Zone

### 15.4.1

- a) Defined area (west side of Franklin Drive between 151-183)  
R4-1 as shown on Schedule "A", Map 1
- b) Minimum interior side yard width: 2.25 m
- c) Minimum rear yard depth
  - Lot 58 to Lot 66, inclusive, 44M-5: 6.0 m
- d) Maximum lot coverage: 55%
- e) Maximum height: 6.0 m
- f) Maximum number of storeys: 1
- g) All other provisions of 6.4.4 apply

### 15.4.2

- a) Defined area (59 Eagle Drive)  
R4-2 as shown on Schedule "A", Map 3
- b) Permitted uses
  - Private club
  - Cluster single detached dwelling
  - Street townhouse dwelling
  - Cluster townhouse dwelling
- c) General use regulations
  - In accordance with Table 15.4.2:

**Table 15.4.2 Residential Fourth Density R4-2, 59 Eagle Drive, Meadowridge Retirement Village**

<b>Zone Variation Standard (1)</b>	<b>Cluster Single Detached Dwelling</b>	<b>Street Townhouse Dwelling</b>	<b>Cluster Townhouse Dwelling</b>	<b>Private Club</b>
Lot Area	360m <sup>2</sup>	180m <sup>2</sup>	1000m <sup>2</sup>	150m <sup>2</sup>
Lot Frontage: interior lot	12m	6m	30m	6m
Lot Frontage: corner lot	15m	10.5m	35m	10.5m
Lot Depth	24m	24m	24m	24m
Front Yard Depth/Exterior Side Yard Width	4.5m (2)	4.5m (2)	4.5m (2)	4.5m (2)
Side Yard Width	1.2m	1.2m (3)	1.2m (3)	1.2m
Aggregate Side Yard Width	2.4m	2.4m	2.4m	2.4m
Rear Yard Depth	4.5m	4.5m	4.5m	4.5m
Maximum Lot Coverage	50%	50%	50%	75%

<b>Zone Variation Standard (1)</b>	<b>Cluster Single Detached Dwelling</b>	<b>Street Townhouse Dwelling</b>	<b>Cluster Townhouse Dwelling</b>	<b>Private Club</b>
Maximum Height	8.5m	8.5m	8.5m	8.5m
Maximum Number of Dwelling(s) per Lot	1	1	-	-
Maximum Lot Density	-	-	50 upnh (4)	-
Landscaped Open Space	30%	30%	30%	25%

Notes:

- 1) Unless specified otherwise, regulations expressed herein are minimums and for the purposes of establishing compliance with any standard of Table 15.4.2, a private street shall be deemed to be a street or an improved street and Section 4.2 (Access Required to a Street) shall not apply.
- 2) Provided that no part of any attached or detached garage shall be erected less than 6.0 m to a front lot line or an exterior side lot line.
- 3) Except that no side yard width shall be required on the side where individual street townhouse dwelling units or townhouse dwelling units on abutting lots are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be set back not less than 1.0m from the side lot line separating such lots.
- 4) upnh means units per net hectare.

**15.4.3**

a) Defined area (32, 34, 36, 38 Frederick Street)  
R4-3 as shown on Schedule "A", Map 5

b) Permitted uses

- Quadruplex dwelling
- Street townhouse dwelling
- Cluster townhouse dwelling

c) Regulations

- Minimum exterior side yard width for a townhouse dwelling: 1.8m
- Minimum interior side yard width for a townhouse dwelling: 0.6m, except that no side yard width shall be required on the side where individual street townhouse units are attached together by a common wall extending along the side lot line separating such lots.

d) All other provisions of 6.4.4 apply

**15.4.4**

a) Defined area (portions of Long Drive)  
R4-4 as shown on Schedule "A", Map 3



- b) Minimum lot area
  - a) Street townhouse dwelling (per unit): 350m<sup>2</sup> on a corner lot and 180m<sup>2</sup> on an interior lot
- c) Front yard depth/exterior side yard width
  - a) 4.5m provided that no part of any attached or detached garage shall be erected less than 6.0m to a front lot line or an exterior side lot line
- d) All other provisions of 6.4.4 apply

**15.4.5**

- a) Defined area (west side of Railway Avenue, north of Pine Street – By-law 177-2007) R4-5 as shown on Schedule "A", Map 8
- b) Permitted use
  - Street townhouse dwelling
- c) More than one zone
  - For the purposes of the defined area, Section 2.3.2 shall not apply
- d) All other provisions of 6.4.4 apply

**15.4.6**

- a) Defined area (50 Galt Road – By-law 100-2008) R4-6 as shown on Schedule "A", Map 1
- b) Permitted use
  - Cluster townhouse dwelling
- c) Maximum number of townhouse dwellings: 80
- d) General use regulations
  - Access shall be provided by a private street
  - Tandem parking accessory to a townhouse dwelling shall be permitted
- e) All other provisions of 6.4.4 apply

**15.4.7**

- a) Defined area (350 O'Loane Avenue – By-law 161-2008) R4-7 as shown on Schedule "A", Map 4
- b) Minimum density: 23 uph
- c) Setback from O'Loane Avenue: 10.5 m
- d) All other provisions of 6.4.4 apply

**15.4.8**

- a) Defined area (55 Harrison Street – By-law 19-2010) R4-8 as shown on Schedule "A", Map 3

b) Minimum exterior side yard width: 2.5 m

c) All other provisions of 6.4.4 apply

#### **15.4.9**

a) Defined area (101 Brunswick Street – By-law 105-2011)  
R4-9 as shown on Schedule "A", Map 5

b) Minimum lot area – apartment building: 875.5 m<sup>2</sup>

c) Minimum parking aisle width: 1.8 m

d) Minimum lot width: 29 m

e) Minimum east side yard width: 4.6 m

#### **15.4.10**

a) Defined area (27-39 Butler Cove Road – By-law 91-2014)  
R4-10 as shown on Schedule "A", Map 2

b) Minimum interior side yard width: 0.45 m

c) Maximum lot coverage: 43%

d) All other provisions of 6.4.4 apply

#### **15.4.11**

a) Defined area (589 West Gore – By-law 53-2015)  
R4-11 as shown on Schedule "A", Map 4

b) Permitted use

- Cluster townhouse dwelling

c) Maximum density calculated on entire property: 35 uph

d) Lot that has access to a private street is considered to be a lot for the purposes of zoning

e) Minimum landscape open space calculated on entire property: 25%

f) Required parking spaces to be allowed in tandem and count toward the minimum required parking for each individual townhouse dwelling

g) Parking aisles and visitor parking allowed within the common element condominium driveway

h) Rear yard setback: 6.5 m or 4 m from any required easement

i) Rear yard setback to a second storey: 7.5 m

j) Lot frontage for any parcel of tied lands: 6 m

k) Lot coverage: 65%

l) All of provisions of 6.4.4 apply

#### **15.4.12**

a) Defined area (Blocks 108 and 109 – 576 O'Loane Avenue)  
R4-12 as shown on Schedule "A", Map 1

