



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4727th
Date: Monday, August 14, 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, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Anne Kircos - Director of Human Resources, Adam Betteridge - Director of Building and Planning Services, Chris Bantock - Deputy Clerk, Neil Anderson - Acting Fire Chief

To watch the Council meeting live, please click the following link:

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

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

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

Pages

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

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

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

Name, Item and General Nature of Pecuniary Interest

3. Adoption of the Minutes:

14 - 33

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated July 24, 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 August 14, 2023 be added to the Agenda as printed.

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

5.1 At the August 14, 2023, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

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

5.1 Proposed Disposition of Land (Long-Term Care Home) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years) and Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (section 239.(2)(f)).

6.1 Downtown Stratford Business Improvement Area Board of Management Application - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

6. Hearings of Deputations and Presentations:

6.1 Public Meetings under the Planning Act

34 - 73

Motion by

THAT the Council meeting adjourn to a public meeting under the Planning Act to hear the following applications:

- **Zone Change Application Z03-23 for 473 Douro Street and 160, 169 and 172 Frederick Street; and**
- **Zone Change Application Z02-23 for 203 and 209 Waterloo Street South.**

to reconvene at the conclusion of the public meeting.

7. Orders of the Day:

7.1 Resolution - Draft 2023 Transportation Master Plan (COU23-091)

74 - 158

Consultants from IBI Group/Arcadis to present the Transportation Master Plan.

Motion by

Staff Recommendation: THAT the Transportation Master Plan presented by Arcadis be received for information;

AND THAT the 30-day public review period commence.

7.2 Resolution - Zone Change Application Z01-23 and Official Plan Amendment Application OPA01-23 for 198 Mornington Street in the City of Stratford (COU23-097)

159 - 206

Robyn McIntyre, Consultant from MHBC, to present the application on behalf of the City. Tracey Pillon-Abbs, agent on behalf of the Applicant will be in attendance should there be any questions from Council.

Motion by

Staff Recommendation: THAT applications OPA01-23 and Z01-23 to establish a special policy on and amend the zoning at 198 Mornington Street to permit the conversion of the existing building into a 17-unit apartment building 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 adaptive re-use of the existing building as 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.

7.3 Proclamation - 23rd Annual Child Care Worker and Early Childhood Educator Appreciation Day

Motion by

THAT Stratford City Council hereby proclaims October 17, 2023 as the 23rd Annual "Child Care Worker and Early Childhood Educator Appreciation Day" in the City of Stratford in recognition of the education, dedication and commitment of childcare workers to children, their families and quality of life in the community.

7.4 Proclamation - Rail Safety Week

207 - 209

Motion by

THAT Stratford City Council hereby proclaims September 18 to 24, 2023 as "Rail Safety Week" in the City of Stratford to raise awareness of rail safety, save lives and prevent injuries caused by incidents involving trains and citizens.

7.5 Resolution - Tender Award T-2023-34 Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and Attachments (COU23-092)

210 - 213

Motion by

Staff Recommendation: THAT the Tender (T-2023-34) for the supply and delivery of one (1) Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and attachments, be awarded to Jade Equipment Company Ltd. at a tender price of \$252,498.50, including HST.

7.6 Resolution - Appointments to the Downtown Stratford Business Improvement Area Board of Directors (COU23-093)

214 - 216

Motion by

Staff Recommendation: THAT By-law 4-2023, as amended, be further amended by removing Meghan Miller as a representative appointed to the Downtown Stratford Business Improvement Area Board of Management;

AND THAT direction be given on the appointment of a member to the Downtown Stratford Business Improvement Area Board of Management for a four-year term to November 14, 2026, or until successors are appointed by Stratford City Council.

- 7.7 Resolution - Community Transportation – Legal Partnership Agreements, 2024 Financial Information and Ridership Data (COU23-095) 217 - 221
- Motion by
Staff Recommendation: THAT the Mayor and Clerk, or their respective delegates, be authorized to execute an extension agreement to the Transit Agreement with the County of Perth for the Intracommunity Transportation Project (PC Connect) to March 30, 2025;
- THAT the Mayor and Clerk, or their respective delegates, be authorized to execute extension agreements to the Local Partnership Agreements with the Town of St. Marys and the Municipality of North Perth for the Intercommunity Transportation Project (PC Connect) to March 30, 2025;**
- AND THAT pre-budget approval for 2024 be authorized for the PC Connect Project in 2024 of \$160,000.**
- 7.8 Resolution - Proposed Free Transit Day (COU23-096) 222 - 224
- Motion by
Staff Recommendation: THAT Council authorize free bus services within the City of Stratford for a period of one (1) business day, on Friday, September 8, 2023;
- AND THAT Council authorize utilizing the Community Grant program to cover the \$5,000 estimated loss in revenue to the Community Services Department Transit Division.**
- 7.9 Resolution - Canada Mortgage and Housing Corporation – Housing Accelerator Fund (COU23-023-099) 225 - 245
- Motion by
Staff Recommendation: THAT Council authorize Staff to finalize the Action Plan as presented and in support of an application to the Canada Mortgage and Housing Corporation – Housing Accelerator Fund;
- THAT the Chief Administrative Officer, in consultation with the Director of Corporate Services, Director of Social Services, and Director of Building and Planning Services, be authorized to approve the Action Plan, including the refinement of the proposed initiatives, in support of the City’s application for the Housing Accelerator Fund prior to finalizing the application to the Canada Mortgage and Housing Corporation;**
- THAT the Chief Administrative Officer be authorized to sign all necessary Housing Accelerator Fund application related documents in support of the City’s submission;**

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute all documents to affect a transfer to the City of the Housing Accelerator Fund on terms acceptable to the Director of Corporate Services and in forms acceptable to the City Solicitor.

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated August 14, 2023 be adopted as printed.

9.1.1 Proposed 2024 Budget Process and Tentative Schedule (FIN23-025)

246 - 256

THAT the report titled, "Proposed 2024 Budget Process and Tentative Schedule" (FIN23-025), be received for information;

THAT staff proceed to schedule four budget meeting dates for Finance Committee as outlined in the report;

AND THAT Council provide staff with any specific known initiatives to be considered at this time, changes or additions to capital projects identified in the 10-year capital forecasts, and changes in service levels or activities to advance the approved strategic priority goals they wish to be considered for the 2024 fiscal year at this time.

10. Notice of Intent:

10.1 Notice of Motion

At the September 11, 2023, Regular Council meeting, Councillor Sebben intends to put forward the following motion for consideration:

"THAT the 2023 agreements for use of the Agriplex Fieldhouse be brought forward to Council for consideration."

11. Reading of the By-laws:

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

present:

Motion by

THAT By-laws 11.1 to 11.7 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.7 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.7 be read a Third Time and Finally Passed.

- | | | |
|-------------|--|-----------|
| 11.1 | Award Tender for a Four-Wheel Drive Sidewalk Tractor and Attachments | 257 |
| | To authorize the acceptance of a tender from Jade Equipment Company Ltd. for one Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and attachments (T-2023-34). | |
| 11.2 | Amend Appointments to the Downtown Stratford Business Improvement Area Board of Management | 258 - 259 |
| | To amend By-law 4-2023, as amended, to amend the appointments to the Downtown Stratford Business Improvement Area Board of Management. | |
| 11.3 | Transit Agreement with Perth County for the Intracommunity Transportation Project (PC Connect) | 260 - 261 |
| | To authorize the entering into and execution of a Transit Agreement with The Corporation of the County of Perth for the Intracommunity Transportation Project (PC Connect) to March 30, 2025. | |
| 11.4 | Extension Agreement with the Town of St. Marys and the Municipality of North Perth for the Intercommunity Transportation Project (PC Connect) | 262 - 263 |
| | To authorize the entering into and execution of an Extension Agreement to the Local Partnership Agreement with The Corporation of the Town of St. Marys and The Corporation of the Municipality of North Perth for the Intercommunity Transportation Project (PC Connect) to March 30, 2025. | |
| 11.5 | Appointment of Chief Building Official | 264 |
| | To appoint (insert name) as Chief Building Official under the Building Code Act for The Corporation of the City of Stratford effective August 15, 2023 and to repeal By-law 71-2018. | |
| 11.6 | Amend Zoning By-law 10-2022 to Rezone Lands Known Municipally as | 265 - 267 |

198 Mornington Street

To amend By-law 10-2022, as amended, with respect to Zoning By-law Amendment application Z01-23 by Mornington Developments Inc. to amend the zoning at 198 Mornington Street to be Residential Fifth Density Zone Special Four ("R5(2)-28") and implement site specific provisions to reduce the front yard depth from 10m to 7.5m, reduce the exterior side yard setback from 10m to 8m, reduce the side yard depth from 6.6m to 6m, increase the permitted density from 65upnh to 75upnh, and provide various site specific relief for the existing parking lot.

11.7 Adopt Official Plan Amendment. No 33

268 - 272

To adopt Official Plan Amendment No. 33 to maintain the "Residential Areas" designation on the subject lands and add a Special Policy Area to increase the maximum density from 65 units per net hectare to 75 units per net hectare.

12. Consent Agenda: CA-2023-092 to CA-2023-100

273 - 275

Council to advise if they wish to consider any items listed on the Consent Agenda.

13. New Business:

14. Adjournment to Standing Committees:

The next Regular Council meeting is September 11, 2023 in the Council Chamber, City Hall.

Motion by

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

- Finance and Labour Relations 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];
- Planning and Heritage Committee [7:15 p.m. or thereafter following the Regular Council meeting]; and

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

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on August 14, 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 Finance and Labour Relations Committee

Motion by

THAT Items 5.1, 6.1, 6.2, 7.1, 8.1 and 9.1 of the Finance and Labour Relations Committee meeting dated August 14, 2023 be adopted as follows:

5.1 SEEDCo Update July 18 2023 (FIN23-024)

THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update dated July 18, 2023, be received for information.

6.1 Electricity and Natural Gas Procurement – City of Stratford (FIN23-023)

THAT the report titled, "Electricity and Natural Gas Procurement – City of Stratford" (FIN23-023), be received for information.

6.2 Treasurer's Statement for Development Charges and update to Parkland Reserve Funds 2022 (FIN23-026)

THAT the 2022 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;

AND THAT the 2022 Treasurer's Statement for City of Stratford Parkland Dedication Reserve Fund be received for information.

7.1 2024 Budget Consideration for Projects Requested by the Accessibility Advisory Committee (FIN23-028)

THAT the following projects be referred to the 2024 budget deliberations for consideration by Council:

1. Renovate the existing police station to include a barrier free entrance so all citizens can access this City facility;
2. Update the SERC track with an all-weather synthetic surface typical of modern track and field venues, including general accessibility improvements to facilities and exterior pathways;
3. Retain a consultant to convert the Facilities Accessibility Design Manual into an accessible document that is compliant with the WCAG standards so it can be posted on the City's website, subject to review by the Accessibility, Diversity & Inclusion Coordinator;
4. Improve the Rotary Complex parking lot for pedestrians; and
5. Development and implementation of a tax deferral program for accessible housing.

8.1 2024 Budget Consideration for Requested Active Transportation Advisory Committee Red Light Camera Project (FIN23-029)

THAT the installation of red light cameras at the following locations be referred to the 2024 budget deliberations for consideration by Council:

- Forman Avenue and Huron Street;
- CH Meier Boulevard and Ontario Street;
- Erie Street and Lorne Avenue East;
- Ontario Street and Waterloo Street South;
- Erie Street and West Gore Street;

- Erie Street and Packham Avenue;
- Erie Street and Ontario Street.

9.1 Q2 Operating Budget Variance Report at June 30, 2023 (FIN23-027)

THAT the Q2 Operating Variance Report at June 30, 2023, be received for information.

15.2.2 Infrastructure, Transportation and Safety Committee

Motion by

THAT Items 5.1, 6.1, 7.1 and 8.1 of the Infrastructure, Transportation and Safety Committee meeting dated August 14, 2023 be adopted as follows:

5.1 Festival Hydro Lease Agreement Renewal (ITS23-025)

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the Commercial Lease Agreement Addendum with Festival Hydro Inc., to extend the lease for the premises at 153/161 Wellington Street until August 31, 2026.

6.1 Proposed Seasonal Restrictions to T.J. Dolan Drive from St. Vincent Street South to Huron Street (ITS23-024)

THAT the annual seasonal vehicular traffic restriction of T.J. Dolan Drive between Huron Street and St. Vincent Street South, starting May 1 and ending November 15 each year, be approved.

7.1 2023 Airport Study Options and Recommendation (ITS23-022)

THAT the 2023 Airport Study Options and Recommendation (ITS23-022) be deferred to the August 14, 2023 Infrastructure, Transportation and Safety Committee meeting.

8.1 Request for an exemption from Noise Control By-law 113-79 for a private backyard event at the property of 893 Mornington Street, Stratford (ITS23-023)

THAT approval be given to the homeowners of 893 Mornington Street, Stratford for an exemption to Noise Control By-law 113-79 for a private event held at their property from 3:30p.m. on Saturday, September 9, 2023, to 1:30a.m. on Sunday, September 10, 2023, from the following provisions:

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

15.2.3 Planning and Heritage Committee

Motion by

THAT Item 4.1 of the Planning and Heritage Committee meeting dated August 14, 2023 be adopted as follows:

4.1 Stratford Art in the Park request for Sign By-law Variance (PLA23-009)

THAT the request by Art in the Park to erect six (6) banner signs on the lamp posts on Lakeside Drive between Front Street and North Street from May 1 until October 12 each calendar year, be approved provided they obtain a sign permit;

THAT the fees relating to the annual sign permit and sign variance be covered by account G-872-7645-7908 Community Supports each year to keep the By-law Division revenues whole;

THAT Art in the Park facilitate the installation and removal of the banner signs each year at their cost;

AND THAT this sign variance remain in effect until December 31, 2028.

15.3 Reading of the By-laws (reconvene):

276 - 277

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

By-law 11.8 Lease Agreement for Space at Festival Hydro for the City's Water Division

To authorize the entering into and execution of a lease agreement with Festival Hydro Inc., for space for the City of Stratford Water Division for a further three-year term to August 31, 2026.

By-law 11.9 Confirmatory By-law

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

Motion by

THAT By-laws 11.8 to 11.9 be taken collectively.

Motion by

THAT By-laws 11.8 to 11.9 be read a First and Second Time.

Motion by

THAT By-laws 11.8 to 11.9 be read a Third Time and Finally Passed.

15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the August 14, 2023 Regular Council meeting adjourn.



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

Meeting #: 4726th
 Date: Monday, July 24, 2023
 Time: 7:03 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, Karmen Krueger - Director of Corporate Services, Anne Kircos - Director of Human Resources, Chris Bantock - Deputy Clerk, Adam Betteridge - Director of Building and Planning Services, Mark Hackett - Manager of Community Facilities, Quin Malott - Manager of Cemetery, Parks and Forestry, Neil Anderson – Acting Fire Chief

Also Present: Members of the public and media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

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

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

Name, Item and General Nature of Pecuniary Interest

Councillor Biehn declared a pecuniary interest on Item 6.2, "Request for delegation by Trevor Biehn" and Item 7.2, "Request for an Exemption from Noise Control By-law 113-79 for Jubilee Stratford's Sunday Outdoor Church Service (COU23-087)". Councillor Biehn's husband is the pastor of the Church seeking the Noise Control By-law exemption.

3. Adoption of the Minutes:

R2023-351

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

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated July 10, 2023 be adopted as printed.

Carried**4. Adoption of the Addenda Agenda:**

R2023-352

Motion by Councillor Hunter**Seconded by** Councillor Burbach

THAT the Addenda to the Regular Agenda of Council and Standing Committees dated July 24, 2023, to add a delegation and Item 5.1 from the Community Services Committee agenda to the reconvene Council agenda, be added to the Agenda as printed.

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

5.1 At the July 24, 2023, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Litigation Update – 7 and 9 Cobourg Street Encroachment - Litigation or potential litigation, including matters before administrative tribunals

affecting the municipality or local board (section 239.(2)(e)) and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Ad-Hoc Grand Trunk Renewal Committee – Chair Applications - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Session, direction was given to the City Solicitor and the Chief Administrative Officer regarding Item 4.1. With respect to Item 4.2, personal information was received, and no direction was given.

6. Hearings of Deputations and Presentations:

6.1 Request for Delegation by Robert Ritz

R2023-353

Motion by Councillor Sebben

Seconded by Councillor Biehn

THAT the delegation of Robert Ritz, on behalf of the Stratford Rotary Dragon Boat Festival, be heard.

Carried

Robert Ritz, on behalf of the Stratford Rotary Dragon Boat Festival, presented information to Council regarding a request for exemption from Policy P.3.9, Advertising on City Property. Highlights of the presentation included:

- Mr. Ritz being a member of the Rotary Club since 1984 and serving as Chair of the Dragon Boat Festival for the last 5 years;
- the Dragon Boat Festival having generated \$930,000 since inception and being the Rotary Club's largest festival;
- the Rotary Club supporting many community groups and initiatives throughout the City;
- the success of the festival relying heavily on corporate sponsorships;
- the Rotary Club seeking to have the dragon boat installed in Market Square as it was pre-Covid-19, being parallel to Downie Street and requiring the relocation of three picnic tables; and

- the Rotary Club seeking to display sponsorships and decals on the dragon boat as requested, and comparing the request to what is displayed on a City property flagpole by United Way.

6.2 Request for Delegation by Trevor Biehn

R2023-354

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT the delegation of Trevor Biehn, on behalf of Jubilee Stratford, be heard.

Carried

Trevor Biehn, on behalf of Jubilee Stratford, presented information to Council regarding a request for an exemption from Noise Control By-law 113-79 for Jubilee Stratford's Sunday Outdoor Church Service. Highlights of the presentation included:

- Mr. Biehn being the lead pastor of Jubilee Stratford;
- Jubilee Stratford seeking a noise exemption for August 6, 2023, for an outdoor church service;
- first becoming aware of a noise complaint in 2022 when visited by Stratford Police Services;
- a previous request for exemption from the Noise Control By-law being denied in June, 2023;
- the church having a decibel meter in order to read and monitor noise levels;
- a small, single source speaker being used and placed facing away from residential homes;
- only one complaint having been received after handing out notices to neighboring residents; and
- seeking to host outdoor services for seniors and those not wishing to attend service inside the church.

A question and answer period was held with respect to:

- having a good handle on noise levels with the use of a noise measuring meter; and

- speakers not previously facing homes and the tent and speaker being intentionally placed facing opposite and as far away from homes as possible.

Councillor Biehn, having declared a pecuniary interest on this matter, did not participate in the discussion or vote.

6.3 ADDED - Request for Delegation by Jane Marie Mitchell

R2023-355

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the delegation of Jane Marie Mitchell, regarding Item 7.5, "Ad-Hoc Grand Trunk Renewal Committee - Chair Consideration", be heard.

Carried

A request was made for a recorded vote. The City Clerk confirmed that the Procedural By-law allowed for the taking of a recorded vote immediately prior to or immediately after the taking of a vote.

A recorded vote was undertaken on the motion:

In Support (8): Councillor Sebben, Councillor Biehn, Councillor McCabe, Councillor Briscoe, Councillor Wordofa, Mayor Ritsma, Councillor Henderson, Councillor Burbach

Opposed (3): Councillor Beatty, Councillor Hunter, Councillor Nijjar

Carried

Jane Marie Mitchell presented information to Council regarding the selection of a Chair of the Ad-Hoc Grand Trunk Renewal Committee and the requirements that should be considered. Highlights of the presentation included:

- there being five choices for the position;
- that one of the choices should be disregarded;
- there being a loss of public trust in Stratford;

Mayor Ritsma reminded the delegate that information being presented is to address the requirements and qualifications of a perceived worthy candidate and not a particular individual. The delegate was further

cautioned that continuing otherwise may result in removal from Council Chambers.

The presentation continued with respect to:

- the importance of public engagement as new projects are being considered;
- discussions of the Committee expected to be public;
- expecting transparent and open engagement from Council and any extension of it;
- having enough applicants to choose a great Chair;
- being unaware of which qualifications may be considered most important when it comes to selecting a Chair; and
- the chosen applicant being able to work well with others, be open and transparent, and use public engagement to solve local issues.

7. Orders of the Day:

7.1 Resolution - Tender T-2023-28 – Elevator Modernization for City Hall Annex (COU23-086)

R2023-356

Motion by Councillor Biehn

Seconded by Councillor McCabe

THAT the Tender (T-2023-28) for the Elevator Modernization for City Hall Annex, be awarded to Delta Elevator Co. Ltd. at the tender price of \$195,490.00, including HST.

Carried

7.2 Resolution - Request for an Exemption from Noise Control By-law 113-79 for Jubilee Stratford's Sunday Outdoor Church Service (COU23-087)

R2023-357

Motion by Councillor Briscoe

Seconded by Councillor Hunter

THAT approval be granted to the event organizers at Jubilee Stratford located at 707 Downie Street for an exemption to Noise Control By-law 113-79 for an outdoor Sunday Service on Sunday,

August 6, 2023 from 10:00 a.m. to 1:00 p.m. and 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 sound [Schedule 2 Clause 2]**

Carried

Councillor Biehn, having declared a pecuniary interest on this matter, did not participate in the vote.

7.3 Resolution - Partial Roof Replacement Tender Award - 45 Buckingham Drive, Stratford (COU23-088)

R2023-358

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the Tender (T-2023-27) for the Partial Roof Replacement at 45 Buckingham Drive, Stratford, be awarded to Flynn Canada LTD. at a total tender price of \$268,781.80, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for Tender T-2023-27.

Carried

7.4 Resolution - Acceptance of RFP-2023-36 Council Strategic Priority Services (COU23-090)

R2023-359

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT Overlap Associates Inc., be retained to undertake Strategic Priority Services 2023-2027 (RFP-2023-36) at a cost of \$61,020.00, including HST (\$54,000.00, plus HST);

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the contract agreement for RFP-2023-36.

A discussion period was held with respect to:

- being opposed to the award due to the cost and feeling that the project is unnecessary;

- this being the third item under Orders of Day at this meeting in which money was being saved; and
- approving a company that has previously worked with the City and the need to get quickly organized for the project.

Mayor Ritsma called the question on the motion.

Carried

7.5 Resolution - Ad-Hoc Grand Trunk Renewal Committee – Chair Consideration (COU23-089)

R2023-360

Motion by Councillor Beatty

Seconded by Councillor Hunter

THAT Dan Mathieson be appointed as the Chair of the Ad-Hoc Grand Trunk Renewal Committee for a two-year term to September 30, 2025.

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

- the proposed individual for appointment being previously brought up and defeated by Council;
- a motion to reconsider not being required as Council directed staff to solicit applications, which did not prohibit anyone from applying;
- it being the will of Council to determine whether to suspend the rules of procedure in order to consider the motion; and
- those not appointed as Chair being encouraged to apply as members of the Committee.

A request was made for a recorded vote.

Discussion continued with respect to:

- the benefit of having someone from outside the organization with fresh eyes and who is not as familiar being noted;
- important qualifications of the Chair being to work and communicate with other levels of government and being familiar with the needs of the City and its residents; and

- the importance of making this appointment now to keep things moving.

A recorded vote was undertaken on the motion:

In Support (10): Councillor Henderson, Councillor Beatty, Councillor Hunter, Councillor Nijjar, Councillor Burbach, Councillor Biehn, Councillor McCabe, Councillor Briscoe, Councillor Wordofa, Mayor Ritsma

Opposed (1): Councillor Sebben

Carried

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Infrastructure, Transportation and Safety Committee:

R2023-361

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT the Report of the Infrastructure, Transportation and Safety Committee dated July 24, 2023 be adopted as printed.

Carried

9.1.1 Stratford Landfill Public Input Invited June 2023 (ITS23-018)

THAT staff investigate the financial impacts of increasing the number of household hazardous waste drop-off days, including the possible return of the drop-offs to the Stratford Landfill site.

9.1.2 Stratford Landfill Public Input Invited June 2023 (ITS23-018)

THAT Council consider any comments received;

AND THAT the report on the Stratford Landfill Public Input June 2023, be received for information.

9.1.3 Long Term Overnight Permit Parking Request (ITS23-020)

THAT the request for long term overnight permit parking in the Erie and Cooper parking lots be filed.

9.1.4 Enforcement of EV Charging Parking Space (ITS23-021)

THAT the Traffic and Parking By-law 159-2008, as amended, be further amended to add the following offences:

Section 9(3) - No person shall park a vehicle or any part of a vehicle in an electric vehicle parking space where such vehicle is:

1. not an electric vehicle;
2. not connected to an electric vehicle charging station or actively charging.

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. \$100 voluntary payment within 7 days and \$120 set fine for parking in an electric vehicle parking space when the vehicle is not an electric vehicle; and,
2. \$60 voluntary payment within 7 days and \$80 set fine for parking an electric vehicle in an electric vehicle parking space when not connected to an electric vehicle charging station or not actively charging.

9.2 Report of the Planning and Heritage Committee:**9.2.1 Dragon Boat Festival Request for Exemption from Policy P.3.9, Advertising on City Property**

A member stated there is a need to support service clubs and community groups.

Motion by Councillor Sebben

Seconded by Councillor Biehn

THAT the Rotary Club of Stratford be granted an exemption from Policy P.3.9, Advertising on City Property, and permitted to install a dragon boat in Market Square from August 4 to September 17, 2023 to promote the Dragon Boat Festival being held on September 16, 2023;

THAT the dragon boat be installed in a north to south manner in Market Square along Downie Street;

THAT the following decals/logos be permitted for placement on the dragon boat:

- the Rotary Wheel and a promotion for the Dragon Boat Festival;
- on the interior sides of the boat, a list of projects that the Rotary Club of Stratford supports;
- on the back deck of the boat, statistics about the boat as well as a notice to contact the event organizers if the boat is damaged or requires maintenance;
- event sponsor's logo on the drum and at the bow on each side of the boat with other sponsors logos discreetly located on the seats inside the boat.

AND THAT any fees associated be funded through the Community Grants Reserve Fund.

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

- a resolution of Council in 2022 making placement of the Market Square picnic tables permanent;
- concern with movement of anchored picnic tables and the cost to remove three tables for the dragon boat being approximately \$700.00;
- advertising on the dragon boat not being for commercial purposes;
- consideration for an exemption to the Advertising on City Property Policy for service clubs;
- the intent of the motion being to complete the request at no cost to the organizers;
- the request in future years possibly being considered through grant funding; and
- potential damage to the picnic tables if they were to be constantly moved.

It was questioned if Council could hear from the delegate again to determine if an alternative request was possible that did not involve movement of the anchored tables. The City Clerk advised that the Procedural By-law does not permit hearing from delegates when a motion is on the floor unless Council is seeking clarification on the motion. The City Clerk further advised the rules of procedure could be suspended to hear from the delegate.

Discussion continued with respect to:

- the impact to other special events should this request be approved and ensuring accessibility when considering placement of the dragon boat.

R2023-362

Motion by Councillor Beatty

Seconded by Councillor Wordofa

THAT the main motion be amended to remove the installation location and replace it with the following:

- **THAT the dragon boat be installed in an east to west manner in Market Square along Market Place.**

In response to a question regarding the amending motion, the City Clerk clarified this was the initially proposed location for the dragon boat.

Mayor Ritsma called the question on the amending motion.

Carried

In response to a question regarding the main motion, as amended, the City Clerk advised that members no longer in support of the main motion may vote in opposition when the question is called.

Mayor Ritsma called the question on the main motion, as amended.

R2023-363

Motion by Councillor Sebben

Seconded by Councillor Biehn

THAT the Rotary Club of Stratford be granted an exemption from Policy P.3.9, Advertising on City Property, and permitted to install a dragon boat in Market Square from August 4 to September 17, 2023 to promote the Dragon Boat Festival being held on September 16, 2023;

THAT the dragon boat be installed in an east to west manner in Market Square along Market Place;

THAT the following decals/logos be permitted for placement on the dragon boat:

- **the Rotary Wheel and a promotion for the Dragon Boat Festival;**
- **on the interior sides of the boat, a list of projects that the Rotary Club of Stratford supports;**
- **on the back deck of the boat, statistics about the boat as well as a notice to contact the event organizers if the boat is damaged or requires maintenance;**
- **event sponsor's logo on the drum and at the bow on each side of the boat with other sponsors logos discreetly located on the seats inside the boat.**

AND THAT any fees associated be funded through the Community Grants Reserve Fund.

Carried

R2023-364

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT a review of the Advertising on City Property Policy P.3.9, be referred to staff to investigate an exemption to the policy for service clubs.

Carried

9.3 Report of the Finance and Labour Relations Committee:

R2023-365

Motion by Councillor Hunter

Seconded by Councillor Biehn

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

Carried

9.3.1 Festival Hydro Financial Results - 2022 year end and to March 31 2023 (FIN23-020)

THAT the Festival Hydro Inc. 2022 audited financial statements and commentary for the year ended December 31, 2022, be received for information;

THAT the Festival Hydro Services Inc. 2022 audited financial statements and commentary for the year ended December 31, 2022, be received for information;

THAT the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2023, be received for information;

THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2023, be received for information;

AND THAT the Festival Hydro Inc. April 2023 Board motion declaring a top-up common share dividend in the amount of \$248,269 for the year 2022, be received for information.

9.3.2 Destination Stratford 2023 Update 2 (FIN23-019)

THAT the Destination Stratford 2023 Update 2, dated June 20, 2023, be received for information.

9.3.3 2023 Community Grant Appeal Request (FIN23-018)

THAT a Community Grant in the amount of \$4,000.00 be provided to Stratford Live Music and Food and be funded from the Community Grants Reserve fund.

9.3.4 Property Tax Billing and Collection Policy (FIN23-021)

THAT Policy F.1.6 Collection of Municipal Taxes be rescinded;

THAT Policy F.1.6 Property Tax Billing and Collection be adopted substantially in the form as attached to Report FIN23-021;

AND THAT Policy F.1.9 Vacant Tax Rebate Program for Commercial and Industrial Buildings be rescinded.

9.3.5 Tax Adjustments for 2022 (FIN23-022)

THAT the report titled, "Tax Adjustments for 2022" (FIN23-022), be received for information.

10. Notice of Intent:

10.1 Notice of Public Meetings under the Planning Act

Stratford City Council will hold public meetings on Monday, August 14, 2023 at 7:00 p.m. to hear from interested persons with respect to the following planning applications:

- Zone Change Application Z02-23 for 203 and 209 Waterloo Street South
- Zone Change Application Z03-23 for 160, 169 and 172 Frederick Street and 473 Douro Street

Members of the public looking for more information were directed to review the Notices for the subject applications.

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:

In response to a question regarding the timeline for recruitment of the Ad-Hoc Grand Trunk Renewal Committee, the City Clerk advised that recruitment would begin in the coming weeks.

A member requested that By-law 11.5 be taken separately.

R2023-366

Motion by Councillor Henderson

Seconded by Councillor Beatty

THAT By-laws 89-2023 to 93-2023 be taken collectively.

Carried unanimously

R2023-367

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-laws 89-2023 to 93-2023 be read a First and Second Time.

Carried two-thirds support

R2023-368

Motion by Councillor Beatty

Seconded by Councillor Biehn

THAT By-laws 89-2023 to 93-2023 be read a Third Time and Finally Passed.

Carried

R2023-369

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT By-law 94-2023 be read a First and Second Time.

Carried two-thirds support

R2023-370

Motion by Councillor Hunter

Seconded by Councillor Briscoe

THAT By-law 94-2023 be read a Third Time and Finally Passed.

Carried

11.1 Agreement with Circular Materials Ontario for Services Related to Blue Box Materials - By-law 89-2023

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 Award Tender for the Elevator Modernization at City Hall Annex - By-law 90-2023

To authorize the acceptance of a tender and the entering into and execution of a contract with Delta Elevator Co. Ltd. for the Elevator Modernization at City Hall Annex (T-2023-28).

11.3 Award Tender for Partial Roof Replacement at 45 Buckingham Drive - By-law 91-2023

To authorize the acceptance of a tender and the entering into and execution of a contract with Flynn Canada Ltd. for the Partial Roof Replacement at 45 Buckingham Drive, Stratford (T-2023-27).

11.4 Amend Traffic and Parking By-law 159-2008 to Provide for Enforcement of Parking in Electric Vehicle Parking Spaces - By-law 92-2023

To amend Sections 1, Definitions, and 9, No Parking in Posted Locations, of the Traffic and Parking By-law 159-2008, as amended, to provide for the enforcement of parking in electric vehicle parking spaces.

11.5 Award Tender for Strategic Priority Services 2023-2027 - By-law 94-2023

To authorize the acceptance of a proposal and the entering into and execution of a contract with Overlap Associates Inc. for the Strategic Priority Services 2023-2027 (RFP-2023-36).

11.6 Amend Appointments By-law 4-2023 to Make Appointments to the Ad-Hoc Grand Trunk Renewal Committee - By-law 93-2023

To amend By-law 4-2023, as amended, to make appointments to the Ad-Hoc Grand Trunk Renewal Committee.

12. Consent Agenda: CA-2023-086 to CA-2023-091

12.1 CA-2023-91

R2023-371

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT CA-2023-91, being a resolution from the Municipality of Wawa regarding OHIP coverage for chronic pain treatments, be endorsed.

Carried

13. New Business:

13.1 Sports Groups and the Agriplex Fieldhouse

A member advised of correspondence received from members of different sports groups and wanting to provide opportunities for members of the public and the sports group to speak to Council.

A motion was put forward for the agreements with sports groups at the Agriplex fieldhouse to be considered at the next regular meeting of Council and to permit delegations on this matter. As no seconder was received this motion was not considered.

13.2 Ad-Hoc Grand Trunk Renewal Committee Members

A member suggested that a background in planning was missing from the qualifications for committee members. The member noted the benefits of having someone on the committee with such qualification would provide. The Chief Administrative Officer advised that Council could consider expanding the committee composition to include a member with this background.

R2023-372

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT the Terms of Reference for the Ad-Hoc Grand Trunk Renewal Committee be amended to add one (1) Land use planning – e.g. planner, member to the committee.

The City Clerk clarified that the intent was to add a new position to the committee, bringing membership to a total of twelve including the Chair.

Discussion was held with respect to:

- giving the Chair an opportunity to review whether this addition is necessary; and
- allowing the committee to come before Council after being formed to request the addition of a member with planning experience if no one appointed had such experience.

Mayor Ritsma called the question on the motion.

Carried

14. Adjournment to Standing Committees:

The next Regular Council meeting is August 14, 2023, in the Council Chamber, City Hall.

R2023-373

Motion by Councillor Nijjar

Seconded by Councillor Hunter

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**

- **Finance and Labour Relations 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.

Carried

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on July 24, 2023 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

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

15.2 ADDED - Committee Reports

15.2.1 Community Services Committee

R2023-374

Motion by Councillor Burbach

Seconded by Councillor Beatty

THAT Item 5.1 of the Community Services Committee meeting dated July 24, 2023, be adopted as follows:

5.1 - Purchase of Hybrid Vehicle (COM23-009)

THAT Council authorize Staff to proceed with procurement of a used vehicle to address the need for a shared vehicle in the Community Services Department, for a cost of \$30,000 plus HST to be funded from the Fleet reserve fund R-R11-FLET.

Carried

15.3 Reading of the By-laws (reconvene):

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

Confirmatory By-law - By-law 95-2023

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

R2023-375

Motion by Councillor Henderson

Seconded by Councillor Wordofa

THAT By-law 95-2023 be read a First and Second Time.

Carried two-thirds support

R2023-376

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT By-law 95-2023 be read a Third Time and Finally Passed.

Carried

15.4 Adjournment of Council Meeting

R2023-377

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the July 24, 2023 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:03 P.M.

Meeting End Time: 7:58 P.M.

Reconvene Meeting Start Time: 8:21 P.M.

Reconvene Meeting End Time: 8:23 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Robyn McIntyre, Consulting Planner
 Urja Modi, Consulting Planner
Report #: COU23-094
Attachments: Maps (3),
 Concept Plan,
 B01-23 and B02-23
 Notice of Decision

Title: Zone Change Application Z03-23 for 473 Douro Street and 160, 169, 172 Frederick Street in the City of Stratford

Objective: The purpose of this report is to describe the Zone Change application submitted by the Baker Planning Group (c/o Caroline Baker) on behalf of the Culliton Corporation for Zone Change application Z03-23.

The Zone Change application requests site specific provisions for four parcels of land in the City of Stratford. All of the lots are zoned General Industrial ("I2"), and three are requesting the following site-specific provisions:

Parcel 2 - Severed Parcel at 473 Douro Street

- permit a minimum lot depth of 59 metres, instead of 75 metres.

Parcel 3 - Severed Parcel at 172 Frederick Street

- limit permitted uses to only light industrial uses;
- permit a minimum lot area of 814 m², instead of 2,000 m²;
- permit a minimum lot frontage of 20 metres, instead of 30 metres; and
- permit a minimum lot depth of 38 metres, instead of 75 metres.

Parcel 4 - Existing Parcel at 169 Frederick Street

- limit permitted uses to only a Parking Area serving 172 Frederick Street.

Background:

The subject lands are located at 473 Douro Street, 160 Frederick Street, 169 Frederick Street, and 172 Frederick Street, all in the City of Stratford. These properties vary in size and composition as follows:

Parcel 1 – Retained at 473 Douro Street

Existing Use	Industrial
Frontage	49.63 metres on Douro Street
Depth	>100 metres
Area	9,719.3 square metres
Shape	Irregular

Parcel 2 – Severed at 473 Douro Street

Existing Use	Vacant Industrial
Frontage	34.0 metres on Douro Street
Depth	59.49 metres
Area	2,033.1 square metres
Shape	Rectangular

Parcel 3 – Severed at 172 Frederick Street

Existing Use	Vacant Industrial
Frontage	20.91 metres
Depth	38.97 metres
Area	814.6 square metres
Shape	Rectangular

Parcel 4 – Existing at 169 Frederick Street

Existing Use	Vacant Industrial
Frontage	12.0 metres
Depth	51.01 metres to 58.73 metres
Area	2,000 square metres
Shape	Generally Rectangular

Surrounding Land Uses

Direction	Use
North	Industrial
East	Industrial
South	Industrial
West	Industrial

Previous Severance Applications – B01-23 and B02-23

The subject lands were previously subject to two Consent Applications, B01-23 and B02-23. These applications reorganized the subject lands to enlarge Parcel 1 and sever

Parcels 2 and 3. Both Consent Applications were approved in May 2023 and their Notices of Decision have been attached to this report. As conditions of approval for consent applications B01-23 and B02-23, the subject lands are required to undergo a Zoning By-law Amendment to ensure that Parcels 2 and 3 comply with the requirements of the Zoning By-law.

Parcel 4 is existing lands that were not subject to the Consent Applications. This parcel is, however, included in this Zone Change application.

Current and Proposed Uses

Parcel 1, being the retained lands at 473 Douro Street, is currently used for industrial purposes. This use is proposed to continue after the Zoning By-law Amendment. Eventually, this site is to be intensified and additional industrial buildings would be built. The proposed development is only conceptual at this time and will be required to comply with the City's Zoning By-law. The development of this site will be subject to a Site Plan Agreement.

Parcel 2, being the severed lands at 473 Douro Street, is currently a vacant portion of the industrial lot. This vacancy will remain immediately following this Zoning By-law Amendment. Eventually, this site will be developed with an industrial use like the surrounding properties in accordance with the City's Zoning By-law. The development of this site will be subject to a Site Plan Agreement.

Parcel 3, being the severed lands at 172 Frederick Street, is currently vacant. This vacancy is proposed to continue after the Zoning By-law Amendment. Eventually, the site will be developed with a light industrial use in accordance with the City's Zoning By-law. The development of this site will be subject to a Site Plan Agreement that will tie the industrial development to Parcel 3.

Parcel 4, being the existing lands at 169 Frederick Street, is also currently vacant. This vacancy is proposed to continue after the Zoning By-law Amendment. Eventually, the site will be developed with a parking lot for the development at Parcel 3. This development will be subject to the provisions of the Zoning By-law and will be subject to a Site Plan Agreement that will tie the parking lot to Parcel 3.

Analysis:

Provincial Policy Statement, 2020

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 minimizing land consumption and servicing costs. The proposed Zone Change would allow for two new industrial lots to be severed from one larger industrial lot. All lots would maintain their industrial functions and potential. All lots would have access to existing services.

Additionally, the policy direction indicates that developments are to 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. The subject lands have frontage on Douro Street, Dover Street, and Frederick Street, which offer full municipal services.

The PPS states that sufficient land shall be made available to accommodate an appropriate range and mix of land uses. Within Settlement Areas, land can be made available through intensification. The subject Zone Change would facilitate the creation of two new lots, intensifying the existing, Romeo Industrial Park. The requested site-specific provisions for reduced lot frontage, lot depth, and lot areas would provide a size-range of properties for industrial use in Stratford.

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.

Within Settlement Areas, development patterns shall be based on densities and a mix of land uses that efficiently use land and resources. Parcel 1 is currently irregularly shaped, and the subject Zone Change application would allow for the Parcel to be regularized in shape, improving the efficient use of land. The proposed Zone Change would take place in an existing industrial park, which provides access to existing services, allowing for the efficient use of resources. The requested reduced lot frontages, lot depths, and lot areas would allow for the efficient use of the industrial lands.

The appropriate intensification of Settlement Areas is to be promoted while mitigating risks to public health or safety. The subject Zone Change would intensify the existing industrial park by creating two new parcels.

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 neighbouring properties to Parcel 3 (severed parcel at 172 Frederick Street) are residential uses within an industrial

zone. To mitigate any adverse effects, the subject Zone Change would limit the permitted uses to only light industrial uses.

Employment

The PPS directs Planning authorities to promote economic development and competitiveness by providing for an appropriate mix and range of employment uses, such as industrial uses. The subject Zone Change facilitates the establishment of two additional industrial parcels. This increases economic competitiveness in the industrial park by providing the opportunity for two new businesses to be established.

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 subject lands have access to existing municipal services from Douro Street, Dover Street, and Frederick Street.

City of Stratford Official Plan

The City of Stratford's Official Plan designates Parcels 1, 2, 3, and 4, 'Industrial' and identifies the lands as being within the Romeo Industrial Park. The Industrial designation promotes opportunities for diversified employment uses and encourages industrial development that would not make excessive demands to the City's water or wastewater systems. An objective for the industrial designation is to maintain the integrity of the industries.

Permitted uses within the Industrial designation include manufacturing, assembling, repairing, wholesaling or storage of any goods, substance, article or thing, warehousing, truck terminals, data processing, and building trades. Secondary uses permitted in the industrial designation includes those that do not pre-empt the ultimate development of the lands for industrial purposes, among others.

Parking Lot Use

Parking lots are not identified as a use within the City's Official Plan. The proposed site-specific request to limit uses on Parcel 4 (169 Frederick Street) to only parking areas for 172 Frederick Street would be considered a use that does not pre-empt the ultimate development of the lands for industrial purposes.

Buffering Measures

Section 4.8.6 of the City's Official Plan indicates that the City will ensure adequate distance separation and buffering measures between industries and adjacent non-industrial, sensitive land uses. The neighbouring properties to Parcel 3 (severed parcel at 172 Frederick Street) are residential uses within an industrial zone. This is not a

permitted use within the Industrial designation. To provide buffering measures, the subject Zone Change would limit the permitted uses to only light industrial uses.

Economic Development

The Official Plan indicates the importance of providing an adequate inventory of designated, zoned, and serviced land available to industries and employment uses. The subject Zone Change application would facilitate the creation of two new industrial lots with lot frontages, depths, and areas that vary from the Zoning By-law. These requested site-specific provisions would allow the new parcels to contribute to a range of parcel sizes available to industries in Stratford.

City of Stratford Zoning By-law

The subject lands are zoned 'General Industrial' ("I2") in the City of Stratford's Official Plan. This designation permits a range of industrial uses, including building materials yards, bus transportation terminals, data centres, open storage, and service trades, among others.

The subject Zone Change application is required by applications B01-23 and B02-23 which were approved in May of this year to create two new industrial parcels. The Zone Change requests site specific provisions for four parcels of land in the City of Stratford. All of the lots are to keep the base zone General Industrial ("I2"), and three are requesting the following site-specific provisions:

Parcel 2 - Severed Parcel at 473 Douro Street

- The minimum lot depth is 59 metres.

Parcel 3 - Severed Parcel at 172 Frederick Street

- The minimum lot area is 814 square metres.
- The minimum lot frontage is 20 metres.
- The minimum lot depth is 38 metres.
- Permitted uses are limited to the following light industrial uses: Agricultural equipment sales or rental establishment; Animal shelter; Building materials yard; Business office or professional office of a consulting engineer or surveyor; Contractor's yard or shop; Data centre; Equipment rental establishment; Factory store; Scientific or medical laboratory; Service trade; Veterinarian clinic; and Warehouse.

Parcel 4 - Existing Parcel at 169 Frederick Street

- Permitted uses are limited to a Parking area servicing 172 Frederick Street.

Zoning Matrix

The table below outlines the proposed site-specific zone provisions in comparison to the requirements for the General Industrial zone. As there is no development proposed at this time, the minimum setbacks are not included in the Zoning Matrix because there are no buildings on site or because the buildings are already existing. Where a cell in the table is orange, the property does not comply with the requirements of the Zoning By-law, and site-specific relief is requested.

Minimum Provisions	Required	Parcel 1	Parcel 2	Parcel 3	Parcel 4
Lot Area	2,000 m ²	9,719 m ²	2,033 m ²	814 m ²	>800 m ² *
Lot Frontage	30 m	49 m	34 m	20 m	12 m *
Lot Depth	75 m	> 100 m	59 m	38 m	51 m *

** Parcel 4: Legal Non-Conforming Area, Frontage, and Depth*

Parcel 4, the existing parcel of land at 169 Frederick Street was not a part of consent application B01-23 or B02-23. Under section 4.17.4 of the Zoning By-law, if a lot has a lesser lot frontage, area, or depth than what is required by the Zoning By-law and existed prior to the date that the Zoning By-law came into effect, the lot is deemed to be in compliance with the Zoning By-law ("Legal Non-Conforming"). As such, even though Parcel 4 does not comply with the requirements of the Zoning By-law, site-specific provisions are not required.

Parcel 1: Frontage vs. Exterior Side Lot Line

The Zoning By-law indicates that any lot with access to two streets is considered a through lot. In instance, the front lot line is considered whichever lot line has access to the widest road allowance. A lot's frontage is to be measured along the front lot line. For Parcel 1, this means that the front lot line is on Douro Street, where the frontage is ~49 metres. The Dover Street access would be considered an exterior side lot line, and the required minimum frontage measurement of 30 metres would not apply.

Financial Implications:

There are no financial implications to be reported as a result of this report.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Alignment with One Planet Principles:**Health and Happiness**

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

Equity and Local Economy

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

Culture and Community

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

Zero Waste

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

Staff Recommendation: THAT Council hear all interested persons with respect to Zone Change Application Z03-23.

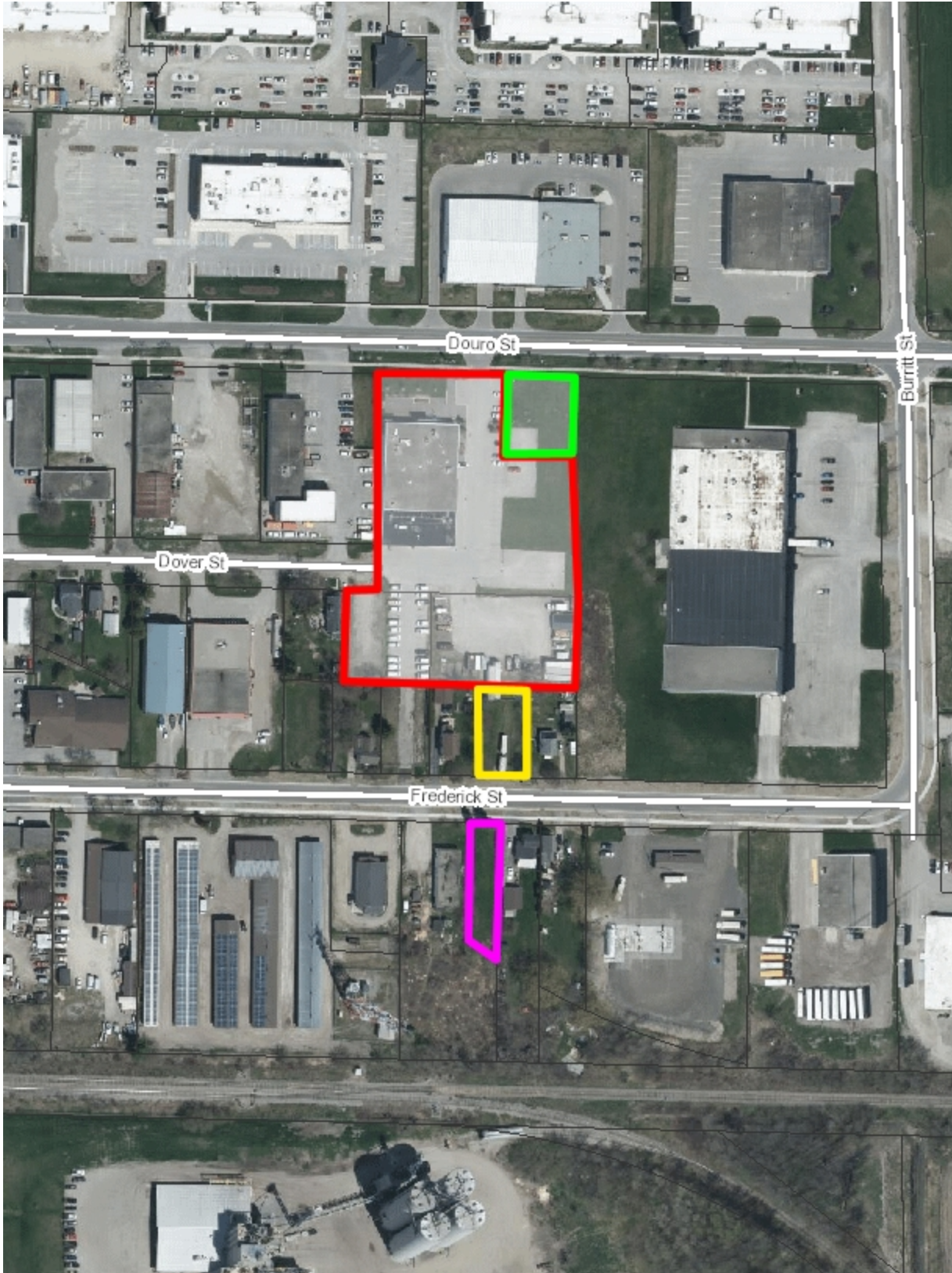
Prepared by: Robyn McIntyre, Consulting Planner
 Urja Modi, Consulting Planner

Reviewed by: Pierre Chauvin, MCIP, RPP, Consulting Planner

Recommended by: Adam Betteridge, Director of Building and Planning Services
 Joan Thomson, Chief Administrative Officer



Z03-23 - Aerial Map



Legend

- Property Parcel
 - Streets
 - City Limit
 - Neighbouring Municipality
 - Avon River/Lake Victoria
 - Parks
- Aerial 2020 16cm

Parcel 1
Retained Lands at
473 Douro Street

Parcel 2
Severed Lands at
473 Douro Street

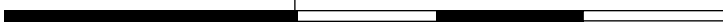
Parcel 3
Severed Lands at
172 Frederick Street

Parcel 4
Existing Lands at
169 Frederick Street

1:2,530



98.3 0 49.15 98.3 Meters



NAD_1983_UTM_Zone_17N

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Map Printed: July 26, 2023

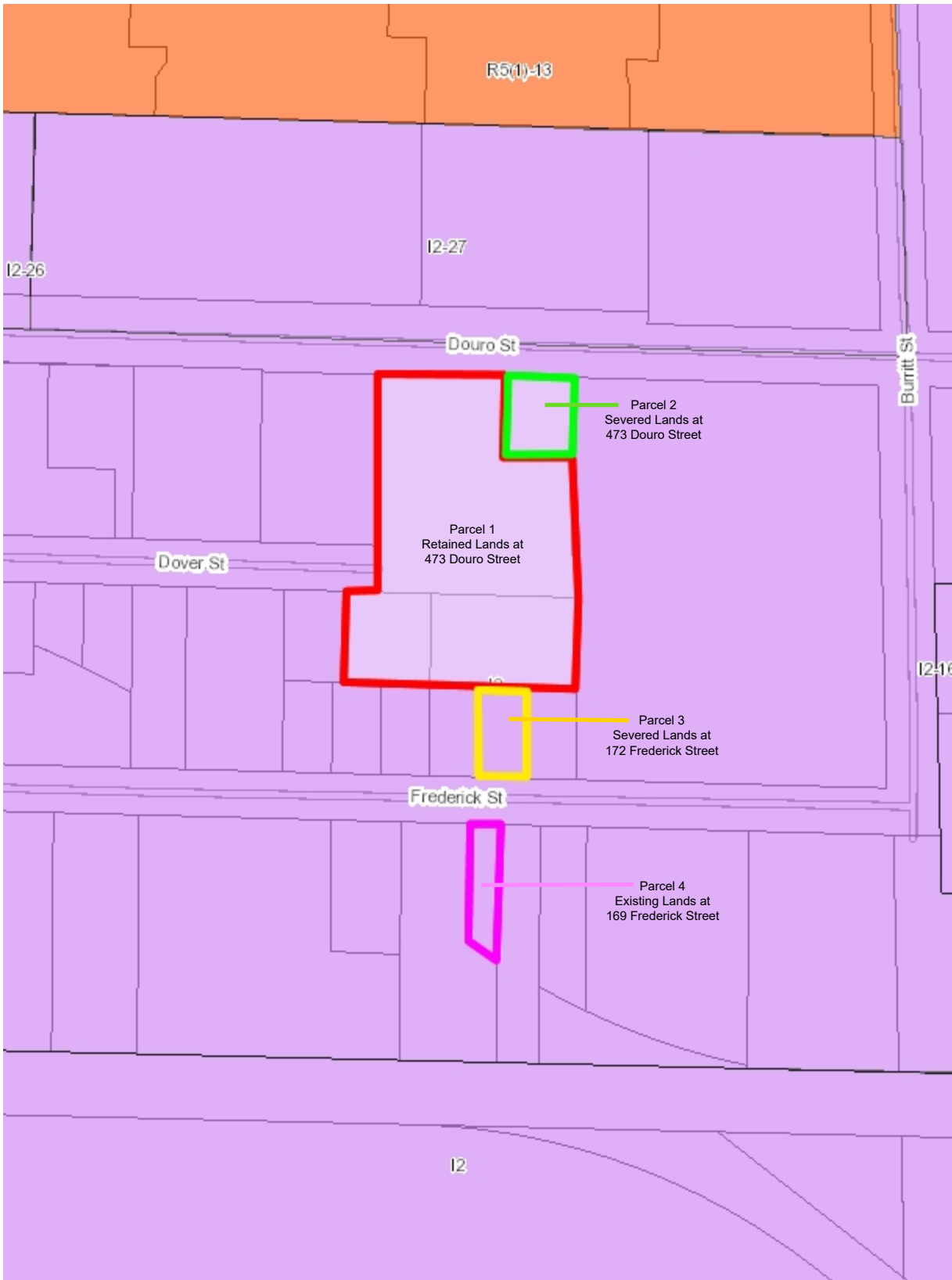
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THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes



Z03-23 - Zoning Map

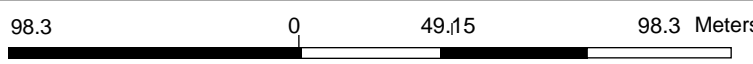


Legend

Comprehensive Zoning

- R1 - Residential First D
 - R2 - Residential Second
 - R3 - Residential Third I
 - R4 - Residential Fourth
 - R5 - Residential Fifth D
 - MUR - Mixed Use Resi
 - C1 - Neighbourhood C
 - C2 - Highway Commer
 - C3 - Central Commerci
 - C4 - Shopping Centre t
 - C5 - Corridor Commer
 - AD - Grand Trunk Anc
 - I1 - Prime Industrial
 - I2 - General Industrial
 - I3 - Secondary Industri
 - I4 - Factory District
 - IN1 - Institutional Com
 - IN2 - Institutional Neig
 - TH - Theatre District
 - P - Parks
 - OS - Open Space
 - A - Agricultural
 - UR - Urban Reserve
- Property Parcel
 - Streets
 - City Limit
 - Neighbouring Municip
 - Avon River/Lake Vict
 - Parks

1:2,530



Disclaimer: This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

Notes

NAD_1983_UTM_Zone_17N

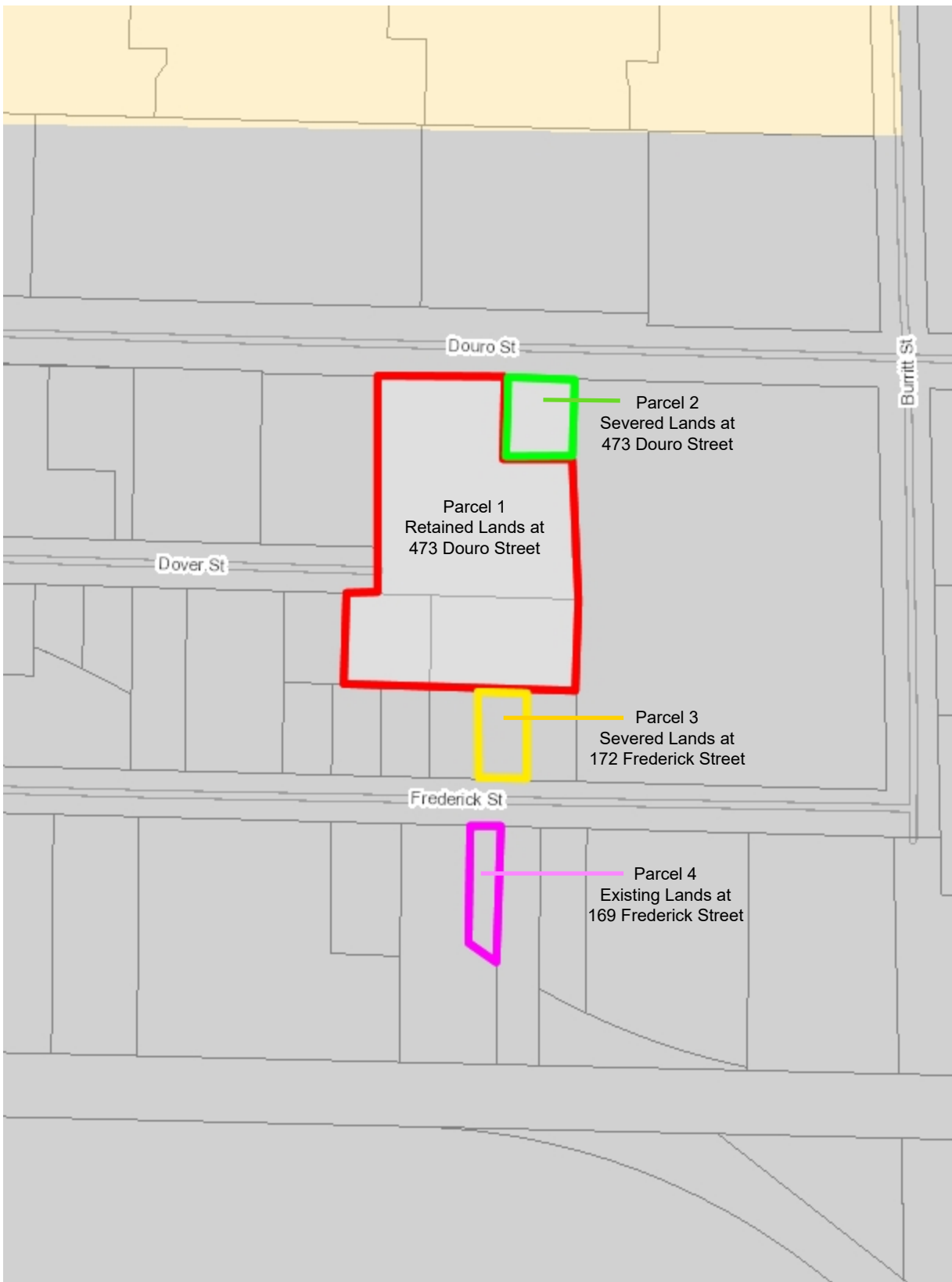
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Z03-23 - Official Plan Map



Legend

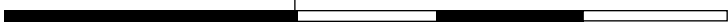
General Land Use - S

- Agricultural Area
- Commercial Area
- Downtown Core
- Industrial Area
- Medium Density Resid
- Medium Density Resid
- Parks and Open Space
- Residential Area
- Property Parcel
- Streets
- City Limit
- Neighbouring Municip
- Avon River/Lake Vict
- Parks

1:2,530



98.3 0 49.15 98.3 Meters



NAD_1983_UTM_Zone_17N

© City of Stratford

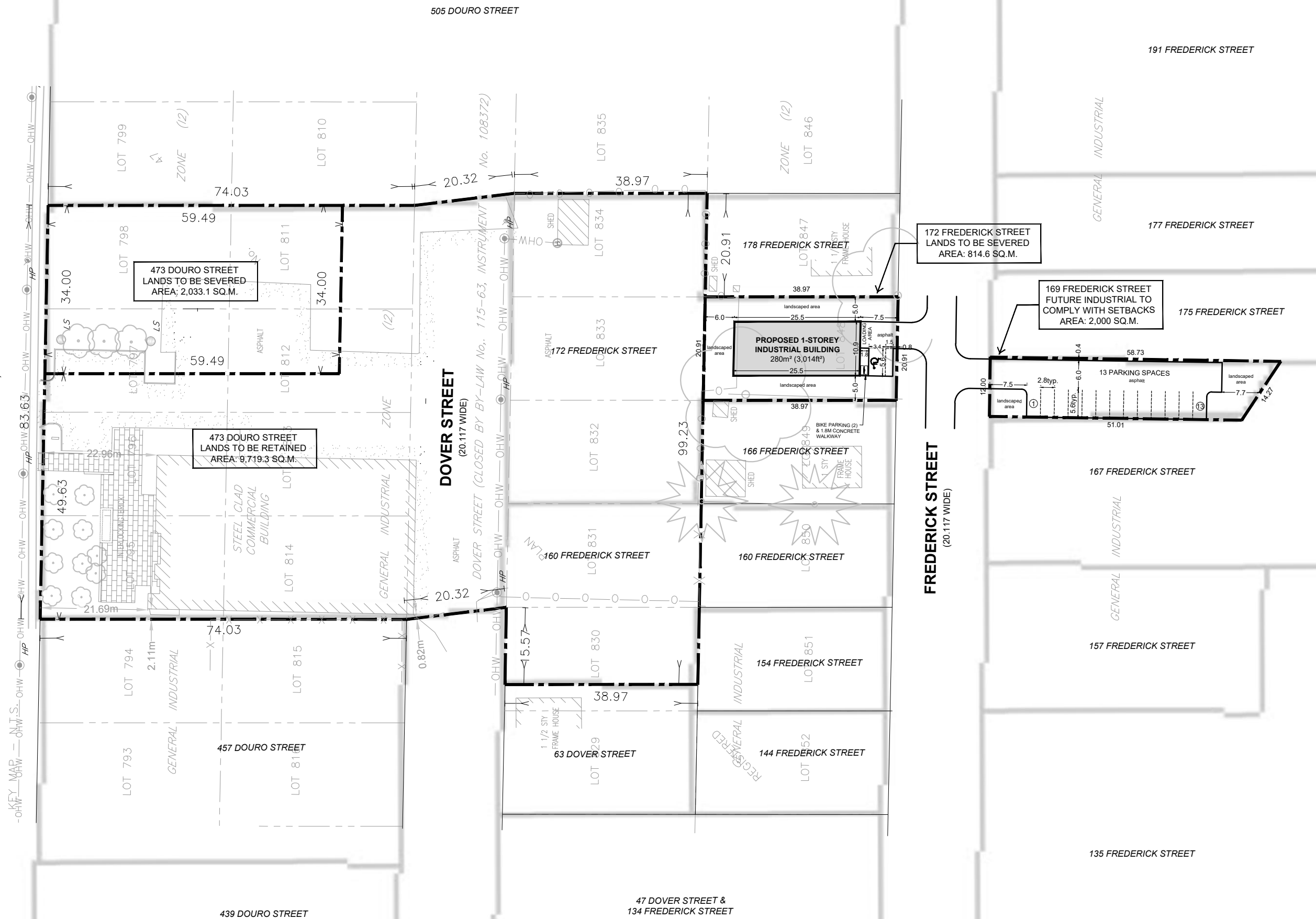
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Notes

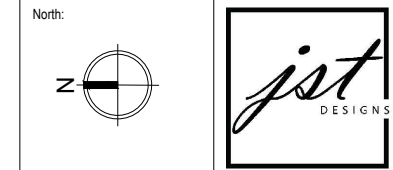
THIS MAP IS NOT TO BE USED FOR NAVIGATION

DOURO STREET
(WIDTH VARIES)



SITE DATA:

GENERAL INDUSTRIAL (I2) ZONE		
	Required	Proposed
172 FREDERICK STREET		
Lot Area	2,000m ²	819m ²
Lot Frontage	30m	21.0m
Min. Setback	7.5m	7.5m
Lot Depth	75m	39.0m
Side Yard Width	5.0m	5.0m
Rear Yard Depth	6.0m	6.0m
Max. Lot Coverage	50%	34% (280m ²)
Max. Height	30m	30m
Min. Landscaped Open Space	20%	56% (460m ²)
Parking	4 spaces (1 per 80m ² net floor Area)	0 spaces
Accessible Parking	1 Type A	1 Type A
Bicycle Parking	1 space	1 space
169 FREDERICK STREET		
Lot Area	2,000m ²	658m ²
Lot Frontage	30m	12.0m
Lot Depth	75m	51.0m/58.7m
Min. Landscaped Open Space	20%	26% (173m ²)
Parking	4 spaces (1 per 80m ² net floor Area)	13 spaces



Project Name:
**172 FREDERICK ST.
STRATFORD, ON**

BAKER
Planning Group

Revisions:

Added notes as per Town of Stratford comments	07/03/2023
Included all owned lands & addresses	07/10/2023

Sheet Title:
CONCEPTUAL SITE PLAN

DISCLAIMER
Site boundary and dimensions are approximate and subject to change based on a formal land survey. The design is conceptual and subject to engineering and municipality confirmation and input.

Version No: 1	Sheet No: SP-1
Scale: 1:800 METRIC	Date: 05/11/2022
File Location: cp2204_rev5.dwg	Drawn By: J.THIBERT



NOTICE OF DECISION APPLICATION FOR CONSENT

APPLICATION NO.:	FILE # B01-23
DATE OF NOTICE:	June 7, 2023
OWNER:	Culliton Corporation (c/o Tim Culliton)
MUNICIPALITY:	City of Stratford
DESCRIPTION:	473 Douro and 172 Frederick Street
PURPOSE:	The purpose of application B01-23 is to sever the northeast portion of the subject lands at 473 Douro and 172 Frederick Street to create an industrial building lot. The proposed lot will have an approximate frontage of 34 m, depth of 59.49 m and lot area of 2,033.1 m ² . A zone change will be required as a condition of approval to recognize the reduced lot depth of the lands to be severed. The lands to be severed are currently vacant and will have frontage and road access onto Douro Street.
DATE OF DECISION:	May 29, 2023
DECISION:	Provisional Consent
LAST DAY FOR APPEAL:	June 27, 2023
APPLICATION DEEMED TO BE REFUSED IF CONDITIONS NOT FULFILLED BY:	June 7, 2025

The above Application for Consent was heard by the City of Stratford Committee of Adjustment and approval reflects that regard has been given to those matters to be considered under Section 51(24) of the Planning Act, RSO 1990.

The following conditions have been imposed on the provisional consent:

1. That the Certificate of Consent under Section 53(42) of the Planning Act shall be given within two years of the date of the mailing of decision.
2. That satisfactory arrangements be made with the City of Stratford for the payment of any outstanding Municipal property taxes.
3. That prior to the stamping of the deeds, a 2% cash-in-lieu payment for park and public recreational purposes for the severed lands shall be made to the City of Stratford.
4. Prior to the stamping of the deeds, a municipal address is to be assigned by the City of Stratford. Any costs associated with municipal addressing are the responsibility of the applicant.
5. That prior to the stamping of the deeds, a 1.048 m wide road widening along Douro Street frontage of the severed lands will to be conveyed to the City, free and clear of all encumbrances, to the satisfaction of the City Engineering Division. The City Solicitor costs associated with registering the conveyance documents shall be the responsibility of the applicant.
6. Prior to the stamping of the deeds, the applicant is required to confirm, to the satisfaction of the City that any services for the severed parcel are located entirely within the severed lands and the services for the retained lands are located entirely within the retained lands. If the services are not located entirely within each parcel, the applicant will be required to relocate the existing services or install new services for the severed lands to the satisfaction of the City prior to the stamping of the deeds.
7. That prior to the stamping of the deeds, the owner or authorized agent is required to obtain approval from Stratford City Council for all zoning deficiencies created on the severed lands, including deficiencies in lot depth, to the satisfaction of the Manager of Planning.
8. That prior to the stamping of the deeds, the applicant shall provide to the City a copy of the deposited reference plan in an electronic format compatible with the latest version of AutoCAD referenced to NAD83 UTM Zone 17 Horizontal Control Network for the City of Stratford. This

Reference Plan shall be created from survey information utilizing the City's Survey Control Network. It is the responsibility of the applicant to obtain the necessary Reference Sketches and associated information required to complete the survey from the City.

9. Prior to the stamping of the deeds, for the purposes of satisfying any of the above conditions, the Owner shall file with the City of Stratford a complete submission consisting of all required clearances and final plans, and to advise the City of Stratford in writing how each of the conditions has been satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by The City of Stratford, such submission will be returned to the Owner without detailed review by the City.

The last day to appeal the decision is noted above. The applicant and/or agent will be given written notice whether or not an appeal has been filed.

You will be entitled to receive notice of any changes to the conditions of the provisional consent **if** you make a written request to be notified of such changes.

The subject land is also being considered under other planning matters as noted below where applicable (contact the municipality for information):

Official Plan Amendment	n/a
Zoning By-law Amendment	n/a
Minor Variance	n/a

You are hereby notified that the Secretary-Treasurer must receive written confirmation **within two years** after the giving of this notice that all conditions have been met or the consent will be deemed to be refused as per Section 53(41) of the Planning Act, RSO 1990.



Andrea Hächler, M.Sc.
Alternate Secretary Treasurer

EMAIL TO:

Owner: Culliton Corporation
 Agent: Baker Planning Group (c/o Caroline Baker)
 Tatiana Dafoe, Chris Bantock and Jodi Akins, Clerks Office
 Nathan Bottema, Engineering
 Jonathan DeWeerd, Kelsey Hammond, Building Services
 Members of the public requesting Notice of Decision

Infrastructure & Development Services
 82 Erie Street, 3rd Floor
 Stratford, ON N5A 2M4
 Phone: (519) 271-0250
 Fax: (519) 271-5966



NOTICE OF DECISION APPLICATION FOR CONSENT

APPLICATION NO.:	FILE # B02-23
DATE OF NOTICE:	June 7, 2023
OWNER:	Culliton Corporation (c/o Tim Culliton)
MUNICIPALITY:	City of Stratford
DESCRIPTION:	473 Douro and 172 Frederick Street
PURPOSE:	The purpose of application B02-23 submitted by Baker Planning Group (c/o Caroline Baker), on behalf Culliton Corporation (c/o Tim Culliton), to allow the severance of the property located at 473 Douro Street & 172 Frederick Street with an approximate frontage of 20.91 m and an approximate depth of 38.97 m with an approximate area of 814.6 m ² . The lands to be severed are currently vacant and will have frontage and road access onto Frederick Street.
DATE OF DECISION:	May 29, 2023
DECISION:	Provisional Consent
LAST DAY FOR APPEAL:	June 27, 2023
APPLICATION DEEMED TO BE REFUSED IF CONDITIONS NOT FULFILLED BY:	June 7, 2025

The above Application for Consent was heard by the City of Stratford Committee of Adjustment and approval reflects that regard has been given to those matters to be considered under Section 51(24) of the Planning Act, RSO 1990.

The following conditions have been imposed on the provisional consent:

1. That the Certificate of Consent under Section 53(42) of the Planning Act shall be given within two years of the date of the mailing of decision.
2. That satisfactory arrangements be made with the City of Stratford for the payment of any outstanding Municipal property taxes.
3. That prior to the stamping of the deeds, a 2% cash-in-lieu payment for park and public recreational purposes for the severed lands shall be made to the City of Stratford.
4. Prior to the stamping of the deeds, a municipal address is to be assigned by the City of Stratford. Any costs associated with municipal addressing are the responsibility of the applicant.
5. Prior to the stamping of the deeds, the applicant is required to confirm, to the satisfaction of the City that any services for the severed parcel are located entirely within the severed lands and the services for the retained lands are located entirely within the retained lands. If the services are not located entirely within each parcel, the applicant will be required to relocate the existing services or install new services for the severed lands to the satisfaction of the City prior to the stamping of the deeds.
6. That prior to the stamping of the deeds, the owner or authorized agent is required to obtain approval from Stratford City Council for all zoning deficiencies created on the severed lands, including deficiencies in lot area, lot depth, and lot frontage to the satisfaction of the Manager of Planning.
7. That prior to the stamping of the deeds, the applicant shall provide to the City a copy of the deposited reference plan in an electronic format compatible with the latest version of AutoCAD referenced to NAD83 UTM Zone 17 Horizontal Control Network for the City of Stratford. This Reference Plan shall be created from survey information utilizing the City's Survey Control Network. It is the responsibility of the applicant to obtain the necessary Reference Sketches and associated information required to complete the survey from the City.
8. Prior to the stamping of the deeds, for the purposes of satisfying any of the above conditions,

the Owner shall file with the City of Stratford a complete submission consisting of all required clearances and final plans, and to advise the City of Stratford in writing how each of the conditions has been satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by The City of Stratford, such submission will be returned to the Owner without detailed review by the City.

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The subject land is also being considered under other planning matters as noted below where applicable (contact the municipality for information):

Official Plan Amendment	n/a
Zoning By-law Amendment	n/a
Minor Variance	n/a

You are hereby notified that the Secretary-Treasurer must receive written confirmation **within two years** after the giving of this notice that all conditions have been met or the consent will be deemed to be refused as per Section 53(41) of the Planning Act, RSO 1990.



Andrea Hächler, M.Sc.
Alternate Secretary Treasurer

EMAIL TO:

Owner: Culliton Corporation
 Agent: Baker Planning Group (c/o Caroline Baker)
 Tatiana Dafoe, Chris Bantock and Jodi Akins, Clerks Office
 Nathan Bottema, Engineering
 Jonathan DeWeerd, Kelsey Hammond, Building Services
 Members of the public requesting Notice of Decision



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Robyn McIntyre, Consulting Planner
 Urja Modi, Consulting Planner
Report Number: COU23-098
Attachments: Maps, Heritage Impact Assessment, Planning Justification Letter

Title: Zone Change Application Z02-23 for 203 and 209 Waterloo Street South in the City of Stratford

Objective: The purpose of this report is to describe the application submitted by Baker Planning Group c/o Caroline Baker on behalf of The Bradshaw Towns Inc. for Zone Change application Z02-23.

The Zone Change application requests to amend section 15.9.7 of the Zoning Bylaw, which includes the site-specific zone provisions for the C3-7 zone. The request is to retain the existing site-specific provisions, and add the following:

- To add the use of 'Cluster Townhouse Dwelling' to permitted uses;
- Notwithstanding any provisions to the contrary, any exterior stairs extending from porches attached to the primary building shall be permitted to project into the required front yard and shall be subject to a minimum front yard setback of 0 metres; and
- The maximum front yard setback for all buildings and structures shall be 5.0 metres.

Through the review of this application, it was determined that additional relief was required from the provisions of the Zoning Bylaw. The additional relief was reviewed with, and confirmed by, the Agent for the application. As such, the proposed relief for this application would also include:

- Walkways leading to a dwelling shall have a maximum width of 2.0 metres.

As a result of comments received from CN Rail, and the policies of the Official Plan, Staff will likely consider a Holding Symbol be placed on the subject lands. This Holding Symbol would require a Noise Impact Study be approved by the City. Prior to the City's approval, the applicant would be required to demonstrate how CN Rail's comments

have been addressed. Additionally, it is expected that the removal of the Holding symbol would be dependant on the road widening lands being conveyed to the City.

Background

The site is located immediately north-east of the intersection of Falstaff Street and Waterloo Street South and comprises an area of approximately 0.12 ha (0.29 ac). The Site is legally addressed Part of Lots 3 and 5, and all of Lot 4, Registered Plan 75, As In R231419; T/W R231419; Subject in Interest to R231419 and Part Lots 4 and 5, Plan 75, As In R359200; Subject to R359200; City of Stratford.

Site Characteristics

Characteristic	Information
Existing Use	Parking Lot
Frontage	26.98 metres (Waterloo Street)
Depth	44.18 metres (Falstaff Street)
Area	0.119 ha (1,190 m ²)
Shape	Rectangular

Surrounding Land Uses

Direction	Use
North	Commercial
East	Residential
South	Residential
West	Institutional (Community Centre)

Analysis

Provincial Policy Statement

Within Section 1 of the Provincial Policy Statement (PPS), 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 would add 10 townhouse dwelling units to Stratford's housing stock and diversify the housing types available in the immediate neighbourhood.

Additionally, the policy direction indicates that developments are to 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. The subject lands are located at the intersection of Downie Street, Waterloo Street, and Falstaff Street, which offer full municipal services to the subject lands.

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 intensify a parcel of land in the City's Downtown Core. The lands have existing access to municipal services, in addition to a sidewalk network which connects to surrounding parks and community centres, such as the YMCA.

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 on an underutilized parcel in the Downtown Core.

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 would establish 10 townhouse dwelling units in a residential portion of the Downtown Core in the City of Stratford. As this site is a transition area between commercial uses and a stable residential neighbourhood, there are no anticipated land use compatibility concerns.

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 intensification and provides a new housing type to the neighbourhood, which is predominantly single detached dwellings.

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 subject lands currently have vehicular and pedestrian access from Waterloo Street and Flagstaff Street. The proposal would establish pedestrian connections to Waterloo Street and Flagstaff Street and would restrict vehicular access to Flagstaff Street only. Additionally, the lands can be serviced by existing infrastructure.

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 subject lands are currently vacant and used as a parking lot. The proposed development would optimize the development potential of the site by establishing ten townhouse dwelling units. This would introduce a new housing type into the immediate neighbourhood, which is predominantly single detached dwellings and a low-rise apartment building.

City of Stratford Official Plan

The subject lands are designated "Downtown Core" in the City of Stratford's Official Plan. The Downtown Core is intended to be a compact, multi-use and multi-functional area. The compact nature of this designation is intended to promote pedestrian circulation and activity. One of the goals and objectives for the Downtown Core is to increase the diversity and number of residential opportunities available.

The Downtown Core designation permits Residential uses as free standing structures and further promotes uses that make intensive use of the land. The proposed ten-unit townhouse block would be a permitted use under the City's Official Plan. The proposal intensifies the subject lands by introducing ten new residential dwelling units.

Compactness and Intensity

The Official Plan promotes opportunities to maintain the "people-friendly" and pedestrian oriented nature of the Downtown Core. Proposals in this designation should promote compactness and intensification while contributing to a conducive and convenient pedestrian realm. The nature of the proposed development is to intensify the subject lands with a free-standing residential structure. The proposal would establish sidewalk connections that intertwine with the existing network in the Downtown Core, lending to a conducive and convenient pedestrian realm.

Design, Form, and Scale of New Development

New development in the Downtown Core should enhance the established character and fabric. The proposed development would be established within the existing parcel and road fabric. The proposed townhouse dwellings are a transition opportunity between the stable residential neighbourhood to the commercial nature of the Downtown Core.

With respect to height, the proposed townhouses would be 3 ½ stories tall (14.8 metres). Surrounding buildings vary in height. There are 3 storey mixed use buildings to the north, 2 – 2 ½ storey residential buildings to the east, and a 3 ½ storey apartment building to the south.

Residential Population

Stratford's Official Plan identifies the Downtown Core as providing a unique living opportunity to citizens. The residential population enhances the vibrancy of the downtown area and contributes to the retail and commercial markets. As such, the City promotes the integration of residential developments into the downtown area. Currently, the subject lands are used as a parking lot. The proposed development would intensify the site and allow the lands to accommodate approximately 18 people, based on an average unit occupancy of 1.8 people per unit ("ppu").

Public Facilities and Services

The location of existing public facilities and services provided by the City are to be considered when evaluating the desirability of a development in the Downtown Core. The proposed development has access to both Waterloo Street and Flagstaff Street, which offer full municipal services to the subject lands. The site is also connected to Shakespeare Park and Battery Park through the existing sidewalk network. Further, the subject lands are directly across the street from the City's YMCA, located at 204 Downie Street.

Parking

The City's Official Plan provides that the supply, cost, and convenience of parking in the Downtown Core is considered a vital element to the continued economic health of the area. Where municipal parking spaces are to be removed by a development, an equal number are to be provided elsewhere. The subject lands are currently used as a private parking lot. The neighbourhood surrounding the subject lands is predominantly residential and institutional. There are no commercial buildings in immediate proximity to the subject lands. Surrounding uses that draw notable traffic, namely the Stratford YMCA and the Cooper Transit Terminus, provide sufficient parking for their patrons. As such, there is no demonstrated need for additional parking spaces. Additionally, the proposed development would take place on private lands and therefore would not be required to provide an equivalent number of parking spaces elsewhere in the City.

Heritage Conservation District

The subject lands are located on the fringe of the City's Heritage Conservation District ("HCD"), which encompasses much of the Downtown Core designation. It is the City's practice to designate specific properties or groups of properties that meet the criteria of the Ontario Heritage Act and warrant additional protection.

As the subject lands are located within an HCD, a Heritage Impact Assessment (“HIA”) was completed for the site. This report concludes that the subject lands do not have any cultural heritage value or interest. As a result, the HIA does not recommend individual designation of the site or anticipate any impact on the subject lands themselves.

The subject lands are adjacent to 195 Waterloo Street and 245 Downie Street, both of which are properties with cultural heritage value or interest. The HIA concludes that neither property would be negatively impacted by the proposed development, and states that the proposed building will help contribute to the creation of a more continuous heritage frontage along Waterloo Street. The report states that the proposed development is acceptable and appropriate in terms of good heritage conservation. The aforementioned HIA has been attached to this report.

Lands Adjacent to Railways

The subject lands are not located directly adjacent to a railway. The nearest railway is approximately 200 metres from the subject lands. The City’s Official Plan indicates that noise sensitivity areas are considered to be those areas lying within 300 metres of the CN railway. In these instances, the City may require the owner to complete a noise evaluation study, based on consultation with the owner of the railway (CN Rail). CN Rail was circulated on the subject Zone Change application and their comments are provided later in this report.

As a result of this policy, Staff will likely recommend a Holding Symbol be placed on the subject lands to address CN Rail’s comments and concerns, outlined later in this report. This Holding Symbol would limit the permitted uses on the subject lands to existing, legally established uses in existence on the date of passing of the Bylaw.

In order for the Holding Symbol to be removed, a Noise Impact Study must be completed and approved to the satisfaction of the City. Prior to the City’s approval of the Noise Impact Study, the Owner would be required to demonstrate how CN’s comments have been addressed. Additionally, it is expected that the removal of the Holding symbol would be dependant on the road widening lands being conveyed to the City.

City of Stratford Zoning Bylaw

The Zone Change application requests to amend section 15.9.7 of the Zoning Bylaw, which includes the site-specific zone provisions for the C3-7 zone. The request is to retain the existing site-specific provisions, and add the following:

- To add the use of ‘Cluster Townhouse Dwelling’ to permitted uses;
- Notwithstanding any provisions to the contrary, any exterior stairs extending from porches attached to the primary building shall be permitted to project into

the required front yard and shall be subject to a minimum front yard setback of 0 metres; and

- The maximum front yard setback for all buildings and structures shall be 5.0 metres.

As previously mentioned, the original Zone Change application did not request the site-specific provision to permit wider walkways. This relief is required to facilitate the proposed development of a ten-unit townhouse building on the subject lands per the concept plan attached to this report.

Zoning Matrixes

The table below outlines the provisions of the C3-7 zone in comparison to those proposed by the Zone Change application. Where a row is orange, site-specific provisions are required for the proposed development to comply with the Zoning Bylaw.

Provision	C3-7	Proposed	Complies
Minimum Front Yard Setback	-	2.82 m	Yes
Maximum Front Yard Setback	3.0 m	5.0 m	No
Minimum Exterior Side Yard Setback – Building	-	3.0 m	Yes
Maximum Exterior Side Yard Setback – Building	3.0 m	3.0 m	Yes
Minimum Side Yard Width (beside C3)	0 m	0.74 m	Yes
Minimum Rear Yard Depth (beside Residential)	2.5 m	21.78 m	Yes
Maximum Height	15 m	14.8 m	Yes
Minimum Setback from Stairs to Front Lot Line	1.5 m	0 m	No
Maximum Walkway Width	1.5 m	2.0 m	No
Minimum Driveway Width	6.0 m	5.85 m	No

Density

Currently, the subject lands have a density of 0 dwelling units per hectare (“uph”). This development would result in a density of 84uph. The Zoning Bylaw does not provide a minimum or maximum density for the subject lands. As such, the proposal complies with the density requirements of the Zoning Bylaw.

Regular and Barrier-Free Parking

Per the C3-7 zone, the required parking rate for the subject lands is 0.55 parking spaces per dwelling unit. The proposed development would provide 10 dwelling units, which results in a requirement for 5.5 parking spaces; this rounds to 6 parking spaces. In addition, one barrier-free parking space is required by the Zoning Bylaw.

The proposed development would provide 11 parking spaces. This will provide one parking space per dwelling unit, and one barrier-free parking space. Therefore, the proposed development meets the parking requirements of the Zoning Bylaw.

Electric Vehicle Parking

The Zoning Bylaw does not include provisions that would require for Electric Vehicle parking.

Site Plan Requirements

With the changes provided by Bill 23, developments proposing more than ten dwelling units are required to complete the Site Plan process. As the proposed development would establish exactly ten dwelling units, the Site Plan process is not required.

Road Widening

Section 4.26 of the Zoning Bylaw requires that a 1.5 metre strip of land across the front of the subject lands be provided for road widening purposes. Generally, this would be provided to the City during the Site Plan process. Though the site plan process is not required for this application, the applicant has shown the required road widening setback on the site plan in good faith.

Where a road widening is required, the front yard setback is to be measured from the extent of the road widening strip, rather than the actual front lot line. This results in development being pushed back further into the site and contributes to the applicant's request to allow the front steps to encroach on the front lot line and increase the maximum front yard setback.

Agency and Public Comments

Agency Comments

The application was circulated to all required agencies on June 26, 2023. The following comments have been received to date:

CN Rail

The subject site is located in proximity to the CN railway corridor and the CN Stratford yard. It should be noted that CN has concerns of developing/densifying residential uses in proximity to our railway right-of-way. This is due to noise, vibration and potential trespass issues that will result. Development of sensitive uses in proximity to railway operations cultivates an environment in which land use incompatibility issues are exacerbated.

Please refer to CN's guidelines below for the development of sensitive uses in proximity to railways. CN's guidelines reinforce the safety and well-being of any existing and future occupants of the area. CN urges the municipality pursue the implementation of

the criterion as conditions of an eventual project approval. These policies have been developed by the Railway Association of Canada and the Federation of Canadian Municipalities. Please visit <http://www.proximityissues.ca> for more information.

1. The Owner shall engage a consultant to undertake an analysis of noise. Subject to the review of the noise report, the Railway may consider other measures recommended by an approved Noise Consultant. CN anticipates the opportunity to review a noise study for the subject site.
2. The following clause should be inserted in all development agreements, offers to purchase, and agreements of Purchase and Sale or Lease of each dwelling unit within 300m of the railway right-of-way: "Warning: Canadian National Railway Company or its assigns or successors in interest has or have a rights-of-way within 1,000 meters from the land the subject hereof. There may be alterations to or expansions of the railway facilities on such rights-of-way in the future including the possibility that the railway or its assigns or successors as aforesaid may expand its operations, which expansion may affect the living environment of the residents in the vicinity, notwithstanding the inclusion of any noise and vibration attenuating measures in the design of the development and individual dwelling(s). CN will not be responsible for any complaints or claims arising from use of such facilities and/or operations on, over or under the aforesaid rights-of-way."
3. The Owner shall through restrictive covenants to be registered on title and all agreements of purchase and sale or lease provide notice to the public that any mitigation measures implemented are not to be tampered with or altered and further that the Owner shall have sole responsibility for and shall maintain these measures to the satisfaction of CN.
4. The Owner shall enter into an Agreement with CN stipulating how CN's concerns will be resolved and will pay CN's reasonable costs in preparing and negotiating the agreement.
5. The Owner shall be required to grant CN an environmental easement for operational noise and vibration emissions, registered against the subject property in favour of CN.

Staff Note: Staff will likely be recommending a Holding Symbol be placed on the subject lands to address CN Rail's comments and concerns. This Holding Symbol would limit the permitted uses on the subject lands to existing, legally established uses in existence on the date of passing of the Bylaw. In order for the Holding Symbol to be removed, a Noise Impact Study must be completed and approved to the satisfaction of the City. Prior to the City's approval of the Noise Impact Study, the Owner would be required to demonstrate how CN's comments have been addressed. Additionally, it is expected that the removal of the Holding symbol would be dependant on the road widening lands being conveyed to the City.

Festival Hydro

Festival Hydro has no concerns regarding the zoning by-law amendment however please note that our previous comments from the Formal Consultation FC05-22 are still applicable and the applicant is encouraged to reach out Festival Hydro Engineering to discuss and review electrical servicing of this development.

Ministry of Transportation Ontario

MTO has no requirement for this application.

City of Stratford, Building Department

No concerns with the proposed Zone Change Application. Applicant is to be aware that all comments made at the Formal Consultation are still required to be reviewed at time of Building Permit Application.

City of Stratford, Clerks Department

With respect to the above application, Clerks has no concerns subject to compliance with parking requirements being maintained as noted.

City of Stratford, Engineering Department

Engineering has no concerns regarding the zone change at 203/209 Waterloo Street South.

Upper Thames River Conservation Authority

No objections.

Any agency comments received after the finalization of this report will be provided to Council. All agency comments will be reviewed, analysed, and responded to in the subsequent report to Council.

Public Comments

Notice of the Application was sent in accordance with the requirements of the *Planning Act, R.S.O., 1990, c. P.13* on July 25th, 2023. Notice was also included in the Town Crier public in the Beacon Herald on July 15, 2023.

As of the date that this report was finalized, there were no public comments received on this application. Any public comments received after the finalization of this report will be provided to Council. All public comments will be reviewed, analysed, and responded to in the subsequent report to Council.

Financial Implications

Financial Impact

There are no financial implications anticipated to support the subject application.

Alignment with Strategic Priorities:**Strengthening our Plans, Strategies, and Partnerships**

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

Widening our Economic Opportunities

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

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

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

Travel and Transport

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

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 Council hear all interested persons with respect to Zone Change Application Z02-23.

Prepared by: Robyn McIntyre, BES, Consulting Planner

Urja Modi, BES, Consulting Planner

Reviewed by: Pierre Chauvin, MA, MCIP, RPP, Consulting Planner

Recommended by: Adam Betteridge, Director of Building and Planning Services

Joan Thomson, Chief Administrative Office



Z02-23 - Aerial Map



Legend

- Property Parcel
 - Streets
 - City Limit
 - Neighbouring Municipality
 - Avon River/Lake Victoria
 - Parks
- Aerial 2020 16cm

1:1,500



58.3 0 29.15 58.3 Meters



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Notes

NAD_1983_UTM_Zone_17N

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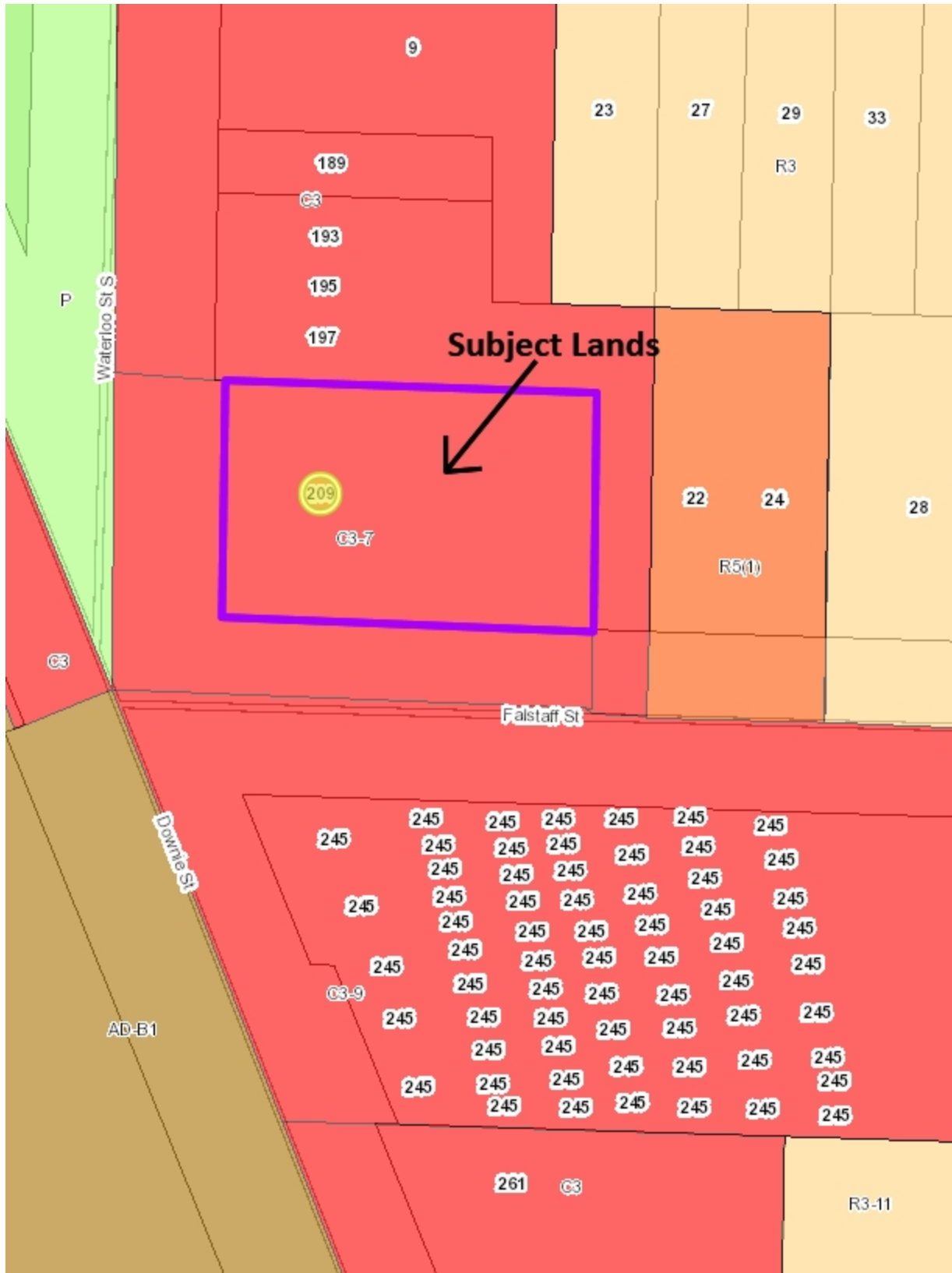
Map Printed: July 25, 2023

THIS MAP IS NOT TO BE USED FOR NAVIGATION



Z02-23 - Existing Zoning & Location Map

203 and 209 Waterloo St S - The Bradshaw Towns Inc.



Legend

Comprehensive Zonir

- R1 - Residential First D
 - R2 - Residential Secon
 - R3 - Residential Third I
 - R4 - Residential Fourth
 - R5 - Residential Fifth D
 - MUR - Mixed Use Resi
 - C1 - Neighbourhood C
 - C2 - Highway Commer
 - C3 - Central Commerci
 - C4 - Shopping Centre t
 - C5 - Corridor Commer
 - AD - Grand Trunk Anc
 - I1 - Prime Industrial
 - I2 - General Industrial
 - I3 - Secondary Industri
 - I4 - Factory District
 - IN1 - Institutional Com
 - IN2 - Institutional Neig
 - TH - Theatre District
 - P - Parks
 - OS - Open Space
 - A - Agricultural
 - UR - Urban Reserve
- Property Parcel
 - Streets
 - City Limit
 - Neighbouring Municip
 - Avon River/Lake Vict
 - Parks

1: 674



26.2 0 13.09 26.2 Meters



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NAD_1983_UTM_Zone_17N

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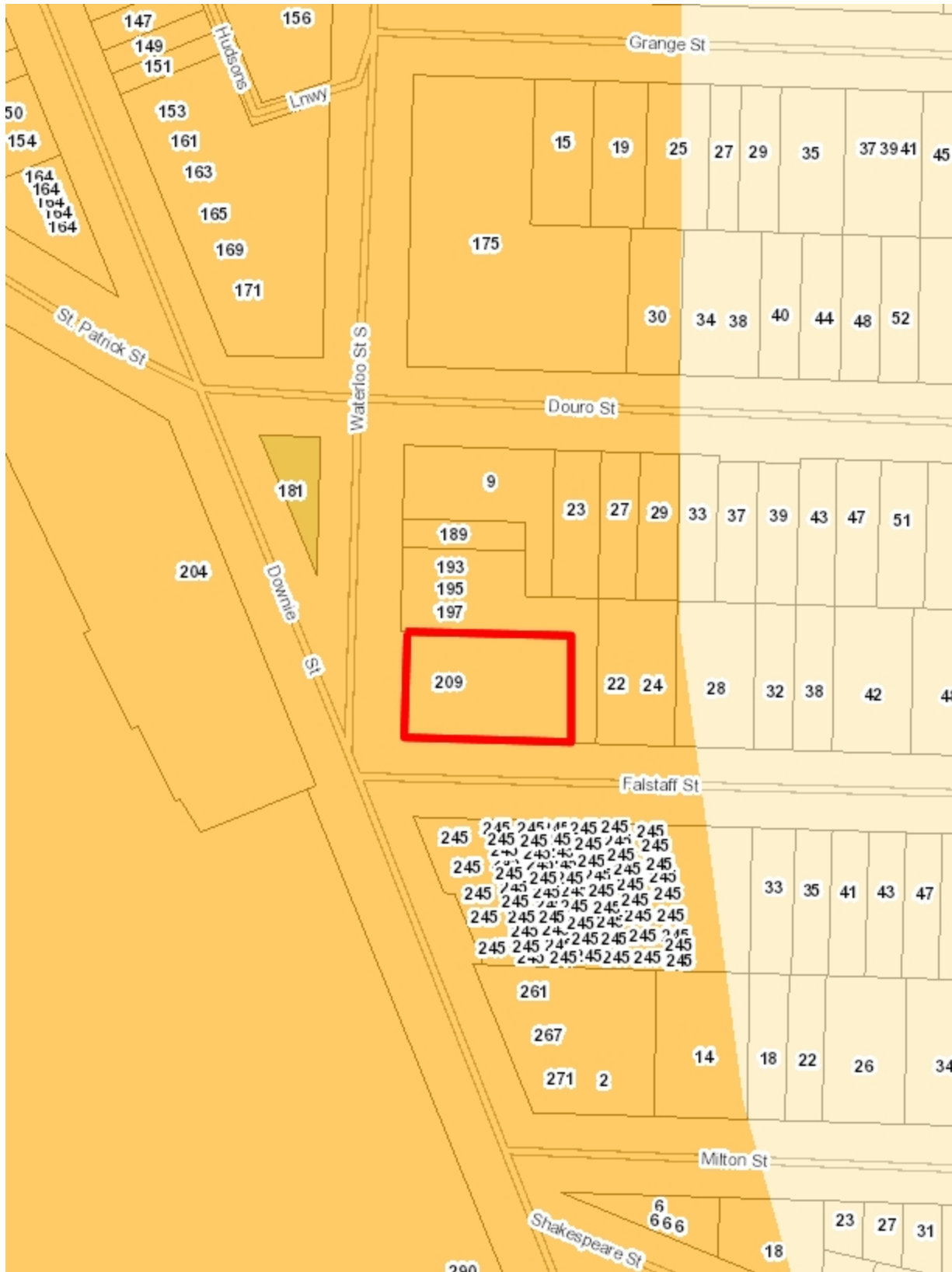
Map Printed: June 26, 2023

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes



Z02-23 - Official Plan Designation Map



Legend

General Land Use - S

- Agricultural Area
- Commercial Area
- Downtown Core
- Industrial Area
- Medium Density Resid
- Medium Density Resid
- Parks and Open Space
- Residential Area
- Property Parcel
- Streets
- City Limit
- Neighbouring Municip
- Avon River/Lake Victo
- Parks

1: 1,500



58.3 0 29.15 58.3 Meters



Disclaimer: This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

NAD_1983_UTM_Zone_17N

© City of Stratford

Map Printed: July 25, 2023

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes

June 5th, 2023

File No.: 2022-29

Andrea Hachler, MCIP, RPP
 Manager of Planning
 City of Stratford
 82 Erie Street, 2nd Floor
 Stratford, ON
 N5A 2M4

**RE: Zoning By-law Amendment Application
 203 and 209 Waterloo Street South, Stratford
 The Bradshaw Towns Inc.**

On behalf of The Bradshaw Towns Inc. ("Owner"), we are pleased to submit a Zoning By-law Amendment Application for land known municipally as 203 and 209 Waterloo Street South, Stratford ("Site"). The Site is legally known as Part of Lots 3 and 5, and all of Lot 4, Registered Plan 75, As In R231419; T/W R231419; Subject in Interest to R231419 and Part Lots 4 and 5, Plan 75, As In R359200; Subject to R359200; City of Stratford.

The Owner is proposing a redevelopment of the Site, consisting of a typical residential brown stone with 10 dwelling units. The building is proposed to be 3-and-a-half storeys in height with five (5) front staircases that connect directly to Waterloo Street South. Per recent City-led changes to the Stratford Zoning By-law, the proposed use is defined as a "Cluster Townhouse Dwelling".

To permit each of the proposed dwelling units to have an independent entrance to the exterior and direct connections to the municipal sidewalk, a Zoning By-law Amendment is being requested to specifically permit "Cluster Townhouse Dwelling" on the Site. The intent of the Amendment is to permit dwelling units within an apartment to have individual exterior entrances to each dwelling unit.

Through the Amendment, it is also requested that:

- The proposed stairs fronting towards Waterloo Street South be permitted to encroach into the entirety of the yard setback to allow for pedestrian connection to the municipal sidewalk and maintain a built-to-line in keeping with the properties to the north and south; and,
- That a maximum front yard setback of 5.0 metres be permitted (Waterloo Street), provided that a deck, stoop, or porch project a minimum of 1.5 metres into the front yard setback.

With respect to the Public Consultation Strategy, it is noted that the Owner hand-delivered a notice to all properties within 120 metres of the Site. Where residents were available, the Owner discussed the nature of the proposal. To date, no concerns have been expressed, and two (2) letters of support are attached to the Application.

In addition, it is anticipated that area residents will have the opportunity to participate through the Statutory Public process under the Planning Act.

Site and Surrounding Land Uses

The Site is located on the east side of Waterloo Street South, at the intersection of Waterloo Street South and Falstaff Street. Located in the downtown area of Stratford, the Site is near the northern extent of the core area. The Site is 1,190 square metres in size, with 26.98 metres of frontage on Waterloo Street South and 44.18 metres of frontage on Falstaff Street. The Site is a designated heritage property within the Downtown Core Heritage Conservation District (1997), which is a Part V designation under the Heritage Act.

While vacant, the Site formerly contained various commercial business and the building was demolished in 2004. As set out in the Heritage Impact Assessment and Urban Design Report (Bright Past, October 2022), “the site’s vacancy has created a hole in the Downtown for 18 years.”

It is noted that a road widening was created as part of historical planning approvals on the Site; however, the land was never transferred to the City of Stratford. Through the Building Permit process, the Owner will ensure that the land is appropriately transferred.

There is an existing easement on the eastern portion of the Site, in favour of 193 to 197 Waterloo Street South. The easement provides vehicular access from Falstaff Street to the off-street parking area.

Given the Site’s location within the downtown core, a range of land uses surround the Site. Immediately to the north is a range of commercial uses with residential dwelling units above. The commercial pattern is maintained to the north and the west, connecting to the centre of the downtown core, City Hall. To the east is a predominately low-rise residential area on a grid-street pattern. Land to the south was redeveloped into residential dwelling units.

There are a range of amenities in the immediate area, including commercial, institutional, and recreational. To the south and west, within walking distance, is the YMCA, Battery Park, Shakespeare Park and Milton Park. Also within walking distance is the Cooper Terminal (Transit), providing transit connections throughout the City.

Proposed Development

The Proposed Development represents an infill of a vacant lot on the periphery of the City’s Downtown and will result in the construction of a new 3-and-a-half storey residential building (please see attached Site Plan and Building Elevations). The resulting building will create 10 new residential dwelling units and will have a maximum height of 14.8 metres. The building has been designed taking influence from the brownstone format (i.e., apartment building with street-facing, privately accessed units with a below grade access and a raised parlour floor via a small stoop). An overall density of 81.4 units per hectare is proposed.

As noted above, the proposed use is defined under the Zoning By-law as a “Cluster Townhouse Dwelling”:

means a building containing a row of 3 or more dwelling units which are aligned horizontally and are divided vertically and/or horizontally from each other by a common wall, with each dwelling unit having

a private independent entrance. A cluster townhouse dwelling includes a stacked townhouse dwelling and a back-to-back townhouse dwelling.

All of the dwelling units will be accessed from the main level, which has five (5) sets of stairs leading directly to Waterloo Street North. The lower five (5) dwelling units are located on the lower and main floor, while the upper five (5) dwelling units will be located on the second and third floor. All dwelling units have a minimum of one private exterior patio to the rear of the building. Eight (8) of the dwelling units contain one-bedroom, and two (2) of the dwelling units contain two-bedrooms.

Off-street parking is proposed to the rear of the building, with a total of 11 off-street parking spaces. Of the 11 parking spaces, one (1) is proposed to be accessible parking spaces. There is the opportunity to provide defined visitor parking at the rate of 0.25 spaces per dwelling unit, as set-out in the Zoning By-law. This equates to 3 spaces.

Sufficient area has been provided to maintain the existing easement (access), as well as areas for snow removal, garbage collection and bicycle parking. Landscaping, in keeping with the architectural design is proposed along the base of the building and within the parking area to provide screening.

3.0 Planning Policy Framework

3.1 Planning Act, R.S.O. 1990, Chapter P.13

The Planning Act provides provincial legislation that “sets out the ground rules for land use planning in Ontario. It describes how land uses may be controlled, and who may control them.” Section 2 of the Planning Act outlines the matters of provincial interest that the council of a municipality, a planning board and Ontario Land Tribunal shall have regard to in carrying out their responsibilities under the Act.

In our opinion, the Application has regard for matters of provincial interest, including (d) the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest; h) the orderly development of safe and healthy communities; (j) the adequate provision of a full range of housing, including affordable housing; and, p) the appropriate location of growth and development.

3.2 Provincial Policy Statement, 2020

The Provincial Policy Statement (“PPS”), 2020 is a province-wide policy document that sets the foundation for regulating development and the use of land. The PPS is issued under Section 3 of the Planning Act. The PPS “provides for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment.”

The Provincial Policy Statement (“PPS”), 2020 is a province-wide policy document that sets the foundation for regulating development and the use of land. The PPS is issued under Section 3 of the Planning Act. The PPS “provides for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment.” The document is to be read in its entirety

and all relevant policies are to be considered. Municipal official plans are the most important vehicle for implementing the PPS and for achieving comprehensive, integrated, and long-term planning.

The PPS, in Section 1.1.1., provides for the creation of healthy, liveable and safe communities through the promotion of efficient land use patterns which sustain the financial well-being of the Province and municipalities, accommodates an appropriate range of affordable and market-based housing as well as commercial uses and avoids development that may cause public health or safety concerns. Section 1.1.3 supports settlement areas as the focus of growth and development, and more specifically promotes growth areas to be compact and support a mix of uses.

Section 1.1.3.3 of the PPS states that “planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs.”

Section 1.1.3.6 states that new development taking place in designated growth areas should occur adjacent to the existing built-up area and shall have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities.

Section 1.4.3 states that planning authorities shall provide for a mix of housing types and densities by:

- a) establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households and which aligns with applicable housing and homelessness plans. However, where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with the lower-tier municipalities may identify a higher target(s) which shall represent the minimum target(s) for these lower-tier municipalities;
- b) permitting and facilitating:
 1. all housing options required to meet the social, health, economic and well-being requirements of current and future residents, including special needs requirements and needs arising from demographic changes and employment opportunities; and
 2. all types of residential intensification, including additional residential units, and redevelopment in accordance with policy 1.1.3.3;
- c) directing the development of new housing towards locations where appropriate levels of infrastructure and public service facilities are or will be available to support current and projected needs;
- d) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed;
- e) requiring transit-supportive development and prioritizing intensification, including potential air rights development, in proximity to transit, including corridors and stations; and

f) establishing development standards for residential intensification, redevelopment and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

Section 1.6.7.2 of the PPS states that “efficient use shall be made of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible.”

Section 1.7 of the PPS provides a detailed list of policies to support long-term economic prosperity in the province, including the optimization of land, resources and infrastructure.

In our professional opinion, the proposed Application is consistent with the PPS. The Proposed Development utilizes vacant, underutilized land within the downtown area to add additional residential units in a compact, yet compatible manner. The Site has access to existing public infrastructure, including roads, municipal services, and public transportation.

As outlined in the preamble to the PPS, the policy-led planning system in Ontario seeks to address the complex inter-relationships between the pillars that contribute to good land use planning. This includes agricultural protection, the provision of a range and mix of housing types, supporting long-term economic prosperity, promoting efficient use of municipal infrastructure, logical and orderly growth and the mitigation of climate change. The Proposed Development meets these objectives.

3.3 *City of Stratford Official Plan, 2015*

The City of Stratford Official Plan (“OP”) Schedule A designated the lands as “Downtown Core” within the built boundary. The Site is also included in the Downtown Heritage Conservation District depicted on Appendix I of the OP.

The City of Stratford OP, Section 3.2.1, has set a growth forecast of an additional 2,033 people by 2033, and a housing mix target being 53% low density, 17% medium density, and 30% high density by 2033. Further, an intensification target of 25% of residential growth is set within the built boundary as per Section 3.2.2.

The Heritage Conservation District Policies in Section 3.5.4 include consideration of the following:

- v) Development in Heritage Conservation Districts shall:
 - a) be reviewed in the context of the applicable Heritage District Plan and any Heritage Conservation District Guidelines and, where appropriate Parks Canada Guidelines for the Conservation of Historic Places in Canada; and,
 - b) require a heritage permit if any alterations or changes to the appearance of the property and the buildings and structures on the property are to be made, including all additions and alterations to buildings and structures on the property, demolition of buildings or structures on the property, all new construction, and landscaping and/or alteration to the property.

Section 4.4 of the OP provides the policies for the Downtown Core designation. The goals and objectives for this designation are:

4.4.1 Goals and Objectives for the Downtown Core

- i) To encourage the development, re-development, enhancement and maintenance of a Downtown which is vibrant, compact, multi-functional, attractive and people friendly and which constitutes the primary focus of the City with its own distinct identity and character.
- ii) To maintain the Downtown as the City's centre for retail and service trade and government services and to reverse the relative decline in the retail sector by establishing the 'Downtown Core' as the location of first choice for new retail development.
- iii) To increase the diversity and number of residential opportunities.
- iv) To encourage the rehabilitation and 'recycling' of functionally obsolete buildings and floor space no longer suited for the purpose for which they were originally designed or built.
- v) To make more efficient and productive use of municipally owned land used for public parking in the Downtown while at the same time not abandoning the City's long practice of providing convenient, inexpensive parking.

Permitted uses include residential uses as free-standing buildings (Section 4.4.1).

The OP also sets out policies related to design, form, and scale of new development with the Downtown Core in Section 4.4.4: To maintain the distinctive character of the 'Downtown Core', the City will encourage and use the legislation available to ensure that the design, form and scale of new development, of redevelopment, and of signage respects, and ideally enhances, the established character and fabric of the Downtown and does not introduce elements of building or site design which are inconsistent or contrary to its established character and fabric.

A Heritage Impact Assessment and Urban Design Brief has been prepared in support of the development to address the policies in the PPS and the OP, as outlined above. The Brief concludes that:

- The Site does not have any cultural heritage value or interest, any therefore, is not associated with any specific heritage attributes, and are not worthy of specific individual designation under Part IV of the Ontario Heritage Act, R.S.O. 1990, c. O.18.
- There are no anticipated impacts to the surrounding adjacent / contiguous heritage buildings and properties, or to the broader DC-HCD.
- The proposal maintains the rhythm, orientation, and proportions of the predominant streetscape of the DC-HCD, and particularly of those along Waterloo Street South and 245 Downie Street.
- The design, while complimentary to the surrounding original brick, stone, or stucco, will also be distinguishable from the old. As an infill development, the proposed building will maintain and be compatible with the existing adjacent buildings in terms of established size, proportions, mass, height, setbacks, and surface configuration.
- The proposed design picks up on existing surrounding building shapes and key decorative elements such as moldings, materials, horizontal bandings, and floors separations, as well as other details, and has incorporated them into an appropriate design.

- The current vacancy of the subject site detracts from what could otherwise be a semi-continuous or continuous heritage frontage along Waterloo Street South and should be mitigated with a proposal that places a building with uses oriented towards Waterloo Street South. The proposal achieves this, by filling in what is otherwise a gap in the heritage frontage along Waterloo Street South and lends to streetwall consistent with the adjacent buildings.
- The façade has been designed to complement the existing heritage character of the area, which largely consists of brick and stone masonry walls, with generous symmetrical window openings (mostly rectilinear) and other decorative elements.
- The size, shape, and articulation of the proposed building will create incrementally different new shadows at different times of day and year but are not anticipated to limit the penetration of direct sunlight onto both public and private spaces.
- There are no anticipated impacts with respect to isolation, direct or indirect construction of views, changes in land use, or land disturbance.
- Overall, the proposed development has had appropriate regard for good urban and building design, generally implements the urban design directives in the City's Official, complies with the in-force Zoning By-law, is in keeping with the City's Urban and Landscape Design Guidelines and has been appropriately designed for in terms of compatibility with the site and surroundings.
- Overall, the proposed building, with a 3-metre front and exterior side yard setback, street-orientated building face, and a 22.7% lot coverage, and 95% frontage coverage is appropriately established on the lands and represents a more efficient use of a currently vacant site. The proposal will contribute to the compactness and intensity of the periphery of the Downtown at a scale appropriate for and complimentary to the surrounