

Stratford City Council Regular Council Open Session AGENDA

Meeting #: 4723rd

Date: Monday, June 26, 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: <u>https://video.isilive.ca/stratford/live.html</u> 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:

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated June 12, 2023 be adopted as printed.

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

Motion by

THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated June 26, 2023 be added to the Agenda as printed.

- 5. Report of the Committee of the Whole In-Camera Session:
 - 5.1 June 26, 2023, Committee of the Whole In-camera Session

The June 26, 2023, Committee of the Whole In-camera Session has been cancelled.

6. Hearings of Deputations and Presentations:

6.1 Presentation of the Stratford Public Library 2023-2026 Strategic Plan ³⁶

Krista Robinson, Chief Executive Officer of the Stratford Public Library, has requested to address Council on behalf of the Stratford Public Library Board of Directors. The purpose of the delegation is to present the Library's 2023-2026 Strategic Plan. This presentation is for the information of Council.

Motion by THAT the delegation by Krista Robinson, on behalf of the Stratford Public Library Board of Directors, be heard.

6.2 Public Meeting - Zone Change Application Z01-23 and Official Plan Amendment Application OPA01-23 for 198 Mornington Street (COU23-

11 - 35

36 - 47

48 - 63

3

079)

Motion by

THAT the Council meeting adjourn to a public meeting under the Planning Act to hear Zone Change Application Z01-23 and Official Plan Amendment Application OPA01-23 for 198 Mornington Street, to reconvene at the conclusion of the public meeting.

6.3 Presentation of the Community Safety and Wellbeing Plan

Kim McElroy, Director of Social Services and Greg Skinner, Chief of Police of Stratford Police Services will be presenting an update on the Community Safety and Well-being Plan. This presentation is for the information of Council.

7. Orders of the Day:

7.1 Resolution - Municipal Cultural Plan (COU23-080) 64 - 236

Sam Mitjavile, Anjuli Solanki and Madison Kennedy from STEPS Public Art will be present at the meeting to present the plan.

Motion by Staff Recommendation: THAT the Municipal Cultural Plan be received;

THAT the \$65,000 available in the 2023 budget be re-allocated to hire a consultant on a short-term to lead the first year priorities and actions of the Municipal Cultural Plan;

AND THAT the consultant and staff explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget.

7.2 Resolution - Exchange Two (2) Part-Time Custodian Positions to one (1) 237 - 239 Full-Time Custodian Position (COU23-078)

Motion by Staff Recommendation: THAT the request to move one (1) Part-Time Custodian position to one (1) Full-Time Custodian position, be approved;

AND THAT two (2) Part-Time Custodian positions be eliminated.

7.3 Resolution - Fuel Storage Tanks at the Stratford Municipal Airport 240 - 243 (COU23-081)

Motion by THAT the Tender (T-2023-14) for the Airport Fuel Tanks Replacement work be awarded to Claybar Contracting Inc. at the tender price of \$519,733.33, including HST;

THAT the full purchase amount be funded from R-R11-AIRP;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for Tender T-2023-14.

7.4 Resolution - Milton Street Park Tennis and Pickleball Court Replacement 244 - 246 - Tender T-2023-31 Award (COU23-082)

Motion by

Staff Recommendation: THAT the Tender (T-2023-31) for the Replacement of the Tennis and Pickleball Court at the Milton Street Park be awarded to Toronto Court Equipment at the tender price of \$258,770.00, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign tender contract documents as necessary for Tender T-2023-31.

8. Business for Which Previous Notice Has Been Given:

None scheduled.

- 9. Reports of the Standing Committees:
 - 9.1 Report of the Infrastructure, Transportation and Safety Committee:

Motion by THAT the Report of the Infrastructure, Transportation and Safety Committee dated June 26, 2023 be adopted as printed.

9.1.1 Request for Noise Control By-law Exemption - Jubilee Stratford 247 - 249 (ITS23-017)

THAT approval be given to the event organizers at Jubilee Stratford located at 707 Downie Street for an exemption to Noise Control By-law 113-79 for the outdoor Sunday Service every Sunday from 10:00 a.m. to 1:00 p.m. commencing Sunday, July 2, 2023, until Sunday, September 3, 2023, and for an additional service on Sunday, August 6, 2023 from 6:00 p.m. to 9:00 p.m., from the following provisions:

- Unreasonable noise [Schedule 1 clause 8],
- The operation of loudspeakers and amplification of

9.1.2Master Service Agreement and Statements of Work between
City of Stratford and Circular Materials (CMO) for Blue Box
Services from May 1, 2024 to December 31, 2025 (ITS23-016)250 - 261

THAT The Corporation of the City of Stratford enter into an agreement with Circular Materials Ontario for the City of Stratford to be the service provider for Blue Box program recycling services for the Transition Period of May 1, 2024, to December 31, 2025;

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

9.1.3 Request for Delegation by Jason Azevedo and Melanie Hepburn 262 - 271

THAT staff prepare a report regarding the use of large quadricycles on City streets for consideration by Sub-committee.

9.2 Report of the Planning and Heritage Committee:

Motion by

THAT the Report of the Planning and Heritage Committee dated June 26, 2023 be adopted as printed.

9.2.1 Proposed Exemption from Sign By-law 159-2004, 35 Waterloo 272 - 370 Street North (PLA23-008)

THAT Option 3, being approval of a sign variance request for five (5) ground floor signs at 35 Waterloo Street North, provided the applicant enters into an encroachment agreement with the City for the signs and fence installed on City property and that proper design documents are provided with the sign permit application, be approved.

9.2.2 Proposed Exemption from Sign By-law 159-2004, 30 371 - 377 Queensland Road (PLA23-007)

THAT the sign variance for one (1) Construction sign located at 30 Queensland Road be approved, subject to the owner applying and receiving a building permit for the sign as required in the Ontario Building Code.

9.3 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated June 26, 2023 be adopted as printed.

9.3.1 Q1 Operating Budget Variance Report at March 31, 2023 378 - 384 (FIN23-017)

THAT the Q1 Operating Variance Report at March 31, 2023, attached to Report FIN23-017, be received for information.

10. Notice of Intent:

10.1 Notice of Motion

At the July 10, 2023, Regular Council meeting, Councillor Burbach intends to put forward the following motion for consideration:

"THAT the following resolution be endorsed:

Whereas, all Ontarians deserve and expect a safe and respectful workplace;

Whereas, municipal governments, as the democratic institutions most directly engaged with Ontarians need respectful discourse;

Whereas, several incidents in recent years of disrespectful behaviour and workplace harassment have occurred amongst members of municipal councils;

Whereas, these incidents seriously and negatively affect the people involved and lower public perceptions of local governments;

Whereas, municipal Codes of Conduct are helpful tools to set expectations of council member behaviour;

Whereas, municipal governments do not have the necessary tools to adequately enforce compliance with municipal Codes of Conduct;

Now, therefore be it resolved that the City of Stratford supports the call of the Association of Municipalities of Ontario for the Government of Ontario to introduce legislation to strengthen municipal Codes of Conduct and compliance with them in consultation with municipal governments;

Also be it resolved that the legislation encompass the Association of Municipalities of Ontario's recommendations for:

1. Updating municipal Codes of Conduct to account for workplace safety and harassment

- 2. Creating a flexible administrative penalty regime, adapted to the local economic and financial circumstances of municipalities across Ontario
- 3. Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province
- 4. Allowing municipalities to apply to a member of the judiciary to remove a sitting member if recommended through the report of a municipal Integrity Commissioner
- 5. Prohibit a member so removed from sitting for election in the term of removal and the
- 6. subsequent term of office

AND THAT a copy of this resolution be forwarded to all municipalities in Ontario for endorsement."

11. Reading of the By-laws:

11.1 Reading of By-law 68-2023

385 - 387

The following By-law requires Third and Final Readings:

68-2023 - To provide for the repair and improvements to the Kelly Drain 2023 in the City of Stratford.

Motion by THAT By-law 68-2023 be read a Third Time and Finally Passed.

11.2 Reading of By-laws 11.2.1 to 11.2.

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 11.2.1 to 11.2.3 be taken collectively.

Motion by THAT By-laws 11.2.1 to 11.2.3 be read a First and Second Time.

Motion by THAT By-laws 11.2.1 to 11.2.3 be read a Third Time and Finally Passed.

11.2.1 Award Tender for Airport Fuel Tanks Replacement

		To authorize the acceptance of a tender and the entering into and execution of a contract with Claybar Contracting Inc. for the Airport Fuel Tanks Replacement (T-2023-14).		
	11.2.2	Agreement with Circular Materials Ontario for Services Related to Blue Box Materials	389	
		To authorize the entering into and execution of a Master Service Agreement with Circular Materials Ontario for services related to blue box materials.		
	11.2.3	Award Tender for Replacement of the Tennis and Pickleball Court at the Milton Street Park	390	
		To authorize the acceptance of a tender and the entering into and execution of a contract with Toronto Court Equipment for the Replacement of the Tennis and Pickleball Court at the Milton Street Park (T-2023-31).		
	Consent Agenda: CA-2023-79 to CA-2023-081 391 - 394			
Council to advise if they wish to consider any items listed on the Consent Agenda.				
New Business:				
Adjournment to Standing Committees:				
	The next Regular Council meeting is July 10, 2023 in the Council Chamber, City Hall.			

Motion by

12.

13.

14.

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

- Community Services Committee [7:05 p.m. or thereafter following the Regular Council meeting]; and
- Social Services 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

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on June 26, 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 Social Services Committee

Motion by

THAT Items 5.2 and 7.1 of the Social Services Committee meeting dated June 26, 2023 be adopted as follows:

5.2 - Transitioning the Supportive Housing of Perth Program (SHOPP) (SOC23-019)

THAT the Supported Housing of Perth Program (SHOPP) program operations be transitioned to an in-house model;

THAT authorization be given to enter into memorandums of understanding with support agencies, whose mandates meet the needs of the City's most complex clients to help support the Supported Housing of Perth Program (SHOPP) program;

THAT the Chief Administrative Officer or the Director of Social Services be authorized to enter into memorandums of understanding with support agencies that have been prepared by or reviewed by the City Solicitor;

AND THAT authorization be given to hire two full-time Outreach Workers to support the operations of the Supported Housing of Perth Program (SHOPP) program.

7.1 - 2022 Annual Report (Year 9) – Housing and Homelessness Plan for Stratford, Perth County and St. Marys (SOC23-020)

THAT the report titled, "2022 Annual Report (Year 9) -

Housing and Homelessness Plan for Stratford, Perth County, and St. Marys" (SOC23-020), be received for information.

15.3 Reading of the By-laws (reconvene):

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

By-law 11.4 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on June 26, 2023.

Motion by THAT By-law 11.4 be read a First and Second Time.

Motion by THAT By-law 11.4 be read a Third Time and Finally Passed.

15.4 Adjournment of Council Meeting

Meeting Start Time: Meeting End Time:

Motion by THAT the June 26, 2023 Regular Council meeting adjourn. 395



Stratford City Council Regular Council Open Session MINUTES

Meeting #: Date: Time: Location:	4722nd Monday, June 12, 2023 7:00 P.M. Council Chamber, City Hall
Council Present:	Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Regrets:	Councillor Henderson
Staff Present:	Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services/Acting Chief Administrative Officer, John Paradis - Fire Chief, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure and Development Services, Karmen Krueger - Director of Corporate Services, Jodi Akins - Council Clerk Secretary, Andrea Hächler - Manager of Planning

Also Present: Members of the public and media

1. Call to Order:

Mayor Ritsma, Chair presiding, called the Council meeting to order. Councillor Henderson provided regrets for this meeting.

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*.

<u>Name, Item and General Nature of Pecuniary Interest</u> No disclosures of pecuniary interest were made by a Member at the June 12, 2023, Regular Council meeting.

3. Adoption of the Minutes:

R2023-268

Motion by Councillor McCabe Seconded by Councillor Nijjar

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated May 23, 2023 be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2023-269

Motion by Councillor Burbach Seconded by Councillor Biehn

THAT the Addendum to the Regular Agenda of Council and Standing Committees, to add delegations and receipt of correspondence to the Regular Council agenda, dated June 12, 2023, be added to the Agenda as printed.

Carried

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

5.1 June 12, 2023, Committee of the Whole In-camera Session

The June 12, 2023, Committee of the Whole In-camera Session was cancelled.

6. Hearings of Deputations and Presentations:

6.1 Request for Delegation by the Downtown Stratford Business Improvement Area (BIA) Board

R2023-270 Motion by Councillor Hunter Seconded by Councillor Biehn THAT the delegation by Jamie Pritchard, Pamela Coneybeare and Kiersten Hatanaka, on behalf of the Downtown Stratford BIA, be heard.

Carried

Jamie Pritchard, General Manager of the BIA, Pamela Coneybeare, Former BIA Chair, and Kiersten Hatanaka, Chair of the BIA Beautification Committee provided a PowerPoint presentation regarding Downtown Stratford's Public Art Plan. Highlights of the presentation included:

- the definition of joy was provided, noting that the experience of joy makes visitors want to return or move to Stratford and businesses locate in joyful cities as they are happy and profitable;
- the BIA being in the business of initiating and supporting projects that bring joy in the downtown core;
- public art activates the imagination and stimulates learning;
- the belief that public art is good for the downtown and good for Stratford as a whole;
- an example was provided of the BIA's first mural project and during that process there being no guide or instructions for completing the project;
- following that project, the BIA took steps to create a public art plan, which provides guidelines on completing projects from start to finish;
- Council was asked to approve the plan to give guidance to future projects;
- history of the project was provided, with STEPS Public Art being retained in May 2022 to develop the plan;
- following engagement with over 500 community members, the plan was developed;
- the plan includes a vision statement, guidelines and six (6) guiding principles;

- the plan was developed to ensure compliance with current by-laws and policies, such as the Heritage Conservation District policies and urban design guidelines;
- the City is also working with STEPS on a Municipal Cultural Plan and there may be overlap between the plans; and
- Council was asked to take a leadership role by approving the plan to be used as a tool for future projects.

The BIA was thanked for their work on this plan and other initiatives completed in the downtown core.

R2023-271 Motion by Councillor Burbach Seconded by Councillor Sebben THAT the Public Art Plan, developed by the Downtown Stratford Business Improvement Area, be approved for use by the City of Stratford for future projects.

Carried

6.2 Request for Delegation by Stratford-Perth Pride

R2023-272

Motion by Councillor Briscoe

Seconded by Councillor Burbach

THAT the delegation by AJ Adams, on behalf of Stratford-Perth Pride, be heard.

Carried

AJ Adams, President and Board Chair of Stratford Perth Pride, provided statistics on the Stratford Perth Pride organization and examples of their community partners. The purpose of the presentation was to discuss the rainbow crosswalk located in the downtown core. History was provided on the project as follows:

- following positive feedback from the community, Kelly Ballantyne, owner of Sirkel and Stratford Perth Pride joined forces to fundraise for the installation of a rainbow crosswalk;
- the rainbow crosswalk was vandalized following installation and has continued to deteriorate for various reasons, including materials used and weather;

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- Stratford Perth Pride raised over \$7,000 in 24 hours to have a new crosswalk installed;
- the new crosswalk design includes the rainbow colours for the 2SLGBTQIA+ community and black and brown for people of colour;
- as Public Works already maintains crosswalks throughout the City, Stratford Perth Pride is requesting that the City take over ownership and regular maintenance of the rainbow crosswalk; and
- Stratford Perth Pride remains willing to complete fundraising activities to cover the cost for maintenance.

Stratford Perth Pride and Kelly Ballantyne were thanked for bringing this initiative forward and working with Public Works staff to have the new rainbow crosswalk installed.

R2023-273

Motion by Councillor McCabe

Seconded by Councillor Briscoe

THAT the request for the City of Stratford to own and maintain the rainbow crosswalk located in front of Stratford City Hall at the Wellington and Downie Streets intersection, be referred to the 2024 Budget Deliberations.

It was questioned whether maintenance of the rainbow crosswalk would be the same process as maintaining other crosswalks in the City. The Director of Infrastructure and Development Services stated that with the new simpler design, maintenance should not be a problem.

The Mayor called the question on the motion.

Carried

6.3 ADDED - Committee of Adjustment Decision, Application A10-23 for 173 William Street

R2023-274 Motion by Councillor McCabe Seconded by Councillor Burbach THAT the delegations of Karen Fleming and Bill Henderson, regarding a Committee of Adjustment Decision relating to Application A10-23, be heard.

Carried

Karen Fleming, co-owner of 177 William Street, advised their property is adjacent to the property subject to the Committee of Adjustment Application A10-23. Karen Fleming spoke about the Committee of Adjustment Decision relating to Application A10-23 noting: 6

- Bill 23 has removed the right for all but a select group to appeal Committee of Adjustment decisions;
- the deadline for filing an appeal of the Committee of Adjustment Decision on Application A10-23 is June 16, 2023;
- as a public body, Council can appeal a Committee of Adjustment decision to the Ontario Land Tribunal (OLT);
- concern was noted with the openness and transparency of the process as specific numbers related to the request were provided in the Notice of Public Hearing received, as well as the notice posted on the subject property for an increase in house height and reduction of minimum side yard setback to facilitate the construction of a detached garage;
- the Planning Division reduced the numbers in their recommendation, which was not available until two (2) days prior to the meeting;
- the staff recommendation for another application concerning 115 Cobourg Street was referred to, noting that denial of the request was recommended to ensure that setbacks affecting the adjacent property did not create negative impacts;
- concerns were noted that the report does not indicate how eaves would be cleaned without the owners of 173 William Street accessing their property, nor how damage to their property from overflow of the eaves would be managed;
- discussion was had with Matthew Rae, MPP, who stated that the four (4) statutory tests in the Planning Act are required to be applied and that the intent of Bill 23 was to increase housing, not signal legislative support for single family dwellings;
- the variance application of A10-23 fails to meet all four (4) statutory tests under the Planning Act;

- the subject property applied for a variance of the front yard setback, and in that report, it states that the garage will comply with setbacks and does not require a variance;
- that variance was then requested in April, for a total of four (4) variances for 173 William Street;
- the decision favours the applicant and disregards the negative impacts to their property;
- concern that there was a misconception that any setback would have to be vetted by the City's Building Division;
- a request was made that Council adopt a resolution that the decision of the Committee of Adjustment in A10-23 be appealed to the Ontario Land Tribunal by the June 16, 2023 deadline;
- it was suggested that if not appealed, this decision sets an undesirable precedent for the City and that by-laws should be upheld; and
- it was noted that the owners of 177 William Street were prepared to assume the costs of the legal appeal.

It was suggested that the OLT would look for a collaborative solution between the parties. A member questioned whether Ms. Fleming would be prepared to accept a compromise on the setbacks. Ms. Fleming stated that the standards set out in the by-law of a 1m setback from the side yard and a 0.6 setback for eaves and roof overhang should be upheld.

Bill Henderson stated that he was not speaking on behalf of Karen Fleming, but on behalf of all other homeowners in Stratford. Concern was noted with the precedent the decision in Committee of Adjustment Application A10-23 may establish as follows:

- the tearing down of small houses on small lots and the rebuilding of huge homes;
- the only thing preventing the scenario described above is City bylaws;
- an example of the size of 0.6m was provided and what that might look like if all homes were able to develop under those standards; and

• it was questioned whether this was the kind of development Council wanted to see in the City.

R2023-275 Motion by Councillor Sebben Seconded by Councillor Hunter THAT the correspondence from Eleanor Kane dated June 10, 2023, regarding Committee of Adjustment Decision relating to Application A10-23, be received for information.

Carried

A member stated that Bill 23 has put Council in a difficult position, as this was not the intent of the bill. It was agreed that this decision was precedent setting and concern was noted with the decision of the Committee of Adjustment related to the side yard setback.

Motion by Councillor Burbach Seconded by Councillor Sebben

THAT the City's legal counsel be directed to file an appeal to the Ontario Land Tribunal in the matter of the May 29, 2023, Committee of Adjustment Decision on Application A10-23, with respect to 173 William Street, for the reasons set out as follows:

- there being no supporting reason for the variance request;
- there being ample space on the property to build a detached garage that complies with existing side yard set back requirements; and that
- this decision is precedent setting for Stratford side yard setbacks.

The Clerk clarified that the Committee of Adjustment decision is final, and the focus of the discussion is whether Council, as a public body, would like to file an appeal under the Planning Act. The Acting Chief Administrative Officer confirmed that the Committee of Adjustment approval process was reviewed by the City Solicitor and the Planning Act was followed.

Support for the resolution was noted as the 0m setback is concerning due to practicality reasons outlined. It was noted extensive building will be taking place in future decades and the Committee of Adjustment decision affects the landscape of neighbourhoods to come. It was questioned what the costs of the appeal would be. The Clerk stated the minimum cost would be \$15,000. The City would also be responsible for covering legal costs for the Committee of Adjustment if they obtain independent legal counsel to defend their decision.

Clarification on the appeal process was requested. The Clerk stated that if the motion to appeal was adopted, staff would provide direction to the City's legal counsel to file an appeal to the OLT in accordance with the Planning Act. The City would also be required to hire an independent land use planner. It was questioned whether mediation could occur between the parties. The Clerk clarified that because the Committee of Adjustment decision is final, the only course available was to file an appeal.

It was suggested that if an appeal was filed, this example could be used to amplify to the Province the difficult position municipal Councils have been placed in due to Bill 23.

Setbacks for a recent planning application approved by Council were questioned. The Manager of Planning stated that a recent development was approved for a 0.6m side yard setback with a building height of three (3) stories. It was noted that this side yard setback has been supported many times previously in Stratford, as well as in other municipalities. Mayor Ritsma called the question on the motion.

Defeated

7. Orders of the Day:

7.1 Resolution - Zone Change Application Z09-22, 46 General Hospital Drive & 130 Youngs Street (COU23-077)

Robyn McIntyre, MHBC, planning consultant for the City, provided an overview of Zone Change Application Z09-22 affecting the property at 46 General Hospital Drive and 130 Youngs Street. Referring to a PowerPoint presentation, the following highlights were provided:

- a public meeting was held on March 20, 2023;
- a zoning by-law amendment was submitted by GSP on behalf of Stratford General Hospital;
- the zoning amendments requested were reviewed;

 no changes to any of the buildings on site are proposed as part of this application;

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- current zoning and official plan designations were reviewed;
- this application is to reduce the site specific landscape buffer from 55m to 7.7m;
- delegation comments at the public meeting discussed EV charging stations, accessible parking spaces, traffic safety, sidewalks, landscaping, snow storage, and parking lot lighting;
- staff provided responses to all comments in the staff report;
- EV charging stations are not required under the City's Zoning Bylaw, but the applicant has mentioned that they are looking to provide four (4) EV charging spaces at the detailed design stage;
- the Zoning By-law requires 12 accessible parking spaces, the site has 16 and exceeds requirements of the Zoning By-law with the addition of the new lot;
- regarding traffic safety, a traffic study was conducted for the intersection of Youngs Street and St. Vincent Street South in March/April 2023;
- 50% of vehicles are driving 33km/hour in this area and 85% are driving 48km/hour;
- staff advised there have been no accidents reported at that intersection between 2014 and 2022;
- no recommendations have been suggested to change the existing intersection;
- landscaping, berms, sidewalks, snow storage and lighting would be determined at the detailed design stage; and
- staff are recommending approval of the application.

It was stated during the public meeting there were concerns about the intersection of St. Vincent Street South and Cambria Street. It was questioned whether this intersection was included in the traffic study. The Director of Infrastructure and Development Services stated that it was not part of this application, but staff have reviewed it in the past. There is

approximately one (1) collision per year, which does not meet the warrants to make changes to the intersection.

It was questioned whether landscaping, berms and lighting could be considered as part of this application. Ms. McIntyre confirmed this application is restricted to the rezoning request.

R2023-276 Motion by Councillor Burbach Seconded by Councillor McCabe THAT the delegation by Kristen Barisdale on behalf of the applicant, be heard.

Carried

Kristen Barisdale, GSP Group, on behalf of the applicant and referring to a PowerPoint presentation, provided the following information:

- the subject site was displayed, including the proposed parking lot;
- the parking lot expansion is intended to accommodate staff and employees;
- staff currently rely on a parking lot located on the Avon Crest property;
- that lot is not suitable for those working shift work into the evenings and night as it is farther away from the hospital;
- the application provides for connection to the existing surface lots and does not include any new driveway accesses to St. Vincent Street or West Gore Street;
- the proposed development would provide for 89 additional parking spaces and a 7.5m set back along West Gore Street and St. Vincent Street South;
- the landscape concept that was submitted with the application, includes a significantly enhanced landscape buffer along West Gore and St. Vincent Street South;
- with the landscape buffer and the required 1.5m road widening, there will ultimately be a 9m setback from the property lines to the proposed parking lot;

- the original intent of the green space provision was to ensure that any hostel or hotel uses would not get any closer to the houses on St. Vincent;
- the recommendation would maintain all existing provisions for hostels and reduce the landscape strip alongside St. Vincent Street South to 7.7m;
- a number of comments provided at the public meeting and subsequent to the meeting related to landscape buffering along West Gore;
- they believe there is sufficient space to provide for enhanced landscape beds and mature trees; and
- with respect to a future pedestrian connection, they have submitted a pre-submission request to the Planning Division for the subsequent detailed site plan application which provides for details such as pedestrian access, sidewalks, landscaping and snow storage.

A question and answer period took place between Ms. Barisdale, Francisco Sabatini on behalf of Stratford General Hospital and Council as follows:

- it was suggested that this would be a good opportunity for deck parking in terms of use of space and questioned whether it was considered;
- placement of the proposed new parking lot was located near the employees it is intended to serve;
- a parking structure has a more significant funding requirement and it is more financially feasible for healthcare dollars to install surface parking;
- it was suggested this land would be a good use of space for supportive housing;
- it was questioned whether not having access to the St. Vincent Street driveway was considered;
- driveway access will be considered at the site plan application stage;

- Council is being asked to consider the reduction to the landscape buffer provisions;
- the expectation that there would be more EV charging stations included on the site;
- there currently being three (3) EV charging stations in parking lot A and four (4) more will be added to the proposed new lot;
- the original purpose of the 55m landscape buffer being part of a package of limitations put on the hostel use due to concerns at the time that the hostel would expand and cause strain for area hotels;
- there being an Ontario Municipal Board (OMB) decision to approve the hostel use limiting it to 3,888 square metres, 165 beds, minimum parking requirements and a 55m open space so it would not be able to extend toward St. Vincent Street South; and
- staff believe the staff recommendation upholds the intent of the OMB decision.

R2023-277

Motion by Councillor Hunter

Seconded by Councillor Biehn

THAT application Z09-22 to amend the site-specific zoning at 46 General Hospital Drive to permit the expansion of a parking lot BE APPROVED for the following reasons:

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

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

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A member spoke against the resolution due to concerns heard at the public meeting. It was stated that the Province has taken away Council's authority to approve site plan applications and concern was expressed that there may be unintended traffic obstructions on surrounding streets.

The Clerk clarified that the Province has delegated approval of site plans to staff through the Planning Act. The notice referenced in the staff recommendation refers to notice related to the Zone Change Application and not the site plan application as the site plan application process is no longer a public process.

Mayor Ritsma called the question on the motion.

Carried

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7.2 Proclamation - National Blood Donor Week

R2023-278 Motion by Councillor Beatty Seconded by Councillor Nijjar THAT Stratford City Council hereby proclaims June 14, 2023, as "World Blood Donor Day" and June 11 to 17, 2023, as "National Blood Donor Week" in the City of Stratford.

Carried

7.3 Proclamation - Kiwanis Club of Stratford Week

R2023-279

Motion by Councillor Sebben

Seconded by Councillor Wordofa

THAT Stratford City Council hereby proclaims the week of July 30 to August 6, 2023 as "Kiwanis Club of Stratford Week" in the City of Stratford in recognition of 75 years of service in the community;

AND THAT Stratford City Council hereby authorizes the Kiwanis Club flag to fly at City Hall from July 28 to August 3, 2023.

Carried

7.4 Proclamation - Stratfords of the World

R2023-280 **Motion by** Councillor Burbach **Seconded by** Councillor Hunter THAT Stratford City Council hereby proclaims Thursday, August 3, 2023 as "Stratfords of the World Day" and the week of August 2-9, 2023 as "Stratfords of the World Week" in the City of Stratford in celebration of all attending Stratford delegates from around the world;

AND THAT Stratford City Council hereby authorizes the flying of the Stratfords of the World flag at City Hall from August 3-10, 2023.

Carried

7.5 Resolution - Perth & Stratford Housing Corporation update – 9 Fulton St., Milverton (COU23-072)

R2023-281 Motion by Councillor Burbach Seconded by Councillor Nijjar THAT the report titled, "Perth & Stratford Housing Corporation update – 9 Fulton St., Milverton" (COU23-072), be received for information.

Carried

7.6 Resolution - 2023 Procedural By-law Review (COU23-073)

Members suggested the following items be included in the Procedural Bylaw review:

- investigation of recording of all Council votes, with or without the use of technology as those opposed to a motion would be included in the minutes, which is helpful when reconsidering a matter;
- a review of the current three step decision making process for efficiencies;
- review of the sound quality of the livestream and recordings; and
- establishment of a consistent review process and parameters for reviewing the Procedural By-law every four years.

R2023-282

Motion by Councillor Nijjar Seconded by Councillor McCabe THAT the following items be included as part of the Procedural By-law review:

- investigate recording of all council votes, with or without the use of technology, for increased transparency;
- review the current governance structure for increased efficiencies in the decision making process;
- review livestream sound quality for increased transparency and public participation; and
- establishment of a consistent review process and parameters for reviewing the Procedural By-law every term of Council.

Carried

7.7 Resolution - T-2023-13 Erie Street Watermain Relining Tender Award (COU23-074)

R2023-283

Motion by Councillor Burbach Seconded by Councillor Nijjar THAT the Tender (T-2023-13) for the Erie Street Watermain Relining Contract, be awarded to Fer-Pal Construction Ltd. at a total tender price of \$1,498,876.07, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Erie Street Watermain Relining project T-2023-13.

Carried

7.8 Resolution - Chair of Ad-Hoc Grand Trunk Renewal Committee (COU23-075)

Motion by Councillor Beatty **Seconded by** Councillor Hunter THAT Dan Mathieson be appointed as Chair of the Ad-Hoc Grand Trunk Renewal Committee.

Members discussed the appointment of a Chair to the Ad-Hoc Grand Trunk Renewal Committee. Highlights of the discussions included:

• there being a desire to see a more rounded recruitment process;

- there being a desire for Council to see who puts their name forward to volunteer on the committee;
- the Terms of Reference adopted for this committee having indicated that the usual processes for advisory committee appointment would be followed;
- the Chair of this committee being a volunteer position;
- the former Mayor Dan Mathieson having a lot to offer for this particular role;
- Council having the ability to appoint the remaining members of the committee, which would occur through Council resolution and by-law;
- the understanding that the City will issue a call for applications, being the collection of resumes and cover letters due to the uniqueness of position;
- applications collected will be presented to Council;
- it being noted that traditionally chairs are appointed from within the members that are appointed to their respective committee;
- whether applicants could self-identify as wanting to be chair; and
- a suggestion that this method could set a precedent.

A request was made for a recorded vote.

Further discussion took place as follows:

- it being the Clerk's understanding that with Option 1, the Chair was to be appointed first and then the Chair would provide a recommendation on other members to be appointed to Council;
- this project being Stratford's biggest opportunity in generations;
- there being a need for someone who can step in immediately with key connections in upper levels of government, knowing the history and all moving parts and the ability to bring people on board in partnership;
- it being noted that this is a large project that could go sideways if they do not stay on top of it; and

• this not being a discussion about the merits of the individual, it is about the process.

The recorded vote was taken.

In Support (5): Councillor McCabe, Mayor Ritsma, Councillor Beatty, Councillor Hunter, and Councillor Nijjar

Opposed (5): Councillor Sebben, Councillor Biehn, Councillor Briscoe, Councillor Wordofa, and Councillor Burbach

Absent (1): Councillor Henderson

Defeated

Motion by Councillor Burbach Seconded by Councillor Briscoe

THAT the City of Stratford recruit for a Chair of the Ad-Hoc Grand Trunk Renewal Committee concurrently with the other positions available on the Committee;

AND THAT applicants interested in the Chair position be asked to provide the rationale for their suitability as Chair.

Support for this motion was stated as it would allow Council to have a hand in choosing the Chair, instead of the committee choosing from within the appointed members. The process would also be open to everyone who wants to apply.

It was questioned what the timeline was for advertising for this committee. The Clerk stated the intent was to put out the call for applications in the next week or two. It was clarified by the mover that there should be a section to indicate interest in the Chair position on the application form.

Mayor Ritsma called the question on the motion.

Defeated

Motion by Councillor Beatty **Seconded by** Councillor McCabe THAT the Chair of Ad-Hoc Grand Trunk Renewal Committee Report COU23-075, be deferred for consideration to the June 26, 2023, Regular Council meeting.

Defeated

R2023-284 Motion by Councillor Hunter Seconded by Councillor Biehn THAT the City of Stratford recruit for a Chair of the Ad-Hoc Grand Trunk Renewal Committee prior to starting recruitment for the remaining Committee members for consideration by Council.

Support for the motion was expressed, and it was noted that a strong chair with relevant expertise is needed, and they should be allowed input into selection of the committee. It was requested that if this option was approved, that Council be presented with all applications, along with the recommendation of the Chair. The Clerk stated she believes the process would be similar to appointment of the Stratford Library Board of Directors. The Board reviews all applications and provides recommendations, but all applications are also provided to Council for review.

Mayor Ritsma called the question on the motion.

Carried

7.9 Resolution - T-2023-21 Asphalt Resurfacing Tender Award (COU23-076)

R2023-285

Motion by Councillor Burbach Seconded by Councillor Nijjar THAT the Tender (T-2023-21) and additional scope of work for the Asphalt Resurfacing 2023 Contract, be awarded to Steve Smith Construction Corporation at a total tender price of \$2,512,705.92, including HST;

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

Carried

7.10 Correspondence - Special Occasion Permit Request

The Smash It Sports Canada Summer Shaker baseball tournament will be held on July 14-16, 2023, at the Packham Road Sports Complex and the organizer has applied for a special occasion permit liquor licence. Huron Perth Public Health and Corporate Services indicated no concerns with the event.

The Community Services Department indicated they have no concerns with the event, with the provision that adjustments be made to the location of the fencing.

The Fire Department provided the following comments:

- LLBO Special Occasion Permit and inspection from Fire Prevention required if applicant proceeds with liquor license.
- a list of food vendors/food trucks with applicable fire suppression system certificates to be submitted to Fire Prevention for approval.
- fire route to remain clear of obstructions.

Comments were not received from Police Services or the Building Division.

R2023-286

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT City Council does not express concern with the issuance of a special occasion permit for the Smash It Sports Canada Summer Shaker baseball tournament to be held July 14-16, 2023 at the Packham Road Sports Complex, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

Carried

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Community Services Committee

R2023-287 Motion by Councillor Beatty Seconded by Councillor Biehn THAT the Report of the Community Services Committee dated June 12, 2023 be adopted as printed.

Carried

9.1.1 Golf Course 2023 Budget and Fee Schedule (COM23-003)

THAT the 2023 Municipal Golf Course Budget and Fee Schedule be approved as presented in Report COM23-003.

10. Notice of Intent:

10.1 Notice of Public Meeting under the Planning Act

Stratford City Council will hold a public meeting on Monday, June 26, 2023 at 7:00 p.m. to hear from interested persons with respect to the following planning application:

• Official Plan Amendment Application OPA01-23 and Zone Change Application Z01-23 for 198 Mornington Street, Stratford

For more information, please see the Notice of Application and Public Meeting attached to the agenda.

11. Reading of the By-laws:

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

A request was made to take By-law 11.2 separately.

R2023-288 Motion by Councillor Biehn Seconded by Councillor Hunter THAT By-laws 76-2023 and 77-2023 be taken collectively.

Carried unanimously

R2023-289 Motion by Councillor Burbach Seconded by Councillor Biehn THAT By-laws 76-2023 and 77-2023 be read a First and Second Time. Carried two-thirds support

R2023-290 Motion by Councillor Beatty Seconded by Councillor Nijjar THAT By-laws 76-2023 and 77-2023 be read a Third Time and Finally Passed.

Carried unanimously

R2023-291 Motion by Councillor Biehn Seconded by Councillor Wordofa THAT By-law 78-2023 be read a First and Second Time.

Carried two-thirds support

R2023-292 Motion by Councillor Beatty Seconded by Councillor Hunter THAT By-law 78-2023 be read a Third Time and Finally Passed.

Carried

11.1 Award Tender for the Erie Street Watermain Relining Project -By-law 76-2023

To authorize the acceptance of a tender and the entering into and execution of a contract with Fer-Pal Construction Ltd. for the Erie Street Watermain Relining Project (T-2023-13).

11.2 Amend Zoning By-law 10-2022 to Rezone Lands Known Municipally as 46 General Hospital Drive and 130 Youngs Street -By-law 78-2023

To amend By-law 10-2022 as amended, with respect to Zoning By-law Amendment application Z09-22 by the Stratford General Hospital to amend the site specific regulations at 46 General Hospital Drive and 130 Youngs Street to reduce the landscaped open space setback from 55 metres to 7.7 metres to accommodate an 89-space parking lot.

11.3 Award Tender for the Asphalt Resurfacing Contract 2023 - Bylaw 77-2023

To authorize the acceptance of a tender and the entering into and execution of a contract with Steve Smith Construction Corporation for the Asphalt Resurfacing 2023 Contract (T-2023-21).

12. Consent Agenda: CA-2023-067 to CA-2023-078

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

13. New Business:

13.1 Correspondence - Family Health Teams

Mayor Ritsma advised he was requested to write a letter of support for Huron Perth Family Health Teams for funding for a mobile primary care clinic. The Mobile Clinic will help with primary care for those without a family doctor.

13.2 Zoning By-law and Parking Requirements for Electric Vehicle Charging Stations

A member stated the City's Zoning By-law does not currently contain provisions or requirements for electric vehicle (EV) charging station parking spaces. A request was made for staff to review adding parking requirements for EV charging stations into the Zoning By-law.

R2023-293 Motion by Councillor Burbach Seconded by Councillor McCabe THAT staff prepare a report on the addition of parking requirements for Electric Vehicle Charging Stations to the City of Stratford Zoning By-law 10-2022.

Carried

14. Adjournment to Standing Committees:

The next Regular Council meeting is June 26, 2023, in the Council Chamber, City Hall.

R2023-294 Motion by Councillor Hunter Seconded by Councillor Burbach THAT the Council meeting adjourn to convene into Standing Committees as follows:

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

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15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on June 12, 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

Councillor Briscoe declared a pecuniary interest on Item 5.1 of the June 12, 2023, Planning and Heritage Committee agenda, "Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA23-008)." Councillor Briscoe currently volunteers with Stratford Perth Care for Kids whom is a tenant of the building. She also attends EarlyON classes at the address in question with a family member and is a registered EarlyON participant; which is under Perth Care for Kids.

Councillor Biehn declared a pecuniary interest on the following Items from the June 12, 2023, Infrastructure, Transportation and Safety Committee agenda:

- 4.1 Request for Delegation by Jenna McNamara;
- 5.1 Request for Noise Control By-law Exemption Jubilee Stratford (ITS23-017).

Councillor Biehn declared an indirect pecuniary interest as her husband is the pastor of the Church seeking the Noise Control By-law exemption.

15.2 Reading of the By-laws (reconvene):

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

By-law 11.4 Confirmatory By-law - By-law 79-2023

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on June 12, 2023.

R2023-295 Motion by Councillor Burbach Seconded by Councillor Hunter THAT By-law 79-2023 be read a First and Second Time.

Carried two-thirds support

R2023-296 Motion by Councillor Sebben Seconded by Councillor Briscoe THAT By-law 79-2023 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2023-297 Motion by Councillor Beatty Seconded by Councillor Nijjar THAT the June 12, 2023 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M. Meeting End Time: 8:57 P.M.

Reconvene Meeting Start Time: 9:21 P.M. Reconvene Meeting End Time: 9:23 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe

Stratford Public Montes Library

STRATEGIC PLAN 2023 – 2026

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INTRODUCTION

Welcome Letter From Krista Robinson, CEO

Over the past three years, one thing that has become evident is that the world has changed. How people learn, work, play, and live is evolving and Stratford Public Library understands the importance of changing with our community so that we can continue to provide library services that are relevant and have a positive impact on the lives of the residents of Stratford.

By following this new roadmap, we will deliver inclusive and sustainable services that respond to the needs of our community. We will further our efforts by using the most meaningful data to make informed decisions with community belonging as our goal. By building partnerships we will be able to grow, both in our services and space. Drawing on insightful feedback from the community, and rich feedback from staff and the library board, the development of this plan was truly a team effort. Thank you to everyone who took the time to share your thoughts and vision for the future of your library.

With SPL's new Strategic Plan, your library will continue to be a place where hope and wonder fly.

This is our commitment to you.

Mapping Our Strategic Plan

At Stratford Public Library (SPL), we have appreciated the trust the Stratford community has had in us and our ability to meet their needs and foster connections. Our dedicated team has embraced this trust with care and demonstrated adaptability. Remaining focused on our community and their needs while striving for steady progress has kept us diligent in our efforts and creative in our approach to improve the Library.

This cycle of strategic planning comes at a time of significant change and growth for SPL—we face ever-expanding demand for our programs and services. The Library has been creative in the ways we have met expanding community needs with limited resources, however as demand continues to increase, we need intentional and efficient growth. Looking ahead to the future, we are advocating for and striving towards sustainable, active growth to launch us forward as leaders in the Stratford community.

The Process of Engagement and Planning

We sought out the voices of community members, program participants, community partners, staff and volunteers through stakeholder labs and a survey to gather key insights. We asked questions to understand how people see the current and future direction of the Library, the challenges facing the sector, and the role and opportunities for the Library both now and in the future.

Equipped with insights from our stakeholders and a shared understanding of the reason we exist, Library Leadership and Board members began the collaborative and consensus-building process of co-creating the strategic plan.

Our strategic plan is important and will help us connect the work that we do every day to the wider picture of the organization's goals and purpose. The strategic plan will map out the pathways of where we want to go in the future so that we can begin to plan for how we will get there.

Who We Are

MISSION

We are an equitable, safe, and welcoming community where everyone can explore, learn, create, connect, and be inspired.

VISION

We are a place where hope and wonder fly.

We envision a Library which connects people; inspires learning, literacy, and curiosity; and sparks change for a better community.

STRATEGIC DIRECTIONS

- Align Space with Demand
- Reach Out and Bring In
- Lead Grounded Practice
- Build Sustainable Partnerships to Expand Capacity
- Intentionally Support our Team

The Stratford Public Library is stretching in many directions with the guidance and support of committed team members and a resilient community. In recent years, societal shifts have greatly influenced the delivery of the Library's programs, the collections offered, and the ways the Library is accessible to the community. This need for flexibility and adaptability is rapidly increasing and the Library is ready to plan for the future with agility at the forefront of our minds.

Emerging from the strategic planning process are five directions that will guide the Library to a sustainable future of continually supporting the Stratford community as best we can. These directions give us a broad horizon and provide us space for adaptability in a constantly changing environment.

Strategic Directions

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Align Space with Demand

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When faced with societal shifts and rapidly changing needs, SPL stepped up to support and provide care to the Stratford community. Community members find the Library to be a strong source of joy, an important way to connect, and a resource to meet everyday needs. With increasing demand in the community, SPL will plan for enough space to accommodate the programs, services and resources offered, with room for the Library to continue to grow in the future. This is a vital component to the future of the Library as we continue to intentionally nurture community connection in all we do.

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Reach Out and Bring In

The Library plays a vital role in creating spaces for all members of the Stratford community to be welcomed as they are. This is embedded all throughout the Library our collections, our programs, our team and our mission. As a community-focused organization, we take the sentiment of feeling at home in our space sincerely. To ensure all members of the community see themselves reflected as part of the Library, we will prioritize equitable community outreach and communications by intentionally connecting with our community where they are.

Lead Grounded Practice

To be a voice in the community advocating for equity,* we need to lead by example. The many ways we interact with the community supports the idea that we have an opportunity to be a role model in this space. As a leader in the Stratford community, we will strive to become role models for equitable practices, diversity and equity advocacy, and environmental sustainability. On our journey to better represent the voices of Stratford, we will strive to achieve an undeniable sense of belonging for all members of the community at the Library.

Equity:

The removal of systemic barriers and biases enabling all individuals to have the same opportunities.

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Build Sustainable Partnerships to Expand Capacity

The Stratford community is bursting with innovation. By recognizing amazing opportunities to collaborate, we will create and build partnerships to work alongside the many experts in our community. Fostering these strong partnerships is important to the growth of the

Library. This is our path to uplifting the incredible work of our community partners while exceeding the expectations of the Stratford community.

Intentionally Support Our Team

Our staff are the faces of SPL and largely contribute to making sure the community feels welcomed and at home at the Library. We will equip our staff with the partnerships that can support community members in times of crisis, intentionally build programs to best meet needs, and resources to nurture a sense of belonging. We also commit to providing our staff with professional development and/or training opportunities to invest in their growth. This will support and empower staff with feelings of comfort and readiness to continue being great stewards in our community.



This Strategic Plan has been developed collaboratively with Stratford Public Library and Overlap Associates.

OVERLAP ASSOCIATES INC.

22 Water St S Suite 201, Kitchener, ON N2G 4K4







MANAGEMENT REPORT

Date:	June 26, 2023	
То:	Mayor and Council	
From:	Robyn McIntyre and Pierre Chauvin, MCIP, RPP, Consulting	
	Planners for the City of Stratford	
Report#:	COU23-079	
Attachments:	Aerial Map, Location and Zoning Map,	
	Conceptual Site Plan,	
	Subject Aerial Map,	
	Site visit photos	

Title: Zone Change Application Z01-23 and Official Plan Amendment Application OPA01-23 for 198 Mornington Street in the City of Stratford

Objective: The purpose of this report is to describe the proposed development at 198 Mornington Street and the associated applications submitted by the Baker Planning Group c/o Caroline Baker on behalf of Mornington Developments Inc. The Zone Change and Official Plan Amendment will facilitate the reuse of an existing building as an apartment building with 17 dwelling units. No exterior additions or renovations are proposed.

The Official Plan Amendment application requests to increase the maximum residential density from 65 units per hectare to 75 units per hectare.

The Zone Change application requests to rezone the property from 'Residential Second Density Zone '(R2(2)-5 & R2(2)-38)' to site specific 'Residential Fifth Density Zone (R5(2))'. The site specific zoning provisions are as follows:

- To reduce the front yard depth from 10.0 m to 7.5 m to recognize the placement of the existing building;
- To reduce the exterior side yard width from 10.0 m to 8.0 m to recognize the placement of the existing building;
- To reduce the interior side yard width from 6.6 m to 6.0 m to recognize the placement of the existing building; and
- To permit a maximum density of 75 units per hectare instead of 65.

The applicant requested a site specific provision to recognize the existing parking spaces which are currently regulated under a Site Plan Agreement between the property owner and the City of Stratford. As the Site Plan Agreement was established for the previous Nursing Home use, staff note that the application will also require the following site specific parking provisions to address the existing parking deficiencies:

- Per Section 4.21, to reduce the width of the required planting strip along the interior side lot line (north) from 0.15 m to 0 m for spaces 18, 19, 20, and 21;
- Per Section 5.2. a) ii), to reduce the minimum parking space width to 2.8 m where the length of a parking stall abuts a fence or lot line for spaces 17, 19, 20, and 21;
- Per Section 5.2. a) iii), to permit a minimum parking stall length of 6.0 m for parking stalls with an angle of less than 59 degrees for spaces 12, 13, 14, and 15;
- Per Table 5.3.1, to permit a minimum one-way traffic drive aisle width of 3.3 m where abutting a 0 degree parking stall for the western drive aisle;
- Per Table 5.3.2, to permit parking within the required front yard for parking space 21;
- Per Table 5.3.2, to permit parking within the required exterior side yard setback, which is requested to be 8 m, for spaces 6, 7, 9, 10, 11, 16, and 17; and
- Per Table 5.3.2, to reduce the width of the required planting strip between a lot line and a parking space to be 0.15 m for parking spaces 11, 16, 17, 18, 9, 20, and 21.

Background:

<u>Owner</u>

Mornington Developments Inc.

Applicant

Baker Planning Group c/o Caroline Baker

Subject Site

The subject lands are municipally known as 198 Mornington Street, Stratford and are located at the northwest corner of the Mornington Street and Duke Street intersection. The subject lands are legally described as Pt. Corrie's Private Lane Plan 102 Stratford, Pt Lot 29 Plan 102 Stratford, Pt Lot 30 Plan 102; being parts 1, 3 and 4 on Plan 44R-4828 Stratford as shown in PIN 53138-0091 and Pt Lot 10 Plan 70 Stratford as in R223756 in the City of Stratford as shown in PIN 53138-0065. The subject lands currently contain a vacant institutional building and on-site parking.

Site Characteristics

Characteristic	Information
Existing Use	Vacant
Frontage	60.6 m along Mornington Street
Depth	Irregular
Area	2,487 m ²
Shape	Irregular

Surrounding Land Uses

Direction	Use
North	Residential
East	Residential
West	Residential
South	Residential

Public and Agency Comments

The Notice of Application and Public Meeting was sent to property owners within 120 metres of the subject lands on June 5th, 2023. Notice was also included in the Town Crier portion of the Beacon Herald on June 3rd, 2023.

No public comments have been received as of the date of the writing of this report. Any agency or public comments received after the completion of this report will be provided to the Planning and Heritage Committee.

The application was circulated to agencies on April 5, 2023. The following comments have been received to date:

- *City of Stratford Building Department*: Building permits are required to be obtained for the proposed change of use and required construction from the renovation. The applicant should be aware that Development Charges may be applicable at the current residential rates, and that there may be a potential for redevelopment allowance. This will be determined at time of Building Permit Application.
- *City of Stratford Clerks Department*: No on street parking is currently permitted on wither of the abutting streets.
- *City of Stratford Engineering Department*: Engineering has no comments or concerns with these applications.
- *City of Stratford Fire Department*: No comments at this time.

- *City of Stratford Planning Department*: No outstanding concerns.
- *Upper Thames Regional Conservation Authority*: The UTRCA has no objections or requirements for this application.

Analysis:

Provincial Policy Statement, 2020 ("PPS")

Within Section 1 of the Provincial Policy Statement, the policy direction focuses on the importance of managing change, promoting efficient land uses, and promoting efficient development patterns.

Resilient Development and Land Use Patterns

The PPS provides policy direction on achieving efficient and resilient development and land use patterns. This direction includes accommodating an appropriate range and mix of residential types in order to meet the long-term needs of the community. The proposed development will add 17 apartment dwelling units to the City's housing stock and diversify the housing types available in the immediate neighbourhood. The proposed apartment units are to include nine, two-bedroom units and eight, onebedroom units.

Developments are also to promote the cost-effective development patterns. The proposed development would take place in an existing building on an existing residential parcel in the City of Stratford.

To support efficient and resilient communities, the PPS provides for improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society. The existing building was previously used as a long-term care facility and as a result, is generally accessible and includes a mix of accessible implements such as ramps and at-grade entrances.

Additionally, the policy direction indicates that developments should ensure the necessary infrastructure and public service facilities are, or could be, made available to meet the current and projected needs of the proposed development. As the existing building was previously used as a long-term care facility, the building is currently serviced to accommodate multiple living quarters.

Settlement Areas

The PPS specifically notes that settlement areas are to be the focus of growth and development. The City of Stratford is identified as a settlement area under the PPS.

Land use patterns within settlement areas are to efficiently use land and resources in addition to infrastructure and public service facilities. The proposed development would occur within an existing building that is currently connected to municipal services. There are no exterior additions or renovations proposed as part of this application.

Settlement areas are to accommodate a range of uses with opportunity for intensification and redevelopment. The PPS states that intensification should be accommodated in existing building stock where possible. Under provincial direction, the City of Stratford has set their intensification target at 25%. The proposed development is an example of intensification in the City of Stratford as it would take place within an existing building that is currently vacant and was historically used as a long-term care home.

Land Use Compatibility

With respect to land use compatibility, developments are to avoid potential adverse effects from odour, noise, and other contaminants. Where avoidance is not possible, developments should mitigate these potential effects. The proposed development will establish 17 residential apartment dwelling units within a residential neighbourhood.

Housing

At the direction of the PPS, Planning authorities shall maintain the ability to accommodate residential growth; residential growth can take place through intensification. Through this residential growth, Planning authorities are required to provide for an appropriate range and mix of housing densities and options. The proposed development is an example of the intensification of a residential lot within a residential neighbourhood. The proposed development would also introduce a new housing type into the immediate neighbourhood to establish a mix of housing types.

Infrastructure and Public Service Facilities

Generally, the PPS promotes the use of existing infrastructure and public service facilities to ensure they are optimized and adaptively reused where appropriate. The proposed development has existing vehicle and pedestrian access to Duke Street and Mornington Street.

Long-Term Economic Prosperity

Development should support the long-term economic viability of communities by encouraging residential development to provide a range of housing options and optimize the long-term use of land. The proposed development would take place in an existing building that is currently vacant and represents an adaptive reuse of existing building stock.

City of Stratford Official Plan

The subject lands are designated 'Residential Areas' on Schedule 'A' of the City of Stratford's Official Plan. The Official Plan identifies the goals and objectives for 'Residential Areas' to ensure that where intensification is proposed in a residential area, it should be compatible with the surrounding neighbourhood in terms of scale, density, and design. Additionally, this designation is to achieve a mix of housing types and a minimum average density of housing.

Permitted uses in this designation includes low and medium density residential uses. A low-rise apartment is a permitted use and is considered a medium density use. While some properties are explicitly identified by the Official Plan as being for medium density uses, these areas are generally controlled through the provisions of the Zoning By-law.

Stable Residential Areas

Stable residential areas offer limited opportunity for redevelopment. Redevelopment should generally occur through modest and incremental intensification. This is to be evaluated based on multiple criteria.

The scale of the development should respect the height, massing, and density of adjacent buildings and is appropriate for the site. The existing building is two storeys tall and surrounding dwellings are predominantly two storeys tall.

Developments should respect the nature of the streetscape as determined by landscaped areas, and the relationship between the public street, front yards, and primary entrances to buildings. The proposed development will be situated in an existing building in a residential neighbourhood. No new development is proposed, and no exterior renovations or additions are proposed to the building. The development should respect the relationship between the rear wall of buildings and rear yard open spaces. The lot is an irregular triangle and is oriented with open frontages along Mornington Street and Duke Street. The interior side lot line is fenced.

The siting of buildings in relation to abutting properties should ensure no significant negative impacts regarding privacy, shadowing, and buffering. There is no new construction proposed. All renovations will occur in the interior.

Medium density developments should be a minimum of 25 units per net hectare and a maximum of 65 units per net hectare with a maximum height of three storeys in existing residential areas. The proposed development requests a maximum density of 75 units per net hectare. The existing building is two storeys.

The existing residential lotting pattern in the immediate area should be respected. The subject applications do not propose changes to the lot lines or lotting patterns.

Development should have direct access from a public or condominium road and the alignment of any proposed streets should promote acceptable traffic circulation and be adequate to accommodate municipal services. The proposed development will use the existing vehicular accesses to and from Duke Street and Mornington Street.

Density

Medium density developments in 'Residential Areas' designations should be a minimum of 25 units per net hectare and a maximum of 65 units per net hectare. The application for Official Plan Amendment requests to increase the maximum permitted density from 65 units per net hectare to 75 units per net hectare. The Official Plan states that medium density areas are generally controlled through the provisions of the Zoning By-law.

City of Stratford Zoning By-law

The subject lands are zoned 'Residential Second Density Zone '(R2(2)-5 & R2(2)-38)'. The Residential Second Density Zone does not permit an apartment building as a use. As such, there are no provisions in this zone that would apply to an apartment building use and no density regulations.

The requested Zone Change application would rezone the subject lands to 'Residential Fifth Density Zone (R5(2))'. The site specific zoning provisions are as follows:

- To reduce the front yard depth from 10.0 m to 7.5 m for the existing building;
- To reduce the exterior side yard width from 10.0 m to 8.0 m for the existing building;
- To reduce the interior side yard width from 6.6 m to 6.0 m for the existing building; and
- To permit a maximum density of 75 units per hectare instead of 65.

The Residential Fifth Density Zone provides for the regulations outlined below.

Zone Standard	Required R5(2)	Proposed
Minimum Lot Area	1,000 m ²	2,487 m ²
Minimum Lot Frontage (Corner Lot)	25.0 m	60.6 m
Minimum Lot Depth	30.0 m	40.2 m
Minimum Front Yard Depth	10.0 m	7.5 m
Minimum Exterior Side Yard Width	10.0 m	8.1 m
Minimum Interior Side Yard Width	6.6 m	6.1 m
Minimum Rear Yard Depth	6.0 m	13.5 m
Maximum Lot Coverage	30%	25%
Minimum Landscaped Open Space	35%	35%
Maximum Height	15.0 m	13.1 m to peak
Maximum Density	65 upnh	75 upnh
Minimum Density	35 upnh	-

As the proposed development is the conversion of an existing building, the requested site specific provisions have been measured to the exterior of the building. The existing building was established under a previous zoning By-law and does not comply with the provisions of the current zoning By-law. As such, the existing building is considered legal non-complying. The site specific provisions will allow the existing building to be brought into conformity with the existing zoning By-law.

Parking

The applicant originally requested a site specific provision to recognize the existing parking spaces which are currently regulated under a Site Plan Agreement between the property owner and the City of Stratford. This Site Plan Agreement was established for the previous Nursing Home use where the parking requirement was one parking space per three beds which would equate to 20 parking spaces as the Nursing Home had a 60 bed capacity.

For the proposed apartment use, the required parking rate is 1.25 parking spaces per dwelling unit, which includes a visitor parking rate of 0.25 spaces per unit and 4% barrier-free parking. As the existing site plan agreement was established under a past use, and given that the parking requirements vary between the past use and the proposed use, Staff would request that the application be revised to include the following site specific parking provisions to address the existing deficiencies:

• To reduce the width of the required planting strip along the interior side lot line from 0.15 m to 0 m for spaces 18, 19, 20, and 21;

- To reduce the minimum parking space width to 2.8 m where the length of a parking stall abuts a fence or lot line for spaces 17, 19, 20, and 21;
- To permit a minimum parking stall length of 6.0 m for parking stalls with an angle of less than 59 degrees for spaces 12, 13, 14, and 15;
- To permit a minimum one-way traffic drive aisle width of 3.3 m where abutting a 0 degree parking stall for the western drive aisle;
- To permit parking within the required front yard for parking space 21;
- To permit parking within the required exterior side yard setback, which is requested to be 8.0 metres, for spaces 6, 7, 9, 10, 11, 16, and 17; and
- To reduce the width of the required planting strip between a lot line and a parking space to be 0.15 metres for parking spaces 11, 16, 17, 18, 9, 20, and 21.

The existing parking lot is permitted through legal non-conforming status. However, Section 5.1.2.3 of the Zoning By-law requires that, where there is a change of use, the deficiencies in parking rates are to be provided. As such, additional relief is required for these parking provisions.

Financial Implications:

Financial impact to current year and future year operating budgets:

The 17 new dwelling units may be subject to development charges and may result in additional tax revenue received by the City.

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.

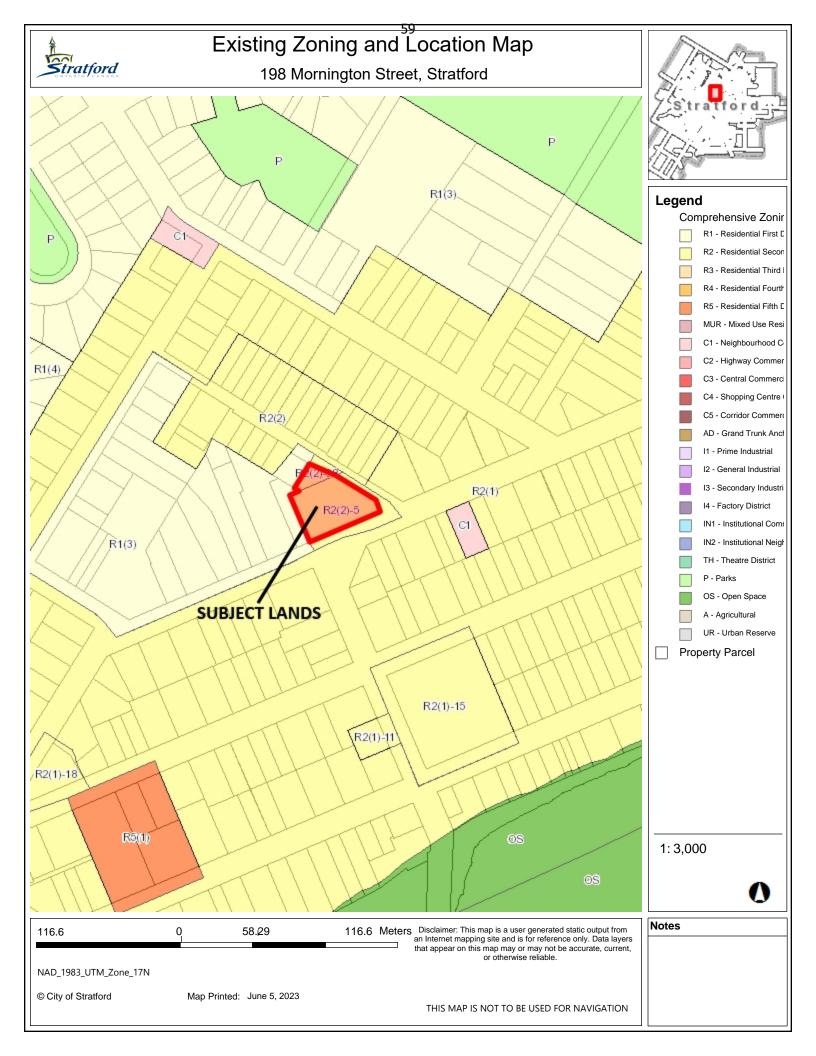
Culture and Community

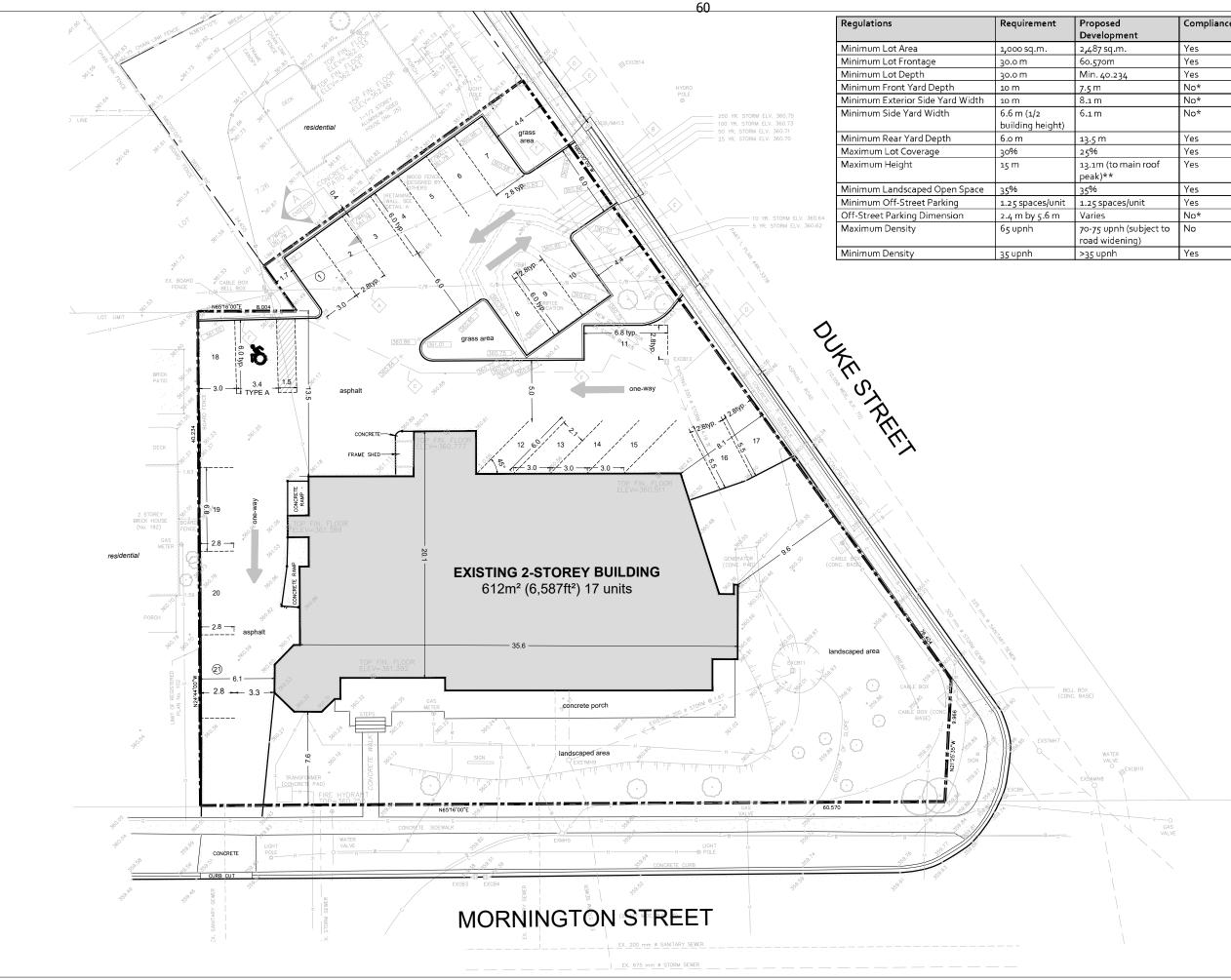
Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT Council hear all interested persons with respect to Official Plan Amendment application OPA01-23 and Zoning By-law Amendment application Z01-23.

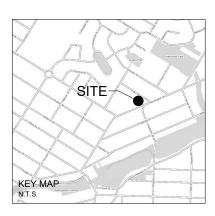
Prepared by:	Robyn McIntyre, Consulting Planner
Reviewed by:	Pierre Chauvin, MCIP, RPP, Consulting Planner
	Andrea Hächler, Manager of Planning
Recommended by:	Taylor Crinklaw, Director of Infrastructure and Development Services
	Kim McElroy, Acting Chief Administrative Officer

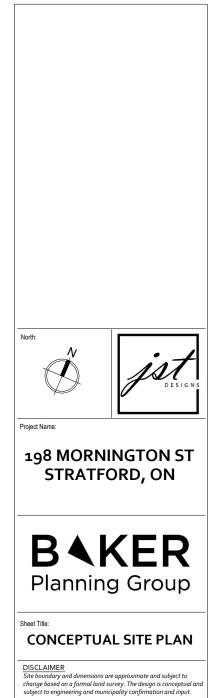






Proposed	Compliance
Development	
2 , 487 sq.m.	Yes
60.570m	Yes
Min. 40.234	Yes
7.5 m	No*
8.1 m	No*
6.1 m	No*
13.5 m	Yes
25%	Yes
13.1m (to main roof	Yes
peak)**	
35%	Yes
1.25 spaces/unit	Yes
Varies	No*
70-75 upnh (subject to	No
road widening)	
>35 upnh	Yes





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02/10/2023 Drawn By: J.THIBERT

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Site Visit Photos – 198 Mornington Street, Stratford





MANAGEMENT REPORT

64

26, 2023	
or Ritsma and City Council	
Hernden, Manager of Recreation & Marketing on behalf of	
icipal Cultural Plan Working Group	
COU23-080	
icipal Cultural Plan, 2023-2028	

Title: Municipal Cultural Plan

Objective: To provide the final report and Municipal Cultural Plan for the City of Stratford.

Background: At the March 8, 2021 meeting of Council, the following resolution was adopted: **THAT the investigation and development of a Municipal Cultural Plan ("MCP") be referred to the 2022 budget**.

In that same budget year, Council approved an expansion request by staff to create a Municipal Cultural Plan, citing alignment with the City of Stratford's ("City") strategic priorities being, "Strengthening our Plans, Strategies and Partnerships", "Developing our Resources", and Widening our Economic Opportunities.

The Province of Ontario defines cultural planning as "place-based," meaning the approach to planning and development involves identifying and mapping a community's cultural resources and requires the creation of a process and plan on how municipalities can strengthen the management of those resources to achieve community goals.

This process is expected to be led by municipalities with support from cultural stakeholders and community members.

A cultural plan is a strategic document that identifies a city-wide vision for culture to evolve into the future, including a mission statement on how the municipality will support the vision as well as guidelines for achieving the vision.

Following a Council resolution to develop the MCP, \$65,000 was approved in the 2022 operating budget to hire a consultant. Shortly thereafter, the City secured an additional \$65,000 from the FedDev of Southern Ontario through the Regional Tourism Organization #4 (RTO4) to also support development the plan. The FedDev grant

permitted the City to carry over the first \$65,000 approved in the 2022 operating budget, to help fund and support activities of the MCP's first-year implementation.

With funding confirmed, an internal project working group including Destination Stratford and staff from the City was formed. A call for proposals was released, and Steps Public Art was awarded the consultant contract to complete the MCP.

The Municipal Cultural Plan intends to strengthen Stratford's appeal as a cultural destination and maximize the benefits of the local tourism economy. It will assess the full scope of local cultural assets and enhance opportunities to use them to full advantage while building cohesion between community partners.

A project scope was created by the internal working committee, and the main objectives and deliverables of the MCP included:

- Engage Council, staff, and the community in a conversation to build a shared cultural vision;
- Connect for-profit and not-for-profit cultural initiatives and activities;
- Identify and inventory tangible and intangible cultural assets;
- Identify human resources required to successfully implement, support, manage and grow the MCP in year one and beyond;
- Identify all other non-human resources required to manage and maintain cultural assets
- Identify cultural asset development projects that maximize impact for the destination over time.

The outcomes of the MCP intend to support:

- Strengthened creative economy, collaboration and creativity;
- Collaboration between various cultural sectors, including heritage, culture, and creative economy;
- Improved access to cultural and recreational amenities;
- Strengthened off-season economy and business sustainability;
- Mobilized business and community partnerships;
- Improved year-round cultural tourism.
- Improve cohesion and collaboration between cultural assets;
- Improved Asset Management and planning integration;
- Strengthened Creative Economy;
- Integration of cultural planning into Municipal planning and budgeting, including economic development, land use planning, urban design, downtown regeneration, neighborhood renewal, growth plans, population retention strategies (etc).

The MCP will guide Stratford's cultural scene for the next five years (2023 – 2028) and beyond.

- The cultural planning process, led by Steps Public Art, was community-focused, inclusive, and dynamic. It included three phases (stages) being:
 - Discovery Stage: November 2022 January 2023
 - Design Stage: January February 2023
 - Delivery Stage: February April 2023

The engagement process for the MCP, ("Discovery Stage"), was designed to understand what culture means to Stratford, both now and in the future, and the goals of the engagement was to identify:

- The current governance and decision-making framework around culture;
- A shared vision for Stratford's culture to be supported in the future;
- A cultural resource map and an understanding of strengths, challenges, and opportunities for cultural resources; and
- Challenges and opportunities for cultural development, through internal and external partnerships.

During the discovery stage, over 300 conversations were held, and 312 cultural resources were identified and mapped. Stakeholder groups were invited to participate in formal and informal ways, both in-person and online. Learning opportunities included:

- An exploratory tour of seven cultural resources
- Two focus groups
- One-on-one interviews
- A pop-up data gathering station in Market Square
- A youth data gathering activity
- A virtual community survey

Engagement activities included 46 direct interviews, 143 virtual community survey respondents, 40 data gathering station participants, 35 focus group attendees, and 31 youth data gathering participants.

Out of the discovery stage, the following components of the MCP were created, being:

3

- Vision Statement
- Mission Statement
- Guiding Principles
- Strategic Priorities (referred to as Pathways)
- Goals
- Recommendations

The 4 Pathways (strategic priorities) identified are:

- 1. Strive for Creativity and Innovation
- 2. Celebrate Diversity and Support Inclusion

- 3. Instill Community Pride through the Promotion of a Shared, Authentic Identity
- 4. Further Truth and Reconciliation

Goals are included under each Pathway to provide measurable objectives and monitor progress. For each goal, a set of recommendations and potential actions has been identified.

In total, the MCP outlines 15 goals, 44 recommendations, and 128 potential actions to consider when looking to achieve the goals and pathways.

When culture is supported through strategic policies and programs directed by cultural plans, the benefits can be wide-ranging. Municipalities, businesses, and communities realize wide-reaching social and economic benefits by supporting culture.

Also, supporting culture advances the decolonization process for Indigenous Peoples in Canada. Cultural plans are one of the many tools that municipalities can use to carry out commitments presented in the Truth and Reconciliation Commission of Canada: Calls to Action report. Actions guiding decolonization are listed in this Cultural Plan in Pathway 4: Further Truth and Reconciliation and outline how the City of Stratford can build relationships, honour treaties, acknowledge and respect Indigenous rights and titles, further education on Indigenous history and the intergenerational impacts of colonization, respect Indigenous beliefs, cultures, traditions, and worldviews, recognize and support the deep connections between Indigenous Peoples and the land, support reclamation of identity, language, culture, and nationhood, assume responsibility, and work towards a better future.

The Municipal Cultural Plan, presented before Council, highlights some of the valuable initiatives developed by community organizations and offers suggestions for how the community can support the vision.

Analysis: Through the discovery stage consultations, a localized definition of culture arose. This emphasized the City's unique industries and community makeup. Culture in Stratford was described as wide-ranging and diverse, and includes:

- Traditional creative industries such as theatre, music, visual and literary arts, dance, and film;
- The built and natural environment, including the many heritage and Victorian-era architecture and the extensive parks and trail systems;
- The culinary arts and dining industry, with various restaurants, breweries, and food markets;
- Both the historic and continuing industries in industrial, manufacturing, and agriculture;
- The diversity and creativity of its people;
- Unique businesses, organization, community groups; and
- Grassroots events, performances, and activations.

In response to the community engagements, the MCP outlines a road map to strengthen Stratford's cultural resources. Key recommendations to be implemented in the immediate term (1-2 years) includes:

- 1. Identify a governance structure to implement the Plan and collaborate between different organizational options for the City's cultural support (see "Determining Leadership for the Cultural Plan" in the final report).
- 2. Promote the Cultural Plan and the importance of culture widely across City departments and externally.
- 3. Develop marketing strategies and a communication plan for culture.
- 4. Share Stratford's distinctive definition of culture widely to celebrate unique cultural initiatives.
- 5. Further relationships with equity-deserving groups and address barriers to cultural spaces and programming.
- 6. Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford.
- 7. Establish best practices for municipal departments to engage Indigenous communities.
- 8. Optimize local funding opportunities.
- 9. Streamline permitting and approval processes to increase cultural development.
- 10. Foster a city-wide commitment to creating a welcoming and safe community that celebrates diversity.

The first step in actioning the MCP is the most important. It asks to identify an appropriate governance structure for overseeing its implementation. It is the recommendation of the steering committee, along with the consulting group Steps Public Art that leadership to the MCP belongs to the Municipality, where the plan would be governed and coordinated. The final report provides several examples of how responsibilities can be shared amongst different groups, both within the City and externally, and municipalities across Ontario have driven MCP's in several different ways.

The MCP is expected to be actioned across City departments and externally, and a **Designated Cultural Plan Leader** is required to oversee this work. The success of the plan's implementation is critically dependent upon sufficient resources being allocated, and current staffing levels may not be sufficient or may require additional analysis. It is recommended that a consultant be hired on a short-term to lead the first year priorities and actions of the Municipal Cultural Plan, and to propose a the most appropriate governance structure.

There will be future operating budget impacts and the MCP contains a matrix (Appendix C, Cultural Plan Matrix) of potential costs and timelines, contingent on the recommendations activated and where responsibilities are ultimately assigned.

In 2022, a one-time \$65,000 expense was added to the budget, to support the first initiatives of the MCP. As the City secured all external funds to support the development of the MCP, through Regional Tourism Organization #4 (RTO4), the \$65,000 available in the 2023 budget could be re-allocated to support the first priorities and initiatives of the plan, with no impact to the tax levy this year.

As the MCP outlines 15 goals, 44 recommendations, and 128 potential actions, the steering committee recommends using the \$65,000 to recruit a consultant, hired in the short-term, to lead the MCP's initial implementation to focus actions, organize a governance structure, recruit stakeholders, identify new funding sources, and provide key recommendations (listed above), to be considered and activated within the first year.

Financial Implications:

Financial impact to current year operating budget:

The City secured funding from the FedDev of Southern Ontario through the Regional Tourism Organization #4 (RTO4) to assist in the hiring of a consultant to complete the MCP. The grant covered 100% of this expense, and the project is within budget.

In 2023, \$65,000 has been budgeted for the MCP implementation.

Financial impact on future year operating budget:

Currently unknown. Future costs will require a detailed analysis from the Lead of the MCP to determine which recommendations to move ahead with from one year to the next.

Link to asset management plan and strategy:

There are none recommended in the near term beyond those captured in the 10 year forecast. Any future development of new venues or the improvements to existing facilities will be conditional on the recommendations from the MCP to be actioned, and a link to asset management plans and strategies will therefore be established.

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.

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.

Culture and Community

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

Staff Recommendation: THAT the Municipal Cultural Plan be received;

THAT the \$65,000 available in the 2023 budget be re-allocated to hire a consultant on a short-term to lead the first year priorities and actions of the Municipal Cultural Plan;

AND THAT the consultant and staff explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget.

Prepared by:	Brad Hernden, Manager of Recreation & Marketing
Recommended by: Tim Wolfe, Director of Community Service	
_	Kim McElroy, Acting Chief Administrative Officer



STRATFORD CULTURAL PATHWAYS: ENABLING CULTURAL OPPORTUNITY

> CITY OF STRATFORD CULTURAL PLAN 2023 - 2028

Lower Queens Park. Image by Little Big Creativ



Avon River. Image by Little Big Creative.

LAND ACKNOWLEDGEMENT

We acknowledge that Stratford is positioned on the traditional territory of the Haudenosaunee, Anishinaabe, and the Neutral (Attawandaron) peoples. As we gather, we are reminded that the City of Stratford is situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Métis, and Inuit peoples today. We acknowledge that Stratford is situated on land that was shared between the Haudenosaunee, Anishinaabe, and the Neutral (Attawandaron) peoples. We are grateful to have the opportunity to live, work, and play on this land.



Dutch Memorial. Image by Terry Manzo.

ACKNOWLEDGEMENTS

The Stratford Municipal Cultural Plan was developed in partnership between the City of Stratford staff, a Steering Committee composed of diverse City and Destination Stratford staff and the consulting team from STEPS Public Art, in consultation with cultural organizations and residents from across Stratford.

Steering Committee:

- Brad Hernden, Manager of Recreation & Marketing, City of Stratford
- Mike Beitz, Corporate Communications Lead, City of Stratford
- Zac Gribble, Executive Director, Destination Stratford
- Christina Phillips, Destination Development Manager, Destination Stratford

STEPS Public Art Team:

- Anjuli Solanki, Program Director
- Margaux Weinrib, Cultural Planner, Project Lead
- Sophie Mitjavile, Cultural Planning Manager
- Ima Esin, Cultural Planner
- Madison Kennedy, Cultural Planner



Ontario at Downie. Image by Big Little Creative.

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Veterans Drive Bandshell. Image by Terry Manzo.

EXECUTIVE SUMMARY

The Stratford Cultural Plan was initiated by the City of Stratford in partnership with Destination Stratford. It outlines priorities and defines a strategy to enable culture to thrive through actions that can be implemented in the next five years.

Stratford Cultural Pathways: Enabling Cultural Opportunity is the City of Stratford's Cultural Plan from 2023–2028. The Plan outlines a road map to strengthen Stratford's cultural resources. It presents a vision for what culture in Stratford could look like in the next five years, and a mission statement that describes how the vision will be achieved.

Vision: Stratford is a year-round cultural city cherished by residents and visitors alike, where cultural offerings celebrate diversity and inclusion and reflect the city's unique community values and heritage.

Mission: The Municipality will support cultural initiatives, assets, and opportunities that inclusively elevate the quality of life in Stratford for current and future generations.

Four Strategic Priorities, referred to as **Pathways**, have been identified as vital actions for realizing Stratford's vision for culture:

- 1. Strive for Creativity and Innovation
- 2. Celebrate Diversity and Support Inclusion
- 3. Instill Community Pride through the Promotion of a Shared, Authentic Identity
- 4. Further Truth and Reconciliation

Goals are included under each Pathway to provide measurable objectives and monitor progress. For each goal, a set of recommendations and potential actions has been identified.

The intended audience of the Cultural Plan is everyone in the Stratford community, including municipal officials and staff, organizations and businesses, and community members. The Cultural Plan's success relies on dedicated collaboration from public, private, and non-profit sectors and community members. The vision, pathways, and goals listed in this Plan are to be worked towards collectively by everyone in Stratford, while recommendations and actions are directed at the Municipality, with the intention that they take a leadership role in identifying relevant partnerships to accomplish them.

Overview of Goals and Recommendations

In total, the Cultural Plan outlined 15 goals, 44 recommendations, and 128 potential actions to consider when looking to achieve the goals and pathways (see Appendix C on page 128 for the full Cultural Plan Matrix).

PATHWAY 1: STRIVE FOR CREATIVITY AND INNOVATION		
GOALS	RECOMMENDATIONS	
Goal 1: Culture is considered and integrated into municipal processes and decision-making	 Identify a governance structure to implement the Plan and arbitrate between different organizational options for the City's cultural support Promote the Cultural Plan and the importance of culture widely across City departments and externally Integrate culture into future plans, strategies, and documents Involve creatives in city-building processes 	
Goal 2: The cultural sector supports the livelihood of creatives	 Optimize local funding opportunities Provide support to increase the amount of available funds for local cultural organizations and initiatives Streamline permitting and approval processes to increase cultural development 	
Goal 3: Collaboration is fostered amongst the cultural sector, related industries, and the Municipality	 Encourage cross-sectoral partnerships between private, public, and non-profit sectors Support partnerships and communication amongst creatives and cultural organizations 	
Goal 4: Stratford aims to be a livable city that attracts and retains creatives	 Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building Provide support for cultural businesses and organizations through capacity-building opportunities Develop and enhance the infrastructure for cultural events 	

TABLE 1: OVERVIEW OF GOALS AND RECOMMENDATIONS

PATHWAY 2: CELEBRATE DIVERSITY AND SUPPORT INCLUSION		
GOALS	RECOMMENDATIONS	
Goal 1: Relationships and support networks are fostered between equity-deserving groups	 Further relationships with equity-deserving groups and address barriers to cultural spaces and programming Provide opportunities for community members from equity-deserving communities to influence Council and local decision-making 	
Goal 2: Cultural experiences and spaces aim to reduce physical, social, and financial barriers	 Encourage and facilitate the creation of accessible cultural events and spaces Model best practices for accessibility Promote accessibility-related initiatives Foster a city-wide commitment to creating a welcoming community that celebrates diversity Continue expanding public transportation to facilitate access to cultural venues and events 	
Goal 3: Cultural initiatives reflect a diversity of communities' desires and needs	 Increase opportunities for children and youth to engage with culture Identify opportunities for showcasing diverse cultures 	

PATHWAY 3: INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY

GOALS	RECOMMENDATIONS	
Goal 1: Stratford's definition of culture is recognized and celebrated by the community	 Share Stratford's distinctive definition of culture widely to celebrate unique cultural initiatives Support the development of events, festivals, and initiatives fitting Stratford's definition of culture Engage community members through increasing opportunities for residents to weigh in on key cultural projects, and on public art projects 	
Goal 2: Culture in Stratford strives to engage residents and visitors year-round	 Encourage cultural initiatives to take place year-round Support opportunities that bring culture beyond the downtown core Encourage the development of public art throughout Stratford 	
Goal 3: Stratford's history and heritage are honoured and recognized as the city evolves into the future	 Support the protection of Stratford's built heritage Promote Stratford's history and heritage Explore opportunities to enhance the Heritage Conservation District with public art 	
Goal 4: Local talent and creatives of a wide variety of disciplines are recognized and celebrated	 Promote local creatives and cultural producers throughout the city Encourage events, festivals, businesses, and organizations to support local creatives 	
Goal 5: Cultural resources, events, and opportunities are well-known both within and beyond the city's borders	 Develop marketing strategies and a communication plan for culture Enhance opportunities to support cultural tourism and Stratford as a destination for culture Increase wayfinding and encourage walkability and connectivity between cultural sites 	

PATHWAY 4: FURTHER TRUTH AND RECONCILIATION		
GOALS	RECOMMENDATIONS	
Goal 1: Relationships are further developed with Indigenous communities, organizations, and people	 Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford 	
	2. Establish best practices for departments to engage Indigenous communities	
	 Increase opportunities for Indigenous communities to be engaged in planning and decision-making processes 	
Goal 2: Local Indigenous culture is promoted and celebrated	 Share information about Indigenous creatives, organizations, and businesses Continue developing programming around Indigenous days of significance Increase the visibility of Indigenous peoples, culture, and traditions 	
Goal 3: Indigenous voices, histories, traditions, and cultures are well-known, respected, and integrated throughout the city	 1. Further education on Indigenous culture and history 2. Support identifying and recognizing Indigenous places and stories 3. Support opportunities for Indigenous communities to steward the land and support conservation 	

The Municipal Cultural Plan was developed with the aim of:

- **Fostering local pride** by creating a great sense of community, supporting community empowerment, and reducing social exclusion;
- Growing the creative sector and facilitating economic development by fostering cross-sectoral partnerships, supporting the livelihoods of cultural organizations and creatives, increasing awareness and visibility of local culture, and developing larger audiences;
- Promoting social well-being through supporting and improving cultural initiatives, programs and policies that meet the needs and desires of diverse community members; and
- Committing to policy creation based on sound research and evidence that helps support the benefits of culture so that these benefits are continuously felt throughout the community.

When culture is supported through strategic policies and programs directed by cultural plans, the benefits can be wide-ranging. Municipalities, businesses, and communities realize wide-reaching social and economic benefits by supporting culture.

Social benefits of culture include improving mental and physical well-being, such as relieving social isolation. Culture brings people together and builds social bonds, creating a sense of place and community pride, as well as fostering understanding and respect for other types of cultures.

The economic benefits of culture are well-recognized worldwide. In the Canadian context, the cultural sector generated \$57.1 billion, or around 2.7% of Canada's GDP, in 2019. When the COVID-19 pandemic resulted in significant job loss, event and business closures, and instability in creative industries, the Canadian government dedicated hundreds of thousands of dollars to support the sector's recovery and continued growth. The benefits of culture are also felt throughout Stratford's local context, specifically in terms of tourism activity. The tourism industry in Stratford attracts 1.7 million visitors each year, with cultural activities a key driver for visitors.¹ For example, the Stratford Festival annually draws nearly half a million visitors, generates more than \$140 million in economic activity for the community, and produces \$55 million in taxes to all three levels of government.

^{1 &}quot;Stratford Festival: How theatre transformed a community's economy and identity," Ontario Arts Council, accessed February 28, 2023, <u>https://www.arts.on.ca/artsaddvalue/stratford-festival/</u>

Supporting culture is also key in advancing the decolonization process for Indigenous Peoples in Canada. Cultural plans are one of the many tools that municipalities can use to carry out commitments presented in the Truth and Reconciliation Commission of Canada: Calls to Action report. Actions guiding decolonization are listed in this Cultural Plan in Pathway 4: Further Truth and Reconciliation and outline how the City of Stratford can build relationships, honour treaties, acknowledge and respect Indigenous rights and titles, further education on Indigenous history and the intergenerational impacts of colonization, respect Indigenous beliefs, cultures, traditions, and worldviews, recognize and support the deep connections between Indigenous Peoples and the land, support reclamation of identity, language, culture, and nationhood, assume responsibility, and work towards a better future.

The development of this Cultural Plan was thoughtfully created to ensure the benefits of culture mentioned above are sustained and increased throughout the community. To successfully achieve this, it is also important to consider the current cultural trends that will influence culture over the coming years and ensure the Culture Plan continues to support these trends.

Global trends in response to the COVID-19 pandemic that will shape the cultural sector include:

- Enhanced emphasis on the culture sector's social value: culture and its social worth will be further recognized as key to enhancing communities and promoting cultural rights for all;
- Growing awareness of the importance of ensuring the livelihoods of arts and cultural professions: the vulnerability of cultural workers is recognized and economic support mechanisms and social safety nets are developed to protect and support the social and economic sustainability of cultural workers. This includes safeguarding income, jobs, and social security of cultural workers;
- Rise of collaboration and increased sectoral solidarity, which emphasizes the importance of collaboration and partnerships to building cultural industries that are resilient and stimulate innovation;
- Accelerated adoption of digital practices and techniques: digital technologies were already changing the cultural landscape, but the COVID-19 pandemic exponentially accelerated the use of technology in culture. This trend will continue to lead to new ways of creation, production, distribution, and access to culture. However, barriers associated with digital literacy should be addressed; and
- Adaptation of strategic operational and business models and practices across the value chain to ensure that cultural industries are sustainable and resilient against impacts (such as COVID-19) by building systems that allow creatives and organizations to pivot in the face of challenges or change easily.

In addition to global trends, cultural trends on the local scale include:

- **Globalization**, which provides increasing opportunities for culture to cross regions, encouraging the co-creating and co-production of cultural products across cultures and places; and
- **Changing demographics**, which lead to increased cultural diversity and fuels creative economies. This creates competitive and innovative environments where creatives and cultural organizations want to live.

In addition to framing the Cultural Plan with a broad understanding of cultural benefits and trends, the Plan was shaped through a community-driven approach rooted in Stratford's unique definition of culture, current trends, planning and policy, and community insights.

The Plan's development was informed by research and community engagement conducted in the Discovery Phase of Stratford's cultural planning process from November 2022 to January 2023. During this period, over 300 conversations were held across six engagement activities, which included seven exploratory tour visits, 35 focus group attendees, 46 direct interview engagements, over 40 data gathering station participants, 31 youth data gathering engagements, and 143 survey respondents. Those engaged included internal City stakeholders, cultural resource managers, creatives, and other residents.

Through the Discovery Phase consultations, a localized definition of culture arose. This emphasized the city's unique industries and community makeup. Culture in Stratford was described as wide-ranging and diverse, and includes:

- Traditional creative industries such as theatre, music, visual and literary arts, dance, and film;
- The built and natural environment, including the many heritage and Victorian-era architecture and the extensive parks and trail systems;
- The culinary arts and dining industry, with various restaurants, breweries, and food markets;
- Both the historic and continuing industries in industrial, manufacturing, and agriculture;
- The diversity and creativity of its people;
- Unique businesses, organization, community groups; and
- Grassroots events, performances, and activations.

Keeping this definition in mind, the consultation included the identification and mapping of over 300 cultural resources. This brought to light the strengths, challenges, opportunities, and community desires for culture in Stratford.

In response to the engagements, the Cultural Plan outlines a road map to strengthen Stratford's cultural resources.

Key recommendations that should be implemented within the first year include:

- 1. Identify a governance structure to implement the Plan and arbitrate between different organizational options for the City's cultural support (see "Determining Leadership for the Cultural Plan" below).
- 2. Promote the Cultural Plan and the importance of culture widely across City departments and externally.
- 3. Develop marketing strategies and a communication plan for culture.
- **4.** Share Stratford's distinctive definition of culture widely to celebrate unique cultural initiatives.
- 5. Further relationships with equity-deserving groups and address barriers to cultural spaces and programming.
- 6. Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford.
- 7. Establish best practices for municipal departments to engage Indigenous communities.
- 8. Optimize local funding opportunities.
- 9. Streamline permitting and approval processes to increase cultural development.
- **10.** Foster a city-wide commitment to creating a welcoming and safe community that celebrates diversity.

Finally, although the Cultural Plan focuses primarily on a municipal strategy for culture, community-led actions are vital for the development and maintenance of culture. As such, the Cultural Plan highlights some of the valuable initiatives developed by community organizations and offers suggestions for how the community can support the vision.

Determining Leadership for the Cultural Plan

The first step in actioning the Cultural Plan will be to identify an appropriate governance structure for overseeing its implementation.

While the Cultural Plan will be implemented across departments and externally, **Designated Cultural Plan Leader(s)** should be selected to oversee this work. Leadership should arise within the Municipality, where the Cultural Plan can be governed by the Recreation Division within the Community Services Department. Within the Recreation Division, a Cultural Coordinator position should be developed. The key roles of the Cultural Coordinator include:

- Coordinate and oversee the implementation of and reporting on the Cultural Plan's recommendations and well as special projects that relate to culture.
- Educate municipal departments, external stakeholders, and community members on the Cultural Plan.
- Develop and maintain partnerships with external stakeholders to facilitate the Cultural Plan's implementation.
- Coordinate the creation of a communication strategy dedicated to the Cultural Plan and culture.
- Outline the annual budget for the Cultural Plan and cultural initiatives.
- Assist with the planning of cultural events and festivals, including networking events.
- Assist in the development of relevant policies and procedures relating to culture.

As the role of culture within the Municipality continues to develop, additional team members and structures may need to be considered.

The Cultural Coordinator will work closely with arm's length and key external organizations to design specific action plans that respond to and support implementing the Cultural Plan. This includes Municipal advisory Committees and boards, arm's length organizations including Destination Stratford, and key external partners.

The Cultural Coordinator should also determine the governance structure that will support the Cultural Plan's implementation. The following table includes examples of how responsibilities can be shared amongst different groups. Rather than selecting one of the following structures, a dynamic approach can be used to select and adapt the following options based on evaluating current needs.

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TABLE 2: GOVERNANCE STRUCTURE TYPES FOR IMPLEMENTING THE CULTURAL PLAN

IMPLEMENTATION MODEL	DESCRIPTION / ROLE	EXAMPLES
Cultural Division / Department	Within a Cultural Division or Department, municipal staff advise on policy recommendations relating to culture, oversee the public funding of culture, liaise with Council and Municipal departments, oversee the delivery of cultural programs and projects, and track the progress of the Cultural Plan. Cultural Divisions range in size from a few employees to multi-levelled organizational structures. Cultural Divisions often work closely with external partners and service providers to fulfill their duties. Roles within Cultural Divisions typically include a Manager of Culture, Culture Coordinator, Public Art Officer, and other specialized roles depending on the services overseen.	Culture Department: City of Orillia Business Development, Culture, and Tourism Department This municipal department oversees business development, culture, and tourism services. Within the department, cultural staff develop municipal policies, programs, and plans that aim to support and strengthen the cultural sector. Cultural staff include the Director of Development, Culture, and Tourism, the Manager of Culture, the Museum Coordinator, and the Orillia Opera House General Manager. Cultural Services Division: City of St. Catharines Cultural Services The City of St. Catharines has a Community, Recreation and Cultural Services department that oversees cultural services alongside recreational and leisure programs, as well as parks and facility services. Within this Department, the Cultural Services office oversees the management of civic art, delivery of public art programs, delivery of cultural funding programs, City cultural awards, and plans and policies related to culture, as well as providing capacity-building initiatives for the cultural sector. The Cultural Services Team includes the Director of Community, Recreation and Culture Services, the Manager of Recreational Programs and Cultural Services, the Culture Supervisor, and Culture Coordinators.

IMPLEMENTATION MODEL	DESCRIPTION / ROLE	EXAMPLES
Cultural Advisory Committee	Volunteer committees are created to advise the City Council and decision-makers on decisions affecting culture and assist with developing policy recommendations. Volunteer committees also play a role in advocating for the cultural sector.	Cultural Advisory Committee: City of Pickering Cultural Advisory Committee The <u>City of Pickering Cultural Advisory Committee</u> consists of ten members of the public who represent a broad range of experiences and interests in the cultural sector, along with City staff from the Community Services Department. Terms for members of the Committee are two years, and members meet monthly. The role of the Committee is to provide input on cultural services, including assisting and advising City staff on the implementation of the Cultural Strategic Plan, developing policies relating to culture, and evaluating cultural development. The Committee also builds relationships with key stakeholders, advocates and promotes the value and benefit of culture widely, reports to Council and provides consultation, research, and reporting to aid decision-making.

IMPLEMENTATION MODEL	DESCRIPTION / ROLE	EXAMPLES
Arts Council or Organization	Arts councils and organizations can be founded internally within governments or exist as non-profit organizations that operate independently or as arm's length from a municipality. Their role is to promote and increase awareness of the cultural sector and its value, educate civic leaders in cultural policy, fund cultural projects, organize events, and provide skill-building and training workshops.	 Municipally Created Arts Organization: Brampton Arts Organization incubated by the City of Brampton The Brampton Arts Organization (BAO) was incubated under the City of Brampton Cultural Services in 2021 to aid in implementing the City's Culture Master Plan along with achieving the City's 2040 Vision and Council Priorities. BAO is focuse on growing, celebrating, and advocating for and connecting the cultural sector. They achieve this by delivering a wide range of programs, services, and resources. BAO's events provide networking or capacity-building opportunities, while initiatives aim to showcase local creatives. While BAO currently operates within the City, its goal is to transition into an arm's length arts organization. Arm's Length Arts Council operating in Partnership with the Municipality and Local Partners: Guelph Arts Council The Guelph Arts Council works with local partners to deliver cultural events and services. Examples include partnering with the City of Guelph to distribute micro-grants for artistic and community projects. Other programs include Art on the Street a cultural street festival in partnership with the Downtown Guelph Business Association, Guelph Emerging Artist Mentorship Project in partnership with the University of Guelph Schoo of Fine Art and Music, and the Artist in Residence Program, co-created with local organization 10C.

IMPLEMENTATION MODEL	DESCRIPTION / ROLE	EXAMPLES
Arts Council or Organization		Arm's Length Arts Council Working in Partnership with a municipality to Distribute Municipal Funds: Oakville Arts Council
		The Oakville Arts Council is a not-for-profit charitable organization that aims to foster community engagement in the arts and champion artistic development. This is achieved by hosting events, workshops, and raising awareness of arts and culture among the community and municipal leaders. The Oakville Arts Council also administers operating and project grants to not-for-profit cultural organizations on behalf of the Town of Oakville. Over the 33-year period of the arts council, 64 cultural organizations have benefited from receiving approximately \$2.3 million in support. Arm's Length Arts Council Operating through Varied Funding Streams to Deliver Wide-Ranging Services and Programs: County Arts, Prince Edward County Arts Council
		County Arts enriches Prince Edward County's community by developing events and programs that support creatives and community members through promotion, relationship building, and skill development to ensure the social and health benefits of art are felt throughout the community. Their role is to provide funding and professional development opportunities for artists while acting as an advocate on behalf of the arts sector. County Arts is funded through multiple streams, including local, provincial, and federal grants, as well as memberships, philanthropy, and grants from other foundations and funding sources. This allows County Arts to provide programs including their <u>Artist Fund</u> , <u>Indigenous Voices Fund</u> , <u>Artist Residency</u> program, <u>County Arts Lab</u> and other programs.

IMPLEMENTATION MODEL	DESCRIPTION / ROLE	EXAMPLES
Third-Party Cultural Providers	The purpose of identifying third-party providers is to outsource certain activities, programs, and projects to experts (e.g., suppliers) for them to deliver the services on behalf of the municipality. Suppliers are selected based on the City's Purchasing Policy through requests for proposals, tenders, quotations, and inquiries for goods and services.	 Municipality Working with Third-Party Providers to Deliver Municipal Services and Programs: City of Toronto Economic Development and Culture Division Outsourcing Cultural Communications The City of Toronto conducted ArtworxTO: Toronto's Year of Public Art 2021–2022. To promote the project, the City developed a targeted campaign; however, the City's traditional social media platforms did not specifically share information specific to culture. To fulfill the communications strategy, the City of Toronto hired STEPS Public Art to deliver the promotional campaign using their social media platform and tools. Municipality Working with Third-Party Providers to Deliver Municipal Services and Programs: City of Toronto Local Arts Service Organizations (LASOs) Local Arts Service Organizations (LASOs) are organizations that are funded in part by the City of Toronto to support the City's Strong Neighbourhoods Strategy by providing inclusive and affordable cultural opportunities for local residents, artists, and arts organizations. LASOs work on behalf of the City of Toronto and focus on providing services and support to underserved children, youth, and other participants from a broad demographic spectrum. These organizations are seen as key tools for the City to build healthy and cohesive communities that imbed art and culture into daily life.

IMPLEMENTATION MODEL	DESCRIPTION / ROLE	EXAMPLES
Pre-selected Roster of Third-Party Cultural Providers	The purpose of identifying third-party cultural providers is to outsource certain activities, programs, and projects to experts (e.g., suppliers) for them to deliver the services on behalf of the municipality. While cultural providers can be obtained through standard procurement processes (e.g., a request for proposals), an alternative method is to develop a roster of qualified experts to help streamline and expedite the procurement process. A roster allows a municipality to select pre-qualified experts to deliver specific tasks. This procurement process can then go through an informal request for proposals process where the opportunity is shared with the roster or specific organizations on the roster to respond to indicate their interest. Alternatively, the municipality can select one supplier to fulfill the work if they feel their expertise suits the project's mandate.	The purpose of identifying third-party cultural providers is to outsource certain activities, programs, and projects to experts (e.g., suppliers) for them to deliver the services on behalf of the municipality. While cultural providers can be obtained through standard procurement processes (e.g., a request for proposals), an alternative method is to develop a roster of qualified experts to help streamline and expedite the procurement process. A roster allows a municipality to select pre-qualified experts to deliver specific tasks. This procurement process can then go through an informal request for proposals process where the opportunity is shared with the roster or specific organizations on the roster to respond to indicate their interest. Alternatively, the municipality can select one supplier to fulfill the work if they feel their expertise suits the project's mandate.

SECTION 1 INTRODUCTION AND CONTEXT

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Avon River Walkway. Image by Little Big Creative.



Educators for Drama. Image by Terry Manzo.

INTRODUCTION-CULTURAL PLANNING

Defining Cultural Planning

The Province of Ontario defines cultural planning as "place-based," meaning the approach to planning and development involves identifying and mapping a community's cultural resources and requires the creation of a process and plan on how municipalities can strengthen the management of those resources to achieve community goals.² This process is expected to be led by municipalities with support from cultural stakeholders and community members.

A cultural plan is a strategic document that identifies a city-wide vision for culture to evolve into the future, including a mission statement on how the municipality will support the vision as well as guidelines for achieving the vision. These sections offer key directions for the Stratford community to work together to achieve the common vision.

^{2 &}quot;Cultural Planning," Government of Ontario, updated March 28, 2022, https://www.ontario.ca/page/cultural-planning

Definitions

Cultural Resources: Places or things that reflect or produce culture. There are two types: intangible and tangible.

Intangible Cultural Resource: This includes traditions, rituals, and stories that help to define a community's unique identity and sense of place.

Tangible Cultural Resources: Physical spaces such as theatres, venues, gallery spaces, events, and places of worship.

City or City of Stratford: When the 'c' is capitalized, this refers to the municipal corporation of the City of Stratford, including the Mayor and all staff.

city or city of Stratford: When the 'c' is lowercase, this refers to the geographical region known as Stratford.

GRAPHIC 1: COMPONENTS OF A CULTURAL PLAN

Vision Statement: The vision statement is a broad description of how Stratford aspires to see culture evolve 5–10 years from now. The vision involves everyone in Stratford working together to achieve it.

Mission Statement: The mission statement is from the point of view of the Municipality (i.e., the City of Stratford) and it broadly describes how the City will support achieving the vision for culture.

Guiding Principles: Guiding principles are values that establish a framework for guiding actions that support the defined vision.

Strategic Priorities (referred to as Pathways in this Cultural Plan): Pathways are areas of high importance for how culture can evolve and integrate into the city's fabric. The strategic priorities connect to and build upon each other, creating a holistic framework for Stratford to collectively work towards achieving its vision for culture.

Goals: Goals are measurable objectives included under each Pathway to monitor progress. The Municipality and private, public, and non-profit sectors, as well as the community, can collaboratively work towards goals.

Recommendations: Recommendations provide advice on options for how the Municipality can work towards each goal. The Municipality works together with community partners to implement actions, choosing specific actions presented in this plan that best align with evolving needs and resources available. Actions are further clarified through methods and tactics for consideration.

A cultural plan draws upon research as well as community consultation to identify existing challenges, barriers, and gaps in the local cultural sector as well as opportunities for how the City, community partners, and residents can work together to allow culture to flourish and meet the wider needs of the community. The **benefits** of creating and implementing a cultural plan include:

- Fostering Local Pride
 - » Building a greater sense of community through combating social exclusion
 - » Supporting community empowerment
 - » Collectively developing a sense of pride of place
- Growing the Creative Sector and Facilitating Economic Development
 - » Supporting a sustainable creative sector by creating partnerships and communication networks among arts and cultural groups
 - » Increasing awareness and access to cultural activities
 - » Developing cultural facilities
 - » Sustaining or increasing levels of public and private funding for culture
 - » Developing larger audiences to support artistic and economic development
 - » Improving the visibility of the arts and culture community. This in turn contributes to increasing the quality of life for residents and facilitates economic benefits for the region.
- Promoting Social Well-Being
 - » Developing strong local leadership and promoting social cohesion by creating a democratic cultural policy and initiatives that meet the needs and desires of the local community
 - » Improving programs and services that respond to community needs
- Committing to policy-making based on sound research and evidence

"Great cities are defined by their culture. They are defined by their history through their local heritage, museums and archives, historic buildings, festivals, food, and local traditions. But a great city is also defined by its contemporary culture—its artists and arts venues, film and television, music and games, photography and crafts, fashion and design, and buzzing informal offerings from skate parks to restaurants, pubs, and night clubs."³ –Greater London Authority

³ Unesco, "Global Report on Culture for Sustainable Urban Development" (2016), 161, http://www.unesco.org/culture/culture-for-sustainable-urban-development/pdf-open/global-Report_en.pdf

Stratford's Cultural Planning Process

Stratford's Cultural Plan will aim to create a community-wide strategy with identified goals and recommendations to be implemented over the next five years and beyond.

The cultural planning process adopted by Stratford was community-focused, inclusive, and dynamic. It was composed of the following three phases:

GRAPHIC 2: THE THREE PHASES OF DEVELOPING STRATFORD'S MUNICIPAL CULTURAL PLAN

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Discovery Stage:	Design Stage:	Delivery Stage:
November 2022– January 2023.	January 2023– February 2023.	February 2023– May 2023.
Defining Stratford's culture through framing, engagement, and synthesis. This involved community engagement as well as thorough desk research to identify current strengths, challenges, opportunities, and a vision for a culturally dynamic future in Stratford.	Shaping the vision for culture in Stratford, mobilizing commitment, and drafting the plan.	Delivering the plan for review and approval by City Council (June 2023).

The goal of the cultural planning process was to identify the following:

- A governance and decision-making framework
- Challenges and opportunities for cross-department synergies
- Opportunities for internal and external partnerships
- An asset map of Stratford's cultural resources
- A shared vision, mission, and guiding principles to guide and inform the future of culture in Stratford

This Cultural Plan will guide Stratford's culture for the next five years and beyond. Throughout and after the 5-year time period, progress towards the goals and vision will be assessed to guide future decision-making. After the 5-year period, a full evaluation should be completed to determine the next 5–10 year cultural plan and address shifting priorities or changes to the community-led vision for culture.

OVERVIEW OF COMMUNITY ENGAGEMENT

The engagement process for the Cultural Plan was led by the consultant STEPS Public Art and was designed to understand what culture means to Stratford, both now and in the future.

The engagement goals were to identify:

- The current governance and decision-making framework around culture;
- A shared vision for Stratford's culture to be supported in the future;
- A cultural resource map and an understanding of strengths, challenges, and opportunities for cultural resources; and
- Challenges and opportunities for cultural development, through internal and external partnerships.

To guide this process, a Steering Committee was created, which included City Staff and Destination Stratford.



Stratford Cultural Plan Community Engagement In-person Focus Group, Cultural Resource Mapping Activity. Image by STEPS Public Art.

To gain a holistic understanding of the current cultural landscape and identify gaps and opportunities for how culture in Stratford can move forward, the following four key stakeholder groups were engaged:

- City staff, Councillors, and the Mayor, as well as former Councillors and Mayor whose terms ended in November 2022;
- Cultural Resource Managers (i.e., businesses, organizations, galleries and museums, educational institutions, events and festival organizers, and educators);
- Creatives (i.e., curators, artists, performers, musicians, producers); and
- Members of the public (i.e., residents, workforce members, students and visitors).

Stakeholder groups were engaged in various ways that involved formal and informal gatherings, both in-person and online. Opportunities for engagement and learning included:

- An exploratory tour of seven cultural resources;
- Two focus groups, one hosted online with municipal stakeholders, and one hosted in-person with external cultural resource managers and creatives;
- One-on-one interviews with both internal and external stakeholders;
- One pop-up data gathering station that asked community members to engage in a series of activities to learn more about their experiences with and desires for culture in Stratford (this activity, held at Stratford Market Square during Downtown Stratford BIA's Winter Wander-land event, met the community in a place where residents and visitors organically gathered and connected);
- One youth data gathering activity which asked Stratford youth to share a creative piece that reflected or provided insight into Stratford's current culture or to share a vision for how Stratford could be more culturally alive in the future; and
- One virtual community survey, which was published on engagestratford.ca.

Insights gathered from stakeholders were integrated into a new vision, guiding principles, and priorities for the Cultural Plan presented here.



Stratford Cultural Plan Community Engagement Data Gathering Station with poster designed by local artist Claire Scott. Image by STEPS Public Art.

GRAPHIC 3: SUMMARY OF COMMUNITY ENGAGEMENT:

DEFINING CULTURE IN STRATFORD

46

Direct Interview Participants

35

Focus Group

Attendees

143

Virtual Community Survey Respondents ~40

Data Gathering Station Participants

> Cultural Resource Exploratory Tour Participants

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31

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Youth Data Gathering Participants

31

Culture is challenging to define as it is based on a particular group of people and their behaviours, beliefs, and values. The idea of culture can change as it is influenced by factors such as time and place, perceptions, and experiences.

To help define what culture means in Stratford, we asked, "When thinking about Stratford and the word 'culture,' what immediately comes to mind?" While each person has a unique experience and understanding of culture in Stratford, key sentiments were shared about what culture means to the Stratford community.

When people were asked to think about culture and Stratford, what overwhelmingly came to mind was theatre and the Stratford Festival, a well-established institution. However, people also often emphasized that culture in Stratford is expressed in a much wider range of traditional and non-traditional forms beyond this flagship event. Culture in Stratford includes traditional creative industries such as music, visual and literary arts, dance, and film, as well as built heritage and Victorian-era architecture. There is also a strong culinary arts and dining industry, with various restaurants, breweries, and food markets. The community also emphasized the importance of recognizing the city's heritage and foundations in industrial, manufacturing, and agriculture and how these industries continue to be significant contributors to Stratford's culture today.

Other important references to Stratford's culture included:

- The parks and trails system, including the Avon River, gardening, and horticulture
- The diversity and creativity of its people and community members
- Local businesses, organizations, and community groups
- Grassroots events, performances, and activations



Avon River. Image by Little Big Creative.

Who is Missing in Stratford's Culture?

When defining Stratford's culture, we asked, "what and who is missing." Overwhelmingly, we heard that while Stratford is becoming an increasingly diverse community, Stratford's cultural offerings lack diversity, and do not adequately include equity-deserving communities such as Indigenous, Black, and racialized people, newcomers, 2SLGBTQQIA+ community members, and youth. These groups do not have adequate cultural representation, support, and/or opportunities that align with their interests, needs, and desires. There was a strong request to establish diversity and inclusion as a key part of Stratford's cultural strategy.

Definition

Equity-deserving communities and groups: "Equity-[deserving] groups are communities that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation, transgender status, etc. Equity-[deserving] groups are those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination and actively seek social justice and reparation."⁴ –Canada Council for the Arts

⁴ Canada Council for the Arts, "equity-seeking groups." https://canadacouncil.ca/glossary/equity-seeking-groups



Large Bull Sculpture. Image by Terry Manzo.

CULTURE AS VITAL

"Culture is key to what makes cities attractive, creative, and sustainable. History shows that culture is at the heart of urban development, evidenced through cultural landmarks, heritage and traditions. Without culture, cities as vibrant life-spaces do not exist; they are merely concrete and steel constructions, prone to social degradation and fracture. It is culture that makes the difference."⁵

-UNESCO

Culture is ever-present in our daily lives. It is ingrained into the fabric of our beings and our communities and embedded in the places in which we live, work, and play. This all stems from the innate human desire to create, as culture is expressed through storytelling, movement, food, and ways of being.

Since culture has always been with us, one might ask, "how does culture impact our lives today, and why should municipalities invest in, and provide support for, local culture?" One answer is that support for culture—carried out through a robust cultural plan—leads to creating and nurturing places that are environmentally, economically, socially, and culturally sustainable.

⁵ Unesco, "Global Report on Culture for Sustainable Urban Development" (2016), 17 http://www.unesco.org/culture/culture-for-sustainable-urban-development/pdf-open/global-Report_en.pdf

Social Benefits

Culture has wide-ranging social benefits for individuals and the places in which they live.

Engagement in creativity can improve mental and physical well-being through imaginative exploration, relieving isolation and promoting identity formation and deep understanding and respect for all cultures. This is especially important to those in society who experience social isolation, such as older populations. There are also benefits for children and youth, as engagement in culture can enhance educational outcomes and performance through developing creative and critical thinking skills and building self-esteem.⁶

Culture acts as a means to bring people together. Activities such as festivals, workshops, and performances can lead to forming social bonds and fostering social inclusion, community empowerment, and capacity-building, as well as enhancing confidence, civic pride, volunteerism, and tolerance. Creativity can help inform one's identity and the identity of places around them, fostering a community's sense of place. This sense of belonging inspires people to be more involved in decision-making processes to contribute to improving the places in which they live.⁷



"Culture is both a key tool and a core aspect of the social fabric, promoting cohesion, conviviality, and citizenship."⁸ --United Cities of Local Governments, 2016

Falstaff Family Centre. Image by Falstaff Family Centre.

5	Unesco, "Global Report on Culture for Sustainable Urban Development" (2016), 17,
	http://www.unesco.org/culture/culture-for-sustainable-urban-development/pdf-open/global-Report_en.pdf
7	Alice Muirhead and Sarah de Leeuw, "Art and wellness: The Importance of Art For Aboriginal

Peoples' Health and Healing" (2012), https://www.ccnsa-nccah.ca/docs/emerging/FS-ArtWellness-Muirhead-deLeeuw-EN.pdf

8 Nancy Duxbury et al., "Why must culture be at the heart of sustainable urban development?" (Culture 21: Agenda 21 for Culture, 2016), <u>https://www.agenda21culture.net/sites/default/files/files/documents/en/culture_sd_cities_web.pdf</u>

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Economic Benefits

The economic benefits of culture are recognized worldwide: creating and retaining jobs; enhancing competitiveness and attracting talent and businesses; and spurring tourism economies. Cities of all sizes around the world look towards supporting culture as a means of progressing sustainable development.

The COVID-19 pandemic highlighted the vulnerability of various industries and deeply affected the cultural sector, with approximately 10 million jobs lost in 2020 alone and estimated revenue losses of 20–40 percent worldwide.⁹ However, recovery is underway, with dedicated support from multiple levels of government. Since 2020, the Government of Canada has provided hundreds of millions of dollars to arts, culture, heritage, and sports. In 2022, the Government of Canada invested \$50 million to support Canadian arts, culture, and heritage organizations that experienced losses during the pandemic. This was part of a two-year, \$300 million Recovery Fund for the Arts, Culture, Heritage, and Sport Sectors and a \$200 million Reopening Fund from the 2021 Budget.¹⁰

"Canada's cultural sector has shown incredible resilience in the face of COVID-19. We can't wait for arts organizations and workers to stage more performances and events, welcome back audiences, and rebuild revenues. Our arts, culture, and heritage organizations contribute to our economy in important ways, especially in drawing tourists and creating jobs in communities big and small throughout the country. We will always be there to support the arts."¹¹

-Pablo Rodriguez, Minister of Canadian Heritage

This recognition and support for culture is based on the positive outcomes cultural industries have on the Canadian economy and quality of life for Canadians. While the following statistics are pulled from reports in 2019, and cultural landscapes have significantly evolved since then, this information provides valuable insights into the impact of the cultural sector.

⁹ Unesco, "Culture in times of COVID-19: resilience, recovery and revival" (2022), https://unesdoc.unesco.org/ark:/48223/pf0000381524.locale=en

¹⁰ Government of Canada, "Targeted recovery support for Canadian arts, culture and heritage organizations to help welcome back audiences and boost revenues," June 27, 2022, <u>http://bit.ly/3Z8iOj0</u>

¹¹ Government of Canada, "Targeted recovery support for Canadian arts, culture and heritage organizations to help welcome back audiences and boost revenues," June 27, 2022, <u>http://bit.ly/3Zco8BR</u>



Lights On Stratford City Hall Bus. Image by Little Big Creative.

In 2019, the cultural sector generated \$57.1 billion or around 2.7% of Canada's GDP (whereas sports industries only made up 0.2% of Canada's GDP in 2019).¹² Cultural sector industries were also an important source of economic growth, generating approximately 673,000 jobs in 2019.¹³

In 2019, the arts and culture sector in Ontario represented \$28.7 billion or 3.5% of the province's GDP. It helped create 301,495 jobs in Ontario. Being the largest province in Canada by population, Ontario was responsible for 48% of the total GDP of Canada's cultural products and 43% of Canada's cultural jobs in 2019. Ontario's cultural products also grew, with a 31% increase, between 2010 and 2019.¹⁴

Stratford is very familiar with the economic benefits that come from the cultural sector. The Stratford Festival attracts nearly half a million visitors each year, generating more than \$140 million in economic activity for the community annually and \$55 million in taxes to all three levels of government. While the Festival is a historic institution and has been in operation since 1953, newer festivals also contribute to the local economy. For example, Lights On Stratford launched in 2020, during the COVID-19 pandemic, and attracted over 80,000 visitors in its second year, generating over \$5 million in economic benefits to the region.¹⁵ Overall, the tourism industry in Stratford now supports 1.7 million visitors each year,¹⁶ and the arts and culture sector currently represents 4000 jobs in the regional economy.¹⁷

¹² Statistics Canada, "Provincial and Territorial Cultural Indicators, 2019," May 27, 2021, https://www150.statcan.gc.ca/n1/daily-quotidien/210527/dq210527b-eng.htm

¹³ Canadian Heritage, "Government of Canada Concludes Highly Successful Creative Industries Trade Mission to Europe," May 20, 2022, <u>http://bit.ly/3kHjcG5</u>

¹⁴ Ontario Arts Council, "Economic Contribution of Arts and Culture in Ontario," May 27, 2021, http://bit.ly/3xZRmI9

¹⁵ See the Lights on Stratford website: <u>https://bit.ly/3SJheSf</u>

^{16 &}quot;Stratford Festival: How theatre transformed a community's economy and identity," Ontario Arts Council, accessed February 28, 2023, <u>https://www.arts.on.ca/artsaddvalue/stratford-festival/</u>

¹⁷ Perth County Government, "Perth County Investor Community Profile" (2014), https://www.perthcounty.ca/en/doing-business/resources/files/County-Fact-Profile.pdf

Indigenous Survivors Flag on **108** play at City Hall. Image by Mike Beitz.



Culture and Reconciliation, Decolonization, and Indigenization

Reconciliation in Canada is the ongoing process of reaffirming and revitalizing relationships with First Nations, Inuit, and Métis Peoples. Reconciliation is the making of transformational change in the lives of Indigenous Peoples, and it involves recognition of rights, respect, cooperation, and partnership.¹⁸ Today, one of the key commitments guiding reconciliation is the Truth and Reconciliation Commission of Canada: Calls to Action report, which includes 94 actions for federal, provincial, and municipal governments, along with Indigenous and non-Indigenous communities, to carry out as a commitment to reconciliation.

One of the ways municipalities can work towards reconciliation is through the development and implementation of a cultural plan.

For First Nations, Métis, and Inuit communities, culture is "simultaneously art, creative expression, religious practice, ritual models and markers of governance structures and territorial heritage, as well as maps of individual and community identity and lineage."¹⁹ However, colonization and residential schools sought to destroy Indigenous culture and caused significant, ongoing harm to First Nations, Métis, and Inuit communities.

Cultural plans can further reconciliation through: building relationships; honouring treaties; acknowledging and respecting Indigenous rights and titles; furthering education on Indigenous history and the intergenerational impacts of colonization; respecting Indigenous beliefs, cultures, traditions, and worldviews; recognizing and supporting the deep connections between Indigenous Peoples and the land; supporting reclamation of identity, language, culture, and nationhood; assuming responsibility; and working towards a better future.²⁰

^{18 &}quot;The Importance of Culture," Government of Ontario, updated June 2, 2022, <u>https://bit.ly/3J09aJu</u>

¹⁹ Government of Canada, "Principles respecting the Government of Canada's relationship with Indigenous peoples" (September 1, 2021), <u>https://www.justice.gc.ca/eng/csj-sjc/principles-principes.html</u>

^{20 &}quot;What Reconciliation Is And What It Is Not," Indigenous Corporate Training, Inc., August 16, 2018, https://www.ictinc.ca/blog/what-reconciliation-is-and-what-it-is-not

Cultural plans also support decolonization and indigenization, two actions that are intrinsically tied to reconciliation. Decolonization involves the removal of colonial structures to enable Indigenous Peoples to reclaim and restore their culture, land, language, relationships, and health, both independently and with the support of non-Indigenous people.²¹ Indigenization involves examining existing societal power dynamics in order to rebalance and return Indigenous Peoples and Indigenous ways of knowing and doing to be equal to Western methods.

Implementing cultural plans can aid in systemically reconstructing relationships, power dynamics, and conceptions of land, enabling Indigenous Peoples and cultures to thrive through the reclamation of identity, language, culture, and nationhood.

Key Trends Moving Culture Forward

UNESCO points to five trends that will shape the cultural sector in response to the COVID-19 pandemic²²:

- 1. Enhanced emphasis on the cultural sector's social value Culture has a vital role in the lives of people and communities through supporting mental health and building social inclusion. During the pandemic, creatives and the cultural sector were able to provide human-centered responses during times of crisis and played the roles of both advocators and providers of social value. Moving forward, culture and its social worth should be recognized as key to enhancing communities and promoting cultural rights for all.
- 2. Growing awareness of the importance of ensuring the livelihoods of arts and culture professions Compared to other sectors, cultural sector workers tend to be self-employed. COVID-19 demonstrated the vulnerability of these workers, who often have limited economic support mechanisms and social safety nets. Increasing collective awareness of the importance of art and culture encourages governments and cultural industries to develop measures to safeguard the income, jobs, and social security of cultural workers. Examples include financial assistance and capacity-building opportunities (e.g., mentorships, residencies, skill-building programs, etc.). Continuous protection and support are needed to ensure the social and economic sustainability of cultural workers.
- **3. Rise of collaboration and increased sectoral solidarity** Cultural sectors thrive through collaboration; while some collaborations are between cultural organizations, there is an increase in innovative cross-sectoral partnerships in both public and private sectors such as technology, sustainability, and science. These new partnerships build resilience and stimulate innovation within cultural industries, and they should continue to be fostered by incentivizing collaborations and networking.
- 4. Accelerated adoption of digital practices and techniques Digital technologies and trends had already been significantly impacting the cultural sector for many years before the COVID-19 pandemic. However, the pandemic exponentially accelerated the use of technology in culture, with many cultural institutions leaning on technology to offset the negative economic impacts that affected the sector, especially institutions that relied on in-person audiences. From libraries, theatres, galleries, and museums to individual artists and creatives, the cultural sector turned to technology to increase audience engagement and to preserve revenues. The digital transformation has led to new ways of creation, production, distribution, and access to culture, which are expected to continue to grow and be relied upon. However, digital illiteracy poses a barrier and should be addressed, and methods of protecting cultural expressions in digital environments should be sought.

²² UNESCO, "Culture in Times of COVID-19: Resilience, Recovery and Revival" (2022), 30, https://unesdoc.unesco.org

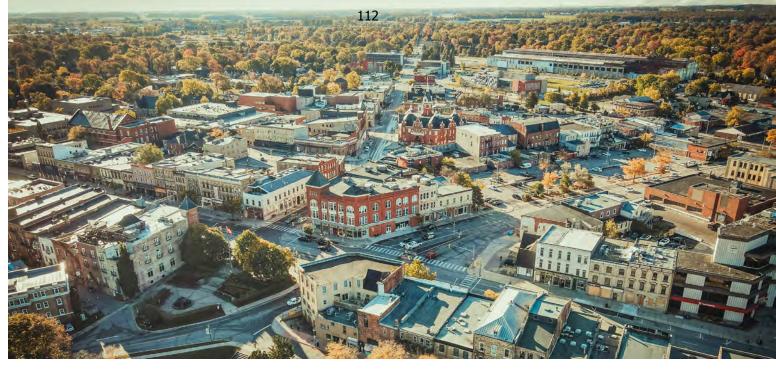
5. Adaptation of strategic operational and business models and practices across the value chain - The pandemic significantly threatened the viability of cultural organizations and impacted the ability of professionals to work in the cultural sector. Many organizations were not able to recover from pandemic losses, reducing the availability and access to cultural resources. While digital technologies aided in maintaining sustainability, it often required significant changes to strategies and operations. Another pivot made during the pandemic was to focus on supporting local creatives and engaging local audiences, with resulting benefits including broadening market potential and audience reach. While many creatives and organizations are still struggling in the post-pandemic context, innovation may be a path for recovery through investing in broadening skills and new models for businesses, infrastructure, and collaboration. While this may result in uncertainty and instability in the short to medium term, sustainable practices may prevail.

Other notable trends that affect culture in Ontario include²³:

- Globalization: The world is becoming increasingly interconnected and interdependent. Globalization provides opportunities for culture to cross regions, encouraging the co-creating and co-production of cultural products across cultures, supporting international promotion and exportation, and attracting foreign interest and investment.
- Changing demographics: Cultural diversity fuels creative economies, creating competitive and innovative environments where creatives and cultural organizations want to live. Ontario-wide demographic trends show that the provincial population is set to increase, particularly with regard to visible minorities, youth, seniors, and Indigenous Peoples living in urban centres.

This Cultural Plan will help inform how these cultural trends can transpire in the context of Stratford.

^{23 &}quot;Forces shaping the future of Ontario's culture sector," Government of Ontario, June 2, 2022, https://bit.ly/41vFXwt



Drone Photograph of Downtown Stratford. Image by Little Big Creative.

BACKGROUND ON STRATFORD

Demographics and Trends

The development of the Cultural Plan took into account Stratford's population. Key findings include²⁴:

- Stratford's population of 33,232, with a population density of 1,107 per square kilometre, resembles that of other similarly-sized Ontario cities (e.g., Orillia).
- Stratford saw a 5.6% population growth between 2016 and 2021, which is on par with the provincial and national average population growth.
- With a growing population, Stratford's visible minority rate increased from 6.0% in 2016 to 8.0% in 2021. However, the visible minority rates are still lower in Stratford than in Ontario and Canada. The provincial rate is 34.3%, and the national rate 26.5%. Of those who identify as a visible minority in Stratford, people who are South Asian, Black, and Latin American comprise the largest rates.
- In Stratford, 30 non-official languages are spoken by 2,500 residents or 7.5% of the population.
- Stratford's population is slightly older compared to Ontario and Canada. Where the province and country sit at an average age of 42, Stratford has an average age of 45.
- Compared to Ontario and Canada averages, Stratford has a higher senior population, at 23%, compared to 18.9% at the provincial level and 19.0% at the national level.
- The median income levels in Stratford are close to those of Ontario and Canada (Stratford: \$42,400; Ontario: \$41,200; Canada: \$41,200).

^{24 &}quot;Census Profile, 2021 Census of Population," Statistics Canada, updated February 8, 2023, https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E

Stratford's Unique Cultural Landscape

Stratford's economic roots lie in its manufacturing industries. However, the 1950s saw a period of decline in factories. In 1953, the Stratford Festival changed the economic direction of the town, introducing an arts and culture sector with an emphasis on tourism. The city now draws upwards of 1.7 million visitors annually.²⁵ The arts and culture sector is now an attraction that supports the growth of the city's cultural economy with diversified industries that expand into culinary arts, visual arts, music, literary arts, and film and cinema. During the Cultural Plan's Discovery Phase, stakeholders were asked to identify and map tangible and intangible cultural resources. This feedback, combined with research, highlighted 312 cultural resources within Stratford.

We also learned that the following elements are vital for Stratford's Culture:

- Natural heritage and the parks system, including the trails, the Avon River and riverfront, an abundance of green spaces and parks, and the presence and care of horticulture within parks. In Stratford, there are over 50 parks and recreation spaces, including approximately 115 acres of formal parklands, and 60 acres of natural areas.²⁶
- Events and festivals were mentioned as a positive defining character of Stratford and showcase a diversity of culture year-round. Some highlights include the Stratford Festival, Lights On Stratford, Art in the Park, Stratford Summer Music, SpringWorks Festival, Stratford Live Music & Food, and Kiwanis Festival of the Performing Arts.
- Culinary arts and the dining, restaurant, and drink industry were mentioned as adding value to Stratford's culture. The Stratford Chefs School was noted as a key cultural asset in driving culinary arts within the city. Additionally, some school programs foster an understanding and appreciation of culinary arts and the agricultural industry for youth.
- Public cultural institutions such as Stratford Public Library, Stratford Perth Museum, and Gallery Stratford provide extensive programming and services that aid in promoting culture and fostering community.
- **Community organizations and services** such as the Falstaff Family Centre, Stratford Pride Community Centre, Stratford-Perth Pride, and the Multicultural Association of Perth-Huron were noted as key institutions in influencing culture by providing community services and organizing events and programming for equity-deserving groups, including, but not limited to, children and youth, Indigenous community members, newcomers and refugees, and the 2SLGBTQQIA+ community.

^{25 &}quot;Stratford Festival: How theatre transformed a community's economy and identity," Ontario Arts Council, July 12, 2021, <u>https://www.arts.on.ca/artsaddvalue/stratford-festival/</u>

^{26 &}quot;Parks & Forestry," City of Stratford, accessed February 28, 2023, https://www.stratford.ca/en/play-here/parksforestry.aspx

• Indigenous knowledge, practices, and events were described as vital intangible cultural resources. Participants mentioned the importance of Indigenous events and programming that further Indigenous representation, placekeeping, reconciliation, and decolonization. There was mention that many Indigenous people, creatives, and knowledge keepers are connected to Stratford. Notable Indigenous programs and events included the Indigenous Talking Circle (which has over 100 members), previous National Day for Truth and Reconciliation events, and Stratford District Secondary School's Culinary Dinner Club partnership with Indigenous chef Caitlin Noel-Drews.

Overall, the culture in Stratford is strengthened by:

- A unique mix of rural and urban characteristics. Participants shared their appreciation and pride for the rural, agricultural, and industrial assets in Stratford. The community described being well-involved in agriculture, either as professionals or as attendees for cultural initiatives like farmers' markets, fairs, and events at the Burnside Agriplex. They noted that the combination of these cherished rural assets with the artistic activity in the downtown centre makes Stratford a "creative island" amongst neighbouring communities. Stratford's downtown, boasting a high concentration of heritage buildings, cultural organizations and experiences, was described as a walkable "hub for culture."
- The robust and diverse creative community. Stratford's relatively high concentration of creatives that live, work, and produce in the city was described by participants as "infusing the city with creativity" and a key attraction for talented and creative people to continue to move to, and live in, the city. Participants described that while it is a city, Stratford still has a "small-town feel" that—tied to a high concentration of creatives fosters an environment for spontaneous connections and collaborations between like-minded individuals and groups. This has led to most cultural initiatives and events being community-led and driven.
- **Tourism as a cultural driver.** The Festival is noted as a starting point for driving Stratford's culture and tourism industry. Drawing thousands of visitors annually, the Festival continues to drive cultural industries such as dining, entertainment, and others.

Supporting Municipal and Provincial Policies and Strategies

The Cultural Plan aligns with and supports the following local, regional, and provincial policies and strategies:

TABLE 1: THE MUNICIPAL AND PROVINCIAL POLICIES AND STRATEGIES THAT SUPPORT AND ALIGN WITH THE CULTURAL PLAN

LEVEL OF GOVERNMENT	SUPPORTING PLAN, POLICY, OR STRATEGY
Provincial	 The Planning Act (R.S.O. 1990) Provincial Policy Statement, 2020 Ontario Heritage Act (R.S.O. 1990)
Regional	 Community Safety and Well Being Plan, 2021–2024
Local	 City of Stratford Official Plan, 2015 City of Stratford Strategic Priorities, 2019 City of Stratford: Urban Design and Landscape Guidelines, 2014 City of Stratford: Heritage Conservation District Standards Stratford's Transportation Master Plan Stratford Bike and Pedestrian Master Plan Report Multi-Year Accessibility Plan, 2021 City of Stratford: Strategic Master Plan to Provide for Leisure Services and Facilities Report Grand Trunk Master Plan, 2018 Stratford Sport Tourism Strategy, 2023 Downtown Stratford BIA Public Art Plan, 2023 Welcoming Community Statement, 2023

See Appendix B: Policy Alignment for an overview of how the Cultural Plan supports the above frameworks.

Current Governance of Culture

To implement the Cultural Plan, municipal departments and advisory committees must work together along with external organizations and community members to accomplish Stratford's cultural vision.

Stratford is governed by an elected city council composed of a Mayor and 10 councillors. The City has a Chief Administrative Officer (CAO) who is responsible to council for the effective administration of the entire City. There are then several Departments, as well as specific divisions within those departments, including:

CAO and Mayor's Office

Community Services

• Cemetery

- Facilities
- Parks and Forestry
- Recreation Programs
- Transit and Parallel Transit

Corporate Services Department

- Clerks
- Finance
- Revenues and Taxation
- Information Technology

Infrastructure & Development Services

- Development Services
 - » Building
 - » Planning
 - » Municipal By-law Enforcement
- Engineering
- Public Works
- Environmental Services
 - » Water
 - » Wastewater

Fire Department

Human Services

Social Services Department

At this time of the report, there are 16 volunteer City advisory boards and committees that support the City's planning and decision-making:

- Ad-Hoc Citizen's Committee on Council Remuneration
- Accessibility Advisory Committee
- Active Transportation Advisory Committee
- Board of Park Management
- Committee of Adjustment
- Communities in Bloom Committee
- Downtown Stratford Business Improvement Area (BIA) Board of Management
- Energy and Environment Committee
- Heritage Stratford Committee
- Sports Wall of Fame Committee
- Spruce Lodge Non-Profit Housing Corporation
- Stratford Police Services Board
- Stratford Public Library Board
- Stratford Town and Gown Advisory Committee
- Stratfords of the World (Ontario) Committee
- Upper Thames River Conservation Authority

The City also has two arm's length organizations that operate both independently and in partnership with the City.

- **Destination Stratford** has been Stratford's official destination marketing organization since 2007. Destination Stratford's goal is to strengthen the local economy and enrich the quality of life in Stratford through regenerative tourism.
- investStratford was funded by the City of Stratford and established as a stand-alone entity focusing on Stratford's economic future. The organization's purpose is to offer support services and business-focused development events to keep, grow, and attract businesses.

The above departments, boards, committees, and organizations must work collaboratively to carry out the Cultural Plan. Appropriate actions should be taken by each party to integrate culture as a priority during decision-making processes, and all parties will work towards the cultural vision.



Memorial Gardens. Image by Little Big Creative.

SECTION 2 STRATFORD'S MUNICIPAL

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CULTURAL PLAN 2023 - 2028





Tom Patterson Island Bridge. Image by Mike Beitz.

VISION, MISSION, AND GUIDING PRINCIPLES

Vision

"Stratford is a year-round cultural city cherished by residents and visitors alike, where cultural offerings celebrate diversity and inclusion and reflect the city's unique community values and heritage."

This vision statement was created out of a substantial engagement process and reflects how Stratford's community would like to see culture evolve in the city moving forward. The vision statement describes how Stratford aspires to evolve over the next five years. The vision will be achieved through collaborative efforts across public, private, and nonprofit sectors, as well as the engagement of community members.

This vision creates a pathway for Stratford to expand its cultural identity and support community desires of having a vibrant, welcoming, accessible, collaborative, and sustainable cultural sector.

Mission

"The Municipality will support cultural initiatives, assets, and opportunities that inclusively elevate the quality of life in Stratford for current and future generations." This mission statement describes how the City will support achieving the communitydeveloped vision for culture articulated above.

While the City will assume a significant role in implementing the Cultural Plan, success will ultimately be achieved through intentional collaborations between municipal departments, cultural providers, and the community.

Guiding Principles

The Cultural Plan for Stratford will be guided by the following seven guiding principles. These guiding principles helped shape the Cultural Plan and identify appropriate actions for achieving the Cultural Plan's vision. These guiding principles are embedded in the following sections and should be used as guidance for external organizations and community members when looking to advance culture in their communities.

Inclusive - Residents and visitors feel welcome, safe, and know that they can participate in diverse cultural offerings that reflect their interests, needs, and desires.

Accessible and Equitable - Culture supports physical, financial, and social accessibility.

Collaborative - City departments, the cultural sector, and community members partner together to achieve common goals.

Engaged - Community is at the heart of the planning and decision-making process.

Committed to Reconciliation and Decolonization - Mutually respectful relationships are developed with Indigenous and non-Indigenous community members.

Cultural Excellence - Local organizations, industries, and talent receive support to be showcased and celebrated beyond the city's borders.

Sustainable and Resilient - Frameworks and policies support an adaptable cultural sector that is environmentally, socially, and economically vital.



Pride Parade. Image by Little Big Creative.

PRIORITIES, GOALS, AND ACTIONS

How to Read the Following Section

To embed flexibility and adaptability into implementing the Cultural Plan, the following section outlines various pathways for the City, cultural organizations, creatives, and the community to work together to achieve the vision.

Guiding this work are four strategic priorities, which will be referred to as Pathways, that are vital for realizing Stratford's vision for culture. Arising from community engagement, these Pathways indicate areas of high importance, demonstrating how culture can evolve and be more effectively integrated into the city. Pathways connect to and build upon each other, creating a holistic framework for Stratford to collectively work towards achieving its vision for culture.

Each Pathway includes a brief overview of what the community said during Phase 1: Discovery, as well as how the outcomes of that Pathway will aid in addressing community needs and desires (see Phase 1: Discovery Interim Report for an in-depth summary of engagement findings). To go along with each Pathway, examples are included of work that has already been done by the City or community to achieve that Pathway, as well as some starting points for the community to consider when looking to support actioning the Cultural Plan.

Goals are included under each Pathway to monitor progress. Goals are measurable objectives that municipalities; stakeholders in private, public, and non-profit sectors; and community members can collaboratively work towards. Each goal has multiple

recommendations to be considered by the Municipality. These recommendations are high-level and not intended to describe commitments made by the Municipality. Rather, the recommendations, actions, and steps are provided to accommodate flexibility and reflect that appropriate actions and collaboration will evolve over time depending on future needs and capacity. Additionally, recommendations, actions, and steps can utilize current programs or infrastructures that are already in place both internally and externally.

WHO IS RESPONSIBLE FOR MANAGING THE CULTURAL PLAN?

The Cultural Plan's success relies on dedicated collaboration from public, private, and non-profit sectors and community members. The priorities and goals listed in the following section are to be carried out collaboratively by the community of Stratford. Recommendations are directed at the Municipality with the intention that they will seek relevant partnerships to accomplish the recommendations and actions.

A key next step is for the Municipality to decide on an appropriate leader (or leaders) who can determine how actions should be implemented; foster relationships and gather support; and monitor the progress and success of these actions towards the vision. A variety of governance options are provided on pages 17–23 of this document.



THE POOL, artwork by artist Jen Lewin, displayed in Market Square at Lights On Stratford. Image by Trailblazing Family.



In following the Pathways, culture in Stratford aims to be:

- Celebratory of its unique, multifaceted cultural industries and creative talent;
- Building upon existing cultural resources and accomplishments;
- Inclusive, equitable, accessible, welcoming, and safe for all;
- Responsive to community desires by engaging residents in future planning;
- Sustainable and supportive of current and future generations' needs;
- Collaborative and cross-sectoral;
- Adaptable and dynamic, evolving with community values and needs;
- Multicultural and reflective of diverse communities and interests; and
- A vessel for storytelling and expressiveness for the past, present, and future.

The Cultural Plan includes four strategic priorities (i.e., Pathways) to support the holistic

Strategic Priorities (Pathways)

vision of culture in Stratford:

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STRIVE FOR CREATIVITY AND INNOVATION

The MusicBarge, a floating stage on the Avon River. Image by Little Big Creative.

Overview of Pathway 1: Strive for Creativity and Innovation

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Creatives and cultural organizations are drivers of innovation in communities. However, supportive frameworks must be in place to enable an environment that fosters new ideas and allows them to be implemented. This Pathway focuses on how innovation and creativity can be brought to the forefront in Stratford by building relationships, support networks, and processes that allow culture and creatives to prosper.

OUTCOMES OF ACHIEVING PATHWAY 1

- The needs of the cultural sector are valued across municipal departments, with greater integration of creatives in future city building and decision-making initiatives.
- City processes reduce permitting barriers and implementation hurdles, allowing cultural events, festivals, and programs to flourish.
- Creatives and cultural organizations thrive and have opportunities to collaborate with others and showcase their talents.
- Creatives feel encouraged to remain in the city while new talent is attracted.
- Public, private, and non-profit sectors work together to achieve city-wide projects and common goals.
- Appropriate and affordable spaces and venues exist to showcase various talents.
- The community understands the value of culture and widely supports its growth and development.

Overview of Pathway 1 Goals

There are four goals guiding Pathway 1, with 12 recommendations and 30 potential actions.

- **Goal 1:** Culture is considered and integrated into municipal processes and decision-making.
- Goal 2: The cultural sector supports the livelihood of creatives.
- **Goal 3:** Collaboration is fostered amongst the cultural sector, related industries and the Municipality.
- Goal 4: Stratford aims to be a livable city that attracts and retains creatives.

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Support Creatives and the Cultural Sector

During the community engagement process, Stratford was described as boasting a high concentration of creative people who live, work, and produce culture in Stratford, which "infuses the city with creativity." When participants compared Stratford to surrounding areas, they described it as a "creative island." However, while there are a vast variety of cultural initiatives and organizations, much of this work is communityled, and participants expressed a desire for prioritization of culture at the municipal level and greater involvement of cultural stakeholders in city processes and decisionmaking. Additionally, participants expressed that more support is needed to develop a sustainable cultural sector, including: increasing funding access; improving (and reducing barriers to) City processes (e.g., participants described that the requirements and processing times for applications to use public spaces, like Market Square, are preventing events from taking place); fostering affordable places to live, work, and produce (i.e., affordable venues and performance spaces that meet size and technical requirements); and investing in capacity-building for cultural organizations and creatives. Developments in these areas will enable the cultural sector to flourish to its fullest potential.

Encourage Collaboration and Partnerships

Another benefit of a smaller population with a high concentration of creative energy is the possibility of fostering an environment of spontaneous connections and collaborations between like-minded individuals and groups. While this method is successful for some, many creatives and organizations mentioned that lack of awareness and individuals and organizations working in silos are some current barriers. Participants want to overcome these barriers to realize synergies and foster partnerships. 128

The City of Stratford has enabled opportunities for community members and independent organizations to advise on city processes and decision-making through their advisory committees, with some specific committees already working towards advancing culture in the City, such as the Stratford Public Library Board, the Board of Park Management, and the Heritage Stratford Committee.

The City's Community Grants Program offers eligible community-based organizations annual or multi-year grants to support initiatives that improve community well-being across the city, diversify the number of activities available, and enhance the quality of life.

The City is also committed to supporting the development of affordable housing, which is referenced in both the City's Official Plan and Strategic Priorities and further outlined in the 10-year Housing and Homelessness Plan, along with the Stratford Housing Project.

COMMUNITY HIGHLIGHTS

Cross-sector partnerships across Stratford have already demonstrated great success when organizations partner together to achieve common goals that benefit both the organizations and wider community. The following are a few examples that highlight the potential of what can be achieved when groups work together:

- The Stratford Perth Museum has a long-standing partnership with the Stratford Festival and meets regularly with the Festival to discuss upcoming programs. The Museum then aims to align its exhibits to complement the Festival with the goal of increasing awareness of both attractions and circulating visitors to both places.
- A private restaurant combines a live-performance venue space with unique culinary experiences. Additionally, this business has an ongoing partnership with Stratford Summer Music, bringing the venue and music festival together annually.

How the community can support Pathway 1: Strive for Creativity and Innovation

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The following is not a complete list of ways in which the wider community can support creativity and innovation, but rather some opportunities for consideration.

Get involved and advocate

Join City committees and boards to ensure that diverse perspectives are represented in decision-making and to advocate for the needs of your community. It is also important to stay engaged with the City to learn about opportunities for providing feedback to aid in developing plans or projects that address community interests. Attending public meetings is a great way to be involved and contribute to the evolution of the city. Tip: Frequently check the Engage Stratford website (https://engagestratford.ca) and subscribe to projects you would like to be involved in.

Connect with each other

Community members, creatives, and cultural organizations can continue to work together, sharing resources, aligning programming, or providing cross-promotion. Partnerships can also be sought with privately owned spaces or different industry partners to showcase creative talents temporarily or permanently. Creatives can also look towards cross-regional partnerships as a means of building relationships with organizations and initiatives that may be outside of Stratford proper, but are focused on building up the capacity, connections, and opportunities for creatives within the region. Creatives can build capacity amongst themselves through knowledge and skill sharing, as well as mentorships.

Support local creatives

When looking to add entertainment to your restaurant, colour to your home, movement to your event, or storytelling in the classroom, you can often find the creative talent you are looking for locally. When hiring creatives, industry pay standards such as CARFAC rates²⁷ should serve as a starting point. Hiring local creatives helps to support their livelihoods in Stratford while also supporting a creatively animated city culture. Cultural organizations can also consider developing small grants, residencies, mentorships, or other capacity-building opportunities to help expand the careers of local and emerging creatives. Is there underutilized space in your organization or business? Consider offering affordable space to cultural organizations and creatives to create, practice, or showcase talent.

²⁷ See <u>https://carfac-raav.ca/</u> for more information.

Recommendations for how the Municipality can work towards the goals of Pathway 1: Strive for Creativity and Innovation

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The following section details recommendations, potential actions, and steps for the Municipality to consider while working towards the goals of Pathway 1. Recommendations, actions, and steps should be selected and adapted as necessary.

GOAL 1: CULTURE IS CONSIDERED AND INTEGRATED INTO MUNICIPAL PROCESSES AND DECISION-MAKING

- Recommendation 1: Identify a governance structure to implement the Cultural Plan and arbitrate between different organizational options for the City's cultural support.
 - A) Potential action: Explore internal resources, arm's length organizations, and external partners to be Designated Cultural Plan Leader(s) that collaborate with the City to aid in coordinating the implementation of actions, identifying appropriate partners and collaborations, tracking progress, and providing support to the cultural sector. See pages 22-27 for governance options to be selected and adapted to suit Stratford's needs.

Recommendation 2: Promote the Cultural Plan and the importance of culture widely across City departments and externally.

A) Potential action: Develop a communication strategy for the Cultural Plan and share regular updates on progress and achievements.

Steps for consideration:

- » Once approved by Council, celebrate the launch of the Cultural Plan with internal and external stakeholders and the public at large.
- » Educate arm's length organizations on the Plan to ensure priorities and goals are integrated into their decision-making processes.
- » Share Cultural Plan progress and celebrate updates both internally and externally (e.g., events, blog posts, e-newsletters).
- B) Potential action: Develop an annual reporting structure for culture and tourism. The annual report will help develop support for the cultural sector by highlighting achievements and demonstrating the economic benefits of culture. Example: <u>Kelowna's Cultural Report Card</u> highlights progress on the implementation of the City of Kelowna Cultural Plan over a three-year period.

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Steps for consideration:

» Collect and share information on key updates in the cultural sector.

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» As a secondary step, determine key metrics and data to collect, and build relationships with external culture partners to request annual reporting metrics on economic impact, as well as identify achievements and challenges. This will aid the City in developing relevant response mechanisms.

Recommendation 3: Integrate culture into future plans, strategies, and documents.

A) Potential action: Prioritize the development of culture in the Stratford Official Plan, Strategic Priorities, and other municipal plans and strategies.

Steps for consideration:

- » Consult cultural stakeholders and creatives when reviewing or updating the Official Plan and City Strategic Priorities to integrate cultural sector needs and desires.
- Continue embedding directions and actions that support partnerships and integrate cultural priorities across municipal initiatives. Example: the Stratford Bike and Pedestrian Master Plan Report, which identified ways to connect transportation routes with natural heritage, community culture, and agriculture.
- **B)** Potential action: Join networking and knowledge sharing events and forums to learn about best practices in cultural development.

- » Become a member of the <u>Creative City Network of Canada</u> and attend their programming and events to learn how Canadian municipalities and cultural organizations act as cultural leaders.
- » Join the <u>World Cities Culture Forum</u> to learn from world leaders in the fields of culture and cultural policy and help promote Stratford as a world-class cultural destination.
- » Attend the <u>Park People Conference</u> to learn how community park group leaders, non-profit organizations, government staff, and park professionals are animating their park spaces through the integration of cultural programming.

Recommendation 4: Involve creatives in city-building processes.

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A) Potential action: Explore arts-based participatory engagement processes when conducting community consultation.

Steps for consideration:

- » Seek opportunities to hire local creatives to aid in developing and executing participatory engagement workshops that can increase stakeholder participation and support reaching diverse audiences.
- **B)** Potential action: Create opportunities for co-creation and consultation with creatives when making decisions on built, social, and natural environments, inviting innovative ideas and supporting the creative sector as the city evolves.

- » Identify creatives and cultural organizations as key stakeholders who should be involved at the beginning of planning processes.
- » Encourage different departments to consider how cultural investments can add to wayfinding, information sharing, as well as placemaking and placekeeping initiatives. Example: <u>City of Toronto's StART Concrete Barrier Art Program</u>.



investStratford's "Year in Review & Annual General Meeting". Image by investStratford.

GOAL 2: THE CULTURAL SECTOR SUPPORTS THE LIVELIHOOD OF CREATIVES

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Recommendation 1: Optimize local funding opportunities

A) Potential action: Increase response to local funding opportunities by reducing barriers associated with accessing municipal funding (e.g., lengthy applications, lack of awareness, and demanding reporting requirements).

Steps for consideration:

- » Evaluate opportunities to simplify the grant application for Stratford's Community Grant Program (e.g., remove jargon, reduce the length of applications, simplify reporting requirements).
- » Outline guidelines for successful grant applications. Example: Surrey Cultural Grant's Toolkit.
- » Host information sessions for applicants to ask questions about the grant processes. Example:
 <u>City of Barrie Information Session: Arts & Culture Investment Program.</u>
- **B)** Potential action: Conduct a review of the Community Grant Program and develop targets for funds to be disbursed to creatives and cultural organizations.

Steps for consideration:

- » Assess the feasibility of increasing the Community Grant Program to address the needs of the community.
- » Assess the equitability of current funding distribution and assess opportunities for improvements or optimization.
- C) Potential action: Further expand opportunities for the City to partner with arm's length organizations to distribute federal, provincial, or municipal funding sources within the cultural sector. Example: <u>The City's Economic Support and Recovery Task</u> <u>Force partnered with investStratford</u> and successfully obtained funds from a federal grant program, which were redistributed to community organizations.

- » Actively monitor and pursue external funding opportunities that benefit the cultural sector, community development, and economic growth.
- » Designate arm's length organizations or partnerships with individual organizations to distribute funds to the cultural sector (e.g., investStratford, Stratford Arts Council, or Stratford Arts and Culture Collective).

D) Potential action: Conduct a feasibility study to determine if a distinct arts, culture, and heritage grant program could be developed to provide operating funds on single-year and multi-year agreements. A distinct funding stream would make funding available to businesses and individuals that may not qualify for the Community Grants Program but still contribute to achieving the vision of the Cultural Plan and/or benefit the community.

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Steps for consideration:

» Create targeted grants or funding streams for key areas identified as needing support (operational costs, capital repairs for designated heritage buildings occupied by cultural organizations, production and presentation of art and creative work, capacity-building for professionals, improving accessibility).

Recommendation 2: Increase the amount of available funds for local cultural organizations and initiatives.

A) Potential action: Provide support to creatives and organizations to aid them in successfully obtaining funding from external resources that align with the Cultural Plan or community benefits.

Steps for consideration:

- » Share relevant and available funding opportunities with cultural organizations and creatives. Example: <u>Business / Arts</u> is a national charitable organization that encourages partnerships between business and arts organizations and provides mentorship and professional development support for the arts and culture sector.
- » Implement a process for creatives and cultural organizations to gain municipal support, endorsement, or sponsorship when seeking external funding opportunities for projects that align with the Cultural Plan or provide community benefits.
- Consider creating grant and proposal writing services and supports. Example: <u>Brampton Arts Organization</u>, an arm's length cultural organization to the City of Brampton, provides capacity-building support such as grant-writing workshops.
- **B)** Potential action: Continue providing support to the Downtown Stratford BIA to foster projects and initiatives that support the creative sector.



BAO Senior Program Lead Michael Vickers speaking to local creatives at a Community Town Hall. Photo credit: Herman Custodio / City of Brampton.

Recommendation 3: Streamline permitting and approval processes to increase cultural development

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A) Potential action: Review permitting and approval processes to identify opportunities for optimization, improving accessibility, and providing additional support to encourage an increase in the number of cultural activities taking place throughout the city.

- » Investigate current barriers in the permitting and approval processes (e.g., lack of awareness of the process, application length and jargon, deadlines for submitting applications, timeline for approvals) to increase the use of public spaces (e.g., Market Square).
- » Explore options to provide support for non-profit organizations or community groups to obtain required documentation (e.g., waiving insurance, providing support for architectural studies), especially for events that support community development and/or serve equity-deserving groups.
- » Explore quarterly event planning 'office hours' where organizations and individuals planning to develop events can speak with the City and receive advice on their event planning and relevant applications.
- » Develop and publish guidelines to help organizations navigate permit applications.
- **B)** Potential action: Explore amending the Business License By-law to encourage innovative business models.
- C) Potential action: Explore amending the Noise Control By-law to allow events to take place at various times throughout the week in both public and private spaces. Currently, this by-law restricts noise at events and gatherings taking place in residential and commercial zones during certain time periods. Amending this by-law would remove the requirement for applicants to submit a letter of request for an exception to the bylaw. This would remove barriers to hosting events on private and public property and encourage more activities that involve singing, musical instruments, auditory signalling devices, etc., at events throughout the week and during reasonable hours in the evening.

GOAL 3: COLLABORATION IS FOSTERED AMONGST THE CULTURAL SECTOR, 3 RELATED INDUSTRIES, AND THE MUNICIPALITY

Recommendation 1: Encourage cross-sectoral partnerships between private, public, and non-profit sectors

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A) Potential action: Convene regular meetings between local cultural organizations and private sector representatives to discuss cross-sector issues and promote collaborations.

Steps for consideration:

- Organize cross-sectoral networking meetings around targeted issues (e.g., how to activate winter months by mobilizing cultural organizations and local businesses).
 Meetings can feature discussions and presentations by organizations about their projects, learnings, and challenges, thereby encouraging partnership building.
- **B)** Potential action: Increase promotion of cultural initiatives with investment potential.

- » Support philanthropy and encourage private-sector partnerships for the cultural sector by advertising the social and economic benefits of cultural initiatives.
 Example: showcasing and encouraging participation in the <u>Business / Arts</u> <u>sponsorship awards program</u>.
- » Support opportunities for resource sharing (e.g., businesses providing affordable space for small-scale performances).

Recommendation 2: Support partnerships and communication amongst creatives and cultural organizations

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- A) Potential action: Host regular networking events that include a diverse representation of cultural and community organizations to foster connections and relationship building amongst the cultural sector. Example: <u>Creative Rural Minds</u> in Prince Edward County is a quarterly networking event funded by the County, designed to stimulate collaboration.
 - » Organize and record presentations in which various organizations describe their initiatives, best practices, and challenges (e.g., improving accessibility; developing events in an environmentally conscious way; marketing and customer relationship management for cultural events) and share these video recordings on a platform open to local cultural businesses.
- B) Potential action: Encourage events and programs to co-advertise or align programming to enable audience sharing and encourage residents and visitors to explore a variety of events and places.

Steps for consideration:

» Develop information signs that visually link events and programs that occur at similar times, happen near one another, or align with each other programmatically.

GOAL 4: STRATFORD AIMS TO BE A LIVABLE CITY THAT ATTRACTS AND RETAINS CREATIVES

Recommendation 1: Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building.

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A) Potential action: Explore the possibility of developing affordable housing options for creatives.

Steps for consideration:

- » Develop communication towards creatives on existing affordable housing programs, such as the Britannia Street Affordable Housing Project.
- » Educate developers, property owners, and residents on the value of including cultural venues and/or affordable housing in residential and mixed-use developments. Example: <u>Artscape Distillery Studios</u>.
- B) Potential action: Advocate for fair pay for creatives.

Steps for consideration:

- » Share recommendations on fair artist fees and model best practices through City programs. Example: The Canadian Artists' Representation / Le Front des artistes canadiens (CARFAC) <u>Minimum Recommended Fee Schedule</u>.
- C) Potential action: Support the development of programs that provide mentorship and skill development to emerging and equity-deserving creatives.

Steps for consideration:

- » Encourage and support non-profit organizations in developing residency programs.
- » Explore partnerships with organizations that facilitate artist residencies. Example: <u>STEPS Public Art's CreateSpace Public Art Residency</u> partners with municipalities, businesses, arts organizations, festivals, agencies, and landowners across Canada to support emerging Black, Indigenous, and racialized artists to create unique and inspiring public artwork in their respective communities.
- D) Potential action: Continue to foster partnerships and mentorships between creatives and educational institutions (high schools and post-secondary institutions) to further develop skills and networks to encourage emerging artists to remain in Stratford to hone their skills.

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Recommendation 2: Provide support for cultural businesses and organizations through capacity-building opportunities

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A) Potential action: Support capacity-building for small enterprises in the cultural sector through sector-specific training.

Steps for consideration:

- » Assess existing supports for cultural organizations that are available through municipal and arm's length organizations dedicated to serving Stratford businesses (e.g., investStratford, Stratford Perth Centre for Business) and develop sector-specific educational offerings on key skills for cultural organizations, such as: fundraising strategies; grant application writing; audience development; and digital literacy. Example: <u>City of Cockburn's Community Project Support Program</u> dedicates staff time for up to six months to support organizations in project planning and management, stakeholder engagement, and securing funding, as well as support for activities including incorporation, hosting a community event, and creating a placemaking activation.
- **B)** Potential action: Formalize a list of benefits offered to not-for-profit community groups providing arts, culture, and heritage programs.

Steps for consideration:

» Explore benefits that the Municipality could provide as incentives to support community and cultural priorities (e.g., discounts to rent space at City facilities; discounts on City-owned parking during events; priority booking for City facilities and parks; discounted rates for special events vendor licences; permission to place promotional signs in specific City-owned spaces or next to specific City roads; offering liability insurance through the City's affiliate insurance program). Example: City of Mississauga Community Group Registry Program offers various services for not-for-profit and volunteer-based community groups, organizations, and clubs.

C) Potential action: Explore opportunities to incentivize cultural organizations and industries to remain or settle in Stratford.

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Steps for consideration:

- » Consider providing rent subsidies in City-owned properties and property tax exemptions in order to support current cultural organizations and attract new cultural organizations (e.g., adapted rents in City-owned business parks). Example: City of Toronto Community Space Tenancy Program offers Below Market Rent through short-term agreements to eligible non-profit organizations that serve community needs. Example: Calgary Property Tax Exemption is provided to organizations that provide community benefits.
- » Consider developing a streamlined permitting process to encourage film crews to shoot films in public spaces around Stratford (e.g., streets, sidewalks, parking lots, facilities, and greenspaces). Stratford has an abundance of entertainment industry experts (e.g., directors, producers, actors, costume and set designers) who can be leveraged to support a local film industry. Example: The <u>City of</u> <u>Toronto</u> has developed a webpage to provide guidance on using Toronto for film shoots (e.g., information about the permitting process, a code of conduct) that articulates specific reasons why companies should film in Toronto.

Recommendation 3: Develop and enhance the infrastructure for cultural events.

A) Potential action: Work with Stratford's Planning Services department to support the development of purpose-built spaces for the creative sector.

Steps for consideration:

» Encourage arts and cultural spaces to be included in major development projects (e.g., Grand Trunk Community Hub). Example: <u>Imagine Pleyel Project</u> in Paris, France. For the future Saint-Denis Pleyel subway station (a part of the Greater Paris initiative), developers were invited to present projects for a 5,000 sq. meter space that would take place over four floors inside the subway station. Projects were required to include a cultural and social innovation space with a robust business model that addressed specific local needs. Project winner Art Explora will offer immersive exhibitions developed with local organizations, as well as develop an incubator for creatives. The space will also feature businesses and restaurants, thereby supporting an overall economic model.

B) Potential action: Explore options for addressing facility needs, particularly to serve performing arts organizations and creatives.

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- » Seek opportunities to provide partnership and support for organizations that aim to provide affordable and flexible venue space (e.g., Copperlight, Factory 163).
- » Encourage partnerships between recreational and cultural groups for facilitysharing to address venue needs of both sectors.
- » Assess needs and investigate options for the development of multi-purpose facilities to address the lack of adapted and affordable venues, which was highlighted during the consultation as a barrier for smaller companies and community groups to present events or showcase creative work.
- **C)** Potential action: Continue supporting the development of incubators and experimental spaces (e.g., Gallery Stratford's Streelbox Art Lab).

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CELEBRATE DIVERSITY AND SUPPORT INCLUSION

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Overview of Pathway 2: Celebrate Diversity and Support Inclusion

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Ensuring that everyone can feel safe and welcome and see themselves reflected in their community bolsters the vibrancy and creativity of a city. Art and culture are powerful forces that encourage communities to embrace and celebrate cultural differences, thereby creating dynamic and diverse cities that are attractive places to live and visit. A pathway for advancing equity, diversity, and inclusion within cities is through cultural equity, where values, policies, and practices ensure that all people—regardless of their age, race/ethnicity, disability, sexual orientation, gender identity, socioeconomic status, or religion—are represented and reflected in cultural policy and can access culturally appropriate initiatives.²⁸ Cultural equity is advanced when accountability is taken, inequities are acknowledged and challenged, and partnerships are fostered. This leads to diverse, distinct, and interconnected communities where unique cultures are accessible and widely celebrated.

"Scientific study of cultures, notably of their languages and their musics, shows that all are equally expressive and equally communicative. They are also equally valuable; first, because they enrich the lives of the people who use them, people whose very morale is threatened when they are destroyed or impoverished; second, because each communicative system (whether verbal, visual, musical, or even culinary) holds important discoveries about the natural and human environment; and third, because each is a treasure of unknown potential, a collective creation in which some branch of the human species invested its genius across the centuries." $-Alan Lomax, 1972^{29}$

²⁸ For more information, see

https://www.americansforthearts.org/about-americans-for-the-arts/our-statement-on-cultural-equity

²⁹ The Program of the Festival of American Folklife, ed. Thomas Vennum, Jr. (Smithsonian Institution, 1985).

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OUTCOMES OF ACHIEVING PATHWAY 2

- Cultural programs and activities reflect the unique needs and desires of diverse groups and community members.
- Diverse cultures and experiences are embraced and celebrated widely.
- Community members feel safe, welcome, and free to participate in cultural activities.
- Community members can access programming that suits their cultural and/or creative desires.
- There are diverse representations of many cultures showcased through a variety of activities across the city.
- Cultural activities and spaces are physically, socially, and economically accessible.

Overview of Goals, Recommendations, and Actions

There are three goals in Pathway 2, 9 recommendations and 22 potential actions.

- Goal 1: Relationships and support networks are fostered between equity-deserving groups
- **Goal 2:** Cultural experiences and spaces aim to reduce physical, social, and financial barriers
- Goal 3: Cultural initiatives reflect a diversity of communities' desires and needs

• What did we hear from the community?

Embed equity, diversity, and inclusion as core values across the cultural sector

Participants in the community engagement process expressed a desire for more cultural offerings adapted to an increasingly diverse community. To allow community members to feel welcomed across cultural offerings, participants recommended establishing a standard for equity, diversity, and inclusion across the cultural sector. They also wished for more support for community organizations offering programming that serves the needs of equity-deserving groups.

Strive to address barriers to cultural participation

Costs of cultural offerings were noted as a key obstacle to cultural participation, which limits access for those who do not have the means to spend additional resources on cultural activities, especially equity-deserving groups, families, and youth. Cultural organizations expressed a wish for budgetary support, which would allow them to offer more free programming. Participants also suggested developing publicly accessible spaces and events, particularly by increasing programming in existing public spaces, such as local parks (further utilizing the parks system). Another key challenge mentioned by community members and organizations was the limited public transportation

options between venues. Participants wished for an increase in transportation options, particularly active transportation networks throughout the city with connections to cultural resources.

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What work has already been accomplished?

Municipal commitment to accessibility

The City of Stratford Multi-Year Accessibility Plan (2018–2022) outlines the ongoing commitment to creating an accessible city that continues to remove and prevent barriers for people with Disabilities and details how the City will meet or exceed the requirements set by the Province of Ontario in the <u>Accessibility for Ontarians</u> with Disabilities Act (AODA). The City's commitment to accessibility is expressed in the following accessibility policy statement: "We are 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." An Accessibility Advisory Committee has been established to help City Council identify and remove barriers to access.

Municipal actions include:

- Facilities building standards: the new Facility Accessibility Design Manual adopted by City Council in 2021 addresses accessibility requirements for the design and construction of new facilities, as well as retrofit, alteration, or additions to existing facilities owned, leased, or operated by the City of Stratford. Although these standards only apply to City facilities, the Municipality is committed to promoting the Manual and educating on the benefits of meeting these standards to encourage their adoption by private developers.
- **Transportation:** <u>City of Stratford Transit</u> and <u>Parallel Transit</u> offer accessible transit options within and beyond the City of Stratford. An annual public information session involving persons with disabilities ensures that residents with disabilities have an opportunity to participate in a review of the accessibility plan. In addition, the City of Stratford has adopted an Accessible Parking Permit Policy which allows persons holding a valid accessible parking permit to park for free in a legal parking space in the City.

- Website and documents: The City of Stratford's goal is to provide a website that is accessible for all and is WCAG 2.0 Level AA compliant and meets Accessibility for Ontarians with Disabilities Act (AODA) requirements. Documents accessible on the website must also meet WCAG 2.0 Level AA standards.
- **Training:** City contractors and volunteers are required to read the <u>City of Stratford Accessible Customer Service Training brochure</u> and <u>Working Together: The Human Rights Code and the AODA</u>.

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• **Promotion of accessibility initiatives:** Each year, the Stratford Accessibility Advisory Committee recognizes individuals, businesses, and organizations in the City of Stratford who demonstrate a commitment to accessibility and inclusion of people with disabilities through the Accessibility Awards program. Stratford Festival received the award in 2012.

Diversity, Equity, Inclusion

The City of Stratford's Diversity, Equity, and Inclusion division is working towards implementing equity, inclusion, and reconciliation initiatives through the City's Strategic Plan.

Current initiatives include:

- Welcoming Community Program: Several partners in Stratford (including City of Stratford, Stratford Festival, Downtown Stratford BIA, Stratford Public Library, investStratford, United Way Perth-Huron, Stratford & District Chamber of Commerce, Stratford-Perth Pride, and Destination Stratford) are working with Mending the Chasm, an organization dedicated to helping create anti-racist and equitable cultures. An engagement process, including an online survey and four virtual community conversations engaging with different equity-deserving groups, helped explore ideas and methods for developing a truly welcoming community.
- The Diversity, Equity and Inclusion web page identifies community partners providing services to equity-deserving communities (e.g., Multicultural Association of Perth Huron, Stratford Perth Pride) and provides links to a collection of resources around different topics (e.g., Accessibility, Anti-Racism and Equity, Indigenous Reconciliation). These include lists created by the Stratford Public Library.
- **Programs supporting residents' access to affordable housing**, provided by the City's Social Services Department.
- Participation in the Coalition of Inclusive Municipalities, a network that brings together municipalities that want to improve their policies against racism, discrimination, exclusion, and intolerance. As a member, the City is committed to developing an action plan outlining initiatives to eliminate forms of discrimination and to build an open and inclusive community. As part of this process, public consultation will be undertaken to seek feedback.

Transportation

In 2023, Stratford Transit partnered with Destination Stratford to showcase key locations of the Lights On Stratford festival through a dedicated bus route. This program offers an example of how the City can partner with cultural organizations to increase the accessibility of local programming.

Development of new free, accessible events

Lights On Stratford, created by the arm's length organization Destination Stratford with support from the City of Stratford, was noted by community members as a free, outdoor event which reinforces the accessibility of cultural programming.

COMMUNITY HIGHLIGHTS

Actions by cultural organizations and community members, alongside work at the City level, are essential to achieve diversity and inclusion goals. Several initiatives have been developed that contribute to increased inclusion and accessibility in cultural offerings, which include:

- The work done by community organizations to provide services and cultural offerings by equity-deserving groups, which was underlined by engagement participants. Organizations mentioned included the Falstaff Family Centre, Stratford Pride Community Centre, Stratford-Perth Pride, and the Multicultural Association of Perth-Huron.
- Stratford Festival has conducted notable work on accessibility. Services provided include audio-described performances and magnifying sheets; wireless radio-frequency hearing-assistance receivers and, on specific dates, ASL interpretation and open captioning; relaxed performances; complimentary access for support persons; and accessible and mobility seating. The Festival also engaged an Equity, Diversity and Inclusion consultant in 2019 and formed an Anti-Racism Committee in 2020. The Equity, Diversity and Inclusion Update: Report on Anti-Racism Initiatives, published in 2021, outlines the organization's action plan.³⁰ Additionally, the Festival provides various pay scales for tickets, including reduced prices for seniors, students, and children, as well as a pay-what-you-wish program that allows audience members to pay what is within their means, starting at \$10.³¹
- The **Culture Cab** initiative, supported by government funding and spearheaded by the Stratford Perth Museum in partnership with the Stratford Festival, Stratford Summer Music, Destination Stratford, and Stratford's four taxi companies, was a successful program offering free transportation to five cultural venues in the summer of 2022. The program returned for Lights On Stratford 2022–23.

31 For more information see https://www.stratfordfestival.ca/WhatsOn/DiscountsAndDeals/Deals/Pay-What-You-Wish

³⁰ Equity, Diversity, and Inclusion Update Report," Stratford Festival (July 2021). https://www.stratfordfestival.ca/landingpages/anti-racism

How the community can support Pathway 2: Celebrate Diversity and Support Inclusion

The following is not a complete list of ways in which the wider community can support diversity, equity, and inclusion, but rather some opportunities for consideration.

Educate yourself

As a first step, individuals can support diverse peoples, cultures, and practices by learning more about them to foster understanding and acceptance. Additionally topics include understanding oppression, discrimination, privilege, and other social issues. Some ways to start this work include following local and non-local role models and leaders, reading, and taking training courses. Perusing the external resources listed on the <u>City of Stratford's Diversity, Equity and Inclusion webpage</u> is a good starting point.

Prioritize diversity, equity, inclusion, and accessibility

Cultural organizations can work towards equity, diversity, and inclusion by creating inclusive work policies, developing equitable hiring processes, and providing diversity, equity, and inclusion training to staff and those in leadership positions.

They can support accessibility by providing accessibility accommodations for their events (including, but not limited to, audio-description, ASL, captioning, relaxed performances, accessible and mobility seating), ensuring information on their programming is accessible (e.g., creating access guides for events, following the Accessibility for Ontarians with Disabilities Act (AODA) recommendations, following formatting recommendations to make text more readable for people with dyslexia and learning differences), and improving the physical accessibility of their spaces.

Advocate for social change

To mobilize positive change in the community, it is vital to speak up about local issues, supporting specific policy changes and encouraging decision-makers to influence positive outcomes. To achieve this, community members can begin by signing petitions, donating to causes or organizations, and joining protests, rallies, and other public actions.

Community members can also support, donate to, or volunteer at local organizations that provide accessible programming and foster inclusion for equity-deserving groups.

Recommendations for how the Municipality can work towards the goals of Pathway 2: Celebrate Diversity and Support Inclusion

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The following section details recommendations, potential actions, and steps for the Municipality to consider while working towards the goals of Pathway 2. Recommendations, actions, and steps should be selected and adapted as necessary.

GOAL 1: RELATIONSHIPS AND SUPPORT NETWORKS

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Recommendation 1: Relationships and support networks are fostered between equity-deserving groups.

A) Potential action: Further consult with equity-deserving communities to identify barriers to accessing cultural spaces and participating in cultural programming, then determine and share potential improvements with external partners.

Steps for consideration:

» Work with organizations such as the Multicultural Association of Perth-Huron and Stratford-Perth Pride to identify current barriers faced by equity-deserving communities accessing cultural spaces and programming, and identify opportunities for the City to support the development of appropriate cultural spaces and programming.

Recommendation 2: Provide opportunities for community members from equitydeserving communities to influence Council and local decision-making.

A) Potential action: Develop inclusive representation of all demographic groups in decision-making through committees or working groups that represent diverse needs and can provide advice to Council and decision-makers.

- » Create a working group of cultural workers with professional and lived experiences of equity-focused programs to advise on accessibility-related issues and guide the development of accessibility and equity-focused initiatives. Example: <u>Newmarket's Dismantling Anti-Black Racism Task Force</u> that works in partnership with the Town to amplify voices from the Black community within Council and its decision-making processes.
- » Ensure that Municipal committees, working groups, and task forces reflect the diverse demographics needed to adequately and equitably respond to community needs.

- » Continue providing and expanding opportunities for youth to join City committees (e.g., by developing a youth position on each committee or creating a youth council).
- B) Potential action: Continuously engage with community members to identify barriers, assess levels of accessibility, and pinpoint actionable solutions.

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Steps for consideration:

» Create regular forums on topics related to arts, culture, and heritage where creatives and cultural workers can express current accessibility challenges and desires with Council and decision-makers.

GOAL 2: CULTURAL EXPERIENCES AND SPACES AIM TO REDUCE PHYSICAL, SOCIAL, AND FINANCIAL BARRIERS

Recommendation 1: Encourage and facilitate the creation of accessible cultural events and spaces

A) Potential action: Share public-facing guidelines and resources on increasing the accessibility of culture.

Steps for consideration:

- » Include resources on Stratford's accessibility webpage to share guidelines for the creation of accessible cultural events.
- » Share available provincial and federal grants that further the accessibility of events and places. Examples: <u>Enabling Accessibility Fund</u> and <u>Canada Cultural</u> <u>Spaces Fund</u>.
- **B)** Potential action: Encourage accessible design through the increased inclusion of accessibility requirements for organizations that receive municipal funding.
- C) Potential action: Work with Heritage Stratford to assess existing barriers and potential solutions for heritage building owners to increase the accessibility of their properties.
- **D)** Potential action: Increase support for subsidized, low-cost, or free programming.

Steps for consideration:

» Explore opportunities in the Community Grant Program to support organizations that aim to offer subsidized, low-cost, or free programming, especially to equitydeserving groups.

- » Expand free pass options, with partnerships between the Stratford Public Library and community partners. Example: The <u>Whitchurch-Stouffville Museum Culture</u> <u>Pass</u> was developed through a partnership between the Whitchurch-Stouffville Public Library and the Whitchurch-Stouffville Museum and Community Centre to provide free entry to the Museum and Community Centre.
- » Support initiatives that activate public space and are free of charge (e.g., community events, performances, public art).

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EXAMPLES OF RESOURCES

- List of local service providers for accessibility supports (e.g., ASL interpretation, audio-description, captioning), which could be collated by the Diversity, Equity and Inclusion division
- <u>Accessibility in Creative Spaces: A Toolkit for Ontario Arts Organizations</u>: This toolkit, created by ArtsBuild Ontario, provides guidelines for the creation of accessible spaces, understood both as built spaces and as experiential environments. It includes basic resources about accessibility legislation in Ontario, including the AODA and Design of Public Spaces Standards, Ontario Building Code and Human Rights Code.
- <u>Tangled Art + Disability Accessibility Toolkit</u>: A guide to making art spaces accessible, created by Humber College in partnership with Tangled Art + Disability. It offers an introduction to, and recommendations for, incorporating accessibility features into aspects of exhibition design.
- Ontario Ministry for Seniors and Accessibility's Guide to Accessible Public Engagement and Guide to Conducting Accessible Meetings: Developed in partnership with the Ontario Ministry for Seniors and Accessibility, these resources are designed to support public sector, non-profit, and private sector organizations in conducting accessible community engagement.

Recommendation 2: Model best practices for accessibility

- A) Potential action: Organize diversity, equity, accessibility, and inclusion training for all City Staff.
- **B) Potential action:** Model best practices in accessibility through events organized by the City and arm's length organizations.

- » Continue the work outlined in the City's Accessibility Plans.
- » Implement tools supporting accessibility for City events.

- Expand programs for newcomers, including ASL speakers and other equitydeserving communities, at the City and through cultural organizations benefitting from municipal support.
- C) Potential action: Collect regular feedback from community members on the accessibility of City-organized events to ensure continuous learning.

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Recommendation 3: Promote accessibility-related initiatives

A) Potential action: Facilitate knowledge-sharing regarding best practices for designing accessible events.

Steps for consideration:

- » Consider creating events featuring presentations by recipients of Stratford's Accessibility Awards and by cultural organizations that have demonstrated excellence in accessibility.
- » Include spotlights on inspiring initiatives both locally and non-locally in City communications and promotions (e.g., website, social media platforms, etc.).
- B) Potential action: Clearly identify the accessibility supports that will be provided for cultural events shared in the City's cultural calendar.

Recommendation 4: Foster a city-wide commitment to creating a welcoming community that celebrates diversity

A) Potential action: Continue to model a city-wide standard for equity, diversity, and inclusion that is implemented across all programs and facilities and encourage community partners to hold the same standards.

Steps for consideration:

- » Continue supporting programs such as the Welcoming Community Statement.
- » Develop an equity and inclusion charter that brings together the City, cultural organizations, and public services to commit to creating inclusive, equitable, and safe environments and communities. Example: <u>York Region's Inclusion Charter</u> was endorsed by 20 local organizations with a common commitment to fostering welcoming and inclusive communities.
- **B)** Potential action: Empower citizens and organizations to further equity, diversity, and inclusion within their communities.

Steps for consideration:

» Work with arm's length organizations to provide public education and training workshops on the topics of cultural competency, diversity, and inclusion.

- » Require organizations seeking municipal funding to provide Equity, Diversity, and Inclusion statements.
- » Provide resources for improving the diversity within arts and cultural organizations at staff, board, and audience levels.

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Recommendation 5: Continue expanding public transportation to facilitate access to cultural venues and events.

- A) Potential action: Continue supporting and developing the Culture Cab program.
- **B)** Potential action: Continue seeking opportunities for City transportation services to partner with cultural programs, events, and festivals (e.g., Lights On Stratford).

Steps for consideration:

- » Develop transportation routes and increase free shuttle services during cultural events and festivals.
- C) Potential action: Evaluate current public transportation as it relates to accessing cultural sites and explore the possibility of developing new routes.
- D) Potential action: Continue to support infrastructure for active transportation that connects cultural destinations.

Steps for consideration:

» Explore opportunities to provide temporary road closures, expand cultural opportunities in the public realm, and increase walkability and active transportation, considering areas with a high concentration of cultural organizations, venues, and events, or those with access to natural heritage. Example: During Pedestrian Sundays in Kensington Market, Toronto, the City closes the streets once a month to provide a community festival that centers around celebrating local cultures and businesses while giving the streets back to the people. Example: Open Streets Hamilton temporarily opens streets to people for active transportation and casual, family-friendly gatherings, turning a local street into a 4 km Temporary Urban Linear Park.

GOAL 3: CULTURAL INITIATIVES REFLECT A DIVERSITY OF COMMUNITIES' DESIRES AND NEEDS

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- Recommendation 1: Increase opportunities for children and youth to engage with culture.
 - A) **Potential action:** Develop a Youth Engagement Strategy to identify priorities and actions for ensuring youth feel engaged and supported throughout Stratford.
 - B) Potential action: Participate in knowledge-sharing with youth to understand current challenges and identify cultural activities and programs they would like to see developed and made available in Stratford.
 - C) Potential action: Develop a communication strategy to increase engagement with youth.

Steps for consideration:

- » Create a webpage to share events and opportunities for youth to engage with Stratford. Example: <u>Guelph Youth</u> is a web page that shares news and opportunities for local youth.
- » Explore opportunities to enhance the City's presence on social media, especially using a varied approach to platform engagement to reach different audiences. Example: Minneapolis <u>using TikTok to share public health information</u> or <u>Élections Québec using TikTok to encourage young people's involvement in</u> <u>government elections</u>.

Recommendation 2: Identify opportunities for showcasing diverse cultures

A) **Potential action:** Support the development of events and festivals that celebrate multiculturalism and diversity.

- » Consider providing support to organizations developing programs that celebrate diverse cultures. Example: <u>DiversCity Festival</u> on Prince Edward Island celebrates diversity and multiculturalism and is supported by all levels of government as well as private sector funders and community partners.
- » Undertake a needs assessment to determine if multicultural groups need dedicated community space, or other support, to host events, programs, and festivals.
- » Acknowledge and celebrate a variety of religious and cultural holidays.

B) Potential action: Continue supporting partnerships between cultural organizations and educational institutions to facilitate educational programming that celebrates and teaches diverse traditions, practices, celebrations, and cultures (e.g., dance, music, art, storytelling, cuisine).

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INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY

Outdoor dining in Market Square. Image by Little Big Creative.

Overview of Pathway 3: Instill Community Pride through the Promotion of a Shared Authentic Identity

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When culture is allowed to flourish, its benefits are wide-reaching, from supporting community-building and developing a strong sense of place to growing a thriving local economy. To improve the culture in Stratford, efforts should be made to activate the city year-round, especially over the winter. To aid in this, the diverse cultural fields present in Stratford should be promoted and widely recognized, including the city's unique history, natural features, culinary experiences, and agricultural industry, as well as various forms of arts and culture such as film, visual arts, music, and performance arts. Activities offered should appeal to residents' interests while also attracting visitors.

OUTCOMES OF ACHIEVING PATHWAY 3

- A broad definition of culture in Stratford is embedded throughout the city and reflected in the diverse cultural activities available.
- Cultural resources and opportunities are well-known and it is easy to find
 organizations and activities that appeal to a broad range of interests and needs.
- Stratford is recognized as a year-round cultural destination that appeals to both residents and visitors.
- The heritage character of the city continues to shine with appreciated, protected, and well-maintained heritage sites.
- Residents can see themselves reflected in cultural opportunities that span across the city.
- The talents of Stratford's vibrant communities are showcased through diverse cultural opportunities taking place in both private and public spaces.
- Cultural attractions garner national and international attention

Overview of Pathway 3 Goals

There are five goals guiding Pathway 3, with 14 recommendations and 39 potential actions.

- **Goal 1:** Stratford's definition of culture is recognized and celebrated by the community.
- Goal 2: Culture in Stratford strives to engage residents and visitors year-round.
- **Goal 3:** Stratford's history and heritage are honoured and recognized as the city evolves into the future.
- **Goal 4:** Local talent and creatives of a wide variety of disciplines are recognized and celebrated.
- **Goal 5:** Cultural resources, events, and opportunities are well-known both within and beyond the city's borders.

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What did we hear from the community?

Increase awareness of cultural resources

During community engagement, participants described a lack of awareness as one of the main barriers to accessing culture. Many community members were unsure where to learn about cultural resources or activities available in Stratford that meet their interests and needs. Community members voiced a desire for a consolidated approach to sharing cultural information, news, and events that can reach both visitors and residents.

Meet residents' needs and desires

While community engagement indicated that there are currently high participation and satisfaction levels across a variety of cultural offerings in Stratford, there was a desire for more. Emphasis was on furthering activities that appeal to residents' interests— particularly children, youth, and equity-deserving groups—as well as strengthening support for, and leveraging of, Stratford's unique cultural attractions (e.g., visual arts, film, literary arts, culinary arts, agriculture, and manufacturing). Participants shared feelings that there is an overemphasis on cultural offerings in Stratford that tailor to tourism and less support for opportunities that attract and appeal to the interests of residents. Additionally, participants described a "cultural divide" where diverse interests of culture are not being recognized. For example, some community members enjoy performing arts, visual arts, and literary arts, while others are more embedded in the rural and agricultural culture. There are also some community members who are not engaged with any cultural activities in Stratford.

Create year-round cultural activations

Stratford's cultural programming is historically focused on the summer months, with a high concentration of events, festivals, and programs across the city including the Stratford Festival, which draws hundreds of thousands of visitors. However, too high of a concentration of activities increases the risk for competition between different cultural events. In comparison, there are significantly fewer activations in the off-season of the Stratford Festival (November–March) despite the community voicing interest in having more cultural experiences during these months. Colder weather does come with its own challenges; located in the Snow Belt region, Stratford is susceptible to unpredictable high amounts of snowfall, resulting in higher cancellation (or poor turnout) risks for events. However, by leveraging Stratford's cultural resources and building on the success of recent cultural programs and festivals that take place in the winter season, Stratford could become a year-round cultural hub attracting both residents and visitors.

Support for heritage maintenance, conservation, and renovation

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Stratford boasts a high number of heritage sites and properties, especially in the downtown area, with key landmarks such as City Hall and beautifully conserved storefronts and houses. These create a pride of place cherished by many community members. Additionally, several heritage buildings have been repurposed and are now occupied by cultural and community organizations, such as Gallery Stratford, Stratford Perth Museum, Stratford Public Library, Copperlight, and Falstaff Family Centre. However, many of these buildings need capital repairs or renovations, but cultural organizations cannot undertake this work on their own as they have limited budgets for capital improvements and devote most of their funding to their programming. Additionally, participants noted that memorial sites lack a maintenance plan and dedicated funding, leading to City departments often relying on one-time external grants for upkeep.

What work has already been accomplished?

The City of Stratford honours the excellence of individuals and organizations that make significant contributions to their communities through the City's awards and recognition programs. There are seventeen awards offered through this program that cross various disciplines.

The City has successfully utilized Ontario planning mechanisms to protect and enhance unique built heritage by developing a Heritage Conservation District, creating a register of designated heritage sites, and allowing citizens to advise and assist Council on decisions around the Heritage Conservation District, individual properties, and other heritage matters through the Heritage Stratford Advisory Committee. The City also offers financial support through the Heritage Conservation District Loan and Grants Programs that provide financial assistance for building improvements and repairs within the Heritage Conservation District.

Destination Stratford, a government-funded and arm's length organization, aims to promote tourism to strengthen the local economy and enrich the quality of life in the City of Stratford. Destination Stratford seeks to raise awareness about upcoming events and activities in Stratford. Destination Stratford also develops its own events, such as Lights On Stratford, and is a key partner in other cultural events and activations.

Downtown Stratford Business Improvement Area (BIA) works in partnership with the City of Stratford to create a thriving, competitive, and safe business area that attracts shoppers, diners, tourists, and new businesses. The BIA has several initiatives that aim to further culture in the downtown, such as aiding in preserving historic architecture, enhancing the public realm, promoting and supporting local cultural initiatives, and developing cultural events and programs. More recently, the BIA has formalized its commitment to enhancing public art by developing the Downtown Stratford BIA Public Art Plan (2023). Among other recent accomplishments is a new large-scale mural by local artist Kellen Hatanaka.

COMMUNITY HIGHLIGHT

Winter in Stratford was transformed when Lights On Stratford was first initiated in 2020 during the COVID-19 pandemic, through the help of local funding via the COVID-19 Economic Support and Recovery Task Force. The Festival animated Stratford's heritage downtown core and parks system with luminous and interactive art installations. In 2021, Lights On Stratford saw over 80,000 visitors, and in its more recent 2023 installment, there were over 83,000 patrons across the main exhibits. Lights On Stratford also demonstrated the benefits of local partnerships where various community members and organizations unite to strengthen an initiative and support culture throughout the city. To increase accessibility and transportation, Lights On Stratford partnered with the City of Stratford to provide a free shuttle bus, and with the Stratford Perth Museum, the festival restarted the summer's Culture Cab program, offering free cab rides to light displays. To add to the Lights On Stratford programming, World in a Weekend—a partnership between Stratford Summer Music and Springworks Puppet Festival—returned for a two-day winter exhibition featuring lit puppet performances in Market Square; a concert at the Avondale; and a dance workshop and puppet show at Factory 163. This brought typical summer programming into the winter months, demonstrating the possibilities of Stratford's culture extending into colder weather. The private sector was also engaged when Lights On Stratford connected with over 60 businesses to extend their weekend hours later into the evening to complement the Festival's programming. A 2022 economic impact analysis by PwC shows an overall yearly impact of the festival of over \$5 million. A post-festival public survey completed by 192 people indicated that 83.3% of respondents were satisfied or very satisfied with the festival. Similarly, the Downtown Stratford BIA surveyed their membership, and responses from 32 businesses indicated that 87% were satisfied or very satisfied. Overall, Lights On Stratford is exemplary in demonstrating how winter months can feature successful municipal activations when private, public, and non-profit partners collaborate and create attractions that appeal to a wide range of interests, drawing both residents and visitors.

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How the community can support Pathway 3: Instill Community Pride through the Promotion of a Shared Authentic Identity

The following is not a complete list of ways in which the wider community can support furthering community pride and identity, but rather some opportunities for consideration.

Enhance year-round programming

Explore opportunities for successful summer programming to continue into fall, winter, and spring to increase opportunities year-round. Continue to advocate for increases in

winter programming from public, private, and non-profit partners. Explore options for temporary activations, pop-ups, and public realm enhancements such as tactile urbanism, placemaking, and placekeeping initiatives.

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Advance community interests

Cultural organizations can work with various creatives, cultural workers, and organizations to expand Stratford's cultural offerings. This may involve developing projects and initiatives that bring together various cultural providers, such as public art and agriculture, dining and music, heritage and storytelling. Additionally, cultural programming should appeal to various ages and demographics.

Expand culture beyond the downtown

Cultural organizations, private businesses, and property owners can consider experimenting with cultural initiatives in unconventional environments, such as parking lots, strip malls, farms, and manufacturing or industrial areas. Unique attractions can demonstrate out-of-the-box thinking and celebrate Stratford's rural and urban characteristics and creatives while engaging with residents across a variety of demographics and interests. Additionally, expanding culture outside of the downtown can help draw visitors to new areas and spur economic development, such as agri-tourism.

Recommendations to Support the Goals

GOAL 1: STRATFORD'S DEFINITION OF CULTURE IS RECOGNIZED AND CELEBRATED BY THE COMMUNITY

The following section details recommendations, potential actions, and steps for the Municipality to consider while working towards the goals of Pathway 3. Recommendations, actions, and steps should be selected and adapted as necessary.

Recommendation 1: Share Stratford's distinctive definition of culture widely to celebrate unique cultural initiatives

A) Potential action: Promote the local definition of culture identified through community engagement, both internally and externally.

Steps for consideration:

- » Share the list of cultural resources identified in the Cultural Plan (see longlist of cultural resources in the Interim Report).
- » Continue creating guides that celebrate local culture, such as: a public art guide; a live music guide; a food and dining guide celebrating local chefs, breweries, and

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restaurants (example: <u>Brampton Food Guide</u>); or an agricultural guide indicating farm activities (e.g., berry picking, fresh eggs).

B) Potential action: Communicate Stratford's cultural resources in the different disciplines identified as key to Stratford's cultural definition.

Steps for consideration:

» Share the list of cultural resources identified in the Cultural Plan.

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» Continue creating guides that celebrate local culture; for instance, a public art guide; a live music guide; a food and dining guide celebrating local chefs, breweries, and restaurants (example: <u>Brampton Food Guide</u>); and/or an agricultural guide indicating farm activities (e.g., berry picking, fresh eggs, etc.).

Recommendation 2: Support the development of events, festivals, and initiatives fitting Stratford's definition of culture

A) Potential action: Continue to recognize and celebrate the intangible culture that makes Stratford unique.

Steps for consideration:

- » Continue supporting events that celebrate Stratford's intangible cultural heritage (e.g., neighbourhood street festivals, walking tours, storytelling events). Example: <u>Myseum Toronto</u> runs public programming showcasing Toronto's history, spaces, culture(s), architecture, and people. Example: <u>Art in the Open, Charlottetown</u> highlights the vibrant local art scene, green spaces, exhibition venues, and diverse cultural traditions.
- » Capitalize on Stratford's unique horticulture through celebrations, events, and festivals.
- **B)** Potential action: Consider providing support for organizations developing cultural initiatives that align with Stratford's definition of culture, specifically for programs aimed to engage young people, seniors, and equity-deserving groups.

- » Seek opportunities to provide partnership, sponsorship, or endorsement for programs, events, and festivals that align with Stratford's definition of culture.
- » Share available federal and provincial funding dedicated to supporting celebrations of local cultures. Example: <u>Local Festivals – Building Communities</u> <u>Through Arts and Heritage Funding</u>.

Recommendation 3: Engage community members by increasing opportunities for residents to weigh in on key cultural and public art projects

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- A) Potential action: Ensure community desires are reflected in City activities through regular consultations on public art, placemaking, and placekeeping projects
- **B)** Potential action: Integrate community votes as a decision criterion for select public art projects.

EXAMPLE - PARTICIPATIVE BUDGET

Several French municipalities have funds reserved for "participative budget" projects. These funds support projects created by local businesses and creatives, which are then selected by residents. To meet eligibility requirements, projects need to: be installed in a public space or on a city-owned property; represent a general interest; be compatible with urban development plans; and contribute to improving the quality of life. City services analyze submitted projects to confirm their eligibility before presenting them to residents, who can vote online for their favourite project.

GOAL 2: CULTURE IN STRATFORD STRIVES TO ENGAGE RESIDENTS AND VISITORS YEAR-ROUND

Recommendation 1: Encourage cultural initiatives to take place year-round.

A) Potential action: Highlight Stratford's cultural strengths by supporting current and new year-round initiatives.

- » Continue supporting current and new initiatives that highlight Stratford's unique culture in the colder months. Example: Kingstonlicious showcases over forty restaurants offering prix fixe menus in the winter months, as well as accommodation packages.
- » Partner with nearby municipalities and regions to cross-promote cultural events and attractions to aid tourism during the shoulder season and winter months.
- » Continue supporting activities that animate street life in the colder months (e.g., exploring winter/shoulder season outdoor patios/cafés, street festivals, events in Market Square).
- » Work with the Downtown Stratford BIA to identify opportunities to activate public and private spaces year-round in the downtown core (see Downtown Stratford BIA Public Art Plan for examples of pilot projects).
- » Explore developing a Winter Strategy to guide winter culture and tourism. Example: Saskatoon's Winter Strategy, which aims to celebrate winter living and make Saskatoon a vibrant and prosperous city year-round through a communitydefined vision as well as strategic goals and actions.

B) Potential action: Work with organizations that serve equity-deserving groups to identify current barriers and opportunities to engage residents in the shoulder season.

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Steps for consideration:

- » Work with the Multicultural Association of Perth-Huron to understand how newcomers and immigrants can feel engaged and supported in the shoulder season/winter months, especially those who may be less familiar with colder weather.
- » Work with organizations and associations engaged with Stratford's older adult and senior populations to identify how seniors can be further engaged and supported in the shoulder season (e.g., Stratford Lakeside Active Adults Association [55+]).
- **C)** Potential action: Encourage the development of winter programming through sharing resources and knowledge.

- » Share federal and provincial funding available for winter placemaking and placekeeping initiatives.
- » Promote programs that can aid organizations in developing winter activities. Example: <u>STEPS I HeART Main Street</u> Winter Cohort provides support to BIAs to animate winter months through placemaking.
- D) Potential action: Further develop shoulder season micro-grants to encourage community groups in developing placemaking, placekeeping, and community events from fall to spring. Example: <u>Milton Small Grant Program</u>, which diverted \$20,000 from the Milton Community Fund to provide grants of up to \$400 for residents and non-profit organizations to develop initiatives and events that improve and celebrate community life.

Recommendation 2: Support opportunities that bring culture beyond the downtown core.

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- A) Potential action: Encourage individuals and organizations to explore innovative tactile urbanism, placemaking, and placekeeping projects that take place in areas where community members gather outside of downtown. Example: <u>PlazaPOPS</u> is a community-led, high impact, and low cost project that transforms parking lots into free and accessible gathering places.
- **B)** Potential action: Continue supporting linkages between Stratford's natural heritage and culture (e.g., Art in the Park, Stratford Perth Museum Historic Walk, Gallery Stratford outdoor programming, the Stratford Public Library's Park Literacy Program).
- **C)** Potential action: Encourage the development of cultural activities to take place in residential or rural areas (e.g., neighbourhood fairs, multicultural festivals, pop-up or temporary public art or performance events).

- » Support initiatives that celebrate and engage Stratford's agriculture and manufacturing communities, particular activities that advance agri-tourism.
- » Work with Perth County and nearby municipalities to continue supporting and growing the agri-tourism sector.
- » Share the benefits of agri-tourism and culture with rural-based community members and organizations to support and develop cultural and agri-tourism attractions (e.g., self-guided tours or discovery trails, crop harvesting, farm skills workshops, education on local farming techniques, and practices and celebrations that exhibit local agricultural and manufacturing products).
- » Encourage partnerships between agricultural/manufacturing organizations and art, music, and performing arts organizations and creatives to develop events that highlight the multifaceted elements of Stratford culture.
- » Continue protecting and expanding Stratford's trails and parks system.

EXAMPLES OF CULTURE IN RURAL SETTINGS

<u>Popsilos</u> is a mural program in Prescott-Russell, Ontario, that aims to combine art and agri-food tourism through murals on farm silos, encouraging opportunities for visitors to discover local produce and products as well as local artists. This project was supported through federal funding and local private-sector partnerships.

<u>4th Line Theatre</u> hosts plays that aim to preserve and promote Canadian cultural heritage set in a 5th-generation farm in Millbrook, Ontario.

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<u>Wild Rose Farm</u>, in Mulmur, Ontario offers an artist residency program that welcomes artists across disciplines and includes accommodation and studio space.

<u>AgArts Farm-to-Art Residencies</u> places artists on farms across the United States of America for one to four weeks, where they are encouraged to build relationships with the farmers and learn about the issues they face, which they then create a creative piece about.

<u>Beetbox Farm</u>, located in West Ottawa, developed the Under the Stars Concert Series, which brings live music and community members together after farming hours.

<u>No.9 Gardens</u> is a hands-on teaching facility and conservation area focused on building resilient and respectful communities, utilizing the Nine Pillars of Sustainable Design developed by No.9.

Recommendation 3: Encourage the development of public art throughout Stratford

A) Potential action: Endorse and approve the Downtown Stratford BIA's Public Art Plan 2023.

Steps for consideration:

- » Support the implementation of the vision, guiding principles, actions, and pilot projects included in the Downtown Stratford Public Art Plan.
- **B)** Potential action: Assess developing a city-wide public art policy to guide a cohesive vision for public art in Stratford with an outlined governance and decision-making process for approving public art, and for evaluating, conserving, and deaccessioning current and future public art projects.
- C) Potential action: Explore opportunities for public art to be featured on City facilities or property.

Steps for consideration:

» Work with Public Works, Planning, and Engineering divisions to identify further opportunities to display public art on city infrastructure or buildings (e.g., bus shelters, utility boxes, street furniture). Example: <u>City of Richmond Urban</u> <u>Infrastructure Art Program</u>.

GOAL 3: STRATFORD'S HISTORY AND HERITAGE ARE HONOURED AND RECOGNIZED AS THE CITY EVOLVES INTO THE FUTURE

Recommendation 1: Support the protection of Stratford's built heritage.

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A) Potential action: Develop a long-term maintenance plan for key built heritage sites.

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Steps for consideration:

- » Conduct a feasibility study on how to provide long-term maintenance to Cityowned heritage buildings and memorial sites.
- **B)** Potential action: Evaluate current access to funding for owners of heritage property.

Steps for consideration:

- » Conduct a needs assessment to determine if the current Heritage Conservation District Loan and Grant Program meets current community needs.
- » Promote external funding opportunities that are available to heritage building owners.
- » Explore the feasibility of expanding the Building Code Upgrade Loan and Façade Improvement Loan to designated buildings outside of the Heritage Conservation District.

Recommendation 2: Promote Stratford's history and heritage.

- A) Potential action: Continue identifying local heritage buildings through the publicly accessible Part IV Designated Properties registry.
- **B)** Potential action: Increase communication on Stratford's unique heritage.

- » Continue working with Heritage Stratford to create a heritage guide and related signage, and organize guided tours.
- » Explore the possibility of developing programs showcasing local heritage through dedicated content (e.g., digital technology such as audio walks, augmented reality projects, and public art).
- » Collaborate with the Parks and Forestry department to create communication on Stratford's natural heritage and history.

Recommendation 3: Explore opportunities to enhance the Heritage Conservation District with public art.

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A) Potential action: Develop guidelines for supporting public art within the Heritage Conservation District (HCD) and on or near Designated Heritage Buildings.

Steps for consideration:

- » Share the Downtown Public Art Plan commissioned by the Downtown Stratford BIA internally and with close partners and refer to it when defining guidelines for supporting public art.
- » Outline guidelines and approval processes for supporting the development of permanent and temporary public art in the HCD. The guidelines should be flexible to encourage innovative ideas and contemporary works that can complement and enhance heritage buildings, heritage landscapes, and storytelling. Example: Toronto History Museums virtual Awakenings program.
- » Survey and identify areas in the HCD that can be prioritized for public art (e.g., Market Square, public spaces, City infrastructure, non-Part IV Designated Buildings, concrete façades).
- **B)** Potential action: Support public artwork that has limited or no impact on heritage sites. Examples include: digital technology (e.g., AR, VR, projections, light- and sound-based work); temporary activations in public spaces; and semi-permanent work affixed to the exterior of buildings that does not damage the façade.

- » Explore the use of digital technology to animate heritage-protected areas or buildings and memorial sites (e.g. AR, VR, Projections, Lights, Sounds).
- » Encourage temporary activations in public spaces within the HCD, especially Market Square and the parkette behind Tír na nÓg (Land of Youth) art installation leading to the Erie St. Parking Lot.
- » Explore options for artwork to be semi-permanently affixed to the exterior of buildings without causing significant damage to the façades.
- » Explore how contemporary artwork can complement and enhance heritage buildings, heritage landscapes, and storytelling.

C) Potential action: Advocate for public art to be incorporated into private buildings and spaces.

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Steps for consideration:

» Educate and build partnerships with property owners and the private sector to encourage buy-in for supporting public art.

HIGHLIGHTS: USING TECHNOLOGY AS A MEANS OF PROMOTING URBAN HERITAGE [murmur]³²

[murmur] is an audio storytelling and archival project, using first-person narratives to share location-specific stories, delivered by mobile phone and on the web.

In three neighbourhoods in Canada's three largest cities—Toronto, Vancouver, and Montréal—green [murmur] signs (featuring a telephone number and unique code) indicate the availability of stories. By dialing the number with your mobile phone and entering the code, you can hear one or more short stories about the place where you're standing. The stories are heard in the storyteller's own voice and are personal and anecdotal in nature, highlighting the 'hidden' stories of the city. These stories serve as another cultural layer, complementing the 'official' history of the city and its neighbourhoods.

Montréal en histoires³³

Montréal en histoires uses immersive technologies to guide visitors through the city's rich history. Several programs have been developed, including:

- Circuits: digital tours available through a mobile application, which gives access to interviews, photos, videos, podcasts, and augmented reality.
- Cite Memoire: a video projection circuit including 25 artworks projected throughout Old Montreal, Old Port of Montréal, and downtown Montréal, illuminating a range of milestones in the city's history.

³² For more information see: https://publicart.ie/main/directory/directory/view/murmur/aa28f37881c994226da0a78ab741dec7/

³³ For more information see: <u>https://www.montrealenhistoires.com/</u>

GOAL 4: LOCAL TALENT AND CREATIVES OF A WIDE VARIETY OF DISCIPLINES ARE RECOGNIZED AND CELEBRATED

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Recommendation 1: Promote local creatives and cultural producers throughout the city.

4

A) Potential action: Continue developing Stratford awards that aim to showcase cultural businesses and creators.

Steps for consideration:

- » Consider developing a Poet Laureate and Storytelling Program. Example: The <u>City of Windsor</u> developed a Poet Laureate & Storytellers Program celebrating literary arts through four appointed positions: Poet Laureate, Youth Poet Laureate, Indigenous Storyteller, and Multicultural Community Storyteller.
- **B)** Potential action: Develop a communications strategy to celebrate local creatives and cultural accomplishments.

Steps for consideration:

- » Profile local creatives and cultural projects on websites and social media and municipal campaigns. Example: City of Brampton and Brampton Arts Organization worked with a local artist to develop <u>promotional signage for their municipal</u> <u>election in 2022</u>.
- C) Potential action: Support education around creatives and culture in Stratford.

- » Seek partnerships with local cultural organizations to provide educational workshops on various arts and cultural topics for community members.
- » Continue to support educational institutions collaborating with local creatives, producers, and cultural organizations to deliver knowledge-sharing and skillbuilding programs (e.g., Stratford District Secondary School's Culinary Dinner Club, which partners with local food producers and chefs to produce collaborative meals that highlight local cuisine for community members).
- **D)** Potential action: Continue supporting events that showcase a wide range of local creatives (e.g., Art in the Park).
- E) Potential action: Seek opportunities to hire and showcase local creatives at City events (e.g., City-organized events and festivals, community meetings, Council meetings). Example: Port Moody Regular Council meeting performances showcase local creative talents for the public and City Council and share cultural projects taking place throughout the city.

Recommendation 2: Encourage events, festivals, businesses, and organizations to support local creatives.

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- A) Potential action: Develop a directory of local creatives and cultural producers that are available for hire to encourage the hiring of local artists by businesses and organizations in Stratford. Example: <u>Mississauga Arts Council Arts for Business</u> <u>Directory</u> showcases a roster of professional performers, musicians, visual artists, instructors, photographers, and other artists available for hire.
- **B)** Potential action: Advocate for events and community gatherings to feature local creatives (e.g., dancers, musicians, actors, artists, chefs).
- **C)** Potential action: Continue supporting organizations that showcase local creatives.

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GOAL 5: CULTURAL RESOURCES, EVENTS, AND OPPORTUNITIES ARE WELL-KNOWN BOTH WITHIN AND BEYOND THE CITY'S BORDERS

Recommendation 1: Develop marketing strategies and a communication plan for culture.

A) Potential action: Centralize information on cultural organizations, events, and community updates. Example: The City of Thunder Bay has a <u>detailed community</u> <u>calendar</u> with categories and filters to organize information. In addition to this, Thunder Bay has developed <u>thetrunk.org</u>, a new online directory for arts, culture, and heritage events, places, and organizations to promote themselves to other creatives and the public.

- » Select an organization to host information about culture (e.g., City website, Destination Stratford, or other third party / arm'slength organization). If other sites host public calendars or information about culture, there should be a clear link to the designated webpage for culture. For example, while Destination Stratford does have a calendar with cultural events, many residents noted they were not aware of its existence. To increase awareness of, and drive traffic to, the designated cultural calendar, the City's calendar webpage could host information and a webpage link leading to Destination Stratford's calendar. If another cultural calendar arises in the community, similar efforts should be made in order to raise awareness of local events.
- » Establish a streamlined process for community members and organizations to share upcoming events or cultural information.

B) Potential action: Increase social media presence to reach both residents and visitors.

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Steps for consideration:

- » Develop a designated social media account to share information about local cultural events, opportunities, updates, and to showcase local creatives and initiatives involving residents, creatives, and visitors. Example: <u>Sauga Culture</u>. This account could use the City's platforms or be developed through partnership with a local organization.
- » Explore using targeted sponsored ads to share information and opportunities regarding culture directly with residents.
- **C)** Potential action: Share and continue to develop the Cultural Resource Map.

Steps for consideration:

- » Integrate the Cultural Resource Map into the City of Stratford Interactive Map or create a new map specific to culture.
- » Develop a process for new cultural resources to be added to the map
- » Audit the map frequently to ensure that it reflects current opportunities and places.

Recommendation 2: Enhance opportunities to support cultural tourism and Stratford as a destination for culture.

- A) Potential action: Continue to develop partnerships with Destination Ontario and Regional Tourism Organization 4.
- **B)** Potential action: Continue working with Destination Stratford to raise awareness regarding cultural events and initiatives.
- **C)** Potential action: Support cultural and placemaking initiatives that are touring through municipalities across the province, country, or world by hosting them in Stratford. Example: <u>AFFINITY</u>, an Australia-developed public art installation that tours internationally and was a featured exhibit at Lights On Stratford 2022–2023).
- D) Potential action: Encourage local organizations to support both local and non-local creatives to further position Stratford as a unique cultural destination that features world-class creatives.

E) Potential action: Explore defining high-concentration areas of cultural resources as cultural districts (e.g., the downtown area and HCD) to aid in further promoting Stratford as a cultural destination.

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» Example: Building on recommendations in the 2019–2029 Culture Master Plan, the <u>City of Mississauga identified six neighborhoods to be developed as cultural districts</u>. These were identified based on several criteria: the presence of "cultural assets to build on, increased development activity and government supported revitalization efforts, an established and engaged community, dedicated partners such as local Business Improvement Associations (BIAs), strong political support, and a budding arts and culture scene that attracts the community and spurs local tourism."³⁴ The City is working on developing these districts through a range of activities (e.g., event planning, marketing, wayfinding, and temporary public art).

Recommendation 3: Increase wayfinding and encourage walkability and connectivity between cultural sites.

A) Potential action: Enhance creative wayfinding signage to increase navigation around Stratford and visually link cultural resources.

Steps for consideration:

» Explore engaging local creatives to develop creative wayfinding solutions.

^{34 &}quot;Cultural Districts," City of Mississauga, updated January 31, 2023, https://yoursay.mississauga.ca/cultural-districts

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B

11 AN

FURTHER TRUTH AND RECONCILIATION

Medicine Wheel at Falstaff Family Centre. Image by Falstaff Family Centre,

Overview of Pathway 4: Further Truth and Reconciliation

This Pathway aims to support the continuous process of reconciliation and decolonization, as well as respond to the Truth and Reconciliation Commission of Canada's Calls to Action. While the following are general recommendations, it is important that Indigenous communities are engaged and provided leadership opportunities with respect to Indigenous Protocols to identify appropriate actions to further support Indigenous Peoples and culture in Stratford.

OUTCOMES OF ACHIEVING PATHWAY 4

- Relationships are furthered with Indigenous communities and nearby First Nations.
- Indigenous people are appropriately engaged through methods that understand and respect their traditional knowledge and practices.
- Barriers currently blocking Indigenous people from accessing or producing culture are well understood, and the City actively works towards reducing these barriers.
- The City's processes continue to work towards reconciliation and decolonization and facilitate opportunities for Indigenous voices, values, culture, and needs to inform city-building and decision-making.
- Non-Indigenous community members have deep knowledge and understanding regarding the detrimental impacts of colonialism, as well as practicable actions towards reconciliation and decolonization.
- Indigenous culture, traditions, and heritage are widely known, celebrated, and visibly integrated throughout Stratford.

Overview of Goals, Recommendations, and Actions

- There are three goals guiding Pathway 4, with 9 recommendations and 21 potential actions.
- **Goal 1:** Relationships are further developed with Indigenous communities, organizations, and people.
- Goal 2: Local Indigenous culture is promoted and celebrated.
- **Goal 3:** Indigenous voices, histories, traditions, and cultures are well-known, respected, and integrated throughout the city.

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What did we hear from the community?

Increase recognition of, and support for, Indigenous history, culture, and community members

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During community engagement, there was mention that a vast number of Indigenous people, creatives, and knowledge keepers are connected to Stratford. Notable programs and events included the Indigenous Talking Circle with over 100 members, previous National Day for Truth and Reconciliation events, and Stratford District Secondary School's Culinary Dinner Club partnership with Indigenous chef Caitlin Noel-Drews.

Stakeholders expressed a desire to further support and develop Indigenous cultural practices, programming, creatives, and organizations through funding, relationship development, and promotion. They also hoped to see partnerships between Indigenous community members and organizations, as well as partnerships between Indigenous community members and non-Indigenous community members. In addition, community members noted a need for further education on Indigenous values, practices, traditions, cultures, and heritage.

What work has already been accomplished?

The City of Stratford is committed to working towards reconciliation through Indigenousled learning opportunities and authentic relationship building. The City's Diversity, Equity, and Inclusion division conducts work focused on achieving reconciliation goals. Education on Indigenous values, practices, traditions, and relationship building is integrated in the different initiatives presented in the "what work has already been accomplished?" section of Pathway 2.

In February 2023, Council approved a Land Acknowledgement that reflects upon and acknowledges the land in which Stratford residents live, work, and play.

The City also acknowledges days of significance for Indigenous communities, such as National Indigenous Peoples Day, National Day for Truth and Reconciliation, The National Day of Awareness for Missing and Murdered Indigenous Women and Girls and Two-Spirit People, Girls, and 2SLGBTQQIA+ people, Indigenous Disability Awareness Month, Treaties Recognition Week, and National Aboriginal Veterans Day.

COMMUNITY HIGHLIGHTS

The Talking Circle is an Indigenous-led program with over 100 members. The organization has partnered with the Multicultural Association of Perth-Huron and Falstaff Family Centre to host regular meetings as well as Indigenous events, such as National Day for Truth and Reconciliation. The Talking Circle has also worked with Falstaff Family Centre to create a medicine wheel garden.

How the community can support Pathway 4: Further Truth and Reconciliation

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The following is not a complete list of ways in which the wider community can support Truth and Reconciliation, but rather some opportunities for consideration.

Educate yourself

Learn about the detrimental effects of colonization on Indigenous Peoples and land, through resources available online and at local libraries and bookstores. You can read the <u>Truth and Reconciliation Commission reports online</u> and listen to Indigenous Peoples and leaders directly and learn about their culture, traditions, and heritage. Each Indigenous community is unique and presents significant learning opportunities regarding the diverse worldviews, perspectives, cultures, and traditions of Indigenous Peoples. Expand on your learning by reading and purchasing books by Indigenous authors, as well as watching documentaries and films by Indigenous creatives. When non-indigenous community members are welcome, attend Indigenous events, celebrations, and ceremonies.

Support Indigenous peoples

Indigenous Peoples and communities across Canada continue to face human rights violations, discrimination, and inequities. To provide support and solidarity, speak up to government officials and decision-makers, encouraging them to enact positive social change. You can also volunteer your time with Indigenous organizations and charities. If you have the means, you can donate to Indigenous organizations and people or purchase creative work from Indigenous creatives.

Cultural organizations can support Indigenous Peoples by reducing social and financial barriers to their programs and events. They can seek opportunities to form partnerships with Indigenous creatives and community members. It is also important that organizations educate staff members, especially those in leadership or customer service positions, on Indigenous history and protocols. Organizations can also provide educational opportunities to the wider public.

Celebrate Indigenous Peoples and culture

The celebration of Indigenous Peoples should be continuous and year-round, not just highlighted on days of significance. Cultural organizations should seek opportunities to work with Indigenous Peoples to host events that celebrate Indigenous joy, culture, and heritage. There should be support for cultural activities that respect and encourage Indigenous self-determination and vitality. Indigenous perspectives, stories, and traditions should be showcased and celebrated.

Recommendations for how the Municipality can work towards the goals of Pathway 4: Further Truth and Reconciliation

The following section details recommendations, potential actions, and steps for the Municipality to consider while working towards the goals of Pathway 1. Recommendations, actions, and steps should be selected and adapted as necessary. Please note that the following recommendations and actions were not developed through fulsome engagement with Indigenous communities and nearby First Nations, and appropriate actions should be decided through respectful consultation with Indigenous Peoples, communities, and nearby First Nations.

GOAL 1: RELATIONSHIPS ARE FURTHER DEVELOPED WITH INDIGENOUS COMMUNITIES, ORGANIZATIONS, AND PEOPLE

- Recommendation 1: Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford
 - A) Potential action: Continue developing relationships with nearby First Nations, including Oneida Nation of the Thames, Chippewas of the Thames First Nation, Munsee-Delaware Nation, Chippewas of Kettle and Stony Point, Mississaugas of the Credit, Six Nations of the Grand River - Seneca, Upper Cayuga, Onondaga Clear Sky, Oneida, Walker Mohawk, and Tuscarora.
 - **B)** Potential action: Host roundtable discussions on how Indigenous communities can be further supported in cultural planning and city-building.
 - C) Potential action: Determine opportunities for sharing municipal resources in consultation with Indigenous communities and First Nations (e.g., physical spaces, knowledge, expertise).

Recommendation 2: Establish best practices for departments to engage Indigenous communities

- A) Potential action: Adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation.
- **B)** Potential action: Educate all levels of government on Indigenous protocols, history, and human rights.
- C) Potential action: Respect Indigenous protocols when engaging with Indigenous individuals or communities with the understanding that protocols will be unique to each community as Indigenous Peoples have diverse worldviews, perspectives, and traditions.

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D) Potential action: Investigate creating policies that protect the rights of Indigenous people to practice their traditions at municipal facilities, properties, and functions (e.g., events, programs). Example: The City of Toronto, in collaboration with Indigenous community members and leaders, identified areas in three City Parks as Designated Sacred Fire sites.

Recommendation 3: Increase opportunities for Indigenous communities to be engaged in planning and decision-making processes

A) Potential action: Facilitate opportunities for Indigenous community members and nearby First Nations to inform planning and decision-making across City departments to embed Indigenous values, traditions, practices, and history throughout the Municipality.

Steps for consideration:

- » Ensure that Indigenous communities are engaged at the beginning of projects and plans to identify opportunities for the City to provide, adjust, or optimize programs and processes to support Indigenous Peoples and align with traditional knowledge and practices.
- B) Potential action: Develop an Indigenous Advisory Committee to provide advice and participate in the development of policies and programs to ensure that Indigenous needs are being met.

GOAL 2: LOCAL INDIGENOUS CULTURE IS PROMOTED AND CELEBRATED

Recommendation 1: Share information about Indigenous creatives, organizations, and businesses.

- A) Potential action: Develop a register of Indigenous organizations, businesses, and creatives that can be shared to foster awareness and encourage partnerships between Indigenous communities and non-Indigenous communities.
- **B)** Potential action: Promote Indigenous-led organizations, events, programs, and initiatives.

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Recommendation 2: Continue developing programming around Indigenous days of significance.

A) Potential action: Work with Indigenous communities to identify appropriate opportunities for commemorating or celebrating days of significance for Indigenous Peoples (e.g., Treaties Recognition Week, National Indigenous People's Day, The National Day of Awareness for Missing and Murdered Indigenous Women and Girls and Two-Spirit People).

Recommendation 3: Increase visibility of Indigenous Peoples, culture, and traditions.

A) **Potential action:** Showcase Indigenous culture and traditions through events, programming, and initiatives.

Steps for consideration:

- » Seek opportunities to partner with Indigenous cultural producers, educators, and elders to speak or present at public events.
- » Encourage organizations hosting cultural events in both public and private spaces to engage Indigenous Peoples in the planning of the event and provide opportunities for Indigenous Peoples to share their culture and traditions at the event.
- » Explore opportunities to develop (or support the development of) events and festivals that showcase and celebrate Indigenous Peoples' culture and heritage.
- **B)** Potential action: Seek opportunities to commission Indigenous creatives to develop public art and cultural initiatives.

Steps for consideration:

» Consult with Indigenous communities to identify opportunities (e.g., places, artists, mediums) for Indigenous culture to be shared through public art. Example: <u>Manidoo Ogitigan</u> a "Spirit Garden" created by the City of Kingston in partnership with Alderville First Nation at Lake Ontario Park, speaks to the treaty rights and historical occupation of Alderville First Nation's territory in Katarokwi/Kingston. Example: <u>Åoo (ÎNÎW) River Lot 11</u>, Edmonton's Indigenous Art Park, features six artworks by Canadian Indigenous artists that "tell the story of this place." This Art Park was made in partnership with the City of Edmonton, Confederacy of Treaty Six First Nations, Métis Nation of Alberta, Edmonton Arts Council, and Indigenous artists and community members.

PATHWAY 4

GOAL 3: INDIGENOUS VOICES, HISTORIES, TRADITIONS, AND CULTURES ARE WELL-KNOWN, RESPECTED, AND INTEGRATED THROUGHOUT THE CITY

Recommendation 1: Further education on Indigenous culture and history.

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- A) Potential action: Develop educational campaigns surrounding days of significance for Indigenous reconciliation.
- **B)** Potential action: Develop publicly accessible information regarding Indigenous history and culture.
- C) Potential action: Host publicly accessible training or workshops on Indigenous protocols, culture, and history.
- **D)** Potential action: Continue supporting partnerships between Indigenous organizations/individuals and educational institutions.
- **E)** Potential action: Continue sharing knowledge regarding Indigenous history and culture at all meetings, events, and programs.

Recommendation 2: Support identifying and recognizing Indigenous places and stories.

A) Potential action: Facilitate knowledge sharing through in-depth consultation in respect to Indigenous protocols to identify sites, stories, and traditions of cultural significance to increase their visibility throughout Stratford.

Steps for consideration:

- » With leadership from Indigenous communities, identify and map Indigenous sites of cultural significance within Stratford.
- » Explore if there are appropriate spaces for Indigenous naming to be incorporated into sites and places.

Recommendation 3: Support opportunities for Indigenous communities to steward the land and support conservation.

A) Potential action: Seek opportunities to engage Indigenous Peoples and organizations in land stewardship opportunities.

Steps for consideration:

- » Consult with Indigenous communities to determine opportunities for land stewardship within Stratford (e.g., conservation of land, water, and ways of life).
- » Investigate the suitability of federal and provincial stewardship programs in Stratford (e.g., explore developing an <u>Indigenous Guardians</u> initiative).



SpringWorks at Factory 163. Image by credit Terry Manzo.

ACHIEVING THE CULTURAL PLAN

Implementing the Cultural Plan, and working towards achieving its goals, will rely upon dedicated support from the Municipality and strong community partnerships.

Funding and Supporting Culture

There are various options available for implementing the different actions articulated in this Cultural Plan. While most actions will require new funding streams, others can be achieved by adapting current processes and policies. While each recommendation and action should be assessed to determine the appropriate funding source, the following are various funding options that could be utilized.

OPERATING BUDGET

The City's operating budget can be used to dedicate staff time towards supporting the cultural sector and implementing the Cultural Plan, and it could also be tapped to increase culture funding through the Community Grants Program (and/or other funding streams, if they become available). However, the operating budget should not be overly relied upon; a diversity of funding opportunities should be considered.

CAPITAL INVESTMENT AND RESERVE FUND

These funds can be used for capital projects, such as developing a multi-purpose arts facility. While this will not be the main source of funding culture in Stratford, it will be a helpful source for funding large projects with benefits spanning across sectors.

INDIRECT INVESTMENTS

Emphasizing and embedding culture throughout policies, plans, and decision-making can lead to increased local support for cultural activities. Not all improvements need to be financially driven, and some can arise from indirect cultural investments such as belowmarket or nominal rent for community members and cultural organizations occupying City-owned spaces; property tax exemptions for community and cultural organizations; and free or below-market rates for cultural organizations to advertise on City structures (e.g., bus shelters, buildings). Indirect cultural investments can also include continuing to provide in-kind services for festivals and events (e.g., permits, transit, fire, police, EMS, waste management) and offering heritage conservation incentives (e.g., designating buildings, providing financial assistance).

PARTNERSHIPS

Stratford has already demonstrated that great partnerships lead to cultural success, and encouraging collaborations within and between sectors should continue. City departments can work together with advisory committees, boards, and arm's length organizations to achieve actions. Partnerships with external organizations and community groups may also be sought. Collaborations can increase the number of resources available, such as physical spaces, creatives, volunteers, expertise, etc. The City can also encourage community-led initiatives that align with the Cultural Plan by providing endorsement, financial aid, and non-financial support (e.g., advice, promotional aid, in-kind services).

FEDERAL AND PROVINCIAL GRANTS

The Federal and Provincial governments identify culture, heritage, and tourism as key elements for sustainable community development and provide financial support through various grants and funding streams. Funding is often for project-based initiatives and can be utilized to implement cultural initiatives. Additionally, to encourage community-led initiatives, the Municipality should promote available funding opportunities and provide support through grant writing assistance and endorsement of the project when it aligns with the Cultural Plan.

PHILANTHROPY AND CROWDFUNDING

Ensuring that the benefits of culture are widely recognized, the City can aid in increasing instances of philanthropy and donations towards cultural projects. To support fundraising efforts, the Municipality can explore utilizing crowdfunding for projects that have community benefit and align with the Cultural Plan. This would allow community members to provide small financial contributions to local projects that will benefit the community. This method is most successful for small projects, such as public art and placemaking initiatives, wayfinding signage, community gardens, and the like. Crowdfunding can either be Municipality-led or led by community organizations with the Municipality's support. The benefit of crowdfunding is that it builds a sense of ownership within the community and reinforces the importance of culture.

TAX AND DEVELOPMENT INCENTIVES

Recognizing that culture and the tourism industry within Stratford are inherently connected and vital for the city's prosperity, it would be worthwhile to explore how funds received from the Municipal Accommodation Tax (MAT) can support cultural initiatives that align with tourism.

Additionally, it is worth considering how bonus provisions for developments—permitted increases in the height and/or density of local projects due to significant community benefit—can be applied to support culture in Stratford, including public realm improvements, public art contributions, heritage conservation, affordable housing, etc.

Implementing Recommendations

Testing, piloting, and experimenting are the appropriate approaches to help build flexibility and adaptability in determining what actions will work best for Stratford. While the recommendations and actions in this Cultural Plan are founded in research and draw inspiration from the success stories of other municipalities, success is not guaranteed in all contexts. This is the benefit of piloting actions to determine what approaches work well, what approaches need to be further adapted and refined, or whether other methods are required.

Tracking Progress

To implement the Cultural Plan effectively, it is imperative to measure progress towards its goals and vision. This requires developing mechanisms and partnerships to track the economic and social benefits of culture and progress towards the vision. Monitoring should be done frequently, and progress should be publicized.



Lights On Stratford. Image by Little Big Creative.

APPENDIX

A. Definitions

Agri-tourism: Refers to the offering of tourism activities in farms or other agricultural operations. These can include produce sales, hospitality (overnight stays), recreation, and entertainment. Visitors might assist with agricultural work as part of their experience.

Arm's length Organization: Refers to organizations that operate both independently of, and in close partnership with, the City. The City of Stratford has two arm's length organizations:

- <u>Destination Stratford</u> has been Stratford's official destination marketing organization since 2007. Destination Stratford's goal is to strengthen the local economy and enrich the quality of life in Stratford through regenerative tourism.
- <u>investStratford</u> was funded by the City of Stratford and established as a standalone entity with a mission to focus singularly on Stratford's economic future. The organization's purpose is to offer support services and business-focused development events to keep, grow, and attract businesses.

Below Market Rent: Rents which are set below the amount prevailing in the surrounding area or region.

Colonization: Wilfrid Laurier University's <u>resource on Truth, Reconciliation &</u> <u>Colonialism</u>³⁵ defines colonization as "the action or process of settling and establishing control over the Indigenous people of an area disconnecting them from the land, their

history, their identity and their rights so that others benefit."

City or City of Stratford: When the 'c' is capitalized, it refers to the municipal corporation of the City of Stratford, including the Mayor and all staff.

city or city of Stratford: When the 'c' is lowercase, it refers to the geographical region known as Stratford.

Crowdfunding: A method of funding that involves raising donations from a large number of individuals, typically in small amounts. Crowdfunding can be conducted through Internet platforms (e.g., <u>Kickstarter</u>).

Cultural Equity: Americans for the Arts defines cultural equity as, "embody[ing] the values, policies, and practices that ensure that all people—including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion—are represented in the development of arts policy; the support of artists; the nurturing of accessible, thriving venues for expression; and the fair distribution of programmatic, financial, and informational resources.³⁶

Cultural Plan: Cultural plans outline the vision, roles, partnerships, and actions that will be undertaken by local governing authority to strengthen cultural resource management. The cultural planning process that results in the creation of a cultural plan includes the identification and mapping of cultural resources and the development of an action plan for how local governing authorities can manage these resources to achieve community goals.

Cultural Resource: Cultural Resources are places or things that reflect or produce culture.

Creatives: Professionals working in creative industries (e.g., artists, curators, designers).

Decolonization: Decolonization is a long-term process focused on dismantling the oppression and subjugation of colonized peoples and unlearning colonial ways of thinking and being.

Equality and Equity: the Ontario Human Rights Commission differentiates equality and equity: "Equality generally means treating people the same way, to give everyone equal access to opportunities and benefits in society. Equity includes treating some people differently, to take into consideration some people's particular needs and situations. For example, requiring public buildings to have wheelchair accessible entrances to accommodate persons with disabilities (rather than deciding that everyone can climb stairs or open doors themselves)."³⁷

³⁶ For more information, see

https://www.americansforthearts.org/about-americans-for-the-arts/our-statement-on-cultural-equity

³⁷ Ontario Human Rights Commission, "Appendix B: Glossary." http://bit.ly/3Z6cWGU

Equity-deserving Communities: According to the Canada Council for the Arts, "Equity-[deserving] groups are communities that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation."³⁸

Intangible Cultural Resources: This Includes traditions, rituals, and stories that help to define a community's unique identity and sense of place.

Placekeeping: Placekeeping is defined as "the active care and maintenance of a place and its social fabric by the people who live and work there. It is not just preserving buildings but keeping the cultural memories associated with a locale alive while supporting the ability of local people to maintain their way of life as they choose."³⁹ Placekeeping approaches stress the importance of learning and understanding who is already using and inhabiting a space when considering ways to design and activate public space.

Reconciliation: The Canadian government defines reconciliation as "an ongoing process through which Indigenous Peoples and the Crown work cooperatively to establish and maintain a mutually respectful framework for living together, with a view to fostering strong, healthy, and sustainable Indigenous nations within a strong Canada."⁴⁰ Reconciliation requires recognition of rights, the acknowledgement of historical wrongs, and work supporting the implementation of Indigenous rights.

Tactile Urbanism: Short-term, low-cost, and scalable interventions in the built environment that influence long term changes. Often these changes are community-driven to combat current challenges. Actions are often pop-ups or prototypes.

Tangible Cultural Resources: Physical spaces such as theatres, venues, gallery spaces, events, and places of worship.

Wayfinding: Wayfinding is signage that helps visitors and occupants navigate a space. Wayfinding signage can rely on the use of colors, shapes, symbols, or short texts.

Canada Council for the Arts, "equity-seeking groups." <u>https://canadacouncil.ca/glossary/equity-seeking-groups.</u>
 "Creative Placemaking, Placekeeping, and Cultural Strategies to Resist Displacement," The U.S. Department of

<sup>Arts and Culture, March 8, 2016, <u>http://bit.ly/41x4hPk</u>
40 "Principles respecting the Government of Canada's relationship with Indigenous Peoples," Government of Canada, updated September 1, 2021, <u>http://bit.ly/3ZqB2vY</u></sup>

🗢 B. Policy Alignment

TABLE 2: DETAILED SUMMARY OF MUNICIPAL AND PROVINCIAL POLICIES AND STRATEGIES THAT THE CULTURAL PLAN SUPPORTS AND ALIGNS WITH - PROVINCIAL AND REGIONAL POLICIES AND STRATEGIES

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
The Planning Act (R.S.O. 1990) ⁴¹	The Planning Act is provincial legislation that outlines all land use planning rules and regulations in Ontario. The Act outlines the roles and responsibilities of the province and municipalities.	The Planning Act outlines the overarching protection of cultural interests. The Planning Act has identified various cultural assets to be protected across the province of Ontario through provincial and municipal legislation. These cultural assets include, but are not limited to, agricultural resources, architectural significance, archaeological significance, scientific interest, and the development of safe and healthy communities.	The Cultural Plan supports the projection and enhancement of cultural assets including, but not limited to, agricultural resources, architectural significance, archaeological significance, scientific interest, and the development of safe and healthy communities.
Provincial Policy Statement, 2020 ⁴²	The Provincial Policy Statement (PPS) outlines policy direction focusing on provincial interests, with a specific focus on the provincial policies related to land use and development.	The Provincial Policy Statement (PPS) encourages municipalities to protect their culture by developing planning documents. These documents include cultural plans, archeological management plans, and heritage plans. During planning processes, authorities must engage with Indigenous communities to identify and protect cultural heritage. This process allows municipalities to preserve and enhance Indigenous culture and heritage.	The Cultural Plan supports the protection and enhancement of cultural heritage by identifying and supporting historical, cultural, and natural assets. The Cultural Plan also outlines guidelines for engaging with Indigenous communities to identify and protect Indigenous culture and heritage.

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
Ontario Heritage Act (R.S.O. 1990) ⁴³	The Ontario Heritage Act provides a set of heritage standards and guidelines for the province of Ontario.	The Ontario Heritage Act highlights the importance of supporting, encouraging, and facilitating the conservation, preservation, and protection of heritage across the province. This includes the preservation, maintenance, reconstruction, and management of properties with historical, architectural, archeological, recreational, and aesthetic interests.	The Cultural Plan supports the continuous preservation, maintenance, reconstruction, and management of properties with historical, architectural, archeological, recreational, and aesthetic interests.
Community Safety and Well-being Plan, 2021– 2024 ⁴⁴	The Community Safety and Well-being Plan has established a set of key priorities regarding the safety and well-being of the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South. These six municipalities have created a joint plan, which will help them respond to the unique needs of their communities. Through this partnership, the municipalities will work together to support a more inclusive, connected, and coordinated approach to safety and well-being.	 The Community Safety and Well-being Plan identifies the importance of ensuring that all individuals and families can meet their needs for education, health care, food, housing, income, and social and cultural expression. (p. 2) The joint Community Safety and Well- Being Plan identified a set of nine key priorities through the stakeholder engagement. These priorities have been created to ensure that all residents feel safe and supported in their community. The following are the nine key priorities (p. 12): Adequate, affordable, and attainable housing; Mental health and addiction supports; Poverty; Systems planning and integration; Access to health, social/community, and recreational services; Affordable and accessible transportation; Social isolation; Community belonging; and Community safety. 	 The Cultural Plan supports the following priorities mentioned in the Community Safety and Well-being Plan: Adequate, affordable, and attainable housing; Systems planning and integration; Access to health, social/community, and recreational services; Affordable and accessible transportation; Social isolation; Community belonging; and Community safety.

43 Province of Ontario, Ontario Heritage Act, R.S.O. 1990, c. O.18, <u>https://www.ontario.ca/laws/statute/90o18.</u>

44 City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, Township of Perth South, "Community Safety and Well-being Plan" (2021),

https://www.stratford.ca/en/live-here/resources/Equity-Diversion-and-Inclusion/CSWB-Plan-FINAL.ACC.pdf.

TABLE 3: DETAILED SUMMARY OF MUNICIPAL AND PROVINCIAL POLICIES AND STRATEGIES THAT THE CULTURAL PLAN SUPPORTS AND ALIGNS WITH - LOCAL POLICIES AND STRATEGIES

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
City of Stratford Official Plan, 2015 ⁴⁵	The City of Stratford Official Plan establishes goals, objectives, and policies related to land use, development, and growth across the city of Stratford.	The City of Stratford Official Plan recognizes the importance of preserving and enhancing the city's natural and cultural heritage for current and future generations. By identifying this as an overarching goal, the Official Plan prioritizes creating communities that are complete communities, have environmental protection, heritage conservation, public participation, etc. By doing so, the city will have the ability to foster economic and cultural stability throughout its communities.	The Cultural Plan supports and furthers the Official Plan's Vision (2.2) and Guiding Principles (2.3), including: Community Excellence, Complete Community, Economic Development, Environmental Protection, Sustainable Development, Heritage Conservation, Community Improvement, Transportation System for all users, Infrastructure and Community Services, Public Participation, and Preservation of Agriculture.

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
City of Stratford Strategic Priorities, 2019 ⁴⁶	The City of Stratford Strategic Proirities Report is a set of four priorities for the 2018- 2022 term of Stratford City Council.	The City of Stratford Strategic Priorities Report has identified strengthening the City's plans, strategies, & partnerships as one of the four priorities. This priority will focus on enhancing the city's culture by identifying areas for partnership regarding culture, heritage priorities, and collective art. (p. 5)	 The Cultural Plan aligns with the mission and vision statement of the City's Strategic priorities. The Mission: to provide services to support a sustainable, caring community with exceptional quality of life. The Vision: a vibrant city, leading the way in community- driven excellence. The Cultural Plan aims to advance the City of Stratford's values, including: Integrity, by supporting fair and transparent decision-making; Caring, by caring for the interest and well- being of everyone in the community; Progress, by supporting innovation and proactive thinking; and Collaboration, by enhancing relationships with and between community partners. The Cultural Plan also advances the four priorities through the following: Mobility, Accessibility, and Design Excellence: Supporting an active transportation network that brings people to cultural resources; Continuing building partnerships between public, private, and non-profit sectors to advance a sustainable transit program and network; Continuing to advance the transportation system and services throughout Stratford; and Improving accessibility of transportation overall

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
City of Stratford			 Strengthening our Plans, Strategies, and Partnerships:
Strategic Priorities, 2019			 Supporting partnerships with and between public, private, non-profit sectors as well as with community members to advance arts, culture, and heritage;
			 Increasing communication around plans, activities, and decision-making both internally within the City and externally; and
			 Supporting the activation of public spaces year-round as well as an abundance of events, festivals, and cultural programs.
			• Developing Our Resources:
			» Optimizing Stratford's physical assets for year-round activation;
			» Utilizing digital technologies;
			» Supporting environmental sustainability;
			» Advocating for and supporting the development of affordable spaces to live, work, produce, and showcase; and
			 » Supporting public, private, and non- profit partnerships in new developments to address community needs (e.g., Grand Trunk Community Hub).
			• Widening Our Economic Opportunities:
			 » Supporting and broadening tourism attractions;
			» Attracting and retaining creatives and creative organizations; and
			» Continuing to partner and work with private sector developers and businesses.

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
City of Stratford: Urban Design and Landscape Guidelines, 2014 ⁴⁷	The City of Stratford: Urban Design and Landscape Guidelines speak to the guidelines of designing Stratford's urban fabric.	The City of Stratford: Urban Design and Landscape Guidelines outline the importance of high living standards for the community to encourage creativity and excellence in design. These Guidelines focus on fostering a healthy and active lifestyle for Stratford residents by creating accessible public and recreational spaces across the city. Such public spaces are intended to encourage a healthy lifestyle for residents, as well as provide opportunities for community connection and socialization.	 The Cultural Plan supports the following guidelines: 3.2-Open Space System by strengthening the connection, enhancement, and protection of the natural heritage and parks system. 3.5.3.3-Public Art by supporting the development of public art on both private and public properties. 3.5.4-Universal Design by furthering accessibility and universal design throughout Stratford. 4.4.5-Heritage Buildings by enhancing and protecting structures and places of heritage significance.

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
City of Stratford: Heritage Conservation District Standards ⁴⁸	The City of Stratford: Heritage Conservation District Standards speak to heritage preservation in the aspects of the architecture of buildings, streets, open spaces, and landscaping.	The City of Stratford: Heritage Conservation District Standards outline the importance of using modern techniques and materials to preserve the City of Stratford's heritage buildings. This includes altering and renovating buildings or public spaces within the Heritage Conservation District (HCD) as well as the construction of new buildings. A key guideline is that improvements or conservation must acknowledge the original or predominant streetscape and character of the downtown core in order to maintain the character of the neighbourhood. (Section 2.2.3)	The Cultural Plan supports the preservation and conservation of heritage throughout Stratford as well as supporting appropriate cultural activities to take place on or near designated heritage sites.
Stratford's Trans- portation Master Plan ⁴⁹	The Transportation Master Plan is a document which will guide the City's transportation systems for all modes of travel.	The Stratford Transportation Master Plan has placed a focus on encouraging the community to use alternative forms of transportation, such as active transportation, to reduce automobile travel.	The Cultural Plan supports enhancing public and active transportation networks and their connections to cultural resources.

48 City of Stratford, "City of Stratford Heritage Conservation District Standards" (n.d.), <u>https://www.stratford.ca/en/live-here/resources/Heritage_Stratford/Heritage-Conservation-District-Standards.pdf</u>
49 City of Stratford, Paradigm, GSP Group, "Master Transportation Plan" (2010), <u>https://www.stratford.ca/en/inside-city-hall/resources/ReportsAndPublications/master_transportation_plan_aug_2010.pdf</u>

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
Stratford Bike and Pedestrian Master Plan Report ⁵⁰	The Stratford Bike and Pedestrian Master Plan Report has provided the City of Stratford with an implementation plan for a biking and pedestrian network across the city. This plan will provide residents and visitors with a network of active transportation infrastructure that will connect to neighbourhoods and key destinations throughout the city as well as the surrounding municipalities.	The Stratford Bike and Pedestrian Master Plan Report mentions opportunities for creating partnerships with the cultural sector. The Plan clearly identifies that there is an opportunity to connect routes with natural heritage, community culture, and agriculture. This would include scenic areas, views, vistas, key community destinations (e.g., community centers, libraries, etc.), and the downtown core. (Section 3.1.3)	The Cultural Plan supports creating partnerships with the cultural sector to advance bike and pedestrian networks and create connections with natural heritage, community culture, and agriculture.
Multi-Year Accessibility Plan, 2021 ⁵¹	The City of Stratford Multi-Year Accessibility Plan outlines the ongoing commitment to creating an accessible city that continues to remove and prevent barriers for people with disabilities. This multi-year plan will meet the obligations of the City of Stratford under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).	The City of Stratford Multi- Year Accessibility Plan is working towards meeting the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) goals of making the Province of Ontario accessible by 2025. Through this plan, the City of Stratford has consulted its Accessibility Advisory Committee to identify a variety of accessibility standards and regulations that need to be addressed. Many of these factors affect residents' ability to access public spaces, thus impacting access to culture throughout the city.	The Cultural Plan aims to advance accessibility within processes, standards, and regulations, as well as improve access to physical spaces and places throughout the city.

50 City of Stratford, MMM Group, "City of Stratford Bike and Pedestrian Master Plan" (2014),

https://www.stratford.ca/en/play-here/resources/Recreational_Programs/Stratford_Bike_and_Pedestrian_Master_Plan_Report_web.pdf.

51 City of Stratford, "City of Stratford Multi-Year Accessibility Plan (2018-2022)" (2018), <u>https://www.stratford.ca/en/inside-city-hall/resources/</u> Accessibility/City-of-Stratford-2018-22-Accessibility-Plan.pdf.

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
City of Stratford: Strategic Master Plan to Provide for Leisure Services and Facilities Report ⁵²	The City of Stratford: Strategic Master Plan to Provide for Leisure Services and Facilities Report outlines the need to update the City of Stratford's Master Plan for Leisure and Facilities. The Report outlines that the City of Stratford's Leisure and Facilities Master Plan does not reflect the current needs and demographics of the city of Stratford.	The City of Stratford: Strategic Master Plan to Provide for Leisure Services and Facilities Report has identified that the City of Stratford needs to acknowledge some of the outdated policies regarding leisure services and facilities. This Plan will guide the City of Stratford's approach to leisure services and facilities, encouraging a balanced array of accessible and participation-based leisure opportunities for residents and tourists. (Section 3.3)	The Cultural Plan supports leisure by advancing accessible and participation- based leisure opportunities for residents and tourists.
Grand Trunk Community Hub Master Plan, 2018 ⁵³	The Grand Trunk Community Hub Master Plan will identify the use of the Grand Trunk Railway site.	The Grand Trunk Community Hub Master Plan has identified the importance of highlighting Stratford's cultural heritage and cultural significance. Recommendations include the adaptive reuse of the existing building, as well as ideas for integrating cultural programming and activities throughout the community hub.	The Cultural Plan recognizes the opportunity for the cultural sector to play a role in the Grand Trunk Community Hub.

 ⁵² City of Stratford, CCL, IBI Group, "City of Stratford: Strategic Master Plan to Provide for Leisure Services and Facilities Report" (December 2005), <u>https://www.stratford.ca/en/inside-city-hall/resources/ReportsAndPublications/Recreation_Master_Plan_-_Dec_05.pdf</u>
 53 Urban Strategies Inc., "Grand Trunk Community Hub Master Plan - Draft" (2017),

https://www.stratford.ca/en/inside-city-hall/resources/Cooper-Block/R_20171108Grand-Trunk-Community-Hub-Master-Plan.pdf

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
Stratford Sport Tourism Strategy, 2023 ⁵⁴	The City of Stratford's Sport Tourism Strategy was developed in partnership with investStratford and Destination Stratford to strengthen Stratford's appeal as a sport hosting destination and maximize the benefits of sports tourism for the local economy.	The City of Stratford's Sport Tourism Strategy will determine the economic impact and scope of existing sport tourism opportunities and determine the potential to expand them, while also identifying new areas for growth. This document also provides an inventory of relevant infrastructure and human assets (e.g., volunteer groups, local sports associations). Sports and recreation are a subcategory of culture in Stratford, and the findings and directions arising from this document will be applied to the reflexive Cultural Plan.	The Cultural Plan understands tourism as a key source for economic development and explores how recreation and cultural sectors can partner together to advance common priorities.

REPORT	OVERVIEW	IMPORTANCE TO CULTURE	ALIGNMENT WITH THE CULTURAL PLAN
Downtown Stratford BIA Public Art Plan	The Downtown Stratford BIA has developed its first public art plan to provide strategic guidance and oversight to developing public art in the downtown area.	The Downtown Stratford BIA Public Art Plan was developed through a community-led planning process. The Plan identifies current strengths, challenges, and opportunities for public art while setting aesthetic and thematic guidelines. The document also provides a framework for community engagement, guidelines for project management, detailed processes for how to acquire public art and engage artists, as well as methods for funding public art projects. It was developed to help foster a culture of vibrant and effective public art.	The Cultural Plan supports the implementation of the Downtown Stratford BIA Public Art Plan in partnership with the Downtown Stratford BIA.

C. Cultural Plan Matrix

The matrix below contains information on the potential cost, timeline, and responsibilities for the potential actions listed in the Cultural Plan. These are general estimates and can be further defined depending on the steps the City decides to activate.

IMPLEMENTATION MATRIXES FOR PATHWAYS AND GOALS

TimelineCostOngoing: an action the City of Stratford
has already started implementing\$ - Under \$10,000Short term: 0-2 years\$\$ - Under \$25,000Medium term: 2-5 years\$\$\$ - Under \$50,000Long term: 5-10 years\$T - Staff time

Roles / Responsibilities

This section offers guidance of primary stakeholders at the City level, as well as on external partners who will contribute to the implementation of each action

The following tables outline roles and responsibilities, cost, and timeline for the various pathways and goals.

TABLE 4: IMPLEMENTATION MATRIX FOR PATHWAY 1: STRIVE FOR CREATIVITY AND INNOVATION AND GOAL 1: CULTURE IS CONSIDERED AND INTEGRATED INTO MUNICIPAL PROCESSES AND DECISION-MAKING.

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Promote the Cultural Plan and the importance of culture widely across City departments and externally	Develop a communication strategy for the Cultural Plan and share regular updates on progress and achievements.	City of Stratford: Community services, in collaboration with other City departments, Communication Department; Partners: Arm's length organizations	\$-\$\$	Short term
1. Promote the Cultural Plan and the importance of culture widely across City departments and externally	Develop an annual reporting structure for culture and tourism.	City of Stratford: Community services, in collaboration with other City departments, Communication Department Partners: New cultural committee/roundtable, Destination Stratford, the Downtown Stratford BIA	\$-\$\$	Short term
2. Identify a governance structure to implement the Plan and arbitrate between different organizational options for the City's cultural support	Identify arm's length organizations or bodies which can collaborate with the City to aid in implementing actions, tracking progress, and providing support to the cultural sector.	City of Stratford: Community services Partners: Destination Stratford, Arts and Culture Collective, Stratford Arts Council	\$/ST	Short term
3. Integrate culture into future plans, strategies, and documents	Prioritize the development of culture in the Stratford Official Plan and Strategic Priorities.	City of Stratford: all departments Partners: New cultural committee/roundtable	\$/ST	Short term / ongoing

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
3. Integrate culture into future plans, strategies, and documents	Encourage departments across the City to involve the creative sector and advance cultural priorities.	City of Stratford: all departments Partners: New cultural committee/roundtable	\$/ST	Short term / ongoing
3. Integrate culture into future plans, strategies, and documents	Join networking and knowledge sharing events and forums to learn about best practices in cultural development.	City of Stratford: Community services Partners: New cultural committee/roundtable, Destination Stratford, Arts and Culture Collective, Stratford Arts Council	\$/ST	Short term / ongoing
4. Involve creatives in city-building processes	Explore arts-based participatory engagement processes when conducting community consultation.	City of Stratford: Community services Partners: New cultural committee/roundtable, Stratford Arts Council	\$	Short term
4. Involve creatives in city-building processes	Seek opportunities for co- creation and consultation with creatives when making decisions on built, social, and natural environments. Consider innovative ideas and support the creative sector as the city evolves.	City of Stratford: Infrastructure and Development Services, Recreation Division Partners: Private companies, Downtown Stratford BIA	\$\$	Short / medium term

TABLE 5: IMPLEMENTATION MATRIX FOR PATHWAY 1: STRIVE FOR CREATIVITY AND INNOVATION ANDGOAL 2: THE CULTURAL SECTOR HAS A WIDE NETWORK OF SUPPORT AND IS SUSTAINABLE.

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Optimize local funding opportunities	Reduce barriers associated with accessing municipal funding.	City of Stratford: Community Services Partners: New cultural committee/roundtable	\$/ST	Short term
1. Optimize local funding opportunities	Conduct a review of the Community Grant Program and develop targets for funds to be disbursed to creatives and cultural organizations.	City of Stratford: Community Services Partners: New cultural committee/roundtable	\$/ST	Short term
1. Optimize local funding opportunities	Further expand opportunities for the City to partner with arm's length organizations to distribute federal, provincial, or municipal funding sources with the cultural sector.	City of Stratford: Community Services Partners: New cultural committee/roundtable, investStratford	ST	Medium term
1. Optimize local funding opportunities	Conduct a feasibility study to determine if a distinct arts, culture, and heritage grant program can be developed to provide operating funds on single-year and multi-year agreements.	City of Stratford: Community Services	\$\$	Medium term
2. Provide support to increase the amount of available funds for local cultural organizations and initiatives	Provide support to creatives and organizations to aid them in successfully obtaining funding from external resources that align with the Cultural Plan and/or benefit the community.	City of Stratford: Community Services	ST	Short term
2. Provide support to increase the amount of available funds for local cultural organizations and initiatives	Widely share the economic value of arts and culture to encourage private sponsorship, partnerships, and philanthropy	City of Stratford: Community Services, Communication	ST	Short term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Provide support to increase the amount of available funds for local cultural organizations and initiatives	Continue providing support to the Downtown Stratford BIA to foster projects and initiatives that support the creative sector.	Destination Stratford, Clerks Department, Building and Planning, Community Services	\$-\$\$	Ongoing
3. Streamline permitting and approval processes to increase cultural development	Review permitting and approval processes to identify opportunities for optimization and increasing accessibility	City of Stratford: Infrastructure and Development Services, Recreation Division, Community Services	ST	Short / medium term
3. Streamline permitting and approval processes to increase cultural development	Provide support for individuals and organizations to obtain permits, licences, and approvals successfully	City of Stratford: Municipal By-law Enforcement, Infrastructure and Development Services, Recreation Division, Community Services	ST	Ongoing / short term
3. Streamline permitting and approval processes to increase cultural development	Explore amending the Business License By-law to encourage innovative business models.	City of Stratford: Clerks Department, Municipal By-law Enforcement	ST	Medium term
3. Streamline permitting and approval processes to increase cultural development	Explore amending the Noise Control By-law	City of Stratford: Event coordination, Clerks Department	ST	Short term

TABLE 6: IMPLEMENTATION MATRIX FOR PATHWAY 1: STRIVE FOR CREATIVITY AND INNOVATION AND GOAL 3: COLLABORATION IS FOSTERED AMONGST THE CULTURAL SECTOR (AND RELATED INDUSTRIES) AND THE CITY

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Encourage cross- sectoral partnerships between private, public, and non-profit sectors	Convene regular meetings between local cultural organizations and private sector representatives to discuss cross-sector issues and promote collaborations.	City of Stratford: Community Services Partners: New cultural committee/roundtable, investStratford, Destination Stratford, Arts and Culture Collective, Stratford Arts Council, Downtown Stratford BIA	ST/\$	Short term
1. Encourage cross- sectoral partnerships between private, public, and non-profit sectors	Increase promotion of cultural initiatives presenting investment potential through investStratford.	investStratford	ST	Short / medium term
1. Encourage cross- sectoral partnerships between private, public, and non-profit sectors	Explore feasibility of providing grants or micro-grants that support cross-sectoral partnerships to develop initiatives that align with the Cultural Plan.	City of Stratford: Community Services Partners: New cultural committee/roundtable	\$\$	Medium term
2. Support partnerships and communication amongst creatives and cultural organizations	Dedicate a group or organization to foster relationship building, provide support for the cultural sector, and support actioning the Cultural Plan.	City of Stratford: Community Services Partners: New cultural committee/roundtable, Stratford Arts and Culture Collective, Stratford Arts Council	ST/\$\$	Short term
2. Support partnerships and communication amongst creatives and cultural organizations	Host regular networking events that include a diverse representation of cultural and community organizations to foster connections and relationship building amongst the cultural sector.	City of Stratford: Community/Services Partners: New cultural committee/roundtable, Stratford Arts and Culture Collective, Stratford Arts Council	\$-\$\$	Short term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Support partnerships and communication amongst creatives and cultural organizations	Encourage events and programs to co-advertise or align programming to enable audience sharing and encourage residents and visitors to explore multiple events and places.	City of Stratord: Community Services Partners: New cultural committee/roundtable, Stratford Arts and Culture Collective, Stratford Arts Council	ST	Short term

TABLE 7: IMPLEMENTATION MATRIX FOR PATHWAY 1: STRIVE FOR CREATIVITY AND INNOVATION AND GOAL 4: STRATFORD AIMS TO BE A LIVABLE CITY THAT ATTRACTS AND RETAINS CREATIVES

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building.	Work with the City of Stratford Social Services Department to offer affordable housing options to creatives.	City of Stratford: Social Services Department	\$\$\$\$	Medium / long term
1. Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building.	Work with the City of Stratford Planning Department to advocate for affordable housing or live- work units in new residential and mixed-use developments.	City of Stratford: Planning Department Partners: Private companies	ST	Short / medium term
1. Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building.	Advocate for fair pay for creatives.	City of Stratford: Community Services Partners: New cultural committee/roundtable, Stratford Arts and Culture Collective, Stratford Arts Council	ST	Short term
1. Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building.	Continue to foster partnerships and mentorships between creatives and educational institutions (high schools and post-secondary institutions) to support new artists developing their skills and networks locally and encourage emerging artists to remain in Stratford to hone their skills.	City of Stratford: Community/Services Partners: New cultural committee/roundtable, Stratford Arts and Culture Collective, Stratford Arts Council	ST-\$\$	Medium term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Help retain emerging artists and creatives by supporting their livelihoods through affordable housing and workspaces, fair pay, and capacity building.	Continue to foster partnerships and mentorships between creatives and educational institutions (high schools and post-secondary institutions) to support new artists developing their skills and networks locally and encourage emerging artists to remain in Stratford to hone their skills.	City of Stratford: Community/Services Partners: educational institutions, new cultural committee/roundtable, Stratford Arts and Culture Collective, Stratford Arts Council	ST	Ongoing
2. Provide support for cultural businesses and organizations through capacity-building opportunities	Support capacity-building for small enterprises in the cultural sector through sector-specific training.	Partners: Stratford Perth Centre for Business, investStratford	\$\$- \$\$\$	Medium term
2. Provide support for cultural businesses and organizations through capacity-building opportunities	Formalize a list of benefits offered to not-for-profit Community Groups providing arts, culture, or heritage programs.	City of Stratford: Community Services Partners: new cultural committee/roundtable	\$\$	Medium term
2. Provide support for cultural businesses and organizations through capacity-building opportunities	Explore opportunities to incentivize cultural organizations and industries to remain or settle in Stratford.	Partners: Stratford Perth Centre for Business, investStratford	\$\$- \$\$\$	Medium / long term
3. Develop and enhance the infrastructure for cultural events	Work with Planning to support the development of purpose-built spaces for the creative sector.	City of Stratford: Planning Department	\$\$\$\$	Long term
3. Develop and enhance the infrastructure for cultural events	Explore options for addressing facility needs, particularly to serve performing arts organizations and creatives.	City of Stratford: Community Services Partners: Community and cultural organizations	\$\$\$- \$\$\$\$	Medium / Long term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
3. Develop and enhance the infrastructure for cultural events	Encourage public space be used for community events and showcasing creative works (e.g., Market Square, parks system, etc.).	City of Stratford: Municipal By- law Enforcement, Event division, Recreation division Partners: Downtown Stratford BIA, Communities in Bloom Committee	ST	Ongoing / Short term
3. Develop and enhance the infrastructure for cultural events	Continue supporting the development of incubators and experimental spaces (e.g., Gallery Stratford's Steelbox Art Lab).	City of Stratford: Community Services	\$-\$\$	Ongoing

Implementation Matrix for Pathway 2: Celebrate Diversity and Support Inclusion

TABLE 8: IMPLEMENTATION MATRIX FOR PATHWAY 2: CELEBRATE DIVERSITY AND SUPPORT INCLUSION AND GOAL 1: RELATIONSHIPS AND SUPPORT NETWORKS ARE FOSTERED BETWEEN EQUITY-DESERVING GROUPS

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Further relationships with equity-deserving groups and address barriers to cultural spaces and programming	Further consult with equity- deserving communities to identify barriers to accessing cultural spaces and participating in cultural programming, then determine and share with external partners potential improvements.	City of Stratford: Community Services Partners: Multicultural Association of Perth-Huron, Stratford-Perth Pride, United Way Perth-Huron, Destination Stratford	ST/ \$-\$\$\$	Ongoing
2. Provide opportunities for community members from equity-deserving communities to influence Council and local decision-making	Develop committees or working groups that address community needs to advise Council and decision-makers.	City of Stratford: Council, Community Services Partners: New cultural committee/roundtable, Multicultural Association of Perth-Huron, Stratford-Perth Pride, Accessibility Advisory Committee	ST/ \$-\$\$	Short / medium term
2. Provide opportunities for community members from equity-deserving communities to influence Council and local decision-making	Continuously engage with community members to identify barriers, assess levels of accessibility, and pinpoint actionable solutions.	City of Stratford: Council Partners: New cultural committee/roundtable, Multicultural Association of Perth-Huron, Stratford-Perth Pride, Accessibility Advisory Committee	ST/ \$-\$\$	Ongoing
2. Provide opportunities for community members from equity-deserving communities to influence Council and local decision-making	Develop inclusive representation of all demographic groups in decision-making.	City of Stratford: Council, all departments, Diversity, Equity and Inclusion division	ST	Ongoing

TABLE 9: IMPLEMENTATION MATRIX FOR PATHWAY 2: CELEBRATE DIVERSITY AND SUPPORT INCLUSION AND GOAL 2: CULTURAL EXPERIENCES AND SPACES AIM TO REDUCE PHYSICAL, SOCIAL, AND FINANCIAL BARRIERS

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Encourage and facilitate the creation of accessible cultural events and spaces	Share public-facing guidelines and resources on increasing the accessibility of culture.	City of Stratford: Diversity, Equity, and Inclusion division Partners: Accessibility Advisory Committee	ST	Ongoing
1. Encourage and facilitate the creation of accessible cultural events and spaces	Encourage accessible design through the increased inclusion of accessibility requirements for grant recipients.	City of Stratford: Community Services	ST	Short term
1. Encourage and facilitate the creation of accessible cultural events and spaces	Work with Heritage Stratford to assess existing barriers and potential solutions for heritage building owners to increase the accessibility of their properties.	City of Stratford: Infrastructure and Development Partners: Heritage Stratford	ST	Medium term
1. Encourage and facilitate the creation of accessible cultural events and spaces	Increase support for subsided, low cost, or free programming.	City of Stratford: Community Services Partners: Community and cultural organizations	\$-\$\$\$	Short / medium term
2. Model best practices for accessibility	Organize diversity, equity, accessibility, and inclusion training for all City Staff.	City of Stratford: Diversity, Equity, and Inclusion division Partners: Accessibility Advisory Committee	ST/ \$-\$\$	Ongoing
2. Model best practices for accessibility	Model best practices in accessibility through events organized by the City and arms-length organizations.	City of Stratford: Diversity, Equity, and Inclusion division, in collaboration with all departments Partners: Accessibility Advisory Committee, Destination Stratford, Stratford Public Library	\$\$	Ongoing

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Model best practices for accessibility	Collect regular feedback from community members on the accessibility of City-organized events to ensure continuous learning	City of Stratford: Diversity, Equity, and Inclusion division, Community Services Partners: Accessibility Advisory Committee	ST	Short term
3. Promote accessibility-related initiatives	Facilitate knowledge-sharing regarding best practices for designing accessible events.	City of Stratford: Diversity, Equity, and Inclusion division Partners: Accessibility Advisory Committee, Stratford Festival	ST/ \$-\$\$	Short term
3. Promote accessibility-related initiatives	Clearly identify the accessibility supports that will be provided for cultural events shared in the designated cultural calendar.	City of Stratford: Diversity, Equity, and Inclusion division, Community Services, Communication Partners: Accessibility Advisory Committee	ST	Short term
4. Foster a city-wide commitment to creating a welcoming and safe community that celebrates diversity	Model a city-wide standard for diversity, equity, and inclusion that is implemented across all programs and facilities and encourage community partners to hold the same standards.	City of Stratford: Diversity, Equity, and Inclusion division, in collaboration with all departments Partners: Accessibility Advisory Committee, Community Partners	\$\$- \$\$\$	Medium term
4. Foster a city-wide commitment to creating a welcoming and safe community that celebrates diversity	Empower citizens and organizations to further Diversity, Equity, and Inclusion within their communities.	City of Stratford: Diversity, Equity, and Inclusion division, in collaboration with all departments Partners: Accessibility Advisory Committee, Community Partners	ST/\$\$	Short term
5. Continue expanding public transportation to facilitate access to cultural venues and events	Continue supporting and developing the Culture Cab program.	City of Stratford: Community Services, Stratford Transit, Stratford Parallel Transit Partners: Provincial funders, Stratford Perth Museum, Community and cultural organizations	\$\$\$	Short / medium term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
5. Continue expanding public transportation to facilitate access to cultural venues and events	Continue seeking opportunities for City transportation services to partner with cultural programs, events, and festivals (e.g., Lights on Stratford).	City of Stratford: Transit and Parallel Transit	\$\$- \$\$\$	Ongoing
5. Continue expanding public transportation to facilitate access to cultural venues and events	Evaluate current public transportation as relates to access to cultural sites and explore the possibility of developing new routes.	City of Stratford: Transit and Parallel Transit	\$\$- \$\$\$\$	Medium term
5. Continue expanding public transportation to facilitate access to cultural venues and events	Continue to support infrastructure for active transportation that connects cultural destinations.	City of Stratford: Transit and Parallel Transit, Public Works Partners: Active Transportation Advisory Committee	\$\$\$- \$\$\$\$	Ongoing

TABLE 10: IMPLEMENTATION MATRIX FOR PATHWAY 2: CELEBRATE DIVERSITY AND SUPPORT INCLUSION AND GOAL 3: CULTURAL INITIATIVES REFLECT A DIVERSITY OF COMMUNITIES' DESIRES AND NEEDS

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Increase opportunities for children and youth to engage with culture	Develop a Youth Engagement Strategy to identify priorities and actions for ensuring youth feel engaged and supported throughout Stratford.	City of Stratford: Community Services Partners: Community and Cultural Organizations, United Way Perth-Huron, school boards, private schools	ST	Medium term
1. Increase opportunities for children and youth to engage with culture	Participate in knowledge- sharing with youth to understand current challenges and identify cultural activities and programs they would like to see developed and made available in Stratford.	City of Stratford: Community Services Partners: future cultural committee/roundtable, community partners, school boards, private schools	ST	Medium term
1. Increase opportunities for children and youth to engage with culture	Support and advocate intergenerational programs and initiatives.	City of Stratford: Community Services Partners: Community and Cultural Organizations, United Way Perth-Huron, school boards, private schools, retirement residences, Lakeside Active Adults	ST/ \$-\$\$	Ongoing
1. Increase opportunities for children and youth to engage with culture	Develop a communication strategy to increase engagement with youth.	City of Stratford: Community Services, Communication Partners: School boards, private schools	ST/ \$\$- \$\$\$	Ongoing
2. Further engage with equity-deserving groups to identify opportunities for showcasing diverse cultures	Explore how the City can support the development of events and festivals that celebrate multiculturalism and diversity.	City of Stratford: Community Services, Diversity, Equity, and Inclusion division Partners: Community Partners, Multicultural Association of Perth-Huron, Stratford-Perth Pride, United Way Perth-Huron, Indigenous knowledge keepers	\$-\$\$\$	Medium term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Further engage with equity-deserving groups to identify opportunities for showcasing diverse cultures	Undertake a needs assessment to determine if multicultural groups need dedicated community space, or other support, to host events, programs, and festivals.	City of Stratford: Community Services, Diversity, Equity, and Inclusion division Partners: Community partners, Multicultural Association of Perth-Huron, Indigenous knowledge keepers	\$-\$\$\$	Medium term
2. Further engage with equity-deserving groups to identify opportunities for showcasing diverse cultures	Acknowledge and celebrate a variety of religious and cultural holidays.	City of Stratford: Community Services, Diversity, Equity, and Inclusion division Partners: Community partners and cultural organizations, Multicultural Association of Perth-Huron, Stratford-Perth Pride, Stratford Public Library, United Way Perth-Huron, Indigenous knowledge keepers	\$-\$\$	Short term
2. Further engage with equity-deserving groups to identify opportunities for showcasing diverse cultures	Continue supporting partnerships between cultural organizations and educational institutions to develop educational programming that celebrates and teaches diverse traditions, practices, celebrations, and cultures.	City of Stratford: Community Services, Diversity, Equity, and Inclusion division Partners: Educational institutions, cultural organizations, Indigenous knowledge keepers	\$-\$\$	Ongoing

Implementation Matrix for Pathway 3: Instill Community Pride through the Promotion of a Shared Authentic Identity

TABLE 11: IMPLEMENTATION MATRIX FOR PATHWAY 3: INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY AND GOAL 1: STRATFORD'S DEFINITION OF CULTURE IS RECOGNIZED AND CELEBRATED BY THE COMMUNITY

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Share Stratford's distinctive definition of culture widely to celebrate unique cultural initiatives	Promote the local definition of culture identified through community engagement, both internally and externally.	City of Stratford: Community services, in collaboration with other City departments, Communication Partners: arm's length organizations	\$-\$\$\$	Short term
1. Share Stratford's distinctive definition of culture widely to celebrate unique cultural initiatives	Communicate Stratford's cultural resources in the different disciplines identified as key to Stratford's cultural definition.	City of Stratford: Community services, in collaboration with other City departments, Communication Partners: New cultural committee/ roundtable, arm's length organizations	\$-\$\$\$	Short term
2. Support the development of events, festivals, and initiatives fitting Stratford's definition of culture	Continue to recognize and celebrate the intangible culture that makes Stratford unique.	City of Stratford: Community services Partners: Heritage Stratford, Destination Stratford, community organizations	\$-\$\$	Ongoing
2. Support the development of events, festivals, and initiatives fitting Stratford's definition of culture	Consider providing support for organizations developing cultural initiatives that align with Stratford's definition of culture, specifically for programs aimed to engage young people, seniors, and equity-deserving groups.	City of Stratford: Community services Partners: new cultural committee/ roundtable, Heritage Stratford, Destination Stratford, community organizations	\$-\$\$	Short / medium term
3. Engage community members through increasing opportunities for residents to weigh in on key cultural projects, and on public art projects	Ensure community desires are reflected in City activities through regular consultations on public art, placemaking, and placekeeping projects.	City of Stratford: Community services Partners: Communities in Bloom Committee, Destination Stratford, United Way Perth- Huron, community organizations, Downtown Stratford BIA	ST/ \$-\$\$	Ongoing / short term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
3. Engage community members through increasing opportunities for residents to weigh in on key cultural projects, and on public art projects	Integrate community votes as a decision criterion for select public art projects.	City of Stratford: Community services Partners: Downtown Stratford BIA, Destination Stratford, Stratford Arts Council	ST	Short / medium term

TABLE 12: IMPLEMENTATION MATRIX FOR PATHWAY 3: INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY AND GOAL 2: CULTURE IN STRATFORD STRIVES TO ENGAGE RESIDENTS AND VISITORS YEAR-ROUND

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Encourage cultural initiatives to take place year-round	Highlight Stratford's cultural strengths by supporting current and new year- round initiatives through sponsorship, endorsement, or promotion.	City of Stratford: Community Services Partners: Destination Stratford, investStratford	ST/ \$\$\$- \$\$\$\$	Ongoing
1. Encourage cultural initiatives to take place year-round	Continue supporting cultural programming in the shoulder season by community members, businesses, and cultural organizations.	City of Stratford: Community Services Partners: Destination Stratford, investStratford, Downtown Stratford BIA	ST/ \$-\$\$	Ongoing
1. Encourage cultural initiatives to take place year-round	Work with organizations that serve equity-deserving groups to identify current barriers and opportunities to engage residents in the shoulder season.	City of Stratford: Social services, Community Services, Diversity, Equity, and Inclusion Division Partners: Multicultural Association of Perth-Huron, United Way Perth-Huron, Stratford Lakeside Active Adults Association, and other community organizations	ST/\$	Short term
1. Encourage cultural initiatives to take place year-round	Encourage the development of winter programming through sharing resources and knowledge.	City of Stratford: Community Services Partners: New cultural committee/ roundtable, Destination Stratford, Stratford Arts Council, Stratford Arts and Culture Collective, cultural organizations	ST/\$	Short term
1. Encourage cultural initiatives to take place year-round	Further develop shoulder season micro-grants to encourage community groups in developing placemaking, placekeeping, and community events from fall to spring.	City of Stratford: Community Services	\$-\$\$	Medium term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Encourage cultural initiatives to take place year-round	Become a member of the Winter Cities Institute to learn about how cities are taking advantage of colder months to improve city life.	City of Stratford: Community Services Partners: Destination Stratford, Communities in Bloom Committee, Downtown Stratford BIA	ST	Medium term
2. Support opportunities that bring culture beyond the downtown core	Encourage individuals and organizations to explore innovative tactile urbanism, placemaking and placekeeping projects that take place outside of the downtown where community members gather.	City of Stratford: Community Services	ST/ \$-\$\$	Medium term
2. Support opportunities that bring culture beyond the downtown core	Continue supporting linkages between Stratford's natural heritage and culture.	City of Stratford: Community Services (Parks and Forestry, Recreation) Partners: Destination Stratford, Board of Park Management, Communities in Bloom Committee, Art in the Park, Stratford Public Library, Stratford Perth Museum, Gallery Stratford, and other cultural organizations	ST/ \$-\$\$	Ongoing
2. Support opportunities that bring culture beyond the downtown core	Encourage the development of cultural activities to take place in residential or rural areas.	Partners: Destination Stratford, investStratford, Stratford & District Agricultural Society	ST/ \$-\$\$	Medium term
3. Encourage the development of public art throughout Stratford	Endorse and approve the Downtown Stratford BIA's Public Art Plan 2023.	City of Stratford: Planning Services, Public Works Division, Board or Parks and Forestry Department, Community Services (Parks and Forestry, Recreation), Building Department Partners: Downtown Stratford BIA, Heritage Stratford	ST	Ongoing / short term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
3. Encourage the development of public art throughout Stratford	Assess developing a city-wide public art policy to guide a cohesive vision for public art in Stratford with an outlined governance and decision- making process for approving public art.	City of Stratford: Planning Services, Public Works Division, Board or Parks and Forestry Department, Community Services (Parks and Forestry, Recreation), Building Department Partners: Downtown Stratford BIA, Heritage Stratford, Destination Stratford, Stratford Arts Council	\$\$	Medium term
3. Encourage the development of public art throughout Stratford	Explore opportunities for public art to be featured on City facilities or property.	City of Stratford: Public Works, Planning, and Engineering divisions	\$\$- \$\$\$\$	Medium term
3. Encourage the development of public art throughout Stratford	Continue to build partnerships with municipalities, artists, and arts organizations to explore options for public art sharing to continue and expand opportunities to host touring public art installations in Stratford.	City of Stratford: Community Services Partners: Destination Stratford, Downtown Stratford BIA, Heritage Stratford, cultural organizations	ST/ \$\$- \$\$\$	Ongoing

TABLE 13: IMPLEMENTATION MATRIX FOR PATHWAY 3: INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY AND GOAL 3: STRATFORD'S HISTORY AND HERITAGE ARE HONOURED AND RECOGNIZED AS THE CITY EVOLVES INTO THE FUTURE

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Support the protection of Stratford's built heritage	Develop a long-term maintenance plan for key built heritage sites.	City of Stratford: Infrastructure and Development Partners: Heritage Stratford	\$\$	Medium term
1. Support the protection of Stratford's built heritage	Evaluate current access to funding for owners of heritage property.	Heritage Stratford	ST	Short term
2. Promote Stratford's history and heritage	Continue identifying local heritage buildings through the publicly accessible Part IV Designated Properties registry.	Heritage Stratford	ST	Ongoing
2. Promote Stratford's history and heritage	Increase communication on Stratford's unique heritage.	City of Stratford: Community Services (Parks and Forestry) Partners: Heritage Stratford, Destination Stratford	ST	Ongoing
3. Explore opportunities to enhance the Heritage Conservation District with public art	Develop guidelines for supporting public art within the Heritage Conservation District and on or near Designated Heritage Buildings.	Partners: Heritage Stratford, Downtown Stratford BIA	ST	Medium term
3. Explore opportunities to enhance the Heritage Conservation District with public art	Support public artwork that has limited or no impact on heritage sites.	City of Stratford: Community Services Partners: Heritage Stratford, Downtown Stratford BIA, Destination Stratford	\$\$- \$\$\$\$	Medium term
3. Explore opportunities to enhance the Heritage Conservation District with public art	Advocate for public art to be incorporated into private buildings and spaces.	City of Stratford: Infrastructure and Development Partners: Private developers	ST	Short term
3. Explore opportunities to enhance the Heritage Conservation District with public art	Survey and identify areas in the HCD that can be prioritized for public art	Heritage Stratford	ST	Short term

TABLE 14: IMPLEMENTATION MATRIX FOR PATHWAY 3: INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY AND GOAL 4: LOCAL TALENT AND CREATIVES OF A WIDE VARIETY OF DISCIPLINES ARE RECOGNIZED AND CELEBRATED

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Promote local creatives and cultural producers throughout the city	Continue developing Stratford awards that aim to showcase cultural businesses and creators.	City of Stratford: Stratford City Council	\$\$	Ongoing
1. Promote local creatives and cultural producers throughout the city	Develop a communications strategy to celebrate local creatives and cultural accomplishments	City of Stratford: Stratford City Communications	ST	Short term
1. Promote local creatives and cultural producers throughout the city	Support education around creatives and culture in Stratford.	City of Stratford: Stratford City Council, Community Services	ST	Short term
1. Promote local creatives and cultural producers throughout the city	Continue supporting events that showcase a wide range of local creatives (e.g., Art in the Park).	City of Stratford: Stratford City Council, Community Services	ST/ \$-\$\$	Ongoing
1. Promote local creatives and cultural producers throughout the city	Seek opportunities to hire and showcase local creatives at City events.	City of Stratford: Stratford City Council, City departments	\$-\$\$	Short term
2. Encourage events, festivals, businesses, and organizations to support local creatives	Develop a directory of local creatives and cultural producers that are available for hire to encourage the hiring of local artists by businesses and organizations in Stratford.	City of Stratford: Community Services Partners: Stratford Arts Council, Stratford Arts and Culture Collective	ST	Medium term
2. Encourage events, festivals, businesses, and organizations to support local creatives	Advocate for events and community gatherings to feature local creatives (e.g., dancers, musicians, actors, artists, chefs).	City of Stratford: Community Services Partners: Stratford Arts Council, Stratford Arts and Culture Collective	ST	Short term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Encourage events, festivals, businesses, and organizations to support local creatives	Continue supporting organizations that showcase local creatives.	City of Stratford: Community Services/Partners: Stratford Arts Council, Stratford Arts and Culture Collective, Downtown Stratford BIA, community organizations	ST/ \$-\$\$	Short term

TABLE 15: IMPLEMENTATION MATRIX FOR PATHWAY 3: INSTILL COMMUNITY PRIDE THROUGH THE PROMOTION OF A SHARED AUTHENTIC IDENTITY AND GOAL 5: CULTURAL RESOURCES, EVENTS, AND OPPORTUNITIES ARE WELL-KNOWN BOTH WITHIN AND BEYOND THE CITY'S BORDERS

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Develop marketing strategies and a communication plan for culture	Dedicate a webpage to host all information on cultural organizations, events, and community updates.	City of Stratford: Communication IT Partners: New cultural committee/roundtable, Destination Stratford	ST	Short term
1. Develop marketing strategies and a communication plan for culture	Increase social media presence to reach both residents and visitors.	City of Stratford: Community Services, City Communications Partners: New cultural committee/roundtable, Destination Stratford	ST/\$	Short term
1. Develop marketing strategies and a communication plan for culture	Share and continue to develop the Cultural Resource Map.	City of Stratford: Community Services Partners: New cultural committee/ roundtable, Destination Stratford	ST	Ongoing
2. Enhance opportunities to support cultural tourism and Stratford as a destination for culture	Continue partnerships with Destination Ontario and Regional Tourism Organization 4.	Partners: Destination Ontario, Regional Tourism Organization 9 for South Eastern Ontario, Destination Stratford	ST	Ongoing
2. Enhance opportunities to support cultural tourism and Stratford as a destination for culture	Continue working with Destination Stratford to raise awareness regarding cultural events and initiatives.	City of Stratford: City Council, various departments Partner: Destination Stratford	ST	Ongoing
2. Enhance opportunities to support cultural tourism and Stratford as a destination for culture	Support cultural and placemaking initiatives that are touring through municipalities across the province, country, or world by hosting them in Stratford (e.g., Lights On Stratford).	City of Stratford: Community Services Partners: New cultural committee/ roundtable, Destination Stratford	ST/ \$\$- \$\$\$	Ongoing

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Enhance opportunities to support cultural tourism and Stratford as a destination for culture	Encourage local organizations to support both local and non-local creatives to develop Stratford into a cultural destination that features world-class creatives.	City of Stratford: Community Services Partners: New cultural committee/ roundtable, Destination Stratford, cultural organizations	ST	Ongoing
2. Enhance opportunities to support cultural tourism and Stratford as a destination for culture	Explore defining high concentration areas of cultural resources as cultural districts (e.g., the downtown area and HCD) to aid in further promoting Stratford as a cultural destination.	City of Stratford: City Council Partners: New cultural committee/ roundtable, Destination Stratford, Downtown Stratford BIA, cultural organizations	ST/ \$\$- \$\$\$	Long term
3. Increase Wayfinding and Encourage Walkability and Connectivity Between Cultural Sites	Enhance creative wayfinding signage to increase navigation around Stratford and visually link cultural resources.	City of Stratford: Infrastructure and Development Services Partners: Heritage Stratford	\$\$- \$\$\$\$	Short / medium term

Implementation Matrix for Pathway 4: Further Truth and Reconciliation

TABLE 16: IMPLEMENTATION MATRIX FOR PATHWAY 4: FURTHER TRUTH AND RECONCILIATION AND GOAL 1: RELATIONSHIPS ARE FURTHER DEVELOPED WITH INDIGENOUS COMMUNITIES, ORGANIZATIONS, AND PEOPLE

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford	Continue developing relationships with nearby First Nations, including Oneida Nation of the Thames, Chippewas of the Thames First Nation, Munsee Delaware Nation, Chippewas of Kettle and Stony Point, Mississaugas of the Credit, Six Nations of the Grand River - Seneca, Upper Cayuga, Onondaga Clear Sky, Oneida, Water Mohawk, Tuscarora.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Ongoing
1. Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford.	Host roundtable discussions on how Indigenous communities can be further supported in cultural planning and city-building.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Parners: The Talking Circle, Indigenous communities	\$-\$\$	Ongoing

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Continue to engage nearby First Nations and local Indigenous communities, organizations, and individuals to understand barriers to cultural development and identify actions to further opportunities for Indigenous people and culture in Stratford.	Determine opportunities for sharing Municipal resources in consultation with Indigenous communities and First Nations (i.e., physical spaces, knowledge, expertise).	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST/ \$-\$\$	Short / medium term
2. Establish best practices for departments to engage Indigenous communities.	Adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation.	City of Stratford: City Council	ST	Short term / ongoing
2. Establish best practices for departments to engage Indigenous communities.	Educate all levels of government on Indigenous protocols, history, and human rights.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Short / medium term
2. Establish best practices for departments to engage Indigenous communities.	Respect Indigenous protocols when engaging with Indigenous individuals or communities with the understanding that protocols will be unique to each community as Indigenous Peoples have diverse worldviews, perspectives, and traditions.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Ongoing / short term
2. Establish best practices for departments to engage Indigenous communities.	Investigate creating policies that protect the rights of Indigenous people to practice their traditions at municipal facilities, properties, and functions.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Medium term

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
3. Increase opportunities for Indigenous communities to be engaged in planning and decision-making processes	Facilitate opportunities for Indigenous community members and nearby First Nations to inform planning and decision-making across City departments to embed Indigenous values, traditions, practices, and history throughout the Municipality.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST/ \$-\$\$	Ongoing
3. Increase opportunities for Indigenous communities to be engaged in planning and decision-making processes	Develop an Indigenous Advisory Committee to provide advice and participate in the development of policies and programs to ensure that Indigenous needs are being met.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST/ \$-\$\$	Short / medium term

TABLE 17: IMPLEMENTATION MATRIX FOR PATHWAY 4: FURTHER TRUTH AND RECONCILIATION AND GOAL 2: LOCAL INDIGENOUS CULTURE IS PROMOTED AND CELEBRATED

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Share information about Indigenous creatives, organizations, and businesses	Develop a register of Indigenous organizations, businesses, and creatives that can be shared to foster awareness and encourage partnerships between Indigenous communities and non-Indigenous communities.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Long term
1. Share information about Indigenous creatives, organizations, and businesses	Promote Indigenous-led organizations, events, programs, and initiatives.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Ongoing / short term
2. Continue developing programming around Indigenous days of significance	Work with Indigenous communities to identify appropriate opportunities for commemorating or celebrating days of significance for Indigenous Peoples.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST	Ongoing / short term
3. Increase visibility of Indigenous peoples, culture, and traditions	Showcase Indigenous culture and traditions through events, programming, and initiatives.	City of Stratford: City Council, Diversity, Equity, and Inclusion division, Infrastructure and Development, Community Services Partners: The Talking Circle, Indigenous communities	ST/ \$-\$\$	Ongoing / short term
3. Increase visibility of Indigenous peoples, culture, and traditions	Seek opportunities to commission Indigenous creatives to develop public art and cultural initiatives.	City of Stratford: City Council, Diversity, Equity, and Inclusion division, Community Services Partners: The Talking Circle, Indigenous communities, Downtown Stratford BIA, Destination Stratford, cultural organizations, property owners	ST/ \$- \$\$\$\$	Ongoing / short term

TABLE 18: IMPLEMENTATION MATRIX FOR PATHWAY 4: FURTHER TRUTH AND RECONCILIATION AND GOAL 3: INDIGENOUS VOICES, HISTORIES, TRADITIONS, AND CULTURE ARE WELL-KNOWN, RESPECTED, AND INTEGRATED THROUGHOUT THE CITY

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
1. Further education on Indigenous culture and history	Develop educational campaigns surrounding days of significance for Indigenous reconciliation.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities, educational institutions, Destination Stratford, cultural organizations	ST	Short / medium term
1. Further education on Indigenous culture and history	Develop publicly accessible information regarding Indigenous history and culture.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities, educational institutions, Destination Stratford, cultural organizations	ST	Short / medium term
1. Further education on Indigenous culture and history	Host publicly accessible training or workshops on Indigenous protocols, culture, and history.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: The Talking Circle, Indigenous communities	ST/ \$-\$\$	Short / medium term
1. Further education on Indigenous culture and history	Continue supporting partnerships between Indigenous organizations/ individuals and educational institutions.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: Indigenous organizations	ST	Ongoing
1. Further education on Indigenous culture and history	Continue sharing knowledge regarding Indigenous history and culture at all meetings, events, and programs.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: Indigenous organizations	ST	Ongoing

RECOMMENDATION	ACTION	ROLES/RESPONSIBILITIES	соѕт	TIMELINE
2. Support Identifying and recognizing Indigenous places and stories	Facilitate knowledge sharing through in-depth consultation in respect to Indigenous protocols to identify sites, stories, and traditions of cultural significance to increase their visibility throughout Stratford.	City of Stratford: City Council, Diversity, Equity, and Inclusion division Partners: Indigenous organizations, Talking Circle	ST/ \$\$- \$\$\$	Medium / long term
3. Support opportunities for Indigenous communities to steward the land and support conservation	Seek opportunities to engage Indigenous Peoples and organizations in land stewardship opportunities.	City of Stratford: Infrastructure and Development Services Partners: Indigenous organizations	ST	Ongoing



Love Wins Mural. Photo by With Wonder and Whimsy.

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MANAGEMENT REPORT

Date:	June 26, 2023
То:	Mayor and Council
From:	Mark Hackett, Manager of Community Facilities
Report #:	COU23-078
Attachments:	None

Title: Exchange Two (2) Part-Time Custodian Positions to one (1) Full-Time Custodian Position

Objective: To seek approval to change the custodial complement structure to add one additional Full-Time Custodian position.

Background: The ability to attain and retain skilled permanent part-time staff continues to be extremely difficult across many divisions, including Facilities. The consistent turnover of part-time custodial staff is challenging for managing staff and often leaves the department short handed with limited notice. This represents a service delivery concern for events and rented spaces.

The department strives to provide exceptional cleanliness of the outdoor washroom facilities during the peak tourist season. These washrooms are open daily during the peak season and receive heavy usage. Not having a full complement of custodial staff has a negative impact on the public washroom cleaning service which results in unsafe and unsanitary conditions and increased reported complaints from members of the public.

The Community Services Department has assumed additional corporate buildings requiring custodial services including Transit Office and Transit Garage. Custodial services are performed at these buildings three times per week for a total of six hours per week.

The Community Services Department has also considered assuming custodial services at additional City facilities and employee work areas that are currently contracted out. The custodial services are currently performed by an external contractor at a cost of \$300 per week. Using the department's custodial staff would represent a cost savings of approximately \$100 per week for these facilities with factoring in the employee wages, cleaning supplies, and vehicle fuel. Over the duration of a year, the approximate cost savings by using in-house custodial staff would be \$5,200. The Community Services

Department could expand custodial services to these buildings with the expansion of one additional full-time custodian.

The department has experienced a consistent turnover in part time staff due to the part time nature of the position. On May 30, 2023, the Department received resignations from two part-time Custodian employees effective June 30, 2023. Staff is recommending that these two positions be eliminated and replaced with one full-time position. This full-time position will assist with retaining current experienced custodial staff while supporting the department to keep a full required compliment of custodial staff.

Analysis: Replacing two part-time positions with one full-time would result in the elimination of two part-time positions as they would no longer be required. On average, the part-time custodial staff are scheduled for 20 hours per week, so the required hours are similar to a full-time employee.

From January 1, 2023 to May 27, 2023, there has been a total of \$8,171.32 in overtime wages paid to existing full-time custodial staff. Most of these overtime wages have resulted from not having a full compliment of part-time custodial staff to cover additional scheduled shifts, special events, and covering scheduled time off (vacation, sickness/illness) for full-time staff.

This request will improve the departments consistency in providing service to our customers. This will allow the facilities to be appropriately staffed to permit rental and special events. One additional full-time custodial employee will also permit the department to complete custodial services at additional City buildings and employee workplaces.

Financial Implications:

Financial impact to current year operating budget:

There will be a small increase to the 2023 operating budget for Custodial staff wages of approximately \$1,216.50. This amount is prorated over 6 months.

There will be expected cost savings in overtime wages for custodial staff, as well as cost savings to the City with using custodial services at additional worksites in place of external contractors.

Financial impact on future year operating budget:

There will be a minor impact on operating budgets for future years for custodial staff wages with an approximate increase of \$2,433 per year. This is expected to be offset by the cost savings in overtime wages for custodial staff, and reductions from eliminating external contractors. The estimated savings with using custodial employees is \$5,200 per year.

There will be expected cost savings in overtime wages for custodial staff, as well as cost savings to the City with using custodial services at additional worksite in place of external contractors. The estimated savings with using custodial employees is \$5,200 per year.

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: With this being a staff expansion request, One Planet Principles do not apply.

Staff Recommendation: THAT the request to move one (1) Part-Time Custodian position to one (1) Full-Time Custodian position, be approved;

AND THAT two (2) Part-Time Custodian positions be eliminated.

Prepared by:	Mark Hackett, Manager of Community Facilities
Recommended by:	Tim Wolfe, Director of Community Services
	Kim McElroy, Acting CAO



MANAGEMENT REPORT

Date:	June 26, 2023
То:	Mayor and Council
From:	Brent Raycraft
Report #:	COU23-081
Attachments:	Tender Summary - T-2023-14

Title: Fuel Storage Tanks at the Stratford Municipal Airport

Objective: To obtain Council approval to award tender T-2023-14 to Claybar Contracting Inc. from Dundas Ontario. The work is to include the removal and disposal of two underground fuel storage tanks and then supply and install one, two compartment above ground fuel storage tank with a new dispensing system for the City of Stratford's Municipal Airport.

Background: The City of Stratford's Insurance Company indicated in 2022 that the inground fuel tanks at the Stratford Airport would no longer qualify for coverage due to their age being greater than 30 years. As part of the City's risk management initiatives, the fuel system is being updated to an above ground system. The associated required work is proposed to be facilitated through public tender T-2023-14. Several plan takers considered the project, with three submissions being formally submitted. All submissions met or exceeded the criteria in the tender along with attendance at the mandatory site visit prior to submission. Staff are recommending to proceed with the lowest bidder, Claybar Contracting of Dundas for the proposed work at \$519,733.33 including HST.

Analysis: The 2023 Budget approval for this project was \$400,000.00 (B.2.1). Due to increased costs in products and materials for this project, the lowest tender amount submitted under T-2023-14 came in at \$459,941.00 plus HST, or \$468,035.96 after the HST rebate.

The project had budgetary approval for \$400,000.00 funded from the Airport Reserve fund R-R11-AIRP, but the lowest submission, net of HST rebate, is \$68,035.96 over budget. Staff recommend that the additional \$68,035.96 be funded through that same reserve, R-R11-AIRP, which has sufficient balance to accommodate this overage.

Financial Implications:

Financial impact to current year operating budget:

Services are proposed to be maintained during installation, resulting in no impact to current year budgeted revenues or expenses. As the purchase cost is funded from the reserve fund, there is no impact to the operational budget for the costs to purchase either.

Financial impact on future year operating budget:

This work will require regular servicing of the fuel dispensing system, which is included in the current operating budgeted expenses.

Link to asset management plan and strategy:

Based on the estimated future timing and replacements cost of the fuel dispensing system, there will be an annual impact on future year operating budgets of approximately \$20,000 in the form of transfers to capital reserve funds to cover asset renewal. The original unit had an estimated lifecycle of 15 years in 1990 but through proper maintenance lasted much longer. The new unit will have an estimated life cycle of 25 years based on the current insurance coverage limitations.

Insurance considerations:

The City's policy premium will be reduced once the underground tanks have been removed and concerns of elevated risk are eliminated.

Alignment with Strategic Priorities:

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Equity and Local Economy

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

Staff Recommendation: THAT the Tender (T-2023-14) for the Airport Fuel Tanks Replacement work be awarded to Claybar Contracting Inc. at the tender price of \$519,733.33, including HST;

THAT the full purchase amount be funded from R-R11-AIRP;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for Tender T-2023-14.

Prepared by:	Brent Raycraft, Supervisor of Fleet	
Recommended by:	: Taylor Crinklaw, Director of Infrastructure and	
	Development Services	
	Kim McElroy, Acting Chief Administrative Officer	

T-2023-14

REMOVE AND DISPOSE TWO (2) UNDERGROUND FUEL STORAGE TANKS AND SUPPLY AND INSTALL ONE (1), TWO (2) COMPARTMENT ABOVE GROUND FUEL STORAGE TANK WITH NEW DISPENSING SYSTEM FOR THE CITY OF STRATFORD'S MUNICIPAL AIRPORT

Closing Date: Monday, May 29, 2023

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
Claybar Contracting Inc	Dundas, ON	Submission 1	\$519,733.33
Aviation Ground Fueling Technologies	Cambridge , Ontario	Submission 1	\$724,045.81
Comco Canada Ltd	Barrie, Ontario	Submission 1	\$726,513.16

Witness (Print Name)	Signature	Date
	5	
Witness (Print Name)	Signature	Date
Witness (Print Name)	Signature	Date



MANAGEMENT REPORT

Date:	June 26, 2023
То:	Mayor and Council
From:	Mark Hackett, Manager of Community Facilities
Report #:	COU23-082
Attachments:	None

Title: Milton Street Park Tennis and Pickleball Court Replacement – Tender T-2023-31 Award

Objective: To provide Council with information and to award Tender T-2023-31 for the replacement of the Tennis and Pickleball Court at the Milton Street Park.

Background: At the March 27, 2023 Council Meeting, Council approved the capital expenditure of \$275,000 for the replacement of the Milton Street Park Tennis and Pickleball Court. Funding for this approval is existing reserve funds in the recreation reserve.

The replacement of the Court is required to eliminate deficiencies and unsafe conditions of the existing surface and playing area.

There is currently a high demand for both tennis and pickleball for all ages in the City. Four additional outdoor Pickleball courts will be available in the City with the completion of this project.

The replacement of the Tennis Court and addition of the Pickleball Court will result in an improvement to the facility and create the potential for further increased usage with additional events and programming.

Analysis: In conjunction with the Purchasing Clerk, Community Services Staff issued T-2023-31 which was posted on May 9, 2023. Four submissions were received:

- Toronto Court Equipment \$258,770.00 (including HST).
- Van Roestel Contracting Ltd. \$280,800.48 (including HST).
- Brantco Construction \$287,020.00 (including HST).
- MJ.K. Construction Inc. -\$423,156.75 (including HST).

Staff has reviewed and evaluated the four submissions received. All four submissions received meet the scope of work and specifications as outlined in the tender including

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the removal and disposal of the existing surface and fencing, the supply and installation of drainage, new surface and fencing, coating and line painting of the surface, the established project completion timeframe, and all other applicable project requirements. Staff have received positive feedback from the municipal references provided by the lowest bidder, Toronto Court Equipment.

It is recommended by staff that T-2023-31 be awarded to the lowest bid, Toronto Court Equipment.

Financial Implications:

Financial impact to current year operating budget:

There is a direct financial impact to the current operating budget from this Tender award due to the tender award being below budget. The savings of \$16,230 not required from the original budget will remain in the reserve fund for future capital requirements.

Financial impact on future year operating budget:

Annual court maintenance including crack sealing, re-painting, surface sweeping, and preventative maintenance will continue to be included in future operating budgets. These types of repairs are required over the lifespan of the court and will continue to be included in the general operating budgets each year.

Link to asset management plan and strategy:

This replacement is expected to have a lifespan of approximately 30 years. The replacement will result in an improvement to service delivery for the department with the potential to increase the flexibility of uses for the facility with incorporating both tennis and pickleball. Based on the expected useful life of this investment the annual required transfers to capital reserves for this asset should be approximately \$9,000, unadjusted for inflation.

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-2023-31) for the Replacement of the Tennis and Pickleball Court at the Milton Street Park be awarded to Toronto Court Equipment at the tender price of \$258,770.00, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign tender contract documents as necessary for Tender T-2023-31.

Prepared by:	Mark Hackett, Manager of Community Facilities	
Recommended by:	Tim Wolfe, Director of Community Services	
	Joan Thomson, Chief Administrative Officer	



MANAGEMENT REPORT

Date:	June 12, 2023
То:	Infrastructure, Transportation, and Safety Committee
From:	Heather Denny, Events Coordinator
Report #:	ITS23-017
Attachments:	None

Title: Request for Noise Control By-law Exemption - Jubilee Stratford

Objective: To consider the request from Jubilee Stratford at 707 Downie Street for an exemption from Noise Control By-law 113-79 for an outdoor Church Service every Sunday from 10:00a.m. to 1:00p.m. commencing Sunday, July 2, 2023 until Sunday, September 3, 2023 with the exception of an additional outdoor service on Sunday, August 6, 2023 from 6:00p.m. to 9:00p.m.

Background: Noise by-laws are designed to reduce and control both unnecessary and excessive sound which can be a nuisance and generally degrade the quality and peacefulness of neighbourhoods. The Noise By-law identifies different rules and restrictions for noise based on 4 geographical areas throughout the city known as zones (Quiet zone, Residential zone, Commercial zone, Park zone).

The production, reproduction or amplification of sound is one of the sounds regulated by Noise Control By-law 113-79. The nature of this event would include the aforementioned sounds.

Any exemption to the Noise By-law 113-79 is subject to Council review and final decision.

Analysis: This event will be located at Jubilee Stratford at 707 Downie Street and event organizers are requesting an exemption to Noise Control By-law 113-79 in a Residential zone.

The intent of this noise exemption request from 10:00a.m. to 1:00p.m. every Sunday, from Sunday, July 2, 2023 to Sunday, September 3, 2023 with an exception for an additional service on Sunday, August 6, 2023 from 6:00p.m. to 9:00p.m., in a Residential zone, is to;

• Permit the noise produced by the event.

 Permit the operation of loudspeakers and amplification of sound for music played.

Impacts to Noise Control By-law 113-79 in a Residential Zone

Below are the schedules and clauses within the Noise By-law applicable to this event.

Schedule 1, Clause 8 – "Unreasonable noise provision."

Schedule 2, Clause 2 – "The operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers, and intended for the production, reproduction, or amplification of sound."

Prohibited all day Sundays and Statutory Holidays, and from 5pm of one day to 7am next day.

Notice of Intent to Neighbouring Residents

A notice of the noise exemption request was issued in the Town Crier, and the organizers have hand delivered 92 notices to residents within 120m of the event location. The deadline for comments due back to staff and organizers was Wednesday, May 30th. To date, three responses have been received. One response expressing no concerns with the event and two responses opposing the exemption due to the recurring nature of the event using amplified sound.

Financial Implications: There are no financial implications 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.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives 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 approval be given to the event organizers at Jubilee Stratford located at 707 Downie Street for an exemption to Noise Control By-law 113-79 for the outdoor Sunday Service every Sunday from 10:00 a.m. to 1:00 p.m. commencing Sunday, July 2, 2023, until Sunday, September 3, 2023, and for an additional service on Sunday, August 6, 2023 from 6:00 p.m. to 10:00 p.m., from the following provisions:

- Unreasonable noise [Schedule 1 clause 8],
- The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2].

Prepared by:	Heather Denny, Events Coordinator	
Recommended by:	Brad Hernden, Manager of Recreation and Marketin	
	Joan Thomson, Chief Administrative Officer	



MANAGEMENT REPORT

Date:	June 12, 2023
To:	Infrastructure, Transportation and Safety Committee
From:	Emily Skelding, Supervisor of Waste Operations
Report #:	ITS23-016
Attachments:	Management Report: Blue Box Services with Circular Materials July 27, 2022

Title: Master Service Agreement and Statements of Work between City of Stratford and Circular Materials (CMO) for Blue Box Services from May 1, 2024 to December 31, 2025

Objective: To inform Council of the Master Service Agreement and Statements of Work reviewed and negotiated between CMO Materials and City Staff, and to have Council enter into an agreement with CMO Materials for the transition period to full producer responsibility from May 1, 2024 to December 31, 2025.

Background: In early 2019, the Ontario Minister of the Environment, Conservation and Parks directed a transition of the management of the Blue Box program from shared municipal and producer responsibility to full producer responsibility by 2026. All municipalities in Ontario are to be transitioned in different phases between July 1, 2023, to December 31, 2025. The City of Stratford's transition period begins May 1, 2024, and ends December 31, 2025.

During the transition period, the City will be working with CMO, a not-for-profit organization representing producers of recyclable material, to maintain existing collection services as outlined in the attached Management Report from July 27, 2022.

During transition, the City would become a contractor for CMO through a Master Service Agreement. The City would continue to subcontract collection services for curbside collection, operate the recycling depot at the landfill, and promote the Blue Box program to residents. CMO will cover the costs of the collection, processing, and program promotion for eligible sources. An "eligible source" includes residential dwellings, multi-residential buildings, public spaces, schools, retirement and nursing homes. The City would continue to be responsible for covering the Blue Box program costs of non-eligible sources, mainly commercial and industrial businesses.

Analysis:

Master Service Agreements and Statement of Works

CMO released their proposed Master Service Agreement (MSA) and supplemental Statements of Work (SOWs) for the City of Stratford mid-April 2023, with a deadline to finalize agreements by the end of June 2023. City staff have reviewed the MSA and SOWs in detail, have maintained regular correspondence with CMO throughout the process, have shared the documents with the City's solicitor for review and comment, and have requested adjustments to the agreement to better reflect Stratford's needs.

The Master Service Agreement contains overarching terms and conditions that apply to each of the Statement of Work. There are separate SOWs for each area of business for the Blue Box program: curbside collection, depot collection, and community promotion and education. Key aspects of CMO's MSAs and SOWs for the City of Stratford during the transition period are outlined below.

Key aspects of CMO's MSAs and SOWs for the transition period

- Master Service Agreement: General Conditions Contains overarching terms and conditions including, but not limited to, obligations of the City and CMO, compensation, contingency, insurance, and applicable laws and permits.
- Statement of Work: Curbside and Public Space Recycling Collection Outlines the responsibility of the City to provide and maintain through subcontractor, service for curbside collection during transition. The City is responsible for service standards, specifications, and service levels; even if City Contractor provides this service under an existing waste collection agreement. CMO will provide compensation for costs associated with curbside and public space recycling of eligible sources.
- Statement of Work: Depot Collection Service This includes operation of the recycling depot located at the 777 Romeo Street landfill. The City would be responsible for staffing, bin service, and segregation of eligible and non-eligible sources during transition. CMO will provide compensation for depot costs associated with eligible sources.
- Statement of Work: Promotion and Education (P&E) The City is responsible for the promotion and educational materials for the Blue Box program during transition, and is provided with compensation to cover these costs.

During review, City staff found minor administrative revisions and required some clarification on terms in both the Master Service Agreement and the Statements of Work. Overall, there were no major concerns found in the agreement's documents. The agreement outlines how service would remain relatively the same during the transition period, with the costs of the Blue Box program for eligible sources being covered by CMO. Slight service adjustments may be required at the City's depot and for small business that primarily serve the downtown core.

The City's Solicitor review identified that the agreement's language largely favours CMO and enables them to have more control over how the contract is facilitated. For example, the contract requires various collection targets to be achieved and that they will not be responsible for issues that may arise out of the City's contract with Canada Waste Management (CWM). The City has similar language built into its contract with CWM and in doing so provides the City with similar protections. The agreement also restricts the City making any changes during the 20-month contract covering the transition period. The main difficulty Staff see occurring during this transition is uninterrupted servicing of non-eligible sources, which CWM is providing as a courtesy as it is not one of their legislated requirements. Staff may have to provide additional support during the transition period to maintain services for some of the non-eligible sources.

Executing the agreement with CMO for the transition period leading up to 2026, will ensure consistent and stable collection services for residents and businesses. Staff will use this time to engage the public, industry and Council, to determine desired services post transition. Upon confirming desired services Staff will work to determine how such services can be provided and the associated costs for Council consideration. It is anticipated that associated workplan will be presented as part of 2024 budget deliberations.

Circular Materials (CMO) Master Service Agreement and Statement of Works

The overarching terms and conditions for compensation are outlined in the Master Service Agreement, this includes required documents the City must provide to receive payment, taxes, price adjustments, interest, limited liabilities, and other requirements. The Statements of Work detail the compensation for each area of business:

- <u>Statement of Work:</u> Curbside and Public Space Recycling Collection- CMO will compensate on a per stop basis for an estimated total of \$1,700,000 for the transition period for eligible sources. If applicable, this will be adjusted monthly to include fuel and non-fuel prices adjustments such as CPI.
- The City would cover the collection costs of non-eligible sources and pay \$200 per tonne for the processing costs. If applicable, the processing costs estimated at \$65,000 for the transition period, may be adjusted monthly to include non-fuel price adjustments and would be funded through the tax levy.
- Any new non-eligible stops after May 1, 2024, won't be allowed collection services under the agreement. Staff would be required to make arrangements to maintain service for those new locations during the transition period. The number of new stops is anticipated to be low.

- Based on the City's existing collection and processing Contract, the estimated cost for the collection is \$1,720,000 for the transition period, which includes collection of non-eligible sources.
- The estimated net costs for recycling services for 2023 is \$481,000, which will be funded from the tax levy as budgeted.
- <u>Statement of Work:</u> Depot Collection- CMO will compensate the City \$102,860 for the period of transition to cover bin service and operation of the depot related to eligible source Blue Box materials. This proposed funding is considered fair and reasonable as it exceeds service contract costs for bin collection and is anticipated to cover the associated Staff time needed to provide that service. If applicable, the costs would be adjusted monthly to include fuel and non-fuel adjustments. The City would cover the depot costs of non-eligible sources and pay \$200 per tonne for the processing costs.
- <u>Statement of Work:</u> Community Promotion and Education CMO will compensate the City \$1.50 multiplied by the total number of households listed in Exhibit 2, equal to approximately \$28,100 for the transition period for community promotion and education of the Blue Box program.
- Applying past practices Staff anticipate spending approximately \$10,000 for community promotion and education. Due to transition requirements this may be a bit higher to meet CMO's expectations.

Summary

In this report Staff are requesting that the Mayor and Clerk be authorized to execute the agreement with CMO to maintain existing recycling collection services up until December 31, 2025. Supporting this requires means a minimal impact to residents and business for the transition, it would avoid elevated costs (Upwards of \$490,000) to break the City's existing collection Contract, costs recovery from CMO is fair and reasonable based on legislation, and gives Staff and residents time to adjust to new service expectations coming after transition.

The Master Service Agreement and the Statements of Work for the Blue Box program maintain existing services and corresponding collection contracts between May 1, 2024, to December 31, 2025. The costs for the collection and processing of eligible sources will be covered by CMO during transition, seeing a significant reduction in costs to the City. The costs to maintain services considered non-eligible, mainly commercial, and industrial, are estimated at \$65,000 for the transition period of May 1, 2024, to December 31, 2025. This is relatively low as these sources only represent a small fraction (\sim 6%) of the overall collected material. Service adjustments to small businesses may be required during the transition period to ensure service is maintained, which will need to be facilitated by Staff.

Financial Implications:

Financial impact to current year operating budget:

No impact anticipated to the current year operating budget.

Financial impact on future year operating budget:

Starting May 1, 2024, the City anticipates a significant reduction in recycling services' operating costs. The collection and processing of eligible sources will be covered by CMO, and the City would be responsible for covering the costs of Blue Box materials from non-eligible sources. Expenses for recycling collection and processing are greater than revenue generated for the sale of recyclable material. All revenue generated from the sale of recyclable material will be collected by CMO to help offset their costs.

In 2023, the budgeted net cost funded by the tax levy to operate the Blue Box program is \$481,000. In 2024 and 2025, the net costs are anticipated to be \$185,000 and \$40,000 respectively. Post 2026 these costs may increase above \$40,000, if Council decides service levels are to remain the same as CMO will not be required to support services for businesses and industry.

Not proceeding with this Contract with CMO would come with a contractual penalty of up to \$490,000 including HST for early termination of the City's waste collection contract.

Link to asset management plan and strategy:

No change to asset management expected during transition period.

Legal considerations:

The City's Solicitor review identified that the agreement's language largely favours CMO and enables them to have more control over how the contract is facilitated. The language put in place by CMO is respectively included in the City's contract with our collections contractor CWM, ensuring that the City is largely covered for any issues or incidents that could arise.

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.

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Material and Products

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

Zero Waste

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

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with Circular Materials Ontario for the City of Stratford to be the service provider for Blue Box program recycling services for the Transition Period of May 1, 2024, to December 31, 2025;

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

Prepared by:	Emily Skelding, Supervisor of Waste Operations
Recommended by:	Taylor Crinklaw, Director of Infrastructure and
-	Development Services
	Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date:	July 27, 2022
То:	Infrastructure, Transportation and Safety Sub-committee
From:	Adam Ryan, Manager of Public Works
Report #:	ITS22-021
Attachments:	None

Title: Blue Box Services with Circular Materials Ontario for the Transition Period of May 1, 2024 to December 31, 2025

Objective: To inform Council of Blue Box Program transition development towards an Extended Producer Responsibility system, and to advise Council of the intended approach for Blue Box services during the transition period of May 1, 2024, to December 31, 2025.

Background:

Update on the Blue Box Program transition to producer responsibility and recent amendment to the Regulation

It is noted that staff and other Ontario municipal jurisdictions have long been supportive of the provincial transition to full producer responsibility in that a provincewide common collection system would:

- enhance and standardize the list of Blue Box materials,
- provide high, progressive, and enforceable diversion targets, and
- remove the financial burden of the Blue Box Program from municipalities, shifting it to producers who are responsible for the design and production of packaging.

The draft Blue Box Regulation was finalized by the province on June 3, 2021, but was subsequently amended on April 13, 2022. The province indicated the amendment will not impact the Regulation's outcomes and will not affect the timeline for municipal transition; they therefore did not post the amendment for public comment.

The amendment (O. Reg. 349/22) made the following key changes to the initial Regulation (O. Reg. 391/21):

• Removed the allocation table requirement, that identified which Producer/Producer Responsibility Organization (PRO) would be responsible for Blue Box Programs in which municipalities and removed the requirement for the PROs to develop rules for the producer led Blue Box Program.

- Made each producer responsible for meeting collection requirements from eligible sources (single-family homes, seasonal homes, current multi-residential buildings, schools, specified retirement and long-term care homes and specified public spaces).
- Required PROs representing the majority (over 66%) of Blue Box tonnage to provide a report on how they will establish a province-wide collection system to the regulator Resource Recovery and Productivity Authority (RPRA). The report will include how the PROs will establish and operate the collection system, how they will make collected material available for processing and where, and how they will provide promotion and education.
- Exempted newspaper publishers from responsibility for the Blue Box Program but continues to require newspapers be collected in the Blue Box.

A PRO establishes contracts with a producer or group of producers. Effectively PROs assist producers to ensure they meet regulatory requirements. There are currently four PROs registered with RPRA regarding the Blue Box Program:

- Circular Materials (CMO)
- Ryse Solutions Ontario (Ryse)
- Resource Recovery Alliance
- Canadian Beverage Container Recycling Association

Representing over 66% of Blue Box material, Ryse and CMO, submitted their joint plan on July 1st identifying how they intend to implement, operate, and administer, the common collection system across the Province. This report identifies CMO as the common collection system administrator. As the collection system administrator, they intend to implement a cohesive provincial-wide system.

As administrator, CMO is seeking responses from all 365 Ontario municipalities and 28 First Nations operating Blue Box programs regarding their intent to enter into a contract with CMO for the transition period from May 1, 2024, to December 31, 2025. Soon, Stratford will need to decide whether to maintain existing services by providing services to producers for the transition period under negotiated terms or to decline and have CMO provide their own collection system for Stratford. Due to municipal elections the deciding point may fall under the period of restricted acts, between August 19, to November 14, 2022.

Analysis:

Circular Materials (CMO)

CMO has requested interested municipalities and First Nations communities to become Blue Box recycling service providers to CMO under the terms of a Master Service Agreement (MSA) from the municipality's transition date until the end of 2025, when all transitions to producer responsibility are to be completed. Municipalities and First Nation communities that enter the agreement will continue to service single-family and current multi-family households, maintaining the same collection days and frequency of collection, same materials currently accepted and use of same set out containers. Municipalities may also continue to service current Industrial, Commercial, and Institutional (IC&I), locations at a cost to the municipality and operation of existing drop-off depots.

CMO is pressing for commitments so that they can maximize the time they have to transition and arrange necessary collection contracts. Staff have already provided Stratford's collection details as part of developing a future contract. It is expected that if the City provides collection services for CMO that this agreement will be required to be entered into in the Fall of 2022.

If the City were not to provide services under the existing waste collections contract with Canada Waste Management, early termination costs could apply. The Contract stipulates early termination of the Contract based on amendments legislation could come at an estimated costs of \$490,000 including HST.

Key aspects of CMO's MSAs and SoWs for the transition period

The Master Service Agreement (MSA) contains overarching terms and conditions that apply to each of the Statements of Work (SoW). There are separate SoWs for each area of business that a municipality may choose to enter with CMO. Current versions of the documents specify services to include:

- Curbside recycling collection Municipalities may provide service directly or subcontract the actual collection service. Municipalities are directly responsible for the service standards, specifications, and service level credits contained in the MSA and SoW, even if a contractor provides service under an existing waste collection agreement.
- Depot collection service This includes operation of the depot. The City would be responsible for monitoring, and segregation of eligible (residential) and ineligible (IC&I) sources.
- Promotion and education (P&E) This includes assisting CMO in the design and development of P&E material, and incorporation of CMO's P&E materials in the City's communications.
- Public space collection services This includes a set number of bins in public spaces.

For the most part, if the City proceeds with CMO for the transition period, May 1, 2024, to December 31, 2025, services will remain relatively unchanged. O. Reg 391/21 does not require collection at: industrial or commercial properties, business improvement areas (BIAs), commercial farms, places of worship, weekend campgrounds, commercial properties along residential routes, public facing areas of municipal buildings or facilities (e.g., libraries, arenas), and not-for-profit organizations. Even though the City would be

paying for additional services for locations above that currently receive service, the City's net financial contribution to the transitional Blue Box Program is anticipated to be much less than what it is currently.

CMO's intentions for 2026 (post-transition)

All PROs still have many details to work out for collection services post-2026. CMO has indicated, if a municipality's curbside collection contract extends into or beyond 2026, the municipality could continue to deliver collection services until the contract expires. The main stipulation being that the municipality must execute a subsequent MSA and SoW that will be used to contract for services after January 1, 2026, as part of CMO's collection request for proposal. This document is not available yet. The City is currently in contract with Canadian Waste Management to collect and transport Blue Box materials until November 30th, 2026. If the City were to break the Contract early, on January 1st, 2026, the estimated cost would be \$200,000 including HST.

Post-2026, CMO anticipates that if a municipality decides to be involved, it would be largely limited to a contract administrative role; one that would be built into the CMOs awarded collection contract. An agreement would have to be made between the City and CMO and the stipulations of entering into a MSA and SoW would also apply.

If a municipality does not desire to participate beyond the end of 2025, CMO has indicated it will procure recycling collection services directly with waste collection companies to service broader catchment areas with a variety of other potential changes (days/frequency of service, single/dual stream collection, etc.). No further details on this have been provided yet. CMO has also suggested that municipalities time their garbage and organics collection RFPs to coincide with CMO's timing to allow respondents to submit proposals in parallel for each RFP.

CMO has also suggested that municipalities could continue to operate their existing depots beyond December 31, 2025. Prior to that date, a depot-by-depot assessment will be completed on which they will base decisions about which depots CMO will support in 2026. CMO noted that the number and location of depots will likely be reduced in 2026. They have also indicated effective 2026, Blue Box material dropped off at depots would be segregated by eligible (e.g. residential) and ineligible (e.g. non-residential) sources.

Summary

While alternatives are available, maintaining existing services and corresponding collection contracts as proposed through CMO's transition plan will minimize disruption to Stratford residents, who will be experiencing the full transition to a new system in 2026. It would also ensure costs for early contract termination are avoided. The costs to maintain services considered ineligible, mainly commercial, and industrial, are estimated at \$65,000 for the transition period of May 1, 2024, to December 31, 2025. This is relatively low as these sources only represent a small fraction (~8%) of the

overall collected material. Though the specific details remain to be finalized, it is anticipated that funding from CMO will cover the remaining collection services costs.

Due to the potentially tight timelines for entering into a contract with CMO and to ensure the City can still enter into the necessary multi-year contractual agreements during a period of restricted acts, staff are requesting delegated authorization to negotiate and execute such agreements.

As this legislative change is still being developed, staff will communicate any necessary updates as information is received.

Financial Implications:

Financial impact to current year operating budget:

No impact anticipated to the current year operating budget.

Financial impact on future year operating budget:

Starting in 2024, the City anticipates a significant reduction in recycling services' operating costs. If the City enters into an agreement to maintain existing services, CMO would fund most recycling services. The Blue Box Program currently costs about \$638,600 net cost to operate. The 2022 budget outlines an expense of \$542,000 for bi-weekly collection and \$438,600 for processing. Revenue in the budget includes \$306,000 from the Province for collection services and \$36,000 in revenue from the sale of recyclable material.

Proceeding with CMO and maintaining current recycling service programs in place starting from May 1, 2024, up until the end of 2025 is anticipated to be a net expense to the City to the amount of \$65,000. This is much less than the estimated \$638,600 currently incurred for 2022 and avoids the contractual penalty of up to \$490,000 including HST for early termination of the City's waste collection contract. Post-2026, there will still be a significant reduction in recycling services operating costs, however, it will be dependent on the still-to-be established post-transition service levels.

Link to asset management plan and strategy:

A reduction in municipal equipment and facility assets may occur starting 2026, if the recycling depot and services are discontinued. This has the effect of reducing pressure on the municipal asset replacement plan as well as the reduction in operating costs noted above.

Legal considerations:

The City's solicitor will review any CMO transition contracts.

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.

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Material and Products

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

Zero Waste

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

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

Prepared by:	Adam Ryan, Manager of Public Works
Recommended by:	Taylor Crinklaw, Director of Infrastructure and Development
	Services
	Karmen Krueger, CPA, CA, Acting Chief Administrative Officer

BUSINESS PLAN March 31, 2023

THE TOWN STRATFORD

STALE IS FLASNA SINCA

EDAL BIKE TOURS THE HAPPY PEDALER

STRATFORD.

ON



OVERVIEW

The Happy Pedaler is a Stratford based tour company founded by local residents, Melanie and Jason, that take its patrons on a fun-filled exploration of downtown Stratford - featuring local watering holes and historical sites via pedal bike propelled by old fashioned leg power.

Our objective is to expand the business by offering a variety of tour types to consistently increase revenue with added tour routes and time slots - showing off the town of Stratford in a fun and active way.

STRATFORD



TARGET MARKET

Locals and visitors to Stratford that are aged 19+ (for pub crawls) or 6+ for family-themed tours.

Depending on the tour, the experience is targeted to a variety or interests including: Historical, wellness, artisanal, culinary, creative, artistic, literal, musical and paranormal.

STRATFORD



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HAPPY

PEDALE

- 1. Participants book a 3 hour slot(s) and sign waivers online at: www.thehappypedaler.com.
- 2. Everyone meets at a pre-determined location to board the party bike at their scheduled time.
- **3.** Participants propel the bike as a group using bicycle-style pedals. The host provides 'local knowledge during the tour while everyone enjoys a tour specific selection of music.
- 4. The tour consists of 3 pre-determined stops that last 30 minutes. Each location will have a selection of products/experiences that are pre-arranged and shared with the group when they arrive.
- 5. The group then rides the bike back to the meeting spot to end the tour.

THE TOWN STRATFORD







HAPPY

PEDALE

THE PARTY BIKE

of Rider Seats: 15# of Pedal Seats: 10Max. # of Passengers: 17

Weight: 2500 Lbs. Dimensions: 16.5' (L) x 8' (W) x 9.5' (H)

Power: Human and/or Electric motor Brakes: Hydraulic Disc Brakes (Front & Back) Wheels: Alluminum - 15" - American Racing Tires GTR Maxtour 195/60R15C Stereo: Bluetooth / USB / SiriusXM / Pandora / Spotify / 13-Band EQ / Remote App Speakers: 4 - 6.5" 3-way full-range - Rated at 360 watts Total Seats: Suspension Sprint Bike Saddle w/Gel Padding and Wood Seat Back Lighting: LED Device Charging: 4 - USB Ports on Bar Table Top Safety: Steel Bar - Both Sides Step Up Base: Aluminum Checker Plate Storage: Dual Overhead Roof Type: Corrugated/Smoke Transparent -Poly Resin Back Bench: 3 Seater - Wood w/ Steel Side Rails.



TOUR: PUB CRAWL Duration: 3 hours

Once everyone is accounted for the tour will commence along Downie St. towards The Market Square stopping at a pre-determined pub (The Hub/Heritage Hops/Black Swan/Gillys). Passengers disembark and enjoy beverages within the establishment (30 min.).

Next they travel back up Downie St. and across Albert St. for a stop at the beloved Bentleys.

After 30 mins passengers will board again and travel down Ontario to Waterloo and for a final stop at Bru Garden. Passengers then board the bike once again to their initial meeting spot.

STRATFORD



TURE COFFEE CRAMERATFORD Duration: 3 hours

- Start off at the Boar's Head parking lot and head down Waterloo St., across Albert and down Downie St. To The Livery Yard.
- After a 30 minute coffee stop, its back on the bike heading back up **Downie and across Market PI. to Revel for another cup of Joe.**
- Finally, its across Market, up Wellington St., across Albert and back up Waterloo St. to Balzac's Stratford for the final stop.





DALLY OPERATIONS

- Tours will be scheduled in two time slots, four days a week consisting of 11am-2pm and 3pm-6pm, Thursday-Sunday.
- Season begins as the weather accommodates, typically May 1- October 1.
- Owners will transport bike to designated meeting spot 30 mins prior to departure.
- The bike will be securely housed at the owners property in Stratford.

THE TOWN STRATFORD



ТНЕ

HAPPY

PEDALER

THE TEAM

The Happy Pedaler is owned and operated by a husband & wife team who live in and love Stratford.

Melanie Hepburn

Melanie has owned and operated a successful hair design business for over 20 years. She's also a devoted mother of three children and a fitness enthusiast.

Jason Azevedo

Jason is the founder and president of a fully immersive tabletop gaming production company called RealmSmith. Engaging his community with unadulterated tabletop fun and adventure. He also has 10+ years of experience in the restaurant industry and 20+ years of graphic design and marketing experience.

STRATFORD



HAPPY

PEDALE

For further questions: thehappypedaler@gmail.com

STRATFORD

STALKIS CLAINS . S.

THE FOWN



STRATFORD.





MANAGEMENT REPORT

Date:	May 23, 2023	
То:	Planning and Heritage Sub-committee	
From:	Kelton Frey - Municipal Law Enforcement Officer	
Report #:	PLA23-008	
Attachments:	Sign Permit Application Drawings;	
	Letter Correspondence 35 Waterloo Street;	
	August 8, 2022 Council Minutes;	
June 13, 2022 Planning and Heritage Committee Minutes;		
Management Report PLA22-027;		
	June 14, 2022 Heritage Stratford Advisory Committee Minutes.	

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

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

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

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

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

is permitted. There is currently one address ground sign already erected on the property.

In 2012 a Variance application was received to expand the surface area to the existing ground sign on the property. Minutes from 2012 indicate that Heritage Stratford at the time raised concerns about the proposed signs and that discussion focused on concerns the proposed size and the placement of the sign. The final outcome was a sign that did not change in size, and permitted the tenants names to be included in the middle of the sign as displayed onsite to date.

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

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

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





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Staff prepared report PLA22-015 and presented at the Planning and Heritage Sub-Committee meeting on May 26, 2022. After discussion, the Sub-committee recommended approval of the Sign Variance. At the Planning and Heritage Committee on June 13, 2022, the variance request was referred to the Heritage Stratford Advisory Committee. The Heritage Stratford Advisory committee adopted the following motion after discussion:

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

Note for clarity – Heritage Stratford's recommendation is for 3 new signs, 4 total and that the three new signs be placed with one large horizontal sign in the middle and two smaller sized ones on each end.

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

After the completion of the Heritage Stratford Advisory Committee, Staff reached out to the applicant.

Repeated attempts to discuss alternatives or compromises with the applicant have been met with their very firm communication that they wish to continue with the application as originally presented.

At the August 8, 2022, Council Meeting, the variance application was referred to Staff to consult with the applicant on the matter. Staff spoke with the applicant who advised that their preference was to bring the variance application to the new Council with some added information. The number of signs, size of signs, placement of signs was not changed and the applicant was notified that Staff would continue to recommend the variance be denied. During discussion, the applicant was advised of a plan that Staff would support - that being 2 banner sign permits per year staying up for a period of not more than 30 days and only 1 banner on the property at any given time. The applicant wishes not to deviate from the original proposal, but again to provide more information to Council.

Following consultation with the applicant, Staff received further correspondence that they do not intend to change anything about their application short of offering stronger definition as to what their intentions would be with the respect to the duration and calendar of signage in the 5 sign locations requested. (see attached document). In particular, they do not envision changing anything with respect to the number, manner or location of the sign positions discussed in the spring.

The attached document shows further information provided by the applicant.

Heritage Stratford confirmed during Staff consultation in February of 2023, that they would still support a request for three new signs.

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

In attempt to establish a comparable example of a similar site and location, staff suggest the institutional building at the southeast corner of Waterloo Street and Cobourg Street. These properties have similar use, are located on a collector road, but one is zoned Commercial (C3) and 35 Waterloo Street is zoned Residential (R2-15). If the commercial zoning were to be applied to 35 Waterloo Street, they would be permitted one sign on William Street, two signs on Waterloo Street and one sign on Elizabeth Street. Since there is an existing sign, this approach would limit what is approved to three new signs – the compromise that staff had previously proposed.

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

Staff are not supportive of the exemptions as they do not adhere to the Sign By-law, some signs would be located on City property and would require an encroachment agreement, and acceptance of the exemption request could influence future applications that are not in compliance with the Sign By-law. However, should Council choose to grant the exemptions, an option has been identified for consideration.

Based on consultation with the Heritage Stratford Committee and the Applicant, there would appear to be three options.

Option 1 -Staff Recommendation. That the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street North be denied as the signs are not located on the applicant's property and the signs proposed exceed the number and size of a permitted sign in the Sign By-law for a residential zone.

Option 2 – Exception be made to the Sign By-law based on consultation with the Heritage Stratford Committee. "That the Heritage Stratford Advisory Committee supports the granting of an exemption from the Sign By-law 159-2004 at 35 Waterloo Street North, subject to the total number of signs approved being reduced from five (5) to three new (3), with one large horizontal sign in the middle and two smaller sized ones on each end."

Option 3 – Applicants Request. "That the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street North be approved, provided the applicant enters into an encroachment agreement with the City for the

signs and fence installed on City property and that proper design documents are provided with the sign permit application."

Financial Implications: There are no financial implications for any of the three options identified.

Alignment with Strategic Priorities

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Equity and Local Economy

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

Staff Recommendation: THAT the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street North be denied as the signs are not located on the applicant's property and the signs proposed exceed the number and size of a permitted sign in accordance with the Sign By-law for a residential zone.

Prepared by:	Kelton Frey, Municipal Law Enforcement Officer
	Jonathan DeWeerd, Chief Building Official
Recommended by:	Taylor Crinklaw, Director of Infrastructure and
	Development Services
	Joan Thomson, Chief Administrative Officer



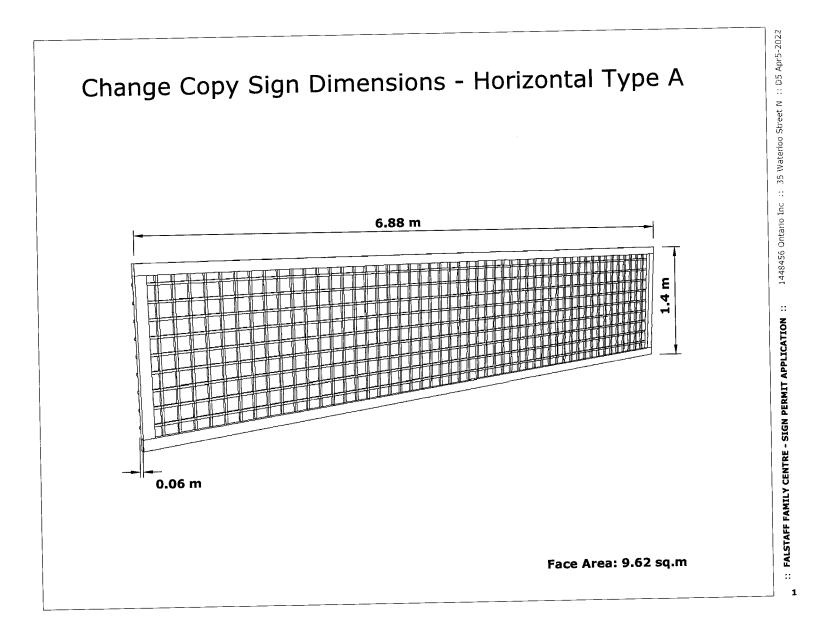
Sign Permit Application Addenda

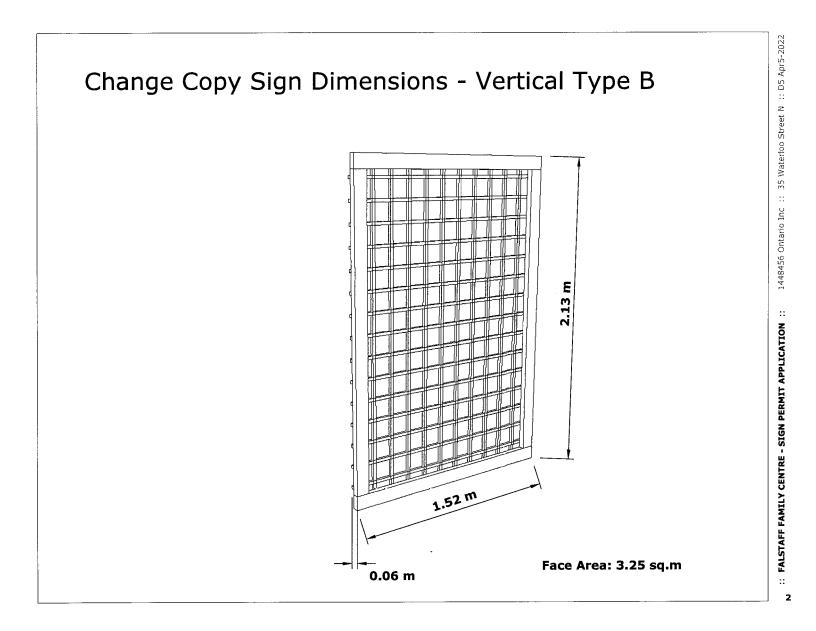
Falstaff Family Centre 35 Waterloo Street N Stratford, ON N5A 5H6

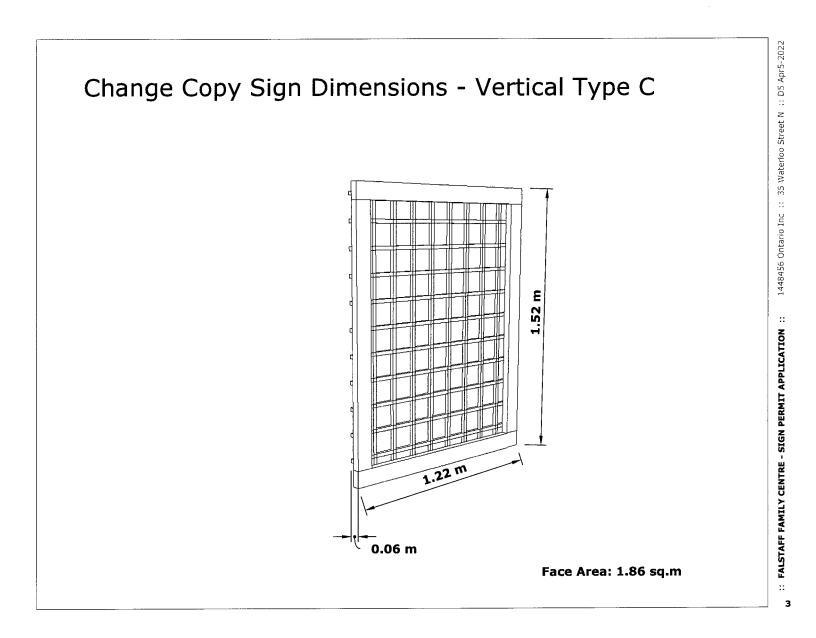
Owner: 1448456 Ontario Inc.

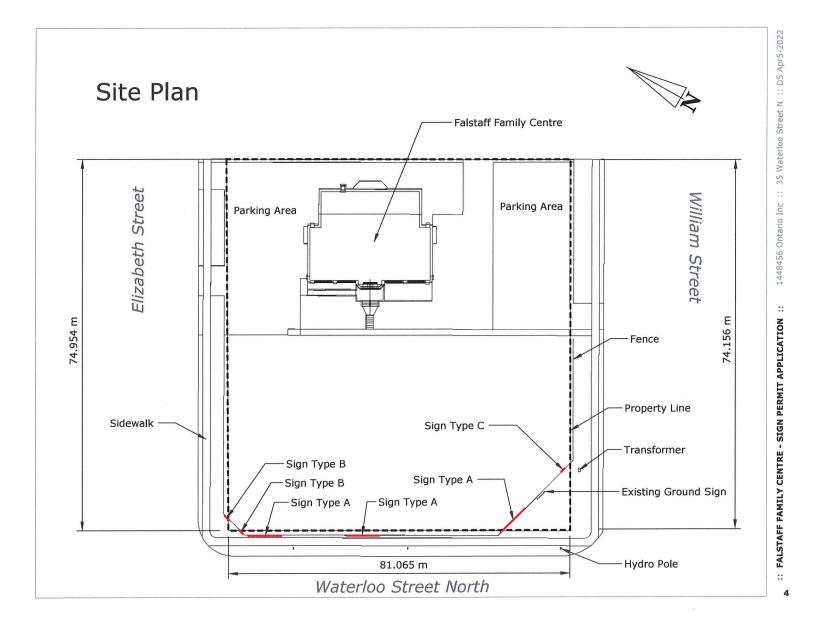
Existing Use: Community Centre Zoning: R2

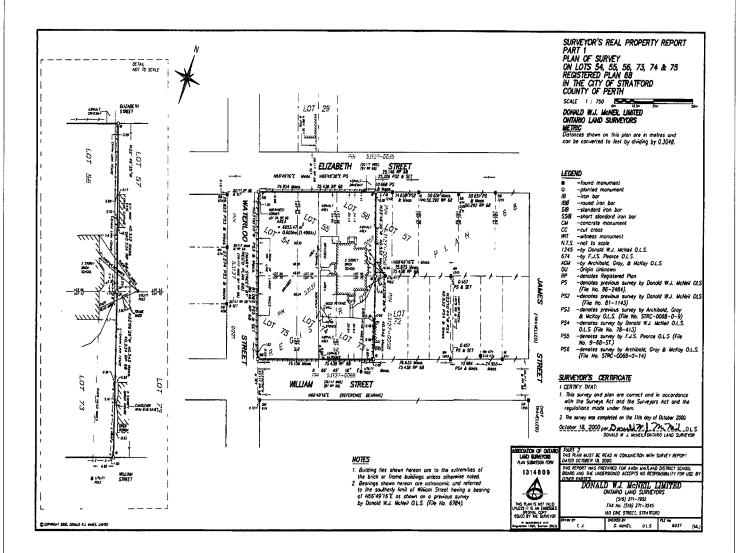
Legal Land Description: PLAN 68 LOT 73 TO 75 LOT 54 TO 56 PIN: 53127





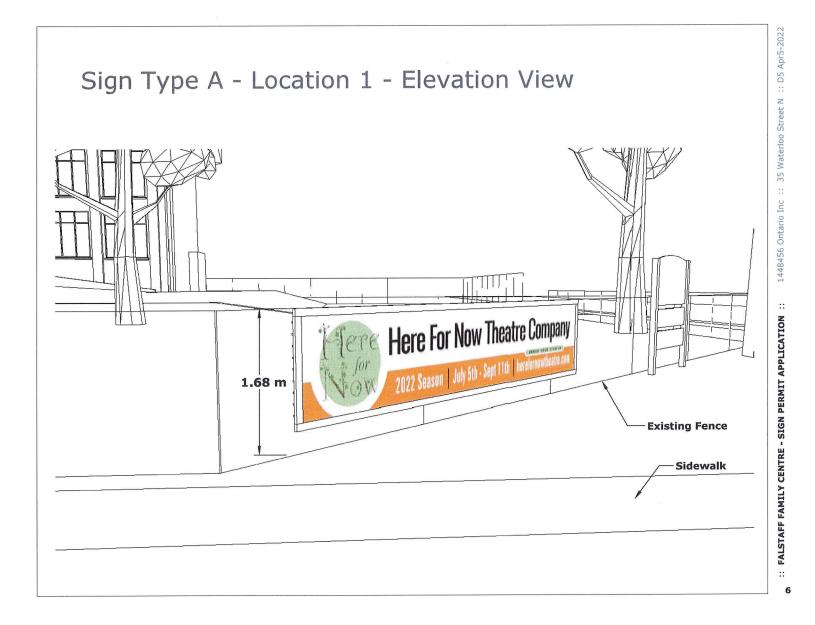


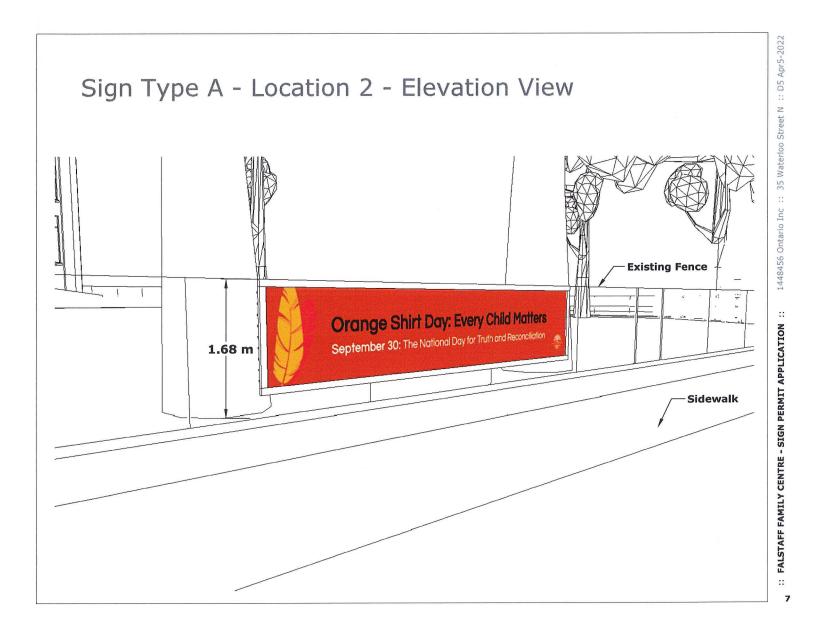


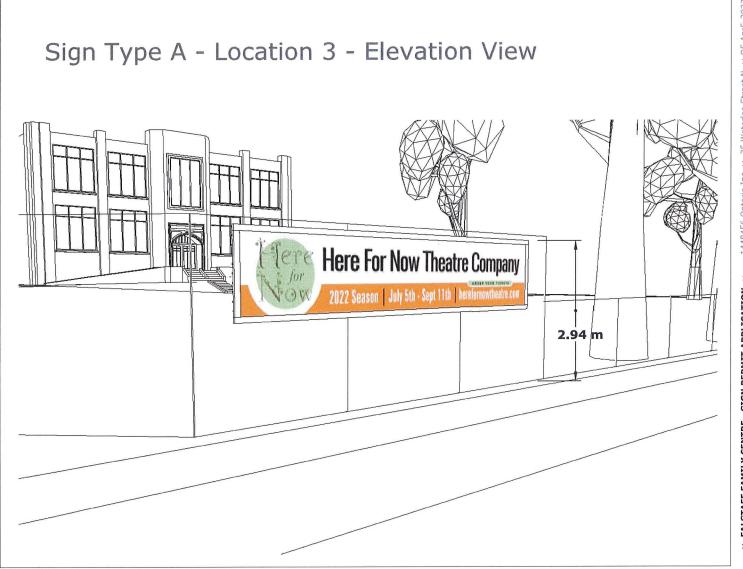


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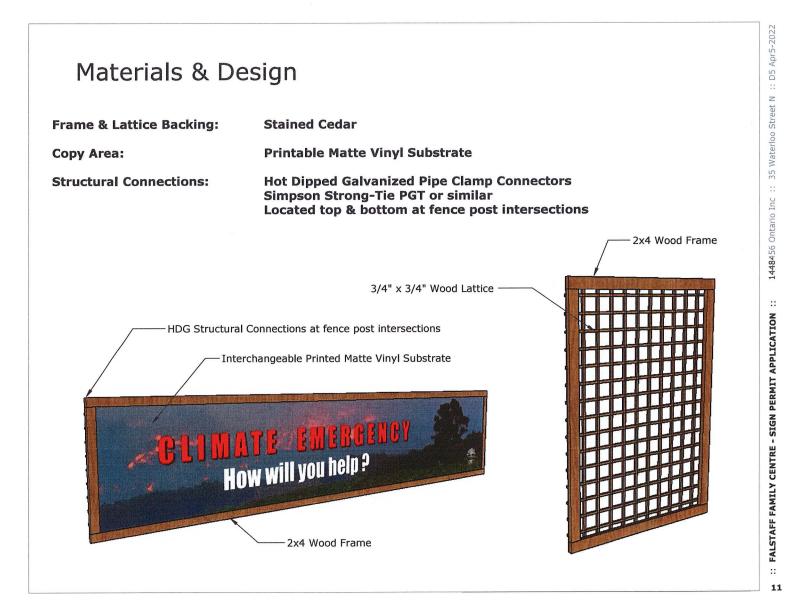














August 16, 2022

Outline to Signage Approach For discussion purposes

Further to council's motion to defer our sign variance application, we have taken some time to flesh out in more detail how we might envision this signage to work. Particularly to satisfy any concerns about how permanent or temporary they might be.

GOAL for sign variance application

The over all goal is to support and heighten awareness to a variety of civic issues and initiatives which connect to or have an impact on children, families and the community and connected to the Falstaff Family Centre.

We've broken our needs down to three categories

1. **Annual commemorations:** There continue to be identifiable groups such as Indigenous, climate, multicultural, children and families who have expressed interest in having more visibility for their initiative, events or annual commemorations.

WE PROPOSE: Signs/banners go up in the week leading up to the annual day and taken down with 24-48 hours of completion of event. Location: Waterloo St.

2. One-off events:

- These could be enterprises such as meetings, performances or fundraising events which originate at Falstaff Family Centre.
- Additionally and unpredictably, new groups sometimes appear with requests such as the Upper Thames River Conservation Authorities' May Children's Water Festival (2022) which may make their event an annual one.

WE PROPOSE: which need longer promotion: 2-3 weeks to be taken down 24-48 hours after event Location: Waterloo St.

3. **On-going initiatives**: an example of this is the current *Here for Now* theatre company which has been using FFC as an on-going venue from July – September.

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WE PROPOSE: larger banner/sign for 1-2 weeks prior to launch. On launch, take Waterloo sign down and put-up smaller wing signs on Elizabeth and William Streets to denote event on property. These smaller signs would be taken down with 24- 48 hours concluding run of event.

The following is a draft of a possible calendar

January	
February	
March	
April 22	Earth Day
May 5	Children's Water Day
June 21	National Indigenous People's Day
June 27	Canadian Multiculturalism Day
July	
August	
September 23	Youth Fridays for Future
September 30	National Day for Truth and Reconciliation
October	Missing and Murdered Indigenous Women and Girls
November	Remembrance Day
December	

Heritage Stratford Advisory Committee June 14, 2022



Heritage Stratford Advisory Committee

MINUTES

A meeting of the Heritage Stratford Advisory Committee (HS) was held on Tuesday, June 14, 2022 at 7:00 p.m., electronically.

Committee Members Present: Cambria Ravenhill – Chair Presiding, Barb Cottle, Jeff Atchison, Laura Dent, Robin Thornrose, Councillor Danielle Ingram

Staff Present: Alyssa Bridge – Manager of Planning, Miranda Ivany – Planner, Kelton Frey – Municipal Law Enforcement Officer, Casey Riehl – Recording Secretary

Regrets: Jacob Vankooten, Brian Johnson, Howard Shubert, Jack West

1.0 Call to Order

The Chair called the meeting to order at 7:09 p.m.

2.0 Declarations of Pecuniary Interest and The General Nature Thereof None declared.

3.0 Adoption of Previous Minutes

Motion by Jeff Atchison Seconded by Laura Dent THAT the minutes from the Heritage Stratford Advisory Committee meeting dated May 10, 2022, be adopted as printed. Carried

4.0 Delegate: Kelton Frey, Municipal Law Enforcement Officer – Proposed exemption from sign by-law (Waterloo Street)

Kelton Frey, Municipal Law Enforcement Officer, reviewed the request to consider an exemption to the City's Sign By-law for 35 Waterloo Street North (Falstaff Centre). Mr. Frey discussed the placement of the signs and materials that will be used to construct them. There are no issues with sight lines for vehicular and pedestrian traffic. He explained that City staff will not have discretion over what messages are posted on the interchangeable signs. Councillor Danielle Ingram now present at the meeting at 7:15 p.m.

The Planning and Heritage Committee referred this request to Heritage Stratford for their consideration and input. Members expressed their concern with the number of signs proposed, specifically the large Type "A" signs and the fact that the location is in a residential area.

Cambria Ravenhill inquired if there has been any opposition from neighbours. Mr. Frey stated that letters were circulated to 135 neighbouring properties and the City did not receive any concerns. Laura Dent inquired if there is a timeframe associated with the signs once approved. Councillor Ingram stated that if approved, the permit would be permanent. The property owners would be required to enter into an encroachment agreement with the City, as the fence is on City property, however the City does not have a say in what is posted on the signs. They can only permit the size, type of sign and the area of the sign. Barb Cottle inquired if the property was sold in the future, would the encroachment agreement continue for the new owner or does it get renegotiated at that point. Councillor Ingram stated that usually agreements contain a clause that any successors assume the agreement and are bound to the terms of whatever the previous property owner has entered into.

Motion by Robin Thornrose

Seconded by Barb Cottle

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

Kelton Frey, Municipal Law Enforcement Officer, departed the meeting at 7:47 p.m.

5.0 **Business Arising from Previous Minutes**

5.1 Blue Plaque & James Anderson Award Update

Cambria Ravenhill reported that they held the first 2021 Blue Plaque presentation for Richard Manuel at 138 Well Street on May 18th. The event went well, it was held outside at the residence and members of the Manuel family, John Till's family and other musicians who knew the Manuel's were in attendance. Deputy Mayor Martin Ritsma presented the plaque to the property owners andJack West mounted the plaque for the homeowners. The second Blue Plaque will be presented for Dr. James Palmer Rankin at 198 Church Street on June 28, 2022 and MP John Nater will be presenting it. Heritage Stratford Advisory Committee June 14, 2022

The annual James Anderson Award will be held in July. The award is being presented to Bruce Whitaker for his work at 2-6 Ontario Street and the event will be held on site. Cambria Ravenhill will confirm the date and nnce confirmed staff will have the certificate signed and invitations will be sent out.

5.2 Destination Stratford Audio Tours Update

No new update provided.

5.3 Community Partners & Projects

No new update provided.

5.4 Update on Former Perth County Registry Office No new update provided.

5.5 265 St. David Street Permit Update

Cambria Ravenhill reported that the removal and replacement of windows has been completed. The doors currently there are the old doors painted white, however they are not properly installed. Ms. Ravenhill has met with some of the representatives of the property to discuss possible alternatives or compromises, however, there has not been a new permit application and the property is now up for sale. Alyssa Bridge, Manager of Planning, reported that staff continues to be in conversation with representatives of the owner and has encouraged them to submit a new alteration permit so it can be formalized and get the input of the Heritage Committee on what they propose to do.

5.6 Update on National AccessAbility Week –B. Cottle/J. Atchison

Jeff Atchison reported that they completed three videos for the project – The Bradshaw Building, Famme & Co., and Stratford City Hall. It was great to learn how accessibility and heritage reconstruction can be implemented and be really positive. Ideally it will open people's minds up to the possibility of having both an accessible and a heritage building. They look forward to partnering with the Accessibility Advisory Committee again on a future project.

5.7 Ontario Heritage Conference (Brockville, June 16-18)

No members of Heritage Stratford will be attending the conference in 2022. Members were asked to advise Cambria Ravenhill or Casey Riehl if their availability changes and they plan to attend the conference.

6.0 Designation Sub-Committee Update

6.1 Avoncrest Property Designation – 86 & 90 John Street South Alyssa Bridge, Manager of Planning, reported that a staff report has been prepared on Heritage Stratford's resolution requesting Council designate the Avoncrest Property. It is currently in the internal review process and is scheduled for the June 30, 2022 Planning and Heritage Sub-committee meeting. Ms. Bridge suggested it might be beneficial to have a couple of members of Heritage Stratford present at the June 30th meeting to speak to the matter. It is her understanding that there will be representatives from the Huron Perth Healthcare Alliance attending also.

Cambria Ravenhill reported that Howard Shubert, Councillor Ingram, and herself met with representatives from the hospital to get an update on plans for the property. HPPH discussed some timing and development situations. HPPH does want to move swiftly on their opposition for the request to designate as they intend to sever off the utilities for the property in March 2023.

Councillor Ingram stated that HPPH was very clear that they are focused on spending their healthcare dollars in the health community and that they are focusing on health and wellness for the property. They have had no interest whatsoever from developers having the building still on the property. They have completed a Phase 1 environmental test on the property and it did come back clear and have also completed an abatement report. The roof is going to need to be repaired if they do not move forward with severing the utilities and demolishing the building. The cost to repair the roof is approximately \$1,000,000.00 and the demolishing cost, including the hazardous materials removal, is \$2,000,000.00. HPPH has discussed options with long-term care providers and offices for medical practitioners. They have also discussed the need for surface parking, as structure parking is far too expensive.

Members were advised HPPH intends to oppose the designation and demolition of the building is how they want to proceed. They are open to discussing some sort of heritage recognition or commemoration area as part of the new development. Laura Dent stated she would like to see if there could be an agreement that Heritage Stratford would be able to provide input into how the building and site is commemorated.

6.2 Non-Designated Properties Register

Miranda Ivany, Planner, reported that on June 7, 2022, staff launched the Engage Stratford page for the Phase 2 properties. Information packages and letters were also sent out that day to the property owners. The virtual open house will be open until July 6, 2022 and that is also the opt-out date. A staff report has been prepared for the Heritage Stratford resolution to move along with the Phase 3 properties and that is intended to be brought to the Planning and Heritage Sub-committee meeting on June 30, 2022.

6.3 Update from Designation Sub-Committee

No new updates to report.

Heritage Stratford Advisory Committee June 14, 2022

7.0 Development Services Report

Alyssa Bridge, Manager of Planning, submitted the June 2022 Development Services Report for the Committee's information.

8.0 New Business

Cambria Ravenhill thanked Alyssa Bridge for all her help and hard work with the Heritage Committee and wished her well in her future.

Cambria Ravenhill stated that she will be stepping down as the Chair of Heritage Stratford in the fall. She will discuss with the current Vice-Chair to inquire if he will chair the remainder of the meetings or another member can be appointed.

9.0 Date of Next Meeting – Tuesday, September 13, 2022 at 7:00 p.m.

10.0 Adjournment

Motion by Robin Thornrose Seconded by Barb Cottle THAT the May 10, 2022 Heritage Stratford Advisory Committee meeting adjourn. Carried

Start Time: 7:09 P.M. End Time: 8:17 P.M.



MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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





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Staff prepared report PLA22-015 and presented at the Planning and Heritage Sub-Committee meeting on May, 26, 2022. After discussion, Sub-committee recommended approval of the Sign Variance requested by the Applicant. At the Planning and Heritage Committee meeting on June 13, 2022, the variance request was referred to the Heritage Stratford Advisory Committee.

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

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

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

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

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

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

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

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

In attempt to establish a comparable example of a similar site and location, would be the institutional building located at the southeast corner of Waterloo Street and Cobourg Avenue. These properties have similar use, are located on the same collector road, but one is zoned Commercial (C3) and 35 Waterloo Street is zoned Residential (R2-15). If the commercial zoning were to be applied to 35 Waterloo Street, they would be permitted one sign on William Street, two signs on Waterloo Street and one sign on Elizabeth Street. Since there is an existing sign, this approach would limit what is approved to three new signs. The three new signs would need to be spaced out 25 m from one another. This would require that the small sign on William Street be located 25 m away from the existing (corner) sign. The large horizontal sign would need to be located to be located on Elizabeth Street and be at least 25 m away from the large horizontal sign

proposed for Waterloo Street.

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

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

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

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

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

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

B. Heritage Stratford Advisory Committee recommendation:

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

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

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

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

Alignment with Strategic Priorities

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

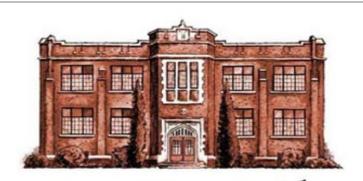
Equity and Local Economy

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

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

Prepared by:	Kelton Frey, Municipal Law Enforcement Officer
Recommended by:	Taylor Crinklaw, Director of Infrastructure and
-	Development Services
	Joan Thomson, Chief Administrative Officer





Falstaff Family

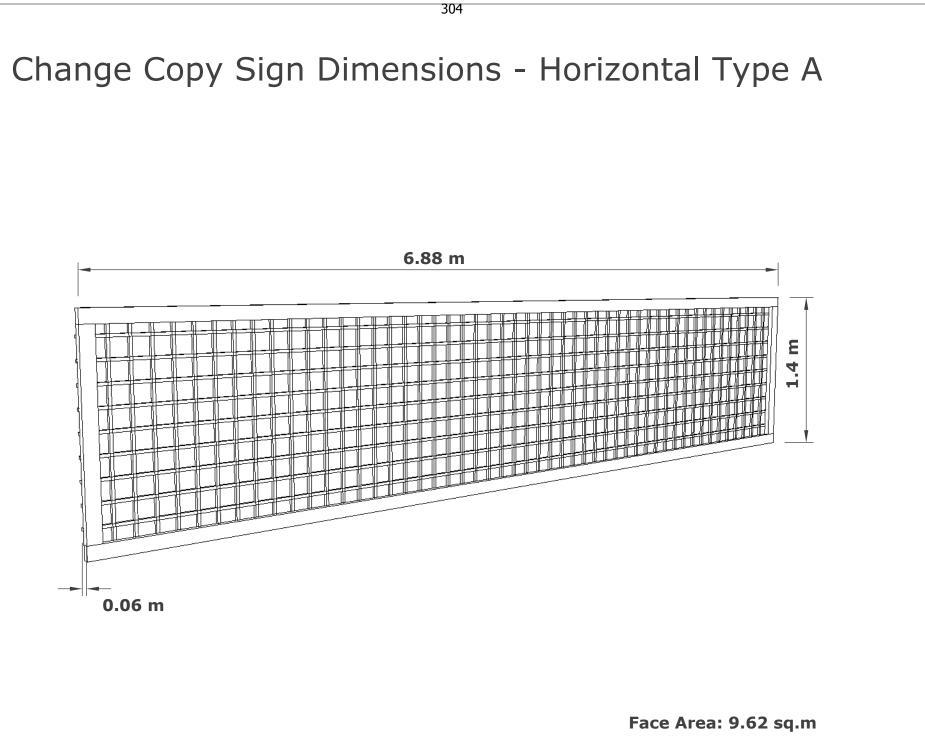
Sign Permit Application Addenda

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

Owner: 1448456 Ontario Inc.

Existing Use: Community Centre Zoning: R2

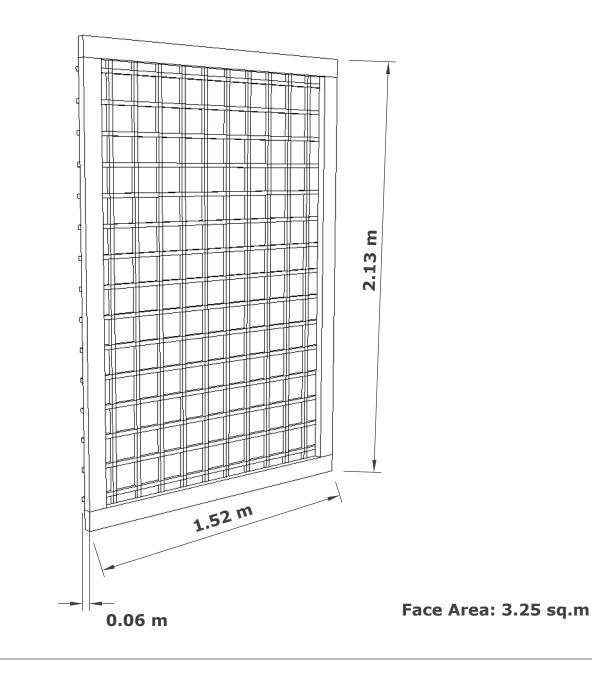
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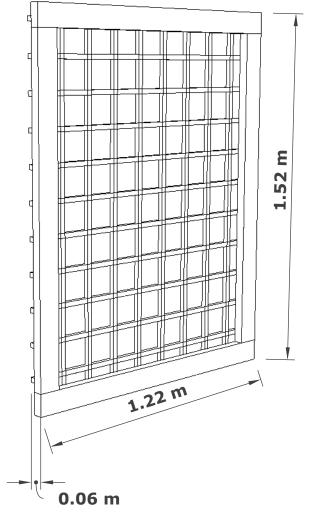
:: D6 Apr21-2022 35 Waterloo Street N 1448456 Ontario Inc :: FALSTAFF FAMILY CENTRE - SIGN PERMIT APPLICATION :: 1

Change Copy Sign Dimensions - Vertical Type B

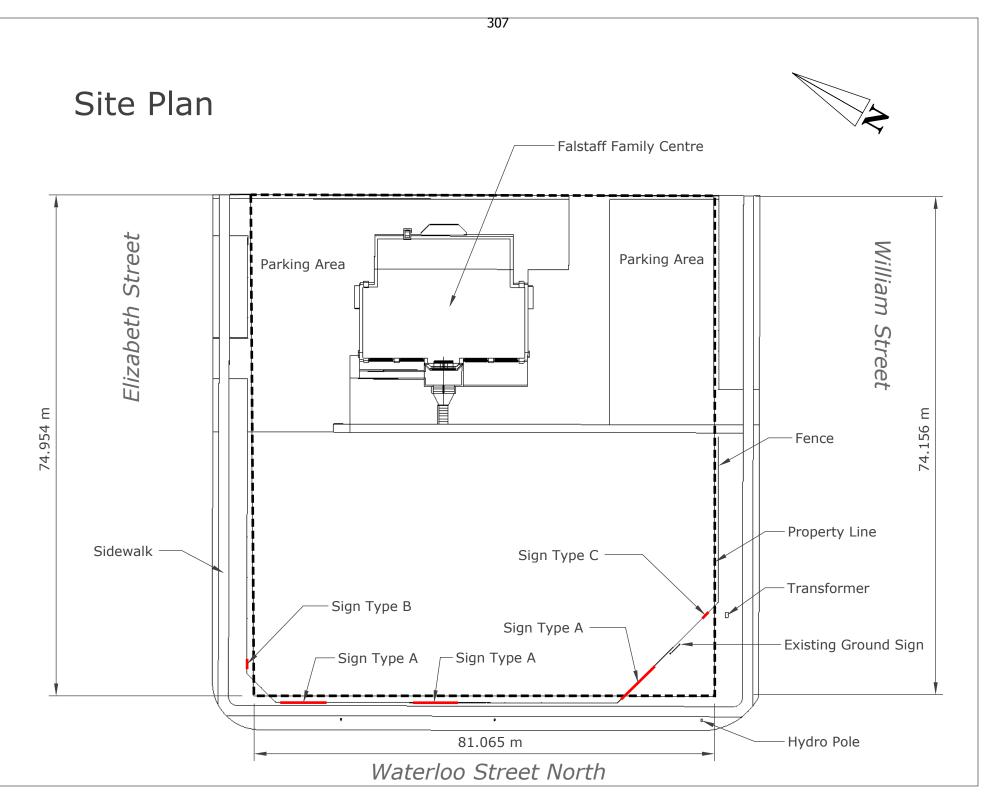
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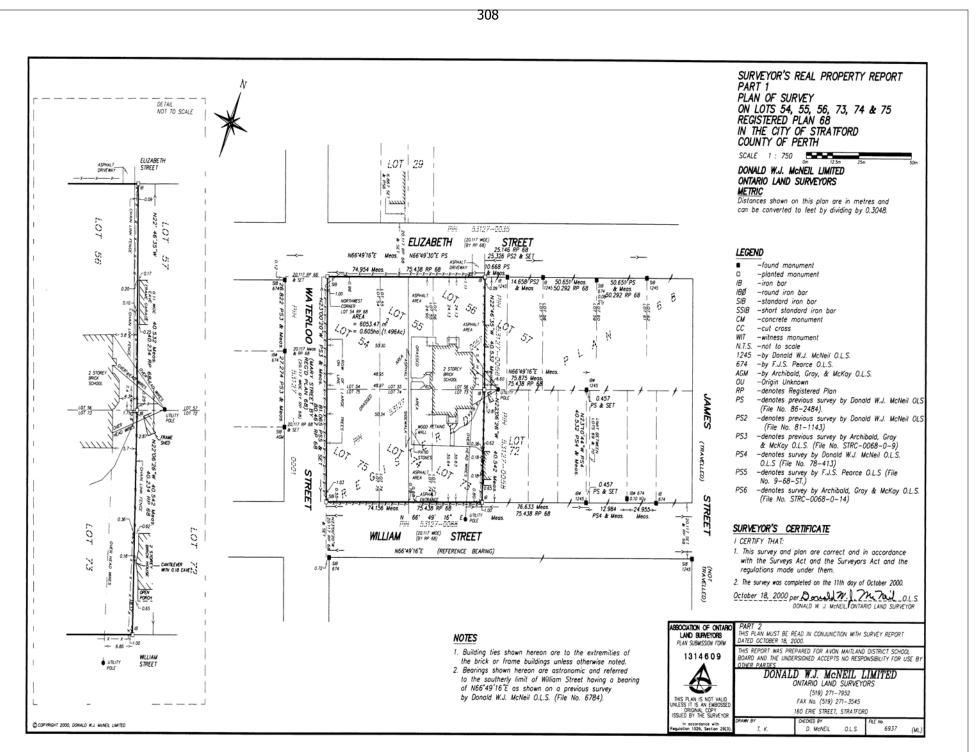
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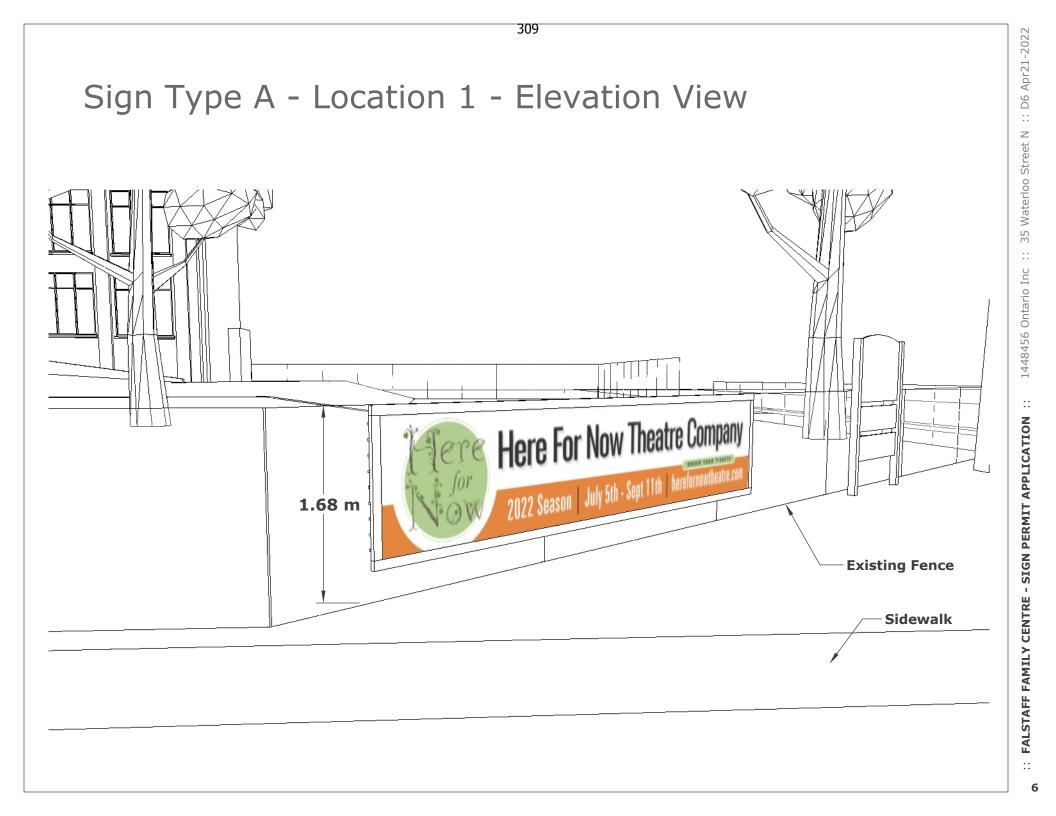
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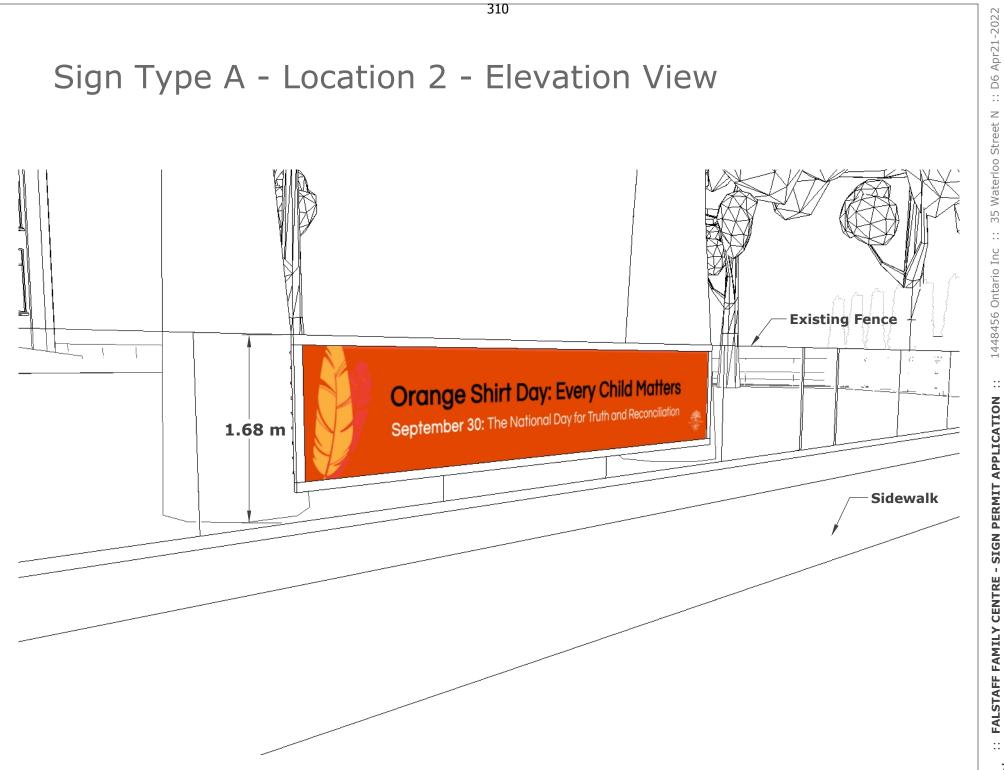


35 Waterloo Street N :: D6 Apr21-2022 1448456 Ontario Inc :: FALSTAFF FAMILY CENTRE - SIGN PERMIT APPLICATION :: 4

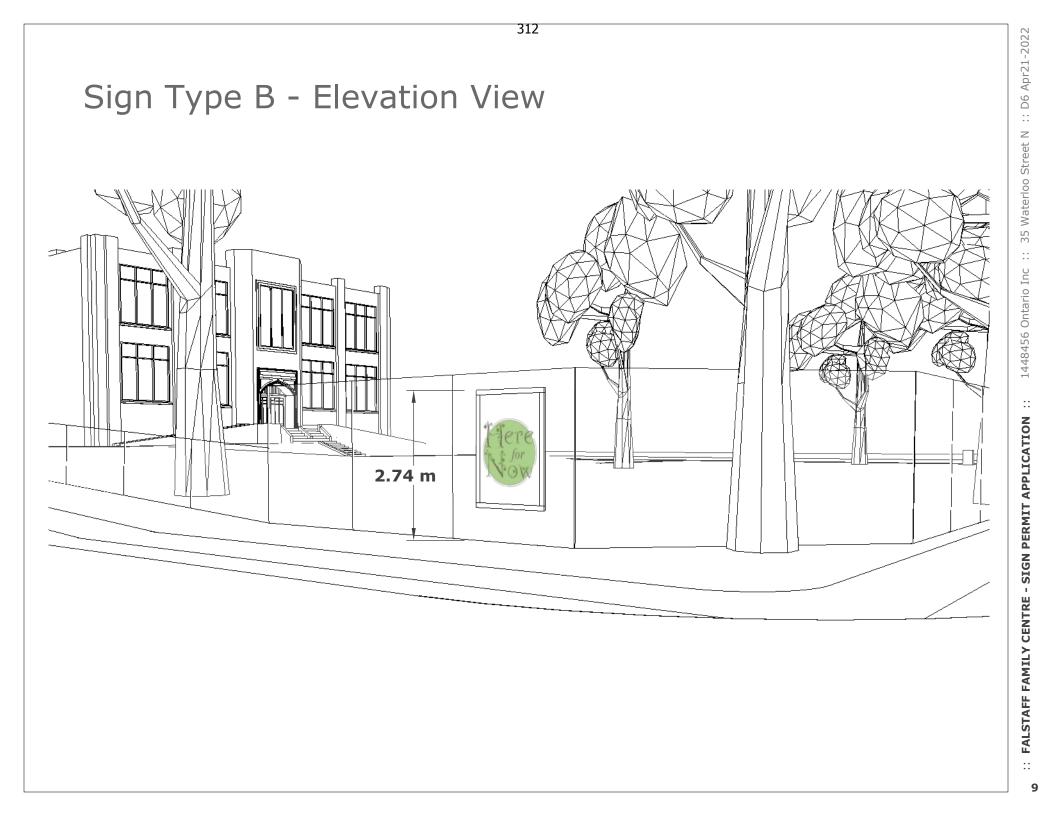


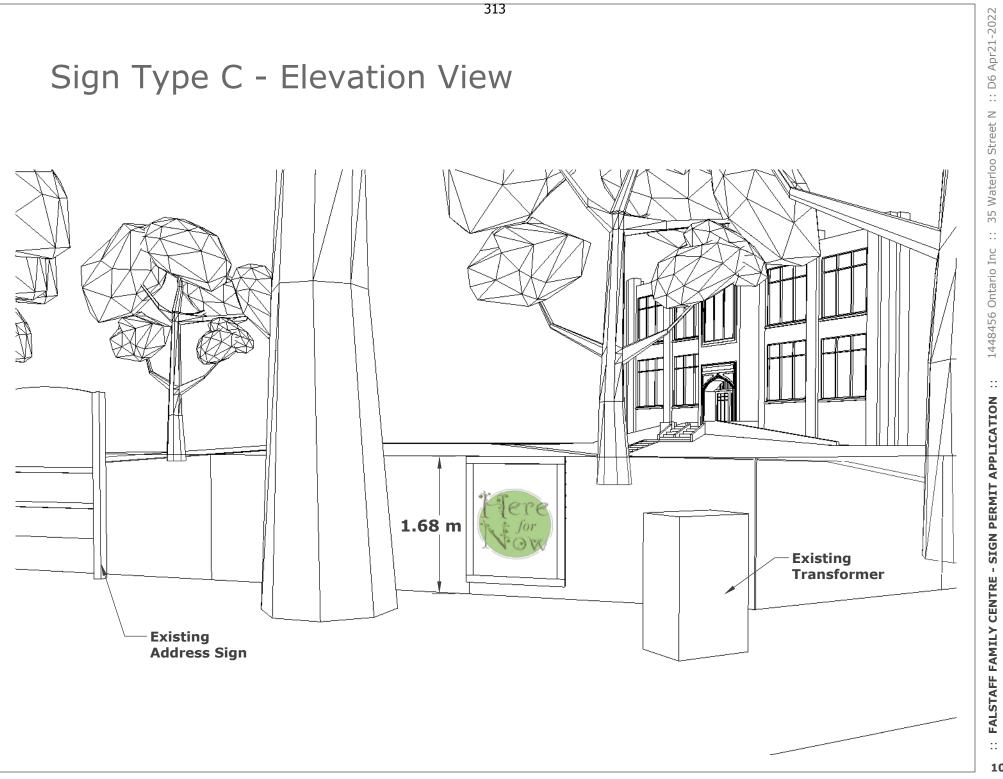
1448456 Ontario Inc :: 35 Waterloo Street N :: D6 Apr21-2022











Materials & Design

Frame & Lattice Backing:

Stained Cedar

Copy Area:

Printable Matte Vinyl Substrate

Structural Connections:

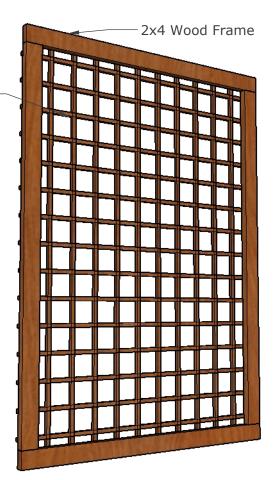
Hot Dipped Galvanized Pipe Clamp Connectors Simpson Strong-Tie PGT or similar Located top & bottom at fence post intersections

314

3/4" x 3/4" Wood Lattice

- Interchangeable Printed Matte Vinyl Substrate







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

May 24, 2022

Dear Councillors,

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

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

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

TENANTS

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

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

FEE FOR SERVICE

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

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

OTHER COMMUNITY GROUPS

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

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

APPROACH TO SIGNAGE

TYPE OF SIGN

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

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

Given that we do not want to implement an electric change copy sign such as found at St James Church, our intention is to specifically identify those locations along the existing fence where we could imagine signs to be and mount a wooden garden lattice framework to the fence, on which the signs could be affixed and changed as necessary. (<u>Appendix B</u>)

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

ENCROACHMENT

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

CONCURRENT SIGNS

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

DURATION OF SIGNS

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

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

NATURE OF SIGNS

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

CONTENT OF SIGNS

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

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

LIVING CANVAS

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

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

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

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

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

NEIGHBOURHOOD CONSULTATION

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

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

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

SUMMARY

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

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

Sincerely,

Loreena McKennitt Director, Falstaff Family Centre

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Appendix A – Existing Address Sign



Appendix B - Wooden Lattice Framework

Appendix C – Proposed Locations & Sizes

Change Copy Sign Dimensions - Horizontal Type A



Face Area: 9.62 sq.m

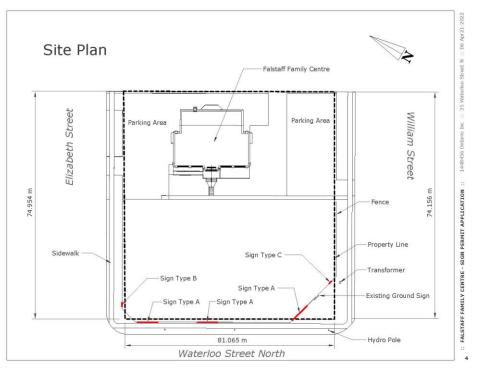
Change Copy Sign Dimensions - Vertical Type B

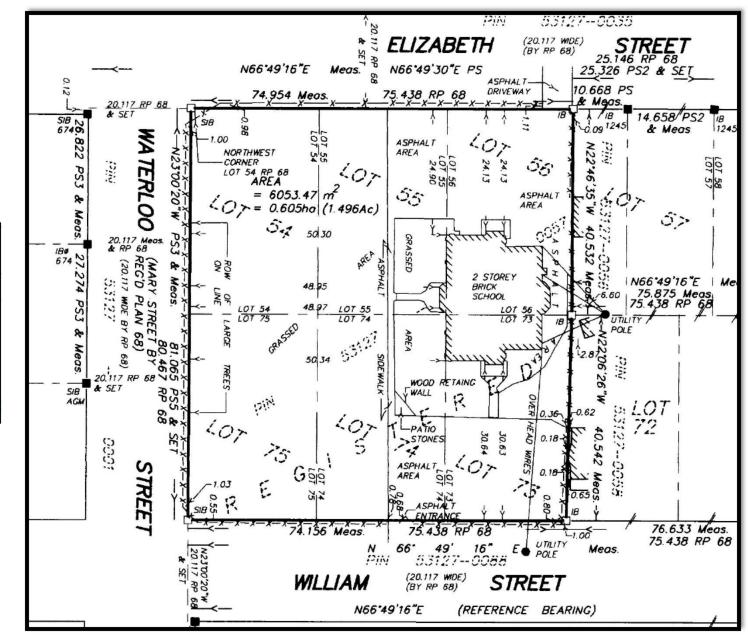
Change Copy Sign Dimensions - Vertical Type C











Appendix D - Property Survey

323

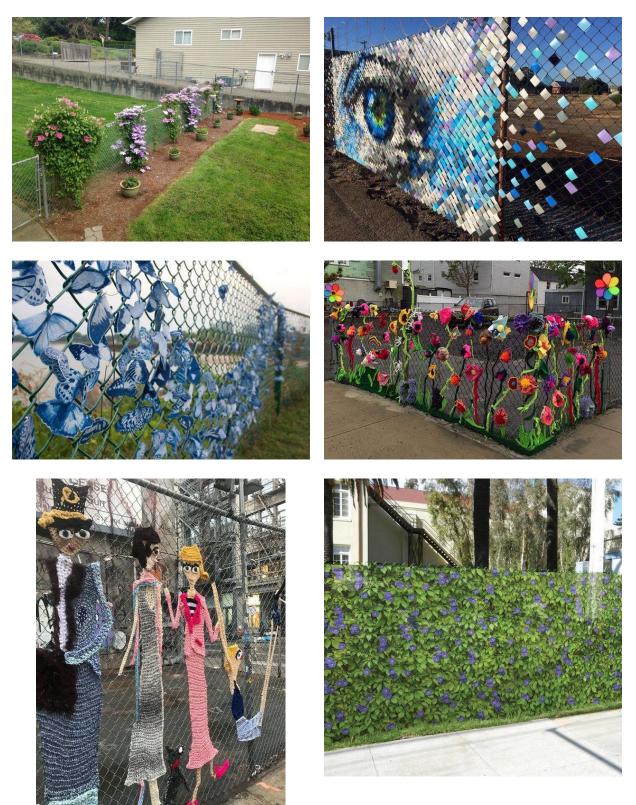
Page | 9

Appendix E - Concurrent Sign Example





Appendix F - Fence Artwork Examples





Fiona Mongillo, Artistic Director Here For Now Theatre Stratford, ON. info@herefornowtheatre.com

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

April 5th, 2022

To whom it may concern,

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

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

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

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

Warmly,

Long Mangelle

Fiona Mongillo, Artistic Director of Here For Now Theatre Company



April 2, 2022

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

Dear Mark:

Re: Signage Variance

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

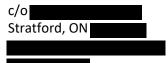
Her dedication to and involvement in this community certainly warrants a variance.

Sincerely,

Stephen Fanders

Stephen Landers Per Multicultural Association Perth-Huron

Bill James-Abra, Coordinator Climate Momentum



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

Tuesday April 5, 2022

Dear Ms. Bridge,

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

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

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

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

Thank you for your time and consideration.

Yours,

Bill James-Abra For Climate Momentum



The Corporation of the City of Stratford Planning and Heritage Committee MINUTES

Date: Time: Location:	Monday, June 13, 2022 8:06 P.M. Electronic Meeting
Committee Present in Council Chambers:	Mayor Mathieson
Committee Present Electronically:	Councillor Ritsma - Chair Presiding, Councillor Ingram - Vice- Chair, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Sebben, Councillor Vassilakos
Staff Present in Council Chambers:	Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Chris Bantock - Deputy Clerk
Staff Present Electronically:	Taylor Crinklaw - Director of Infrastructure and Development Services, David St. Louis - Director of Community Services, Karmen Krueger - Director of Corporate Services, John Paradis - Fire Chief, Kim McElroy - Director of Social Services, Anne Kircos - Acting Director of Human Resources, Alyssa Bridge - Manager of Planning, Jeff Bannon – Planner, Kelton Frey – Municipal Law Enforcement Officer
Also Present:	Members of the public and media

1. Call to Order

The Chair called the Meeting to Order.

Planning and Heritage Committee Minutes June 13, 2022

2. Disclosure of Pecuniary Interest and the General Nature Thereof

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

Name, Item and General Nature of Pecuniary Interest

Councillor Burbach declared a pecuniary interest on Item 6.2 of the Planning and Heritage Committee agenda, Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-015), as she is a member of the board for the organization making the request.

Councillor Gaffney declared a pecuniary interest on Item 5.2 of the Planning and Heritage Committee agenda, 4110 Line 36, Modification to Draft Approved Plan of Subdivision 31T18-002, Zone Change Application Z17-21 and Zone Change Application Z18-21 (PLA22-022), as he has an ownership interest in an abutting property.

3. Sub-committee Minutes

Sub-committee minutes were provided for background regarding the discussion held at the May 26, 2022 Sub-committee meeting.

4. Delegations

None scheduled.

5. Report of the Manager of Planning

5.1 Planning Report, Zone Change Amendment Z03-22, 4253 Perth Line 36 (PLA22-021)

Staff Recommendation: THAT application Z03-22, to amend the zoning on 4253 Perth Line 36 from an Agricultural (A) Zone to an Agricultural (A-__) Zones with site specific regulations, 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 Official Plan Amendment and zone change will provide for a development that is appropriate for the lands; and
- IV. the public was consulted during the application circulation and comments that have been received in writing or at the public meeting have been reviewed, considered and analyzed within the Planning report;

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

Committee Discussion: The Planner, referring to a PowerPoint presentation, provided an overview of the report regarding a zone change amendment for 4253 Perth Line 36. Highlights of the presentation included:

- zone change amendment being to rezone the lands from an Agricultural Zone (A) to an Agricultural (A-__) zone;
- the rezoning application being necessary to fulfill the conditions of the provisional consent which will recognize the location of existing accessory farm structures and the size of the proposed new lot while prohibiting dwelling units on the lands to be retained;
- two storage barns being on the retained lands as an accessory to the agricultural use;
- staff recommending provisions to reduce the required minimum interior side yard setback to existing agriculture storage structures to 3.0m and to reduce the minimum interior side yard setback to the existing shed to 3m;
- no responses or concerns having been received from agencies or abutting property owners; and,
- the amendment being consistent with the City's Official Plan and Provincial Policy Statement, conforming with the intent of the Zoning By-law, and representing good planning.

It was questioned whether the 3 metre setback restrictions would impact the house and shed already on the lands. The Planner advised that this was only being recommended to recognize existing structures. Planning and Heritage Committee Minutes June 13, 2022

Motion by Councillor Clifford

Seconded by Councillor Bunting

Committee Recommendation: THAT application Z03-22, to amend the zoning on 4253 Perth Line 36 from an Agricultural (A) Zone to an Agricultural (A-__) Zones with site specific regulations, 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 Official Plan Amendment and zone change will provide for a development that is appropriate for the lands; and
- IV. the public was consulted during the application circulation and comments that have been received in writing or at the public meeting have been reviewed, considered and analyzed within the Planning report;

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

Carried

Councillor Gaffney departed the meeting at 8:13 p.m.

5.2 4110 Line 36, Modification to Draft Approved Plan of Subdivision 31T18-002, Zone Change Application Z17-21 and Zone Change Application Z18-21 (PLA22-022)

Staff Recommendation: THAT Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act;

THAT the Zone Change Applications Z17-21 and Z18-21 to amend the zoning on a portion of the subject lands to a Residential First Density R1(5)- special provision zone, a Residential Fourth Density R4(2)-XX special provision zone, a Residential Forth Density R4(2)-XY special provision zone and a Residential Fourth Density R4(2)-XZ special provision zone

BE APPROVED for the following reasons:

- I. the zone change applications are consistent with the Provincial Policy Statement and conform with the City of Stratford Official Plan;
- II. the recommended zone change applications will facilitate development that is appropriate for the lands, will not impact surrounding lands and is considered to be sound land use planning;
- III. the zone change applications will provide a wide range of housing to meet the needs of the existing and future residents; and
- IV. the recommended zone change will encourage efficient use of land and infrastructure.

Draft Plan of Subdivision:

THAT modifications to draft approved Plan of Subdivision 31T18-002, submitted by Sifton Properties Limited on the lands known municipally as 4110 Perth Line 36, be approved by the City of Stratford pursuant to Section 51(31) of the Planning Act, subject to the revised conditions listed below, for the following reasons:

- I. the modifications to the draft approved plan of subdivision are consistent with the Provincial Policy Statement and conform with the City of Stratford Official Plan;
- II. the plan of subdivision will result in sound land use planning and is considered appropriate for the development of the lands;
- III. it will provide a wide range of housing to meet the needs of the existing and future residents; and
- IV. it will encourage efficient use of land and infrastructure.

AND THAT the conditions of draft approval of plan of subdivision 31T18-002 be revised as follows:

1. This draft approval applies to Plan of Subdivision 31T-18002 submitted by Sifton Properties Limited, certified by Trevor McNeil O.L.S., dated April 1, 2022, as redline amended, File No. 31T-18002, drawing no. 1, which shows a total of 141 single detached residential lots, 7 multi development blocks, 1 park block, 1 future infill block, 2 walkway blocks, 1 stormwater management block, 7 0.3m reserve blocks, 2 open space blocks, all served by 7 new local roads. 18. A 0.3 m reserve block shall be provided along Block 152, Block 155 and Block 161 as shown on the redline amended plan. The subdivision agreement shall contain a provision allowing the property owner to access their lands over the 0.3m reserve for Blocks 164, Block 155 and Block 161 for maintenance purposes to the satisfaction of the Manager of Planning.

24. The Owner shall dedicate Block 153 to the City of Stratford for Park purposes and pay the City cash-in-lieu for 0.157 ha of parkland pursuant to the provisions of Section 51.1 of the Planning Act. The dedication of Block 160 and cash-in-lieu for 0.157 ha shall satisfy the parkland dedication requirements for all lands within the boundary of this draft plan. All costs associated shall be borne by the Owner.

26. In conjunction with the submission of engineering drawings, the Owner shall submit a conceptual park design and grading and servicing plans for Block 153 which shall accommodate a 3m wide walkway on Block 154 for review and approval by the Director of Infrastructure and Development Services and the Director of Community Services. Block 1153 shall be registered in one phase.

27. Concurrent with registration, the Owner shall convey Block 155 (4 m wide walkway) and Block 154 (3m wide pathway) to the City of Stratford. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements within one year of registration to the satisfaction of the Director of Infrastructure and Development Services.

28. In conjunction with the submission of engineering drawings, the Owner shall submit a trail design and grading plans for Block 151 for review and approval by the Director of Infrastructure and Development Services and Upper Thames River Conservation Authority.

29. Within one year of the registration of the phase, the Owner shall fence along the rear lot lines of Lots 7-12, 24-40, 72-86, along the north lot line of Lot 24, along the north and east lot line of Block 153, along the south lot line of Lot 86 and the west lot line of Lot 98, Block 148 and Block 151 abutting the west limit of the draft plan with a 1.5 metre chain link fence with no gates to prevent trespassing. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.

30. Within one year of the registration of the phase, the Owner shall provide a 1.5m temporary fence with no gates along the north and east

lot lines of Blocks 142 and 143 to the satisfaction of the Manager of Planning. The Subdivision Agreement shall contain a provision requiring the Owner to construct a fence along the north and east lot lines of Blocks 142 and 143 through the site plan approval process when Blocks 142 and 143 are developed to the satisfaction of the Manager of Planning. The temporary fence shall be required until the fence is installed through the site plan process to the Manager of Planning. The installation and removal of the temporary fencing shall be the responsibility of the Owner.

31. Concurrent with the registration of any phase that includes Block 150 or Block 151, the Owner shall provide an easement over Block 150 and Block 151 for pedestrian trail. All costs associated with the registration of the easement shall be borne by the Owner.

39. As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Blocks 142, 143, 144, 145, 146 and 147 to the satisfaction of the Manager of Development Services. The accepted parking plan required for each registered phase of development and will form part of the subdivision agreement for the registered plan.

47. Concurrent with registration, the Owner shall provide all required land dedications related to the stormwater works, including Block 149, at the cost of the owner to the satisfaction of the Director of Infrastructure and Development Services.

48. Minor revisions to the size of Block 149 may be required to accommodate the final design of the stormwater management pond in accordance with municipal standards to the satisfaction of the Director of Infrastructure and Development Services. Any cost associated will be the responsibility of the Owner.

49. In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a driveway access design that provides access to the inlet and outlet structures on Block 146 and a pedestrian sidewalk to connect the trail on Block 151 to Street 'F' and Mornington Street to the satisfaction of the Director of Infrastructure and Development Services. All costs associated with the construction of the access driveway and pedestrian sidewalk will be at the cost of the owner.

76. At the time of final approval, the Owner shall dedicate a $10m \times 10m$ "daylight triangle" at the intersection of Street 'A' and Mornington Street abutting Block 149 and $3m \times 3m$ "daylight triangle" at the intersection of

Street 'A' and Mornington Street abutting Block 152 to the satisfaction of the City. Such "daylighting triangles" shall be shown and dedicated as public highways on the final plan.

Committee Discussion: The Manager of Planning, referring to a PowerPoint presentation, provided an overview of the report regarding a modification to draft approved plan of subdivision, and zone change applications for 4110 Line 36. Highlights of the presentation included:

- the draft plan initially being granted approval in 2019;
- a modification to phase 1 of the draft approved plan of subdivision having been approved in 2021;
- the proposed modification being to reduce the total number of single detached lots in the draft approved plan from 153 to 141;
- zone change amendments being required to serve the draft plan modifications;
- the subject lands having been rezoned in 2019 and currently designated as Residential Area and Parks and Open Space on Schedule A – General Land Use Plan;
- the proposed rezoning providing for a greater range of mix of housing types;
- the applications meeting the general intent of the Zoning By-law;
- notice having been sent to adjacent property owners and no comments being received; and,
- staff recommending approval of all application requests.

It was questioned what the abbreviations mean when referencing the zoning of subject lands. The Manager of Planning advised that the R1 zone in this case permits only single detached dwellings, while the bracketed number refers to the density with (5) being the smallest and (1) being the largest.

Motion by Councillor Henderson Seconded by Councillor Vassilakos Committee Recommendation: THAT Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act; THAT the Zone Change Applications Z17-21 and Z18-21 to amend the zoning on a portion of the subject lands to a Residential First Density R1(5)- special provision zone, a Residential Fourth Density R4(2)-XX special provision zone, a Residential Forth Density R4(2)-XY special provision zone and a Residential Fourth Density R4(2)-XZ special provision zone

BE APPROVED for the following reasons:

- I. the zone change applications are consistent with the Provincial Policy Statement and conform with the City of Stratford Official Plan;
- II. the recommended zone change applications will facilitate development that is appropriate for the lands, will not impact surrounding lands and is considered to be sound land use planning;
- III. the zone change applications will provide a wide range of housing to meet the needs of the existing and future residents; and
- IV. the recommended zone change will encourage efficient use of land and infrastructure.

Draft Plan of Subdivision:

THAT modifications to draft approved Plan of Subdivision 31T18-002, submitted by Sifton Properties Limited on the lands known municipally as 4110 Perth Line 36, be approved by the City of Stratford pursuant to Section 51(31) of the Planning Act, subject to the revised conditions listed below, for the following reasons:

- I. the modifications to the draft approved plan of subdivision are consistent with the Provincial Policy Statement and conform with the City of Stratford Official Plan;
- II. the plan of subdivision will result in sound land use planning and is considered appropriate for the development of the lands;
- III. it will provide a wide range of housing to meet the needs of the existing and future residents; and

IV. it will encourage efficient use of land and infrastructure.

AND THAT the conditions of draft approval of plan of subdivision 31T18-002 be revised as follows:

1. This draft approval applies to Plan of Subdivision 31T-18002 submitted by Sifton Properties Limited, certified by Trevor McNeil O.L.S., dated April 1, 2022, as redline amended, File No. 31T-18002, drawing no. 1, which shows a total of 141 single detached residential lots, 7 multi development blocks, 1 park block, 1 future infill block, 2 walkway blocks, 1 stormwater management block, 7 0.3m reserve blocks, 2 open space blocks, all served by 7 new local roads.

18. A 0.3 m reserve block shall be provided along Block 152, Block 155 and Block 161 as shown on the redline amended plan. The subdivision agreement shall contain a provision allowing the property owner to access their lands over the 0.3m reserve for Blocks 164, Block 155 and Block 161 for maintenance purposes to the satisfaction of the Manager of Planning.

24. The Owner shall dedicate Block 153 to the City of Stratford for Park purposes and pay the City cash-in-lieu for 0.157 ha of parkland pursuant to the provisions of Section 51.1 of the Planning Act. The dedication of Block 160 and cash-in-lieu for 0.157 ha shall satisfy the parkland dedication requirements for all lands within the boundary of this draft plan. All costs associated shall be borne by the Owner.

26. In conjunction with the submission of engineering drawings, the Owner shall submit a conceptual park design and grading and servicing plans for Block 153 which shall accommodate a 3m wide walkway on Block 154 for review and approval by the Director of Infrastructure and Development Services and the Director of Community Services. Block 1153 shall be registered in one phase.

27. Concurrent with registration, the Owner shall convey Block 155 (4 m wide walkway) and Block 154 (3m wide pathway) to the City of Stratford. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements within one year of registration to the satisfaction of the Director of Infrastructure and Development Services. 11

28. In conjunction with the submission of engineering drawings, the Owner shall submit a trail design and grading plans for Block 151 for review and approval by the Director of Infrastructure and Development Services and Upper Thames River Conservation Authority.

29. Within one year of the registration of the phase, the Owner shall fence along the rear lot lines of Lots 7-12, 24-40, 72-86, along the north lot line of Lot 24, along the north and east lot line of Block 153, along the south lot line of Lot 86 and the west lot line of Lot 98, Block 148 and Block 151 abutting the west limit of the draft plan with a 1.5 metre chain link fence with no gates to prevent trespassing. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.

30. Within one year of the registration of the phase, the Owner shall provide a 1.5m temporary fence with no gates along the north and east lot lines of Blocks 142 and 143 to the satisfaction of the Manager of Planning. The Subdivision Agreement shall contain a provision requiring the Owner to construct a fence along the north and east lot lines of Blocks 142 and 143 through the site plan approval process when Blocks 142 and 143 are developed to the satisfaction of the Manager of Planning. The temporary fence shall be required until the fence is installed through the site plan process to the Manager of Planning. The installation and removal of the temporary fencing shall be the responsibility of the Owner.

31. Concurrent with the registration of any phase that includes Block 150 or Block 151, the Owner shall provide an easement over Block 150 and Block 151 for pedestrian trail. All costs associated with the registration of the easement shall be borne by the Owner.

39. As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Blocks 142, 143, 144, 145, 146 and 147 to the satisfaction of the Manager of Development Services. The accepted parking plan required for each registered phase of development and will form part of the subdivision agreement for the registered plan.

47. Concurrent with registration, the Owner shall provide all required land dedications related to the stormwater works, including Block 149, at the cost of the owner to the satisfaction of the Director of Infrastructure and Development Services.

48. Minor revisions to the size of Block 149 may be required to accommodate the final design of the stormwater management pond in accordance with municipal standards to the satisfaction of the Director of Infrastructure and Development Services. Any cost associated will be the responsibility of the Owner.

49. In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a driveway access design that provides access to the inlet and outlet structures on Block 146 and a pedestrian sidewalk to connect the trail on Block 151 to Street 'F' and Mornington Street to the satisfaction of the Director of Infrastructure and Development Services. All costs associated with the construction of the access driveway and pedestrian sidewalk will be at the cost of the owner.

76. At the time of final approval, the Owner shall dedicate a 10m x 10m "daylight triangle" at the intersection of Street 'A' and Mornington Street abutting Block 149 and 3m x 3m "daylight triangle" at the intersection of Street 'A' and Mornington Street abutting Block 152 to the satisfaction of the City. Such "daylighting triangles" shall be shown and dedicated as public highways on the final plan.

Carried

Councillor Gaffney, having declared a pecuniary interest, previously departed the meeting and was not present for the discussion or vote on this matter.

5.3 Proposed Amendments to the Site Plan Approval Delegated Authority By-law (PLA22-019)

Councillor Gaffney returned to the meeting at 8:21 p.m.

Staff Recommendation: THAT the Site Plan Approval Delegation of Authority By-law, being a by-law to delegate authority with respect to the approval of site plans and to authorize the entering into and execution of approved site plan agreements and amending agreements, be adopted;

THAT By-law 103-2012, and any related amendments, be repealed;

AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Manager of Planning, or delegate(s), to approve site plans and to authorize the entering into and execution of approved site plan agreements and amending agreements.

Sub-committee Recommendation: THAT the Site Plan Approval Delegation of Authority By-law, being a by-law to delegate authority with respect to the approval of site plans and to authorize the entering into and execution of approved site plan agreements and amending agreements, be adopted;

THAT By-law 103-2012, and any related amendments, be repealed;

AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Manager of Planning, or delegate(s), to approve site plans and to authorize the entering into and execution of approved site plan agreements and amending agreements.

Committee Discussion: The Manager of Planning provided an overview of the report regarding proposed amendments to the Site Plan Approval Delegated Authority By-law to implement changes made to the Planning Act.

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

- changes to the Planning Act being a mandatory delegation and not allowing for the option to refer to Council;
- the Province having consulted on the changes made through Bill 109 but unlikely to consider adjustments at this time; and,

• the amendments not having a transition provision and will be applied to all applications made after July 1, 2022.

Motion by Councillor Ingram

Seconded by Councillor Henderson

Committee Recommendation: THAT the Site Plan Approval Delegation of Authority By-law, being a by-law to delegate authority with respect to the approval of site plans and to authorize the entering into and execution of approved site plan agreements and amending agreements, be adopted;

THAT By-law 103-2012, and any related amendments, be repealed;

AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Manager of Planning, or delegate(s), to approve site plans and to authorize the entering into and execution of approved site plan agreements and amending agreements.

Discussion continued with respect to:

- the changes only being related to site plan approvals;
- site plans still requiring a public process allowing members of the public and Council the opportunity to ask questions of staff or the developer;
- this change not being a good fit for Stratford as site plan approval does not hold up development here currently;
- more information being requested with respect to penalties for municipalities not in compliance with Bill 109;
- this amendment being more of a housekeeping item as it is a mandatory change under the Planning Act; and,
- any application delayed now being automatically approved and subject to penalty from the OLT.

The Chair called the question on the motion.

Carried

6. Report of the Municipal Law Enforcement Officer

6.1 Proposed exemption from Sign By-law 159-2004 Section 12.0 Ground Sign Specification Table, 327 Erie Street (PLA22-020)

This item was also listed for consideration on the June 13, 2022 reconvene Council agenda.

Staff Recommendation: THAT the sign variance request for the property known municipally as 327 Erie Street, be approved, subject to a maximum sign area of 28.5 square feet;

AND THAT the lowest tenant panel allowed be at the proposed 9.98 feet from grade to the bottom of the sign.

The Municipal Law Enforcement Officer provided an overview of the report regarding a proposed exemption from the Sign By-law for a ground sign at 327 Erie Street.

Sub-committee Recommendation: THAT the sign variance request for the property known municipally as 327 Erie Street, be approved, subject to a maximum sign area of 28.5 square feet;

AND THAT the lowest tenant panel allowed be at the proposed 9.98 feet from grade to the bottom of the sign.

Motion by Councillor Vassilakos

Seconded by Councillor Ingram

Committee Recommendation: THAT the sign variance request for the property known municipally as 327 Erie Street, be approved, subject to a maximum sign area of 28.5 square feet; AND THAT the lowest tenant panel allowed be at the proposed 9.98 feet from grade to the bottom of the sign.

Carried

Councillor Burbach departed the meeting at 8:33 p.m.

6.2 Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-015)

Staff Recommendation: THAT the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street be denied as the signs are not on the applicant's property and the signs

proposed exceed the number and size of a permitted sign in a residential zone.

OR

THAT, should Council choose to grant the exemptions, the following wording is suggested: the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street be approved, provided the applicant enters into an encroachment agreement with the City for the signs and fence installed on City property and that proper design documents are provided with the sign permit application.

Sub-committee Recommendation: THAT the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street be approved, provided the applicant enters into an encroachment agreement with the City for the signs and fence installed on City property and that proper design documents are provided with the sign permit application.

Committee Discussion: The Municipal Law Enforcement Officer provided an overview of the report regarding a proposed exemption from the Sign By-law for 35 Waterloo Street North.

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

- the use of the facility and variation in request being the adjustments since the previous decision in 2012 was made related to signage at this property;
- approval of this request being for sign frames and locations only;
- no concerns having been received from neighboring properties;
- concern with taking away the enjoyment of sightlines to the building being that it is a designated heritage property;
- approval of this request setting a precedent for other properties to make the same request;
- the Municipal Act not permitting the regulation of sign content by municipalities; and,
- other properties in the City that have changeable signage copy.

Motion by Councillor Ingram

Seconded by Councillor Vassilakos

Committee Recommendation: THAT the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street be approved, provided the applicant enters into an encroachment agreement with the City for the signs and fence installed on City property and that proper design documents are provided with the sign permit application.

Discussion continued with respect to:

- signs having been placed on the property in the past without a permit;
- the ability to change sign copy being different than adding several more signs; and,
- needing input from Heritage Stratford before being considered by Council.

Councillor Ingram departed the meeting at 8:50 p.m.

Motion by Councillor Henderson

Seconded by Councillor Clifford

Committee Recommendation: THAT the sign variance for five additional ground signs located on municipal property adjacent to 35 Waterloo Street, be referred to the Heritage Stratford advisory committee for review.

The Chair called the question on the referral motion.

Carried

Councillor Burbach, having declared a pecuniary interest, previously departed the meeting and was not present for the discussion or vote on this matter.

6.3 Proposed Exemption from Sign By-law 159-2004, Section 12.0 Ground Sign, 337 Home Street (PLA22-016)

Councillor Burbach returned to the meeting at 8:52 p.m.

Staff Recommendation: THAT the request for a sign variance at the property known municipally as 337 Home Street for two ground signs be denied as the request does not conform with the intent of the Sign By-law 159-2004, as amended.

Sub-committee Recommendation: THAT the request for a sign variance at the property known municipally as 337 Home Street for two ground signs be denied as the request does not conform with the intent of the Sign By-law 159-2004, as amended.

Committee Discussion: The Municipal Law Enforcement Officer provided an overview of the report regarding a proposed exemption from the Sign By-law for ground signs at 337 Home Street.

Motion by Councillor Vassilakos Seconded by Councillor Clifford Committee Recommendation: THAT the request for a sign variance at the property known municipally as 337 Home Street for two ground signs be denied as the request does not conform with the intent of the Sign By-law 159-2004, as amended.

Discussion ensued with respect to:

- signs not having been permitted on the property previously; and,
- only having room to allow one address sign on property.

The Chair called the question on the motion.

Carried

6.4 Sign By-Law Variance for the Avon Maitland School District (PLA22-017)

Staff Recommendation: THAT the request for a sign variance from the Avon Maitland District School Board to install an electric change copy sign on the existing structure be denied as the proposed sign does not meet the required size requirements for an electric change copy sign in the Sign By-law 159-2004, as amended.

Sub-committee Recommendation: THAT the request for a sign variance from the Avon Maitland District School Board to install an electric change copy sign on the existing structure be denied as the proposed sign does not meet the required size requirements for an electric change copy sign in the Sign By-law 159-2004, as amended.

Planning and Heritage Committee Minutes June 13, 2022

Motion by Mayor Mathieson Seconded by Councillor Gaffney Committee Recommendation: THAT the request for a sign variance from the Avon Maitland District School Board to install an electric change copy sign on the existing structure be denied as the proposed sign does not meet the required size requirements for an electric change copy sign in the Sign By-law 159-2004, as amended.

Carried

7. For the Information of Committee

The Chief Administrative Officer recognized Alyssa Bridge, Manager of Planning, as this was her last meeting before departing the City.

7.1 Department Update

Sub-committee Discussion: None.

8. Adjournment

Motion by Councillor Clifford Seconded by Councillor Burbach Committee Decision: THAT the Planning and Heritage Committee meeting adjourn.

Carried

Meeting Start Time: 8:06 P.M. Meeting End Time: 8:57 P.M.



Stratford City Council Regular Council Open Session MINUTES

Meeting #: Date: Time: Location:	4697th Monday, August 8, 2022 7:00 P.M. Electronic Meeting
Council Present in Council Chamber: Council Present Electronically:	Mayor Mathieson - Chair Presiding Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos
Regrets:	Councillor Henderson
Staff Present in Council Chamber:	Joan Thomson - Chief Administrative Officer, Chris Bantock - Deputy Clerk, Tatiana Dafoe - City Clerk, Karmen Krueger - Director of Corporate Services
Staff Present Electronically:	David St. Louis - Director of Community Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Taylor Crinklaw - Director of Infrastructure and Development Services, Anne Kircos - Acting Director of Human Resources, Jonathan DeWeerd - Chief Building Official, Nancy Roulston - Manager of Engineering, Nathan Bottema – Project Engineer, Michael Mousley – Manager of Transit, Nate Smith – Supervisor of Transit, Stephanie Potter – Corporate Initiatives Lead, Miranda Ivany – Planner, Zac Gribble – Executive Director, Destination Stratford
Also Present:	Members of the Public and Media

1. Call to Order:

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

Moment of Silent Reflection

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

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

Name, Item and General Nature of Pecuniary Interest

Councillor Vassilakos declared a pecuniary interest on Item 4.1, "Optimism Place Expansion - Request for Financial Support (FIN22-032)," of the Finance and Labour Relations Committee agenda as she is a member of the Capital Campaign Committee for this organization.

Councillor Burbach declared a pecuniary interest on Items 6.1, "Delegation Request from Loreena McKennitt," and 9.2.1, "Proposed Exemption from Sign By-law 159-2004, 25 Waterloo Street North (PLA22-027)," as she is a Board member for one of the tenants at this facility.

3. Adoption of the Minutes:

R2022-304

Motion by Councillor Vassilakos Seconded by Councillor Beatty THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated July 11, 2022 be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2022-305

Motion by Councillor Clifford

Seconded by Councillor Bunting

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated August 8, 2022, to add receipt of a delegation request and information report to the Regular Council agenda, be added to the Agenda as printed.

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

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

350

4.1 Arbitration Update with the Stratford Professional Fire Fighters Association (SPFFA) - Labour relations or employee negotiations (section 239.(2)(d)); Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e));

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

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

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

6. Hearings of Deputations and Presentations:

6.1 Delegation Request from Loreena McKennitt

R2022-306 Motion by Councillor Ingram Seconded by Councillor Ritsma THAT the delegation of Loreena McKennitt with respect to a Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North (PLA22-027), be heard.

Carried

Loreena McKennitt advised that since purchasing the school and initiating the heritage designation process, they have worked to put the facility back into the service of the community. Ms. McKennitt noted initiatives the center supports and the reason for the sign variance request. As the Falstaff Family Center includes a number of groups, these groups often want to mount signage which led to the application for five (5) change copy signs to be installed. Ms. McKennitt stated that as the signs will not be permanently affixed and due to their content and themes, they should not be considered in the same category as a commercial enterprise with permanent signs.

Ms. McKennitt provided information on the process followed, noting the financial and time commitment by her team. She stated they worked closely with City staff and adjusted the request to ensure all concerns were addressed. They were also supportive of conditions recommended by the Planning and Heritage and Sub-committee and were willing to compromise and install three signs following receipt of feedback from the Heritage Stratford Advisory Committee. Ms. McKennitt requested that if Council is unable to support the variance request that this matter be deferred so that an alternative arrangement can be identified.

6.2 ADDED - Request for Delegation by Destination Stratford

R2022-307

Motion by Councillor Burbach Seconded by Councillor Bunting THAT the Destination Stratford report titled, "2022 Stratford Boathouse Public Washroom Project Report" dated July 4, 2022, be received;

AND THAT the delegation by Zac Gribble, Executive Director of Destination Stratford, regarding Item 7.8, "Boathouse Washroom Project Financing Alternatives (COU22-061)", be heard.

Carried

Zac Gribble, Executive Director of Destination Stratford, provided an update on the boat house public washroom expansion project. Mr. Gribble noted the project commenced over a year ago when Destination Stratford was considering an alternative to installing a second tourism kiosk in the City. The purpose of the expansion project is to modernize the space into a fully accessible, year round washroom with double the number of stalls.

Following the issuance of a request for proposal, the cost of the project significantly increased which was not anticipated. Mr. Gribble noted there is a need to upgrade elements to ensure they last and are safe. To cover the additional costs for the project, Destination Stratford sought additional

federal and provincial grant funding but was unsuccessful due to the inability to stack government grants with the grant received.

Due to the budget gap, Destination Stratford requested the City to invest additional funds into the project for it to be completed. The value of the project and requirements for the grant funding were noted.

5

It was questioned and confirmed that Destination Stratford had reviewed the management report. Mr. Gribble advised Destination Stratford prefers Option 1 be approved to meet the requirements of the grant funding. It was further questioned and confirmed that Destination Stratford has explored opportunities to reduce the costs of the project and that the costs presented are proposed to meet the minimum requirements of the grant.

It was noted the washroom is to be staffed and it was questioned if there will be a space for staff. Mr. Gribble advised there will be a small supply room to meet the needs of Community Services staff who will be maintaining the washrooms. Mr. Gribble noted that as there will be additional maintenance because of the expansion there will be additional costs which were outlined in the report.

7. Orders of the Day:

7.1 Correspondence - 25th Dragon Boat Festival

Members were advised that organizers requested designation of the 25th Dragon Boat Festival to be held Saturday, September 17, 2022 as a municipally significant event for the purpose of obtaining a liquor licence. The festival will be held in Lower Queen's Park and Tom Patterson Island. The Fire Department, Building Division and Corporate Services did not identify any concerns with the event.

R2022-308

Motion by Councillor Gaffney Seconded by Councillor Ingram THAT City Council hereby designates the 25th Dragon Boat Festival to be held September 17, 2022 in Lower Queen's Park and on Tom Patterson Island as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the

City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

Carried

6

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

Motion by Councillor Clifford Seconded by Councillor Beatty

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

Support was expressed for issuing a request for proposal for integrity commissioner services.

Mayor Mathieson called the question on the motion.

Defeated

Discussion was held on extending the contract of the Integrity Commissioner to provide time for staff to develop a request for proposal. It was requested that a draft request for proposal be presented to Subcommittee for review and that the role of the Integrity Commissioner, the services provided, the challenges being experienced by other municipal councils and the code of conduct also be reviewed.

Motion by: Councillor Sebben

Seconded by: Councillor Burbach

THAT the agreement dated December 18, 2018 between Robert J. Swayze and The Corporation of the City of Stratford for provision of Integrity Commissioner services be authorized for extension for up to a six (6) month term;

AND THAT a draft request for proposals for the provision of Integrity Commissioner Services for the City of Stratford be presented to the Finance and Labour Relations Sub-committee for review.

It was suggested the new contract could be for a two year period which would provide the new Council with time to review and understand the role of the Integrity Commissioner. Following the two year period, a new contract could be completed for a term of four years.

It was questioned whether staff have a concern with the proposed timeline and whether eight (8) months would be preferred. The Chief Administrative Officer advised eight (8) months would be preferable and would provide staff with sufficient time to undertake the requested review. It was suggested staff be given direction to extend the contract with the Integrity Commissioner for up to a 12 month period.

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

R2022-309

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT the agreement dated December 18, 2018 between Robert J. Swayze and The Corporation of the City of Stratford for provision of Integrity Commissioner services be authorized for extension for up to a one year term to December 9, 2023;

AND THAT a draft request for proposals for the provision of Integrity Commissioner Services for the City of Stratford be presented to the Finance and Labour Relations Sub-committee for review.

Carried

7.3 Proclamation - Lung Cancer Awareness Month

R2022-310

Motion by Councillor Vassilakos

Seconded by Councillor Bunting

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

Carried

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

R2022-311

Motion by Councillor Vassilakos Seconded by Councillor Ritsma THAT the Code of Conduct for Members of Council, Local Boards and Committees By-law 133-2018, be amended to:

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

Formal Complaints

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

 all formal complaints must be made in writing, setting out the reasonable and probable grounds for the allegation that a Member has contravened the Code of Conduct on the Complaint Form / Affidavit attached as Appendix B to this Code of Conduct;

- all formal complaints must be filed with the Integrity Commissioner to determine if the matter is a complaint with respect to non-compliance with the Code of Conduct and not covered by any other applicable legislation or City policies;
- any witnesses in support of the allegation must be identified on the Complaint form;
- the formal complaint shall include the name of the Member alleged to have breached the Code of Conduct, the section of the Code of Conduct that was allegedly contravened, the date, time and location of the alleged contravention;
- the Integrity Commissioner may request additional information from the complainant.

An update on the ability to add provisions to the Code of Conduct that could be legally upheld over Freedom of Speech was requested. The Chief Administrative Officer advised staff are reviewing the request.

A request was made for travel to be included, along with bereavement and illness, as a reason for a member of Council to miss an orientation or training session.

R2022-312 Motion by Councillor Clifford Seconded by Councillor Sebben THAT the motion be amended to include travel, along with bereavement and illness, as a reason for a member of Council to miss an orientation or training session.

A member questioned whether it was necessary to include this provision since travel and holidays are often planned in advance.

Mayor Mathieson called the question on the motion to amend the main motion.

Carried

9

Discussion was held on other reasons which could result in a member missing an orientation or training session. Support was expressed with making attendance at orientation and training sessions mandatory by members of Council.

Mayor Mathieson called the question on the main motion as amended.

Carried

7.5 Proclamation - Childhood Cancer Canada

R2022-313 Motion by Councillor Gaffney Seconded by Councillor Burbach THAT Stratford City Council hereby proclaims September 2022 as Childhood Cancer Canada month in the City of Stratford.

Carried

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

R2022-314

Motion by Councillor Ingram Seconded by Councillor Vassilakos

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

Carried

7.7 Resolution - McCarthy Road West 0.3m Reserve (COU22-060)

R2022-315

Motion by Councillor Ritsma Seconded by Councillor Ingram THAT the City of Stratford declare Part 2 Plan 44R-6008 as public highway and dedicate it as forming part of McCarthy Road West.

Carried

7.8 Resolution - Boathouse Washroom Project Financing Alternatives (COU22-061)

R2022-316 **Motion by** Councillor Bunting **Seconded by** Councillor Beatty **THAT the report entitled "Boathouse Washroom Project Financing Alternatives" (COU22-061) be received for information;**

AND THAT funding support be provided as the project manager to Destination Stratford, in the amount up to \$198,925 from the Tax Stabilization Reserve.

Support was expressed for this initiative, but concern was noted that it was not included or funded in the 2022 budget. Support was also expressed with pursuing Option 2 with the City issuing a new request for proposal. Additional support was expressed with issuing a request for proposal as it could lower the overall cost of the project.

Mayor Mathieson called the question on the motion.

Carried

7.9 Correspondence - Special Occasion Permit Request

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

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

R2022-317 **Motion by** Councillor Clifford **Seconded by** Councillor Ingram **THAT City Council does not express concern with the issuance of a special occasion permit for the Stratford Slo-Pitch Year-end tournament to be held September 9-11, 2022 at the Packham Road Sports Complex, subject to the necessary permits being** obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

Carried

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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:

R2022-318 Motion by Councillor Vassilakos Seconded by Councillor Burbach THAT the Report of the Infrastructure, Transportation and Safety Committee dated August 8, 2022 be adopted as printed.

Carried

9.1.1 Stratford Landfill Public Input Invited June 2022 (ITS22-018)

THAT Council consider any comments received;

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

9.2 Report of the Planning and Heritage Committee:

R2022-319

Motion by Councillor Ritsma

Seconded by Councillor Clifford

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

A request was made to take Items 9.2.1 and 9.2.3 separately.

Mayor Mathieson called the question on the Items 9.2.2 and 9.2.4.

Carried

On Item, 9.2.1, it was questioned whether the motion made at the Planning and Heritage Committee could be made. It was confirmed it could be or that a motion to defer the matter could be made, as requested by the applicant. R2022-320 Motion by Councillor Ritsma Seconded by Councillor Ingram THAT the report titled "Proposed Exemption from Sign By-law 159-2004, 35 Waterloo Street North" (PLA22-027), be deferred for staff to discuss further options with the applicant for possible signage on the property.

Support was expressed for the deferral and for discussing alternative options.

Mayor Mathieson called the question on the motion.

Carried

Councillor Burbach, having declared a pecuniary interest on this item, did not participate in the discussion or vote on this matter.

Mayor Mathieson called the question on Item 9.2.3.

Carried

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

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

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

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

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

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

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

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

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

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

9.3 Report of the Finance and Labour Relations Committee:

R2022-321

Motion by Councillor Gaffney Seconded by Councillor Bunting THAT the Report of the Finance and Labour Relations Committee dated August 8, 2022 be adopted as printed.

A request was made to take Item 9.3.5 separately.

Mayor Mathieson called the question on Items 9.3.1 to 9.3.4

Carried

Mayor Mathieson called the question on Item 9.3.5.

Carried

9.3.1 Destination Stratford Update 2 (FIN22-027)

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

9.3.2 Purchasing Policy Exemption for Crane/Service Body Retrofit (FIN22-028)

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

9.3.3 Electricity Procurement – City of Stratford (FIN22-025)

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

9.3.4 Treasurer's Statement for Development Charges and Parkland Reserve Funds 2021 (FIN22-026)

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

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

9.3.5 2022 Community Grant Appeal Request (FIN22-024)

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

10. Notice of Intent:

None scheduled.

11. Reading of the By-laws:

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

R2022-322 Motion by Councillor Ritsma Seconded by Councillor Ingram THAT By-laws 97-2022 to 100-2022 be taken collectively.

Carried unanimously

R2022-323 Motion by Councillor Vassilakos Seconded by Councillor Burbach THAT By-laws 97-2022 to 100-2022 be read a First and Second Time.

Carried two-thirds support

R2022-324 Motion by Councillor Gaffney Seconded by Councillor Beatty THAT By-laws 97-2022 to 100-2022 be read a Third Time and Finally Passed.

11.1 Assumption of Completed Public Services in the Avon West Subdivision, Phases 2 and 3 - By-law 97-2022

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

11.2 Contribution Agreement for the Electric Vehicle Charging Station Expansion Project - By-law 98-2022

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

11.3 Amend Code of Conduct for Members of Council, Local Boards and Committees - By-law 99-2022

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

11.4 Dedication of Part of McCarthy Road West as Public Highway -By-law 100-2022

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

12. Consent Agenda: CA-2022-081 to CA-2022-095

12.1 CA-2022-091

R2022-325 **Motion by** Councillor Ingram Seconded by Councillor Burbach THAT CA-2022-091, being a resolution from the Town of Aurora regarding Private Member's Bill C-233, "Keira's Law", be endorsed.

Carried

13. New Business:

13.1 Municipal Accommodation Tax By-law Amendment Process

A member advised several residents have questioned whether accommodators which have a certain number of rooms could be exempt from the by-law. It was questioned whether this amendment would require a motion to reconsider the by-law. The Chief Administrative Officer advised that as Council has adopted the Municipal Accommodation Tax By-law, in order to consider an amendment a motion to reconsider would be required.

14. Adjournment to Standing Committees:

The next Regular Council meeting is September 12, 2022.

R2022-326 Motion by Councillor Ingram Seconded by Councillor Ritsma THAT the Council meeting adjourn to convene into Standing Committees as follows:

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

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

Carried

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15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on August 8, 2022 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

Councillor Vassilakos declared a pecuniary interest on Item 4.1, "Optimism Place Expansion - Request for Financial Support (FIN22-032)," of the Finance and Labour Relations Committee agenda as she is a member of the Capital Campaign Committee for this organization.

Councillor Burbach declared a pecuniary interest on Item 9.2.1, "Proposed Exemption from Sign By-law 159-2004, 25 Waterloo Street North (PLA22-027)," as she is a Board member for one of the tenants at this facility.

15.2 Committee Reports

15.2.1 Social Services Committee

R2022-327 Motion by Councillor Bunting Seconded by Councillor Burbach THAT Items 5.2 and 7.1 of the Social Services Committee meeting dated August 8, 2022 be adopted as follows:

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

THAT the report titled, "Identified Need within the Homelessness Portfolio for Enhanced Staffing" (SOC22-012), be received for information; AND THAT Council approve the hiring of one FTE Supervisor of Homelessness and Housing Stability position.

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

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

Carried

15.2.2 Infrastructure, Transportation and Safety Committee

R2022-328 Motion by Councillor Burbach Seconded by Councillor Vassilakos THAT Items 7.1 and 9.1 of the Infrastructure, Transportation and Safety Committee meeting dated August 8, 2022 be adopted as follows:

7.1 Blue Box Services with Circular Materials Ontario for the Transition Period of May 1, 2024 to December 31, 2025 (ITS22-021)

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

9.1 Overnight Parking Strategy (ITS22-019)

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

• in a manner that obstructs municipal snow clearing operations.

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

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

Carried

15.2.3 Finance and Labour Relations Committee

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R2022-329 Motion by Councillor Gaffney Seconded by Councillor Clifford THAT Item 5.2 of the Finance and Labour Relations Committee meeting dated August 8, 2022 be adopted as follows:

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

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

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

THAT the amended Policy F.1.10 "Lease Financing", be approved;

AND THAT section 4.13 of the Delegation of Authority By-law 135-2017, as amended, be further amended to include the Manager of Revenue and Taxation and the requirement for two signatures, one of which

must be the Chief Administrative Officer or the Director of Corporate Services and Treasurer.

Carried

15.2.4 Planning and Heritage Committee

R2022-330 Motion by Councillor Ritsma Seconded by Councillor Ingram THAT Item 5.1 of the Planning and Heritage Committee meeting dated August 8, 2022 be adopted as follows:

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

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

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

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

Carried

15.3 Reading of the By-laws (reconvene):

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

R2022-331 Motion by Councillor Bunting Seconded by Councillor Burbach THAT By-laws 101-2022 to 106-2022 be taken collectively. Carried unanimously

R2022-332

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Motion by Councillor Clifford Seconded by Councillor Beatty THAT By-laws 101-2022 to 106-2022 be read a First and Second Time.

Carried two-thirds support

R2022-333

Finally Passed.

Motion by Councillor Gaffney Seconded by Councillor Ingram THAT By-laws 101-2022 to 106-2022 be read a Third Time and

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Carried

15.3.1 Amend Traffic and Parking By-law - By-law 101-2022

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

15.3.2 Site Alteration By-law - By-law 102-2022

To prohibit and regulate the placing or dumping of fill, removal of topsoil and the alteration of the grade of land in the City of Stratford.

15.3.3 Amend Fees and Charges By-law to Establish Fees under the Site Alteration By-law - By-law 103-2022

To amend Schedule "E" of the Fees and Charges By-law 172-2021, to establish fees and charges under the Site Alteration By-law.

15.3.4 Appoint Enforcement Officers for the Purpose of Enforcing the Site Alteration By-law - By-law 104-2022

To amend By-law 60-2003 as amended, to appoint Enforcement Officers for the purpose of enforcing the Site Alteration By-law.

15.3.5 Amend Delegation of Authority By-law - By-law 105-2022

To amend By-law 135-2017, as amended, to delegate Council's authority to the Manager of Taxation and Revenue

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and to add the requirement for two authorized signatures to complete various banking matters.

15.3.6 Confirmatory By-law - By-law 106-2022

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on August 8, 2022.

15.4 Adjournment of Council Meeting

R2022-334 Motion by Councillor Ritsma Seconded by Councillor Sebben THAT the August 8, 2022 Regular Council meeting adjourn.

Carried

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

Reconvene Meeting Start Time: 9:28 P.M. Reconvene Meeting End Time: 9:33 P.M.

Mayor - Daniel B. Mathieson

Deputy Clerk – Chris Bantock



MANAGEMENT REPORT

Date:	May 25, 2023
То:	Planning and Heritage Sub-committee
From:	Kelton Frey, Municipal Law Enforcement Officer
Report #:	PLA23-007
Attachments:	30 Queensland Sign Variance Application

Title: Proposed Exemption from Sign By-law 159-2004

Objective: To consider an exemption to the City of Stratford's Sign By-law 159-2004 for a construction site sign at 30 Queensland Road.

Background: Staff conducted a site inspection of an erected ground sign at 30 Queensland Road. Construction site signs do not need a Sign Permit but there are requirements in the size and location as per Sign By-law 159-2004. During the Site inspection the sign location was determined to conform with the requirements of the Sign By-law and is outside of the 12 m by 12 m visibility triangle. The size of the sign exceeds what is permitted in a residential zone.

Section 21.5 (b) of the sign bylaw state; "A construction site sign in areas zoned R1, R2, R3, R4, R5, MUR or A shall be non-illuminated with a sign area not exceeding 1.5m² (16 sq. ft.), shall be set back 1m from the street line and shall be removed from the construction site with sixty days of the completion of the project."

The sign face measures 8.93 m², a total of 7.43 m² over the allotted area. The applicant is seeking to have an amendment to the by-law for their sign's maximum sign area to be 8.93 m² per sign face.

Analysis: The sign is located on a large vacant parcel of land and is advertising the future development of the site. Staff do not have any concern with the sign location or size but recommend that a building permit would be required for this type of sign due to the height and size of the sign.

Financial Implications: There will be no financial implications should the staff recommendation be approved. Schedule "A" to the Sign By-law sets out fees for Sign Permits and Sign Variances. A total of \$654.00 has been collected as part of the variance application. There are no permit fees for construction site signs.

Alignment with Strategic Priorities

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Equity and Local Economy

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

Staff Recommendation: THAT the sign variance for one (1) Construction sign located at 30 Queensland Road be approved, subject to the owner applying and receiving a building permit for the sign as required in the Ontario Building Code.

Prepared by:	Kelton Frey, Municipal Law Enforcement Officer
	Jonathan DeWeerd, Chief Building Official
Recommended by:	Taylor Crinklaw, Director of Infrastructure and
	Development Services
	Joan Thomson, Chief Administrative Officer



CITY OF STRATFORD APPLICATION FOR SIGN VARIANCE

Fax:

NOTE TO APPLICANTS: A Sign Permit **will be required** if the Sign Variance is approved.

This mandatory information must be provided with the appropriate fee or it will not be accepted.

1. PROPERTY OWNER:

Address:

74 GRAND AVENUE SOUTH, SUITE 201 Postal Code: N1S 0B7 Phone: 519 886 8855 Email: Wesley @ higdevelopments, com

2. APPLICANT OR AGENT OR TENANT (If any)

ddress:		
Postal Code:	Phone:	Fax:
Email:		

3. NAME OF ERECTING COMPANY: FASTSIGNS KITCHENER

4. PROPOSED SIGN LOCATION (ADDRESS): 30 QUEENSLAND ROAD, STRATFORD

5. WHICH SECTION OF THE SIGN BY-LAW IS THE PROPOSED SIGN NOT IN COMPLIANCE WITH?

MAXIMUM SIZE FOR A CONSTRUCTION SIGN

6. WHY IS IT NOT POSSIBLE TO COMPLY WITH THE PROVISIONS OF THE BY-LAW? (Attach Additional Information if Required)

TEMPORARY SIGN INFORMING PASSING TRAFFIC ABOUT THE NEW RESIDENTIAL DEVELOPMENT MUST BE LEGIBLE FROM THE STREET

7. IS THE PROPERTY LOCATED WITHIN THE HERITAGE CONSERVATION DISTRICT?

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8. SITE PLAN DRAWING

The application shall be accompanied by a site plan drawing showing the following:

- The location of all existing buildings and their entrances;
- The location of all driveways and parking areas on the property;
- The location and dimensions of the frontage and all boundaries of the property on which the sign is proposed to be erected;
- The location of the proposed sign on the property;

9. PROPOSAL OF SIGN TO BE ERECTED

The application shall be accompanied by a photograph or drawing of the sign showing the following:

• Details of the sign drawn to scale, including dimensions, materials, colours, text, graphics, sign area and any other information as may be required to determine compliance with the By-law;

APPLICANTS CHECKLIST

(This checklist must be completed for the application to be processed) Have you included:

- The application fee
- One copy of the completed application form
- One copy of the site plan drawing required in Section 8
- One copy of the proposed sign required in Section 9

SIGNATURE OF APPLICANT

connected with same.	his application is true and made with a full knowledge of the circumstances
I agree to conform to the regulati	ons for encroachments to which this application pertains.
I have read the Encroachment Po	
I am the owner or authorized age	nt.
I have read the Notice of Collecti	on on the bottom of this form.
SIGNATURE:	DATE: March 21, 2023
	114101 0,000

NOTICE OF COLLECTION

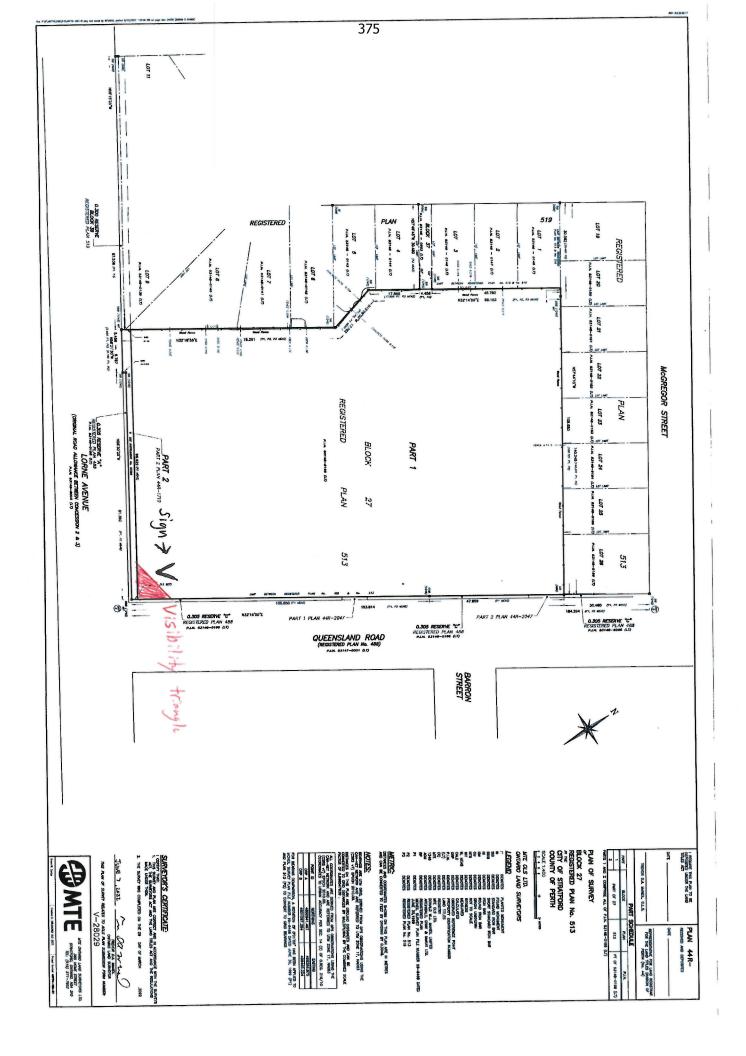
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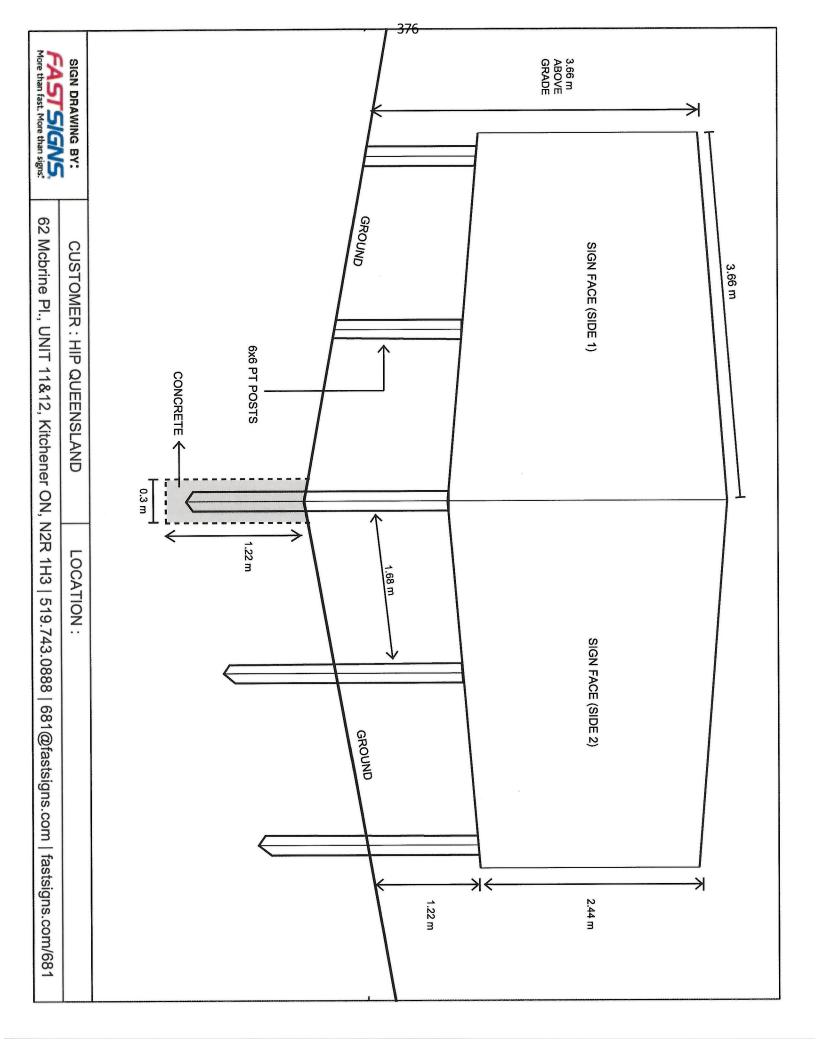
The personal information collected on this form is collected under the authority of the *Municipal Act, 2001* and will be used by Development Services staff for the purpose of making a decision on this application and for administrative purposes. Questions about the collection and use of this information may be made to the City Clerk, P.O. Box 818, Stratford, ON, N5A 6W1 or by telephone 519-271-0250 ext. 235 during business hours.

If you require this form in an alternate format, contact Development Services at 519-271-0250x345 or TTY at 519-271-5241

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REALEY INC. BOOKEDACE	
QueenslandCondos.ca info@regorealty.ca	OCCONTRACTOR OF A CONTRACTOR O
	Developments

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MANAGEMENT REPORT

Date:	May 16, 2023
То:	Finance and Labour Relations Sub-committee
From:	Spencer Steckley, Manager of Financial Services
Report #:	FIN23-017
Attachments:	Q1 Variance Report – 2023

Title: Q1 Operating Budget Variance Report at March 31, 2023

Objective: To identify variances in the operating results compared to budget at March 31, 2023 and advise Council of any known significant factors that may impact the annual actual versus budget results.

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 current economic climate as we try to mitigate revenue losses, inflationary pressures, and supply chain related issues while maintaining service delivery.

Analysis: As is typical, the first quarter results are not a reliable predictor for the remainder of the year, and the emphasis is on qualitative information to identify any areas of potential concern.

Detailed commentaries on each of the departments' variances have been included in the attachment with this report. A high-level early corporate overview has been provided below.

Overview

In the early stages of the operating year, significant variances have not been identified and the planned operating activities are still proceeding as identified in the budget process. There is still a considerable backlog in the financial processing, due to the year-end audit delays for 2021 and the upcoming 2022, however, as this backlog improves and clears, and the 2023 year progresses, it is expected that the second quarter report will have some further detail. The year-to-date actual surplus of almost \$18 million is really a function of the tax billing timing. Revenues are recorded when the tax bills are issued, resulting in half of these relating to the subsequent quarter. When allowing for that item alone, the unadjusted surplus drops to approximately \$566,965.

Based on the information known at this time, there is a forecasted deficit of \$308,000. Note this forecast represents a preliminary estimate of the final surplus/deficit position and is almost certain to change as additional information becomes known.

CAO's Office

The forecasted surplus is \$20,000 and is due to a temporary staffing vacancy within the department. Management is endeavoring to hire for the position as quickly as possible.

Infrastructure and Development Services

Planning Services is forecasting a \$328,000 deficit as a result of two newly created positions – Director of Planning and an additional Planner, as well as additional consulting fees, to address remaining capacity pressures. A previous report was brought to council providing analysis around these additional unbudgeted expenses and the recommendation that if required, the shortfall could be funded from the tax stabilization reserve to minimize the effect to the bottom line.

Social Services

Subsequent to the reporting period January-March, 2023, an issue with one of the residential buildings in the Perth & Stratford Housing Corporation (which is a shared service) has been identified and has the potential to result in a deficit to budget at year end due to increased repairs and maintenance expenses and decreased rental revenue. At this time, staff are still investigating and are unable to quantify the financial impact however a report will be brought forward once more information becomes available.

Financial Implications:

Financial impact to current year operating budget:

Year-end forecasts as noted in the attached. Currently forecasting variance to budget (deficit) of \$308,000 for the 2023 year-end at this time.

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.

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Staff Recommendation: THAT the Q1 Operating Variance Report at March 31, 2023, attached to Report FIN23-017, be received for information.

Prepared by:Spencer Steckley, CPA, CA, Manager of Financial ServicesRecommended by:Karmen Krueger, CPA, CA, Director of CorporateServices/TreasurerJoan Thomson, Chief Administrative Officer

	at March 31, 2023	Unaudited as at	% of Budget	(Surplus) / Deficit FORECASTED Variance	Variance as a	Explanation
Department	Net Budget	Mar. 31/23	Spent	at December 31, 2023	% of Budget	Explanation
Mayor/Council/CAO Office						
101 - Mayor's Office	109,550	22,965	21.0	0	0%	No variance anticipated at this time.

Mayor/Council/CAO Office						
101 - Mayor's Office	109,550	22,965	21.0	0	0%	No variance anticipated at this time.
						No variance anticipated at this time. Timing of certain
102 - Council Services	584,150	88,718	15.2	0	0%	budgeted line items to occur in subsequent quarters (i.e.
						conferences, consultants).
111 - CAO's Office	1,148,500	233,080	20.3	(20,000)	-2%	Salaries and benefits will be underbudget at the end of the
	_,,			(,,		year due to temporary staff vacancy.
<u>Human Resources</u>						
112 - Human Resources	719,230	167,735	23.3	0	0%	No variance anticipated at this time.
	/19,250	107,755	25.5	0	0.70	
<u>Corporate Services</u>						
						No variance anticipated at this time. Interim billing
100 - Taxation	(73,267,074)	(34,764,226)	47.4	0	0%	represents approximately half of the annual revenues
						recorded in the first guarter.
						No variance anticipated at this time. Receipt of Festival Hydro
100 - General Revenues	(1,658,900)	0	0.0	0	0%	dividends/interest typically occurs in subsequent quarters.
121 - City Clerk	707,665	137,926	19.5	0	0%	No variance anticipated at this time.
131 - Financial Services	1,270,900	364,954	28.7	0	0%	No variance anticipated at this time.
134 - Information Technology	1,551,955	372,530	24.0	0	0%	No variance anticipated at this time.
135 - Parking	(249,968)	16,026	-6.4	0	0%	No variance anticipated at this time.
136 - Crossing Guards	261,369	20,008	7.7	0	0%	No variance anticipated at this time.
						No anticipated variance at this time. The annual insurance
139 - General Financial Services	1,001,781	1,157,923	115.6	0	0%	premium is paid in full in the first quarter (approximately
						\$1.1 million).
						Activity in this division is balanced through the Industrial
513 - Industrial Land Sales	0	1,099	0.0	0	0%	Land Reserve Fund with no impact to the levy surplus/deficit.
810 - Requisitions from Others	10,129,402	2,629,882	26.0	0	0%	No variance anticipated at this time.
820 - Other Municipal Services	94,945	2,540	2.7	0	0%	No variance anticipated at this time.
972 Community Cranto			0.0	0	00/	No variance anticipated at this time. Community payments
872 - Community Grants	670,870	0	0.0	0	0%	occur sporadically throughout the year.

City of Stratford						
Q1 Operating Variance Report as Department	at March 31, 2023 2023 Net Budget	Unaudited as at Mar. 31/23	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance at December 31, 2023	Variance as a % of Budget	Explanation
Infrastructure & Development Se	ervices					
250 - Building Permits	71,742	111,166	155.0	0	0%	User pay - Activity in this division is balanced through the reserve/reserve fund with no impact to the levy surplus/deficit.
251 - Planning Services	420,957	132,365	31.4	328,000	78%	A portion of the variance (\$173,000) relates to council's approval of two new positions (Director of Planning and an additional planner) and their related costs (i.e. salaries and benefits, IT related, training, etc). The remaining variance (\$155,000) is a result of additional consulting fees expected to meet legislated minimum requirements during the transition.
252 - By-Law Enforcement	195,930	26,790	13.7	0	0%	No variance anticipated at this time.
310 - Engineering	1,130,090	226,427	20.0	0	0%	No variance anticipated at this time.
315 - Fleet	1,502,455	592,706	39.4	0	0%	No variance anticipated at this time. Note greater repairs and maintenance expenses are generally incurred in the first quarter annually as a result of readying the equipment required for spring/summer maintenance and transitioning out the equipment from the winter season.
320 - Roads	6,424,992	787,000	12.2	0	0%	No variance anticipated at this time.
330 - Sanitary	0	520,675	0.0	0	0%	User pay - Activity in this division is balanced through the reserve/reserve fund with no impact to the levy surplus/deficit.
340 - Storm	4,523,645	33,614	0.7	0	0%	No variance anticipated at this time.
350 - Water	0	619,690	0.0	0	0%	User pay - Activity in this division is balanced through the reserve/reserve fund with no impact to the levy surplus/deficit.
360 - Waste	773,746	(135,580)	-17.5	0	0%	No variance anticipated at this time.
<u>Fire</u> 211 - Fire	8,649,460	2,206,000	25.5	0	0%	No variance anticipated at this time.
512 - Airport	167,240	56,415	33.7	0	0%	No variance anticipated at this time.

City of Stratford O1 Operating Variance Report as at March 31, 20

Q1 Operating Variance Report as at M	arch 31, 2023					
Department	2023 Net Budget	Unaudited as at Mar. 31/23	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance at December 31, 2023	Variance as a % of Budget	Explanation
<u>Community Services</u>						
141 - City Buildings	1,481,628	183,520	12.4	0	0%	No variance anticipated at this time.
711 - Parks	2,438,300	380,979	15.6	0	0%	No variance anticipated at this time.
715 - Facilities	1,632,805	195,873	12.0	0	0%	No variance anticipated at this time.
721 - Recreation	4,684,399	767,653	16.4	0	0%	No variance anticipated at this time.
731 - Cemetery	464,170	42,629	9.2	0	0%	No variance anticipated at this time.
750 - Transit	2,804,924	280,286	10.0	0	0%	No variance anticipated at this time.
751 - Parallel Transit	532,494	124,862	23.4	0	0%	No variance anticipated at this time.
752 - Community Transportation	56,172	89,281	158.9	0	0%	No variance anticipated at this time. Note any variance is split between the community partners, North Perth and St. Marys.
<u>Social Services</u> 610 - Social Services Administration	16,980	7,330	43.2	0	0%	No variance anticipated at this time.
611 - Ontario Works	499,450	408,402	81.8	0	0%	No variance anticipated at this time.
612 - Homelessness	85,480	638,763	747.3	0	0%	No variance anticipated at this time.
613 - Anne Hathaway Day Care Centre	12,210	361,338	2959.4	0	0%	No variance anticipated at this time.
614 - Perth & Stratford Housing Corp.	1,968,730	6,800	0.3	0	0%	An issue with one of the residential buildings has recently been identified which has the potential to result in increased repairs and maintenance expenses, reserve fund transfers and decreased rental revenues. A variance (deficit) at December 31 is anticipated however more information is needed to quantify the financial impact.
615 - Housing Division - Service Manager	730,980	340,514	46.6	0	0%	No variance anticipated at this time.
616 - Child Care	326,990	(946,761)	-289.5	0	0%	No variance anticipated at this time.
618 - Britannia Street Apartments	0	4,354	0.0	0	0%	Activity in this division is balanced through the reserve fund with no impact to the levy surplus/deficit. Note construction delays have resulted in delayed occupancy for Britannia Phase II. Anticipated occupancy is now set to occur in August which will result in rental revenues being under budget (approximately \$120,000). This rental revenue variance will be mostly offset by reduced operating expenditures as a result of the delayed occupancy.

City of Stratford						
Q1 Operating Variance Report as at N Department	2023 Net Budget	Unaudited as at Mar. 31/23	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance at December 31, 2023	Variance as a % of Budget	Explanation
<i>Police</i> 231 - Police	12,621,026	3,055,528	24.2	0	0%	No variance anticipated at this time. Should there be any variances, they will flow to/from reserve funds per the reserve fund policy.
<u>Library</u> 411 - Library	2,708,630	481,144	17.8	0	0%	No variance anticipated at this time. Should there be any variances, they will flow to/from reserve funds per the reserve fund policy.
Total Net Expenses (Revenue)	\$-	(17,949,078)		308,000		



BY-LAW NUMBER 68-2023 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 8th day of May, 2023.

<u>"Martin Ritsma"</u> Mayor – Martin Ritsma

<u>"Tatiana Dafoe"</u> Clerk – Tatiana Dafoe By-law Read a THIRD TIME and FINALLY PASSED this 26th day of June, 2023.

Mayor – Martin Ritsma

Kelly Drain 2023 Engineering Report dated April 5, 2023 attached separately.



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 Claybar Contracting Inc. for the Airport Fuel Tanks Replacement (T-2023-14).

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-2023-14) of Claybar Contracting Inc. for the Airport Fuel Tanks Replacement, 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-2023-14) for the Airport Fuel Tanks Replacement is \$519,733.33, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 26th day of June, 2023.

Mayor – Martin Ritsma



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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 Master Service Agreement with Circular Materials Ontario for services related to blue box materials.

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 Circular Materials Ontario ("CMO") is the administrator of the common collection system for Blue Box Material;

AND WHEREAS The Corporation of the City of Stratford ("City") and CMO jointly desire to enter into the Master Service Agreement respecting the collection of Blue Box Material and related services for the City of Stratford as set out in the agreement and the Statements of Work which, once duly executed, shall form part of, and be subject to and governed by, the Master Service Agreement;

AND WHEREAS the City agrees to provide the Work in accordance with the terms and conditions of the Master Service Agreement;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Master Service Agreement between Circular Materials Ontario 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 Master Service Agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 26th day of June, 2023.

Mayor – Martin Ritsma



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 Toronto Court Equipment for the Replacement of the Tennis and Pickleball Court at the Milton Street Park (T-2023-31).

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-2023-31) of Toronto Court Equipment for the Replacement of the Tennis and Pickleball Court at the Milton Street Park, 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-2023-31) for the Replacement of the Tennis and Pickleball Court at the Milton Street Park is \$258,770.00, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 26th day of June, 2023.

Mayor – Martin Ritsma



STRATFORD CITY COUNCIL CONSENT AGENDA

June 26, 2023

REFERENCE NO. CONSENT AGENDA ITEM

- CA-2023-079 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:
 - Matilda Street from Smith Street to Bell Court; Oakdale Avenue from O'Loane Avenue to Forman Avenue on Tuesday, September 26, 2023 from 3:20 p.m. to 6:00 p.m. for the Annual Pat Cook Run.

Oakdale Avenue from Forman will be left open for buses and emergency personnel only. Buses can use the St. Michael CSS turnaround as required.

CA-2023-080 Resolution from the Town of Bradford West Gwillimbury endorsing the "right-to-repair" movement.

Attachment – Letter and resolution from Bradford West Gwillimbury dated June 9, 2023

Endorsement of the resolution is requested.

- CA-2023-081 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:
 - Queen Street, from Albert Street to Brunswick Street on Friday June 16, 2023 for one day only for Road Maintenance.



Town of Bradford West Gwillimbury 100 Dissette St., Unit 4 P.O. Box 100, Bradford, Ontario, L3Z 2A7 Telephone: 905-775-5366 Fax: 905-775-0153 www.townofbwg.com

Office of the Mayor

9 June 2023

VIA EMAIL

Hon. François-Philippe Champagne PC MP Minister of Innovation, Science and Economic Development Via email: <u>ministerofisi-ministredeisi@ised-isde.gc.ca</u>

Hon. Marie-Claude Bibeau PC MP Minister of Agriculture Via email: <u>Marie-Claude.Bibeau@parl.gc.ca</u>

Dear Ministers:

On behalf of the Council of the Town of Bradford West Gwillimbury, we are writing to you pursuant to the enclosed motion to endorse the right-to-repair movement and to call on your government to expedite the promised consultations to enshrine this principle in consumer-protection law, with specific consultations and measures related to supporting the agricultural sector undertaken.

Right to Repair is a simple environmental and consumer protection measure: it ensures consumers are able to reasonably access repairs to electronic and other devices at a fair price, rather than creating a monopoly through technology companies only being able to repair their own products. This measure will also help reduce waste by combatting planned obsolescence, where companies make products that are only intended to last for a period of some years, and are not really reparable.

Further, farmers and growers are intimately familiar with the particular nuances of this issue when it comes to increasingly high-tech agricultural equipment. As the "soup and salad bowl of Canada", Bradford West Gwillimbury is home to many farmers and growers, so we know firsthand how important an issue these consultations will be.

Our Council has shown in recent years that we are at the forefront of advocating for important environmental protections, including the Freshwater Action Fund, and we are grateful to our new Green Initiatives Committee for recommending this current piece of advocacy to protect the environment and consumers.

A copy of the motion is enclosed. We would be happy to meet with you or your representatives to discuss this further.

Sincerely yours,

James Leduc Mayor

CC:

John Barlow, MP Foothills Rick Perkins, MP South Shore—St. Margarets Alistair MacGregor, MP Cowichan—Malahat—Langford Rachel Blaney, MP North Island—Powell River Scot Davidson, MP York—Simcoe Federation of Canadian Municipalities Association of Municipalities of Ontario Ontario's Municipal Councils Ontario's Conservation Authorities At its Regular meeting of Council held on Tuesday, June 6, 2023, the Town of Bradford West Gwillimbury Council approved the following resolution:

Resolution: 2023-199 Moved: Councillor Verkaik Seconded: Councillor Harper

Whereas the "right-to-repair" movement seeks to ensure consumers of electronic products, including mobile phones and computers, as well as agricultural equipment, are able to make routine fixes to damaged products without having to rely on the manufacturer and to affordably make such repairs; and

Whereas this movement and efforts against "planned obsolescence" seeks to ensure affordability for consumers and to protect our environment by reducing electronic waste; and

Whereas the agricultural sector has unique needs related to specialized electronic farm equipment and the ability to make repairs in a timely and affordable manner, especially during the growing season; and

Further to a commitment in the 2023 federal budget that "the government will work to implement a right to repair, with the aim of introducing a targeted framework for home appliances and electronics in 2024. The government will launch consultations this summer, including on the right to repair and the interoperability of farming equipment, and work closely with provinces and territories to advance the implementation of a right to repair" (p. 38); and

Be it therefore resolved that the committee recommend Council endorse the right-torepair movement through a letter from the Mayor and Green Initiatives Committee Chair to call on the federal government to expedite the promised consultations to enshrine this principle in consumer-protection law, with specific consultations and measures related to supporting the agricultural sector undertaken; and

That a copy of this resolution and letter be shared with the Minister of Innovation, Science and Economic Development; the Minister of Agriculture and their critics; and the Member of Parliament for York—Simcoe; and to the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO) and Ontario's Municipal Councils, with a request for their endorsement of same.

Result: CARRIED.



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 June 26, 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 June 26, 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 26th day of June, 2023.

Mayor – Martin Ritsma