- b) Permitted use
- Apartment dwelling
  - Back-to-back townhouse dwelling
  - Nursing home
  - Quadruplex dwelling
  - Stacked townhouse dwelling
  - Street townhouse dwelling
  - Townhouse dwelling
- c) For the purposes of the defined area, minimum lot area, lot frontage, lot depth and setbacks are deemed to be to the exterior boundary of the block
- d) Minimum setback
- O'Loane Avenue: 10.5 m
- e) Minimum density: 25 uph
- f) Maximum density: 65 uph
- g) Minimum lot area
- Interior lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 605 m<sup>2</sup>
- h) Minimum lot area
- Corner lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 680 m<sup>2</sup>
- i) Minimum lot frontage
- Interior lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 18 m
- j) Minimum lot frontage
- Corner lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 21 m
- k) Minimum lot depth: 36 m
- l) Minimum front yard depth/exterior side yard width: 4.5 m
- m) Minimum front yard depth/exterior side yard width to a garage: 6.0 m
- n) Minimum side yard width: 1.5 m
- o) Minimum rear yard depth: 6.0 m
- p) Maximum building height: 13.5 m
- q) Maximum lot coverage: 40%

r) All other provisions of 6.4.4 apply

**15.4.13**

a) Defined area (Block 109 – 576 O'Loane Avenue)  
R4-13 as shown on Schedule "A", Map 1

b) Permitted uses

- Apartment dwelling
- Back-to-back townhouse dwelling
- Nursing home
- Quadruplex dwelling
- Stacked townhouse dwelling
- Street townhouse dwelling
- Townhouse dwelling

c) For the purposes of the defined area, minimum lot area, lot frontage, lot depth and setbacks are deemed to be to the exterior boundary of the block

d) Minimum lot area

- Interior lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 605 m<sup>2</sup>

e) Minimum lot area

- Corner lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 680 m<sup>2</sup>

f) Minimum lot frontage

- Interior lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 18 m

g) Minimum lot frontage

- Corner lot, apartment dwelling, back-to-back or stacked townhouse dwelling: 21 m

h) Minimum lot depth: 36 m

i) Minimum front yard depth/exterior side yard width: 4.5 m

j) Minimum front yard depth/exterior side yard width to a garage: 6.0 m

k) Minimum side yard width: 1.5 m

l) Minimum rear yard depth: 6.0 m

m) Maximum building height: 13.5 m

n) Maximum lot coverage: 40%

o) Maximum number of storeys: 2.5

- p) All other provisions of 6.4.4 apply

**15.4.14**

- a) Defined area (576 O'Loane Avenue)  
R4-14 as shown on Schedule "A", Map 1
- b) Permitted uses
- Quadruplex dwelling
  - Street townhouse dwelling
  - Townhouse dwelling
- c) Minimum setback
- O'Loane Avenue: 10.5 m
- d) Minimum rear yard depth: 9.0 m
- e) Maximum building height: 13.5 m
- f) All other provisions of 6.4.4 apply

**15.4.15**

- a) Defined area (576 O'Loane Avenue)  
R4-15 as shown on Schedule "A", Map 1
- b) Permitted uses
- Quadruplex dwelling
  - Street townhouse dwelling
  - Townhouse dwelling
- c) Maximum building height: 13.5 m
- d) All other provisions of 6.4.4 apply

**15.4.16**

- a) Defined area (Northwest Stratford, north side of McCarthy Road West)  
R4-16 as shown on Schedule "A", Map 2
- b) Permitted uses
- Cluster housing: single detached, semi-detached, townhouse dwellings, back-to-back townhouse dwellings, stacked townhouse dwellings, and apartment dwellings
- c) General use regulations in accordance with Table 15.4.16:

**Table 15.4.16 Northwest Stratford Development,  
north side of McCarthy Road West**

<b>Zone Variation Standard</b>	<b>Cluster Single Detached, Semi-Detached, Townhouse Dwellings, Back-to-Back Townhouse Dwellings and Stacked Townhouse Dwellings</b>	<b>Cluster Apartment Dwellings</b>
Block Area	800m <sup>2</sup>	1000m <sup>2</sup>
Block Frontage	22.0m per block	25.0m per block
Setback from Arterial Road	7.5m (7)	7.5m
Setback from Local Road	6.0m	6.0m (1)
Side Yard Width	1.5m (2)(7)	5.0m (1)
Rear Yard Depth	6.0m (3)	6.0m
Maximum Lot Coverage	35%	30%
Maximum Height	12.0m (4)	22m (8)
Minimum Density	16uph	16uph
Maximum Density	65uph	100uph
Minimum Landscaped Open Space	30%	30%
Parking	1.5 spaces per unit (5)(6)	1.5 spaces per unit (5)

Notes:

- 1) Or half the height of the building whichever is the greater.
- 2) Except that no side yard width shall be required on the side where individual townhouse dwelling units or individual dwelling units of a semi-detached dwelling are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- 3) Except that no rear yard depth shall be required along the rear where individual back-to-back townhouse dwelling units are attached together by a common wall extending along the rear lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 6m from the rear lot line separating such lots.
- 4) Back-to-back townhouses and stacked townhouses are permitted to have a maximum height of 13.5m.
- 5) 0.25 of the required spaces per dwelling unit shall be designated visitor parking.
- 6) Tandem parking (up to a maximum of 2 vehicles) in a driveway accessory to a cluster dwelling unit shall be permitted.
- 7) Any attached or detached garage shall not exceed sixty (60) per cent of the width of the front building elevation of a dwelling unit (measured from inside face of outside wall or common wall to inside face of outside wall or common wall).
- 8) Or 6 storeys whichever is the lesser.

**15.4.17**

- a) Defined area (Northwest Stratford, south side of McCarthy Rd. West)  
R4-17 as shown on Schedule "A", Map 2
- b) Permitted use
- Street townhouse dwelling
- c) General use regulations in accordance with Table 15.4.17:

**Table 15.4.17 Northwest Stratford Development,  
south side of McCarthy Road West**

<b>Zone Variation Standard</b>	<b>Street Townhouse (per unit)</b>
Lot Area – Internal Lot	180m <sup>2</sup>
Lot Area – Corner Lot	420m <sup>2</sup>
Lot Frontage – Interior Lot	6.0m
Lot Frontage – Corner Lot	11.0m
Lot Depth	30.0m
Front Yard Depth	6.0m
Exterior Side Yard Width (Abutting a Local Road)	4.5m (1)
Exterior Side Yard Width (Abutting an Arterial Road)	7.5m
Side Yard Width	2.5m (2)
Rear Yard Depth	7.5m
Maximum Lot Coverage	40%
Maximum Height	12.0m
Landscaped Open Space	30%
Maximum Garage Width	60% of the front elevation of a dwelling erected on a lot (measured from the inside face of outside wall or common wall to inside face of outside wall or common wall)
Minimum Sight Triangle	3m x 3m at intersection of local roads 10m x 10m at intersection of local and arterial roads

Notes:

- 1) Any part of any attached or detached garage shall provide a parking space between the garage door and the road allowance.
- 2) Except that no side yard width shall be required on the side where individual street townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 2.5m from the side lot line separating such lots.

**15.4.18**

- a) Defined area (355 Douro Street (south side of Douro Street, between High Street and Romeo Street South))  
R4-18 as shown on Schedule "A", Map 5
- b) Permitted uses
  - Back-to-back townhouse dwellings
  - Townhouse dwellings
- c) Front lot line: Douro Street
- d) Required parking spaces to be allowed in tandem and count toward the minimum required parking for each individual townhouse dwelling
- e) Maximum density: 40uph
- f) Minimum common element landscaped open space: 1225 m<sup>2</sup>
- g) Minimum setback, Douro Street: 6.0 m
- h) Minimum interior side yard width: 6.0 m
- i) Minimum rear yard depth: 7.5 m
- j) Minimum setback from a patio door to a patio door: 12.0 m
- k) Minimum setback from a patio door to a side wall: 6.0 m
- l) Minimum setback from an end unit wall to end unit wall: 2.5 m
- m) Maximum building height: 10.5 m
- n) Minimum front yard depth: 4.5 m
- o) General use regulations
  - Any attached or detached garage shall not exceed sixty (60) percent the width of the elevation facing the front lot line or an exterior side lot line, where the garage is oriented to said lot line of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- p) All other provisions of 6.4.4 apply

**15.4.19**

- a) Defined area (355 Douro Street (south side of Douro Street, between High Street and Romeo Street South))  
R4-19 as shown on Schedule "A", Map 5
- b) Permitted uses and regulations
  - All uses and regulations as described in the R4-18 zone
- c) Maximum building height: 13 m

**15.4.20**

- a) Defined area (355 Douro Street (south side of Douro Street, between High Street and Romeo Street South))



R4-20 as shown on Schedule "A", Map 5

- b) Permitted uses and regulations
  - All uses and regulations as described in the R4-18 zone
- c) Minimum setback
  - High Street: 6.0 m
  - King Street: 6.0 m
- d) Minimum interior side yard width: 2.3 m

#### **15.4.21**

- a) Defined area (355 Douro Street (south side of Douro Street, between High Street and Romeo Street South))  
R4-21 as shown on Schedule "A", Map 5
- b) Permitted uses and regulations
  - All uses and regulations as described in the R4-18 zone
- c) Minimum setback
  - High Street: 4.5 m

#### **15.4.22**

- a) Not defined

#### **15.4.23**

- a) Defined area (southwest corner of Vivian Line 36 and Street "B" in draft approved plan 31T18-003)  
R4-23 as shown on Schedule "A", Map 2
- b) Permitted use
  - Street townhouse dwelling
- c) Lot area, interior (minimum): 150 m<sup>2</sup>
- d) Lot area, end (minimum): 160 m<sup>2</sup>
- e) Lot area, corner (minimum): 300 m<sup>2</sup>
- f) Lot frontage corner (minimum): 10 m
- g) Lot depth (minimum): 25 m
- h) Exterior side yard width (minimum): 5 m
- i) Rear yard depth (minimum): 5 m
- j) Lot coverage (maximum): 55%
- k) Landscaped open space (minimum): 20%
- l) Parking (minimum): 1.5 spaces per dwelling unit. Tandem parking (up to a maximum of 2 vehicles) in a driveway accessory to a townhouse dwelling unit shall be permitted and shall be counted towards meeting the required parking.

- m) Density (minimum): 30 uph
- n) All other provisions of 6.4.4 apply

**15.4.24**

- a) Defined area (southwest corner of Vivian Line 36 and Street "B" in draft approved plan 31T18-003)  
R4-24 as shown on Schedule "A", Map 2
- b) Permitted use
  - Cluster townhouse dwelling
- c) Lot area, interior (minimum): 160 m<sup>2</sup>
- d) Lot frontage corner (minimum): 20 m
- e) Lot depth (minimum): 20 m
- f) Exterior side yard width (minimum): 1.5 m
- g) Side yard width (minimum): 2 m, except that no side yard width shall be required on the side where individual townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be set back not less than 1.5m from the side lot line separating such lots.
- h) Rear yard depth (minimum): 3 m
- i) Lot coverage (maximum): 55%
- j) Landscaped open space (minimum): 20%
- k) Parking (minimum): 1.5 spaces per dwelling unit. Tandem parking (up to a maximum of 2 vehicles) in a driveway accessory to a townhouse dwelling unit shall be permitted and shall be counted towards meeting the required parking.
- l) Density (minimum): 30 uph
- m) All other provisions of 6.4.4 apply

**15.4.25**

- a) Defined area (northwest corner of Mornington Street and Perth Line 36)  
R4-25 as shown on Schedule "A", Map 2
- b) Permitted use
  - Street townhouse dwelling
- c) Minimum front yard depth: 4.5 m
- d) Minimum rear yard depth: 6.0 m
- e) General use regulations
  - Any attached or detached garage shall not exceed sixty (60) per cent of the width of the elevation facing the front lot line or an exterior side lot line, where the garage is oriented to said lot line

of a dwelling erected on the lot (measured from inside wall of outside wall to inside face of outside wall)

- A minimum sight triangle of 3 m by 3 m shall apply
- A garage shall not project more than 1.0m beyond the building elevation facing the front lot line or the exterior lot line
- In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance

f) All other provisions of 6.4.4 apply

#### **15.4.26**

a) Defined area (north of Britannia Street east of Briarhill Drive – Draft Approved Plan of Subdivision 31T19-001 – By-law 33-2021) R4-26 as shown on Schedule “A”, Map 1

b) All uses permitted in R4 zone

c) Maximum height: 11 m

d) Minimum front yard depth: 3 m

e) Minimum interior side yard depth: 1.5 m except that no side yard width shall be required on the side where individual street townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or direct extension thereof shall be setback not less than 1.5 m from the side lot line separating such lots.

f) General use regulations

- In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance
- Where a lot or block in the Residential Fourth Density (R4) zone abuts or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in Section 4.21

g) All other provisions of 6.4.4 apply

#### **15.4.27**

a) Defined area (north of Britannia Street east of Briarhill Drive – Draft Approved Plan of Subdivision 31T19-001 – By-law 33-2021) R4-27 as shown on Schedule “A”, Map 1

b) Permitted uses

- Cluster townhouse dwelling
- Cluster back-to-back townhouse dwelling
- Cluster stacked townhouse dwelling

- Cluster apartment dwelling
- c) General use regulations
- In accordance with Table 15.4.27
  - Where a lot or block in the Residential Fourth Density (R4) zone abuts a lot or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in Section 4.21

**Table 15.4.27 Residential Fourth Density R4-27**

<b>Block Regulations</b>	<b>Townhouse Dwelling</b>	<b>Back-to-Back Townhouse Dwelling</b>	<b>Stacked Townhouse Dwelling</b>	<b>Apartment Dwelling</b>
Minimum Block Area	800m <sup>2</sup>	800m <sup>2</sup>	1000m <sup>2</sup>	1000m <sup>2</sup>
Minimum Block Frontage	12.2m	12.2m	12.2m	12.2m
Minimum Setback from a Local Road	6.0m	6.0m	6.0m	6.0m
Minimum Lot Depth	30.0m	30.0m	30.0m	30.0m
Minimum Side Yard Width	2.5m (2)	2.5m (2)	2.5m plus 1.5m for every storey above the second storey (2)	6.0m
Minimum Rear Yard Setback	7.5m	7.5m	7.5m	7.5m
Maximum Lot Coverage	35%	35%	30%	30%
Maximum Height	11.0m	11.0m	15.0m	15.0m
Maximum Density	36 units per hectare	50 units per hectare	50 units per hectare	65 units per hectare
Minimum Landscaped Open Space	30%	30%	35%	35%
Parking	1.5 parking spaces per dwelling unit (1)	1.5 parking spaces per dwelling unit (1)	1.5 parking spaces per dwelling unit (1)	1.5 parking spaces per dwelling unit (1)
Bicycle Parking	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit

Notes:

- 1) 0.25 of the required spaces per dwelling unit shall be designated visitor parking.
- 2) Where the wall contains windows or doors to habitable rooms the minimum interior side yard setback shall be 6.0m.

**15.4.28**

- a) Defined Area (Northwest Stratford, north of the McNamara Drain – By-law 11-2022)

R4-28(H23) and R4-28(H22)(H23) as shown on Schedule "A".

- b) Permitted Uses

- Cluster housing, single detached, semi-detached, triplex, townhouse dwelling, back-to-back townhouse dwelling, stacked townhouse dwelling and apartment dwellings.

c) General Use Regulations

- In accordance with Table 8-3

**Table 8-3  
Residential Fourth Density R4-28(H23)**

<b>Regulations</b>	<b>Cluster townhouse dwelling, single detached, semi-detached, triplex, street townhouse dwelling, townhouse dwelling, back-to-back townhouse dwelling, stacked townhouse dwelling</b>	<b>Apartment dwellings</b>
Setback from a Collector Road and an Arterial Road	7.5 metres	7.5 metres

**Setbacks:**

<b>Regulations</b>	<b>Cluster townhouse dwelling, single detached, semi-detached, triplex, street townhouse dwelling, townhouse dwelling, back-to-back townhouse dwelling, stacked townhouse dwelling</b>	<b>Apartment dwellings</b>
Between a Building <sup>6</sup> and a Road, in which primary vehicular access to a dwelling is provided <sup>1</sup>	6.0 metres	6.0 metres
Between a Building <sup>6</sup> and a Road, in which no vehicular access is provided	4.5 metres	5.0 metres
Between Building <sup>6</sup> Walls with No Windows	3.0 metres	5.0 metres <sup>7</sup>
Between Building <sup>6</sup> Walls with Windows to Non-Habitable Rooms	3.0 metres	10.0 metres
Between Building <sup>6</sup> Walls with Windows to Habitable Rooms	12.0 metres, provided that where the building walls are side walls and do not constitute a rear yard amenity area, a minimum of 4 metres is required	15.0 metres
Between a Building <sup>6</sup> with Windows to a habitable room and Publicly Owned Lands	6.0 metres	6.0 metres
Between a Building <sup>6</sup> with window to non-habitable rooms and Publicly Owned Lands	1.5 metres	5.0 metres
Maximum Height	12.0 metres <sup>2</sup>	22.0 metres or 6 storeys, whichever is lesser
Minimum Density	16 units per hectare <sup>3</sup>	16 units per hectare <sup>3</sup>
Maximum Density	65 units per hectare <sup>3</sup>	100 units per hectare <sup>3</sup>
Maximum Lot Coverage	30% <sup>3</sup>	35% <sup>3</sup>
Off-Street Parking	1.5 spaces per dwelling unit <sup>5</sup>	1.25 parking spaces per dwelling unit <sup>4</sup>
Minimum Landscaped Open Space	30% <sup>3</sup>	30% <sup>3</sup>
Minimum Site Triangle	10 metres by 10 metres at an intersection of a collector/arterial road to a Road	10 metres by 10 metres at an intersection of a collector/arterial road to a Road

1. "Road" – shall mean a highway as defined in the Municipal Act which has been assumed for public use and is being maintained by the Municipality and/or includes a roadway that forms part of the common elements of a condominium plan if such roadway provides vehicular access to and from a highway as defined in the Municipal Act which has been assumed for public use and is being maintained by the Municipality and/or a private road subject to Site Plan Approval and a Site Plan Agreement.
2. Back-to-back townhouses and stacked townhouses are permitted to have a maximum height of 13.5 metres.
3. Minimum and maximum density as well as minimum landscaped open space, maximum lot coverage will be calculated based on total land area that is subject to Site Plan Approval under the *Planning Act*.

4. 0.25 of the required parking spaces per dwelling unit shall be designated as visitor parking.
5. Tandem parking (up to a maximum of 2 vehicles) in a driveway, accessory to a cluster townhouse dwelling unit, shall be permitted.
6. Except that no setback shall be required on the side where individual townhouse dwellings units or individual dwelling units of a semi-detached dwelling are attached together by a common wall extending along the side lot line separating such lots, provided that any direct extension therefor shall be setback not less than 3.0 metres from the building wall.
7. Or half the height of the building, whichever is greater.
8. Any attached or detached garage shall not exceed sixty (60) per cent of the width of the front building elevation of a dwelling unit (measured from inside face of outside wall or common wall to inside face of outside wall or common wall).

#### **15.4.29**

- a) Defined Area (Block 143 4110 Perth Line 36 – By-law 87-2022)  
Residential Fourth Density (R4-29(H12)) as shown on Schedule "A", Map
- b) Permitted Uses:
  - Street Townhouse Dwelling
  - Townhouse Dwelling
- c) Minimum Lot Area (interior and corner): 160 m<sup>2</sup>
- d) Minimum Lot Depth: 27 m
- e) Minimum Front Yard Depth: 4.5 m
- f) Minimum Interior Side Yard Width: 1.5 m
- g) Minimum Depth between a rear patio door and the East and West Lot Lines: 6.0 m
- h) Maximum Lot Coverage (Main Building): 45%
- i) Maximum Lot Coverage (Main and Accessory Building): 50%
- j) Maximum Density: 45 upnh
- k) General Use Regulations:
  - That a parking area be permitted in the front yard setback
  - That a driveway be considered a legal parking space
  - Tandem parking (up to a maximum of 2 vehicles) shall be permitted in a driveway accessory to a townhouse dwelling unit and shall be counted towards meeting the required parking
  - That the minimum size for a parking space in a garage be 2.8 m in width by 5.5m in length
  - That no accessible parking space be required.
- l) All other provisions of 6.4.4 apply

**15.4.30**

- a) Defined Area (Block 148 4110 Perth Line 36 – By-law 87-2022)  
Residential Fourth Density (R4-30) as shown on Schedule “A”, Map 2
- b) Permitted Uses:
- Street Townhouse Dwelling
  - Townhouse Dwelling
- c) Minimum Lot Area (interior and corner): 160 m<sup>2</sup>
- d) Minimum Lot Depth: 27 m
- e) Minimum Front Yard Depth: 4.5 m
- f) Minimum Interior Side Yard Width: 1.5 m
- g) Minimum Depth between a rear patio door to the West Lot Line: 6.0 m
- h) Maximum Lot Coverage (Main Building): 45%
- i) Maximum Lot Coverage (Main and Accessory Building): 50%
- j) Maximum Density: 45 upnh
- k) General Use Regulations:
- That a parking area be permitted in the front yard setback
  - That a driveway be considered a legal parking space
  - Tandem parking (up to a maximum of 2 vehicles) shall be permitted in a driveway accessory to a townhouse dwelling unit and shall be counted towards meeting the required parking
  - That the minimum size for a parking space in a garage be 2.8m in width by 5.5m in length
  - That no accessible parking space be required.
- l) All other provisions of 6.4.4 apply

**15.4.31**

- a) Defined Area (4110 Perth Line 36 – By-law 88-2022)  
Residential Fourth Density (R4-31) as shown on Schedule “A”, Map 2
- b) Permitted use:
- Street Townhouse Dwelling
- c) Minimum Front Yard Depth: 4.5 m
- d) Minimum Rear Yard Depth: 6.0 m
- e) Exterior Side Yard Width: Where a corner lot is situated so that its rear lot abuts an adjacent rear lot line, the exterior side yard with shall be a minimum of 1.2 m. In all other cases, it shall be a minimum of 4.5 m.
- f) Maximum Lot Coverage:



- Main Building: 45%
- Main Building and Accessory Building: 50%

g) Maximum Density: 45 upnh

h) General use regulations:

- Any attached or detached garage shall not exceed sixty (60) percent of the elevation facing the front lot line or an exterior side lot line, where the garage is oriented to the said lot line of a dwelling erected on a lot (measured from the inside wall of outside wall to inside face of outside wall).
- A garage shall not project more than 1.0m meters beyond the building elevation facing the front lot line or exterior lot line
- In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance

i) landscaped open space: 30%

j) All other provisions of 6.4.4 apply

9. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 1 and replacing it with the revised Schedule "A" Map 1 attached hereto.
10. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 2 and replacing it with the revised Schedule "A" Map 2 attached hereto.
11. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 3 and replacing it with the revised Schedule "A" Map 3 attached hereto.
12. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 4 and replacing it with the revised Schedule "A" Map 4 attached hereto.
13. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 5 and replacing it with the revised Schedule "A" Map 5 attached hereto.
14. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 6 and replacing it with the revised Schedule "A" Map 6 attached hereto.
15. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 8 and replacing it with the revised Schedule "A" Map 8 attached hereto.
16. That By-law 10-2022, as amended, is hereby amended by deleting Schedule "A" Map 9 and replacing it with the revised Schedule "A" Map 9 attached hereto.
17. This by-law shall come into effect upon Final Passage in accordance with the Planning Act.
18. All other provisions of By-law 10-2022 remain in force and effect.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 8th day of May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law XX-2023  
Adopted this 8th day of May, 2023**

Amending By-law 10-2022  
of  
The Corporation of the City of Stratford

Maps attached separately

Map 2

Map 3

Map 5

Map 4

Map 8



# City of Stratford Zoning By-Law

## No. \_\_\_\_\_

### Schedule "A" Map 1

- Legend**
- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
  - "-#" - Zone Exception (Refer to Section 15.0)
  - "-H#" - Holding Symbol (Refer to Section 2.5.2)
  - "-B#" - Bonus Provision (Refer to Section 2.5.3)
  - "-T#" - Temporary Use Permission (Refer to Section 2.5.4)
  - Central Business District
  - Stratford Airport Overlay (Refer to Section 2.5.6)

#### Comprehensive Zoning By-Law 2022

##### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

##### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

##### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

##### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

##### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

##### Theatre District Zone

- TH - Theatre District

##### Parks and Open Space Zones

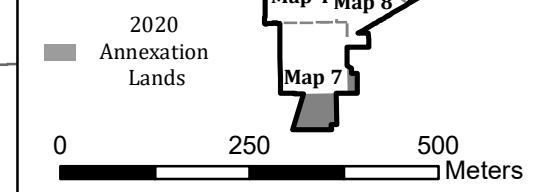
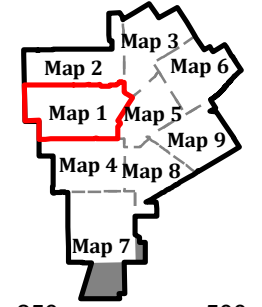
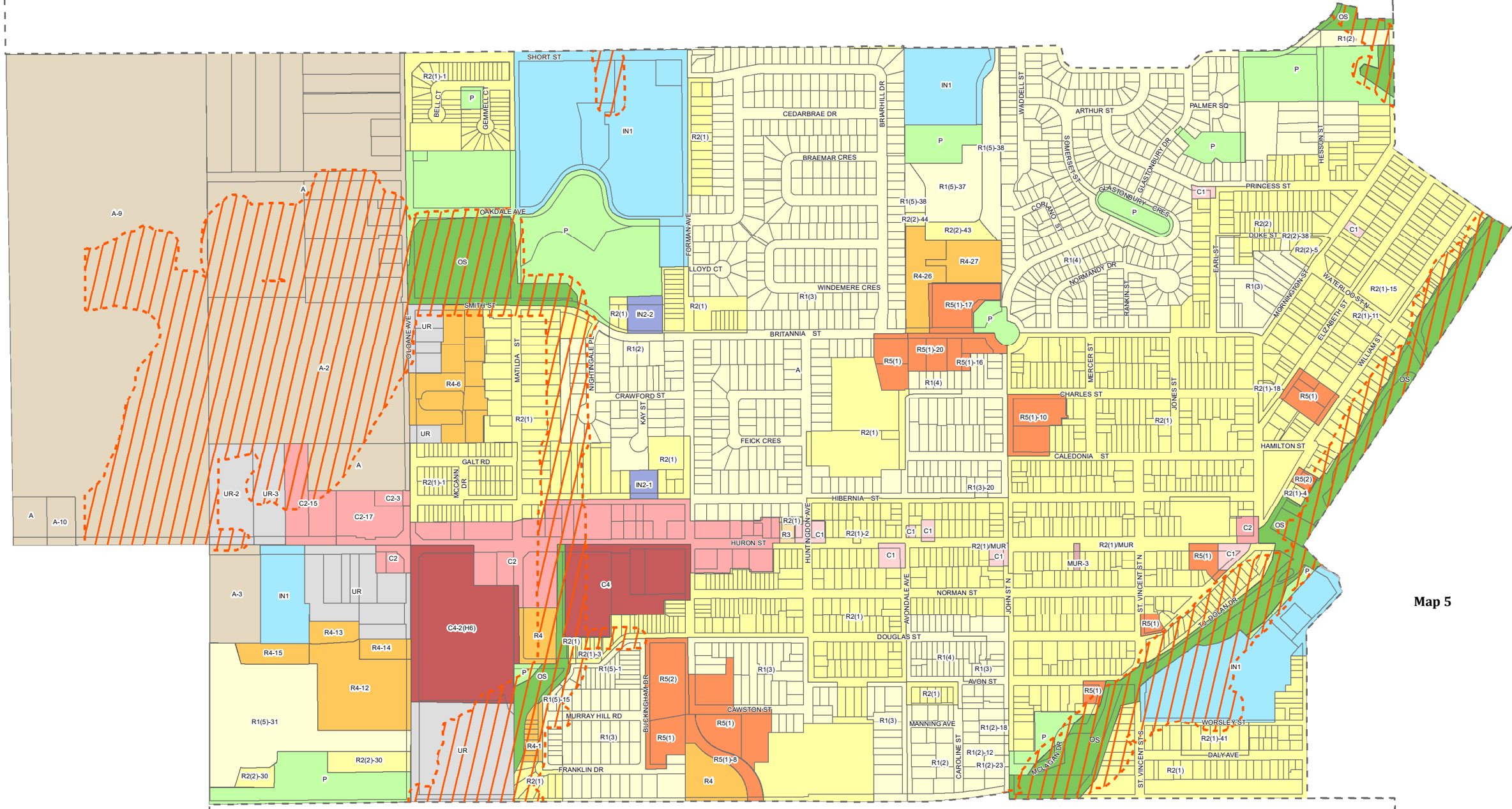
- P - Parks
- OS - Open Space

##### Agricultural Zone

- A - Agricultural

##### Urban Reserve Zone

- UR - Urban Reserve



March 2023

2020  
Annexation  
Lands



# City of Stratford Zoning By-Law

No. \_\_\_\_\_ - \_\_\_\_\_  
Schedule "A" Map 2

### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)

- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

### Comprehensive Zoning By-Law 2022

#### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

#### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

#### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

#### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

#### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

#### Theatre District Zone

- TH - Theatre District

#### Parks and Open Space Zones

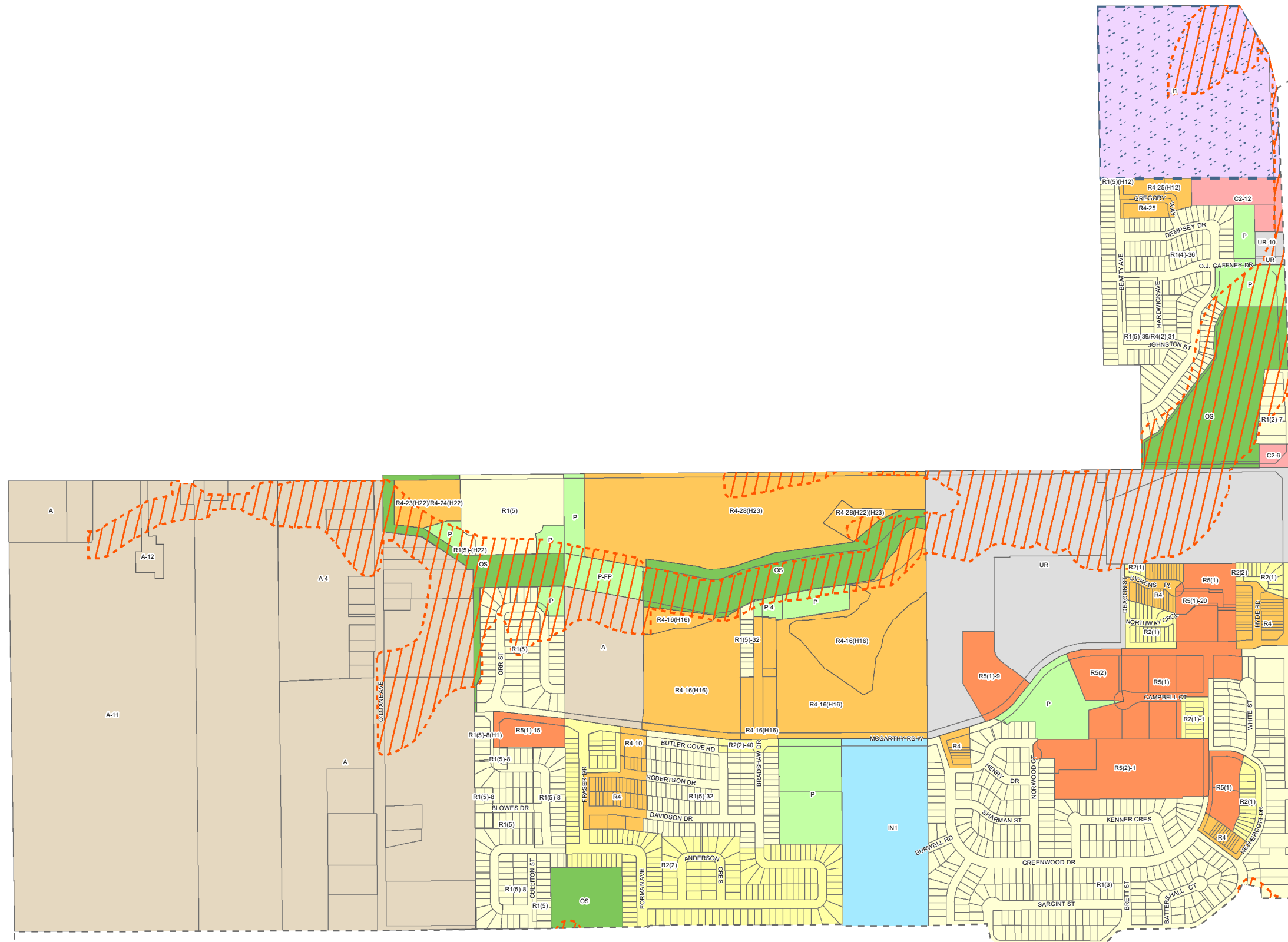
- P - Parks
- OS - Open Space

#### Agricultural Zone

- A - Agricultural

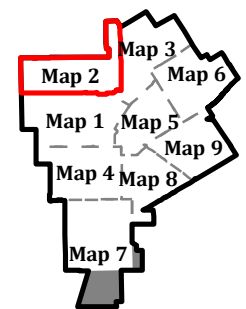
#### Urban Reserve Zone

- UR - Urban Reserve

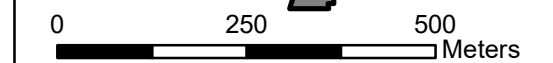


Map 1

Map 3



2020  
Annexation  
Lands



March 2023



# City of Stratford Zoning By-Law

No. \_\_\_\_\_ - \_\_\_\_\_

Schedule "A" Map 3

### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)

- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

### Comprehensive Zoning By-Law 2022

#### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

#### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

#### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

#### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

#### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

#### Theatre District Zone

- TH - Theatre District

#### Parks and Open Space Zones

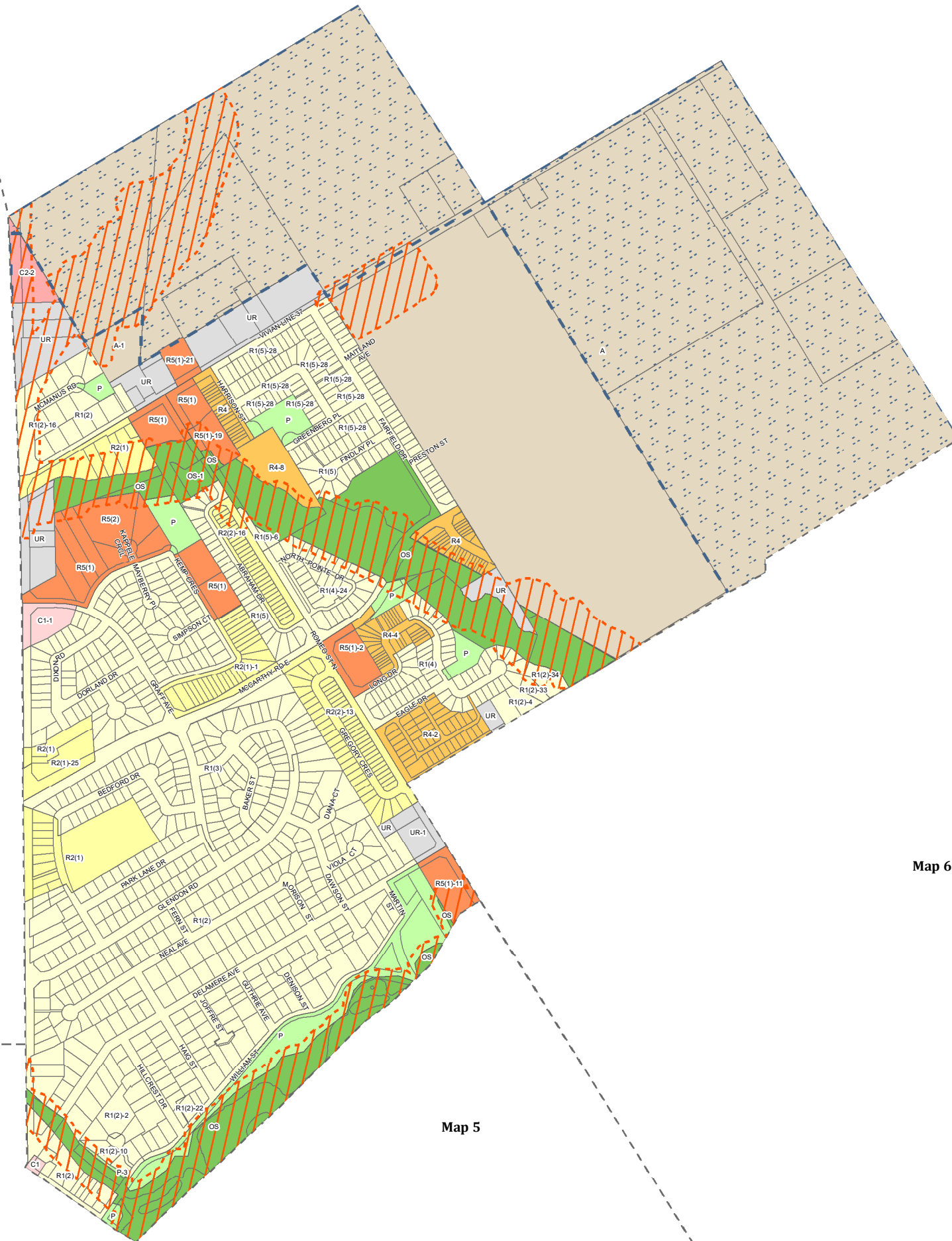
- P - Parks
- OS - Open Space

#### Agricultural Zone

- A - Agricultural

#### Urban Reserve Zone

- UR - Urban Reserve



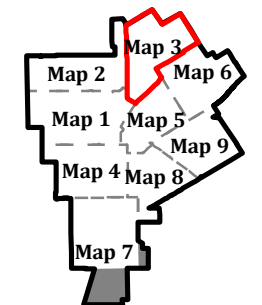
Map 2

Map 6

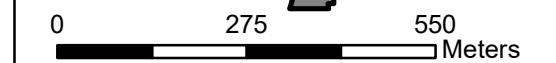
Map 5

Map 1

Map 9



2020  
Annexation  
Lands



March 2023



# City of Stratford Zoning By-Law No. \_\_\_\_\_

Schedule "A" Map 4

### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)
- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

### Comprehensive Zoning By-Law 2022

#### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

#### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

#### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

#### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

#### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

#### Theatre District Zone

- TH - Theatre District

#### Parks and Open Space Zones

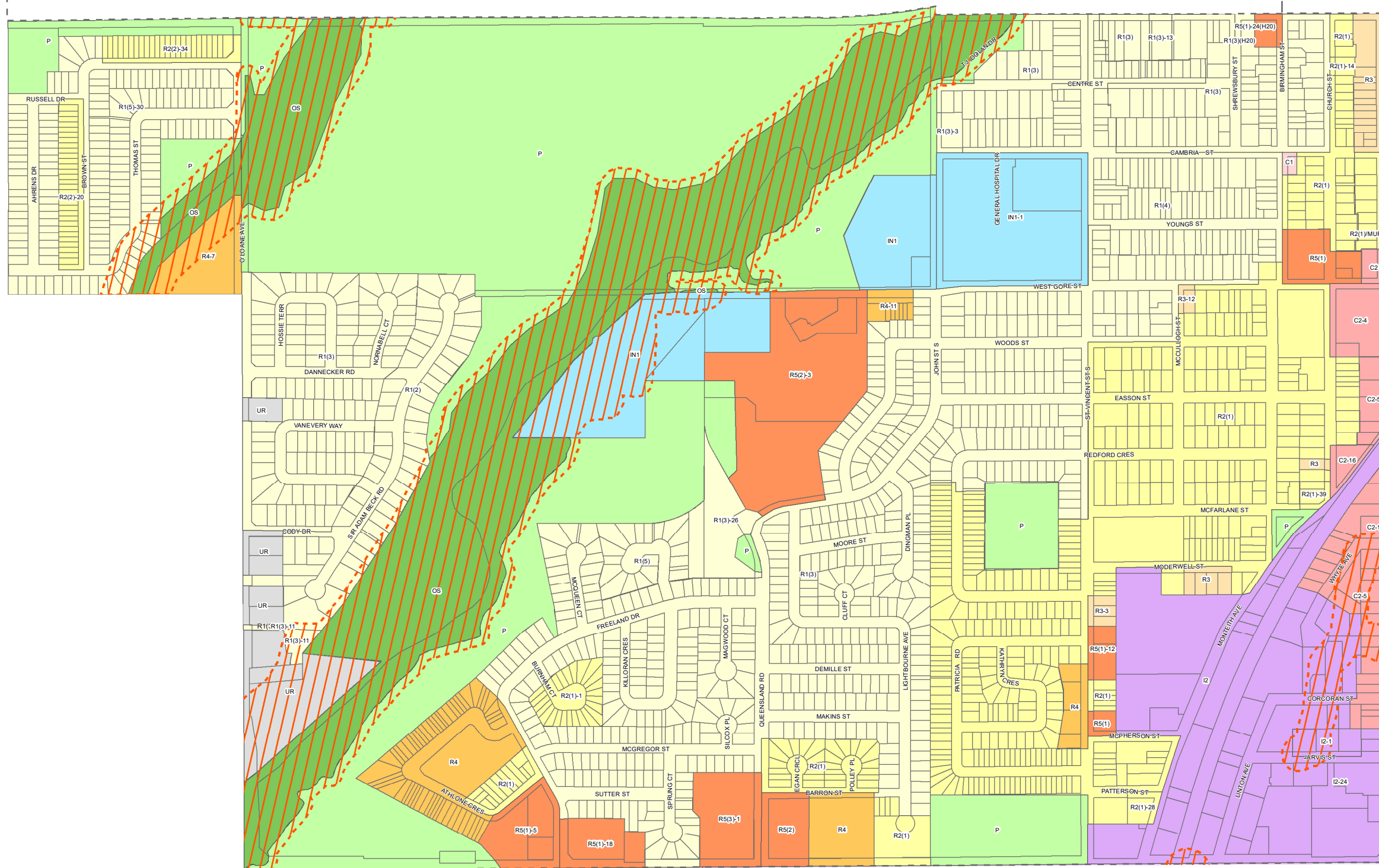
- P - Parks
- OS - Open Space

#### Agricultural Zone

- A - Agricultural

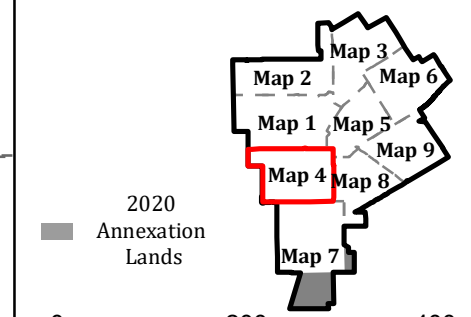
#### Urban Reserve Zone

- UR - Urban Reserve



Map 8

Map 7



2020  
Annexation  
Lands



March 2023



# City of Stratford Zoning By-Law

No. \_\_\_\_\_ - \_\_\_\_\_

Schedule "A" Map 5

### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)
- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

### Comprehensive Zoning By-Law 2022

#### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

#### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

#### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

#### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

#### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

#### Theatre District Zone

- TH - Theatre District

#### Parks and Open Space Zones

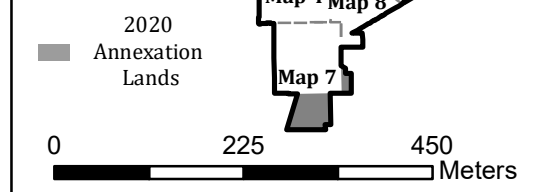
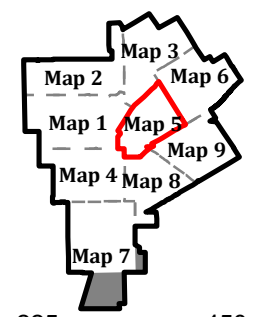
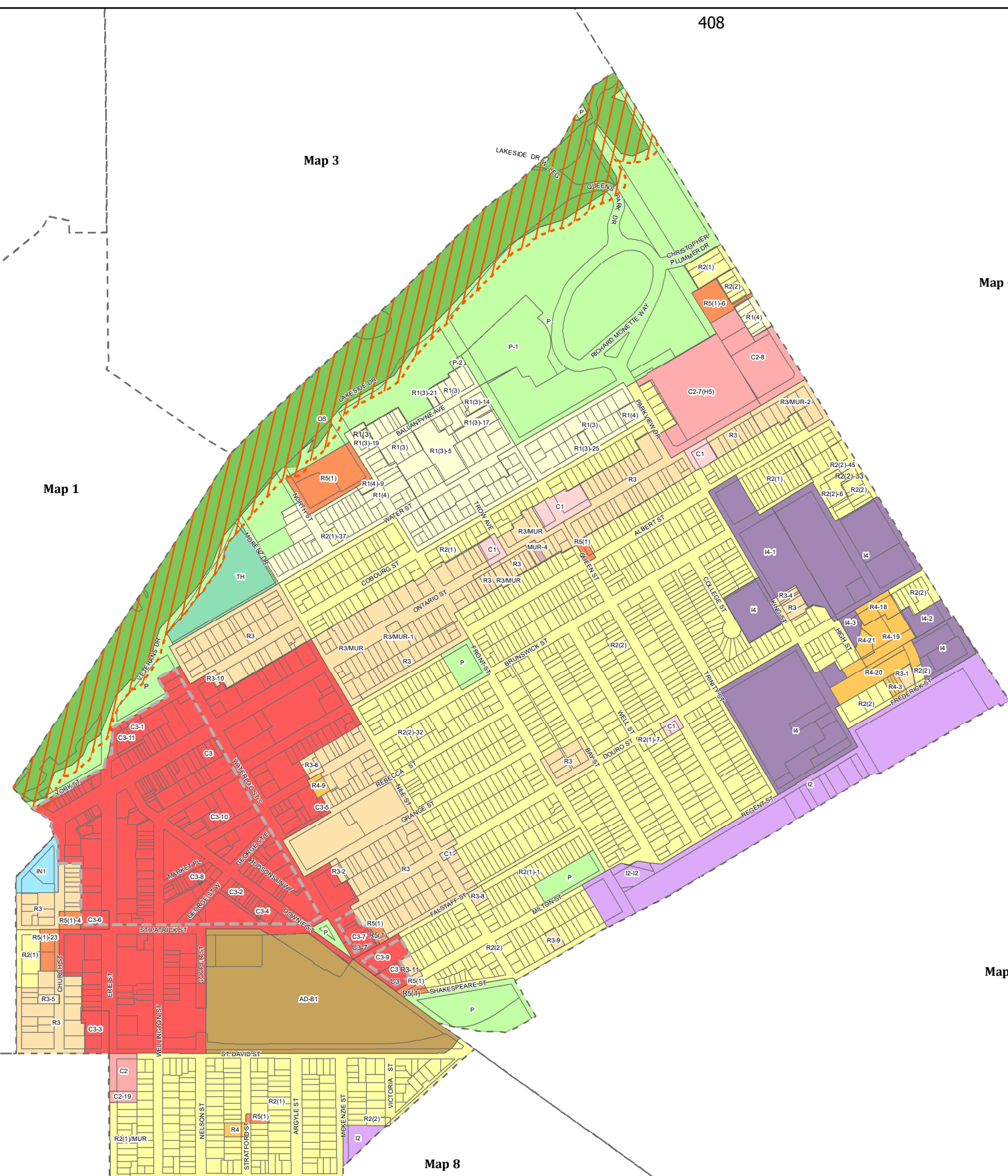
- P - Parks
- OS - Open Space

#### Agricultural Zone

- A - Agricultural

#### Urban Reserve Zone

- UR - Urban Reserve







# City of Stratford Zoning By-Law

No. \_\_\_\_\_ - \_\_\_\_\_

Schedule "A" Map 6

Map 3

Map 5

Map 9

### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)
- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

### Comprehensive Zoning By-Law 2022

#### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

#### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

#### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

#### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

#### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

#### Theatre District Zone

- TH - Theatre District

#### Parks and Open Space Zones

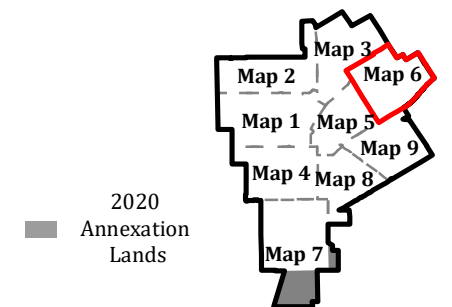
- P - Parks
- OS - Open Space

#### Agricultural Zone

- A - Agricultural

#### Urban Reserve Zone

- UR - Urban Reserve



2020  
Annexation  
Lands



March 2023



# City of Stratford Zoning By-Law

## No. \_\_\_\_\_

### Schedule "A" Map 8

#### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)
- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

#### Comprehensive Zoning By-Law 2022

##### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

##### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

##### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

##### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

##### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

##### Theatre District Zone

- TH - Theatre District

##### Parks and Open Space Zones

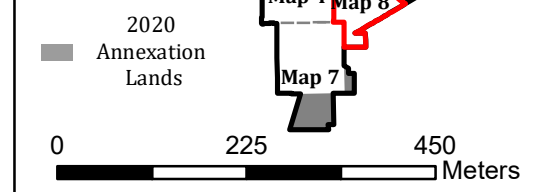
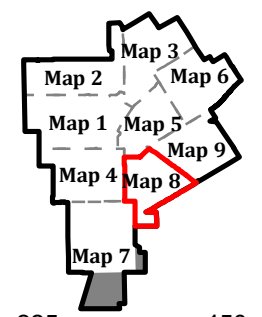
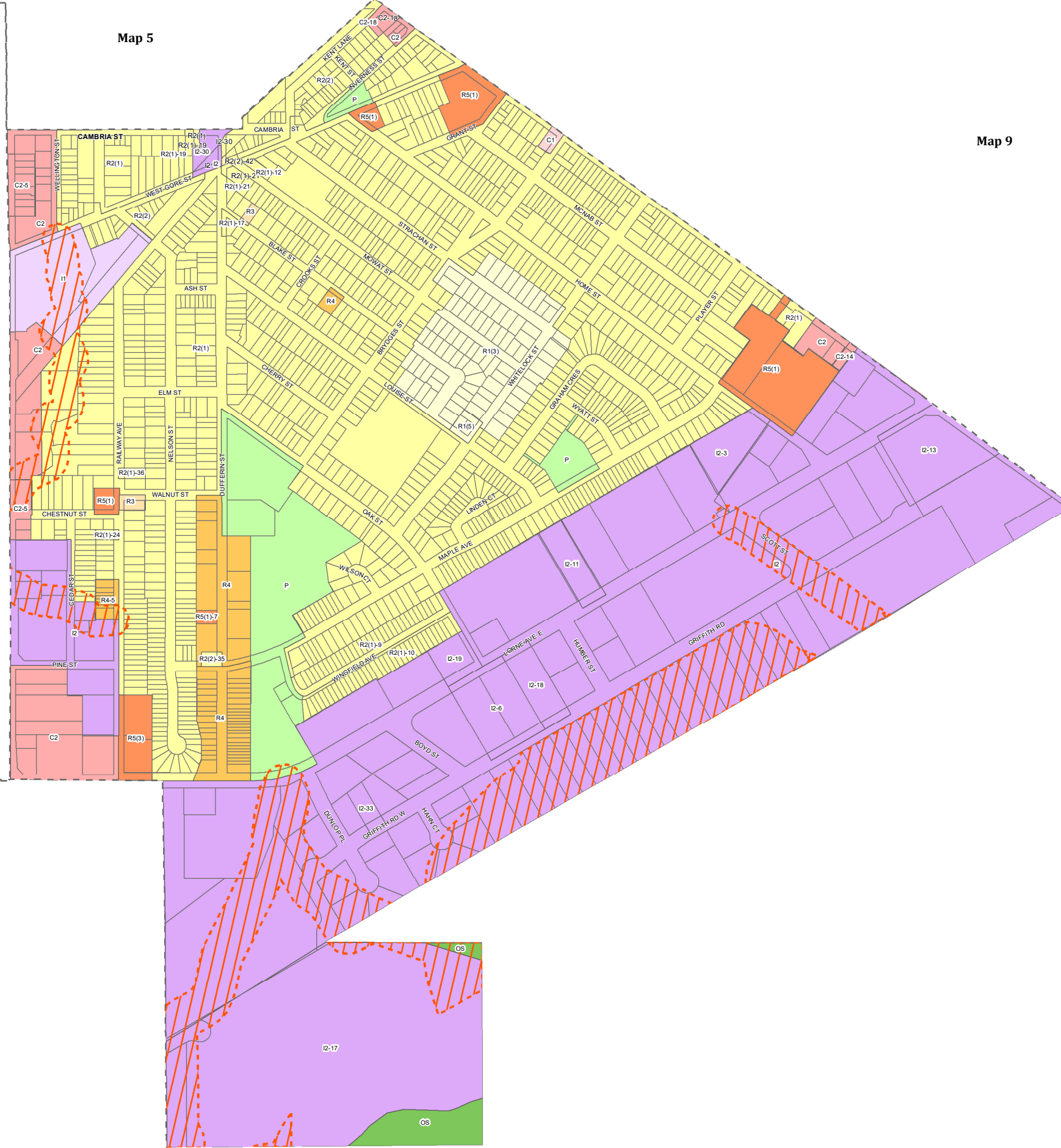
- P - Parks
- OS - Open Space

##### Agricultural Zone

- A - Agricultural

##### Urban Reserve Zone

- UR - Urban Reserve





# City of Stratford Zoning By-Law

No. \_\_\_\_\_ - \_\_\_\_\_

Schedule "A" Map 9

### Legend

- Upper Thames River Conservation Authority Regulated Area Overlay (Refer to Section 4.29)
- "-#" - Zone Exception (Refer to Section 15.0)
- "-H#" - Holding Symbol (Refer to Section 2.5.2)
- "-B#" - Bonus Provision (Refer to Section 2.5.3)
- "-T#" - Temporary Use Permission (Refer to Section 2.5.4)
- Central Business District
- Stratford Airport Overlay (Refer to Section 2.5.6)

### Comprehensive Zoning By-Law 2022

#### Residential Zones

- R1 - Residential First Density
- R2 - Residential Second Density
- R3 - Residential Third Density
- R4 - Residential Fourth Density
- R5 - Residential Fifth Density
- MUR - Mixed Use Residential

#### Commercial and Mixed Use Zones

- C1 - Neighbourhood Commercial
- C2 - Highway Commercial
- C3 - Central Commercial
- C4 - Shopping Centre Commercial
- C5 - Corridor Commercial

#### Grand Trunk Anchor District Zone

- AD - Grand Trunk Anchor District

#### Industrial Zones

- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industrial
- I4 - Factory District

#### Institutional Zones

- IN1 - Institutional Community
- IN2 - Institutional Neighbourhood

#### Theatre District Zone

- TH - Theatre District

#### Parks and Open Space Zones

- P - Parks
- OS - Open Space

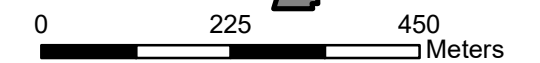
#### Agricultural Zone

- A - Agricultural

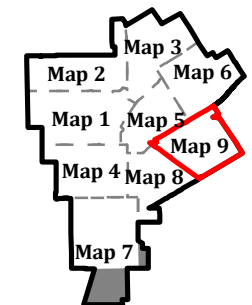
#### Urban Reserve Zone

- UR - Urban Reserve

2020  
Annexation  
Lands



March 2023





**BY-LAW NUMBER XX-2023  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 8, 2023.

---

**WHEREAS** subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25*, as amended, (*the Act*) 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 May 8, 2023, 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 May, 2023.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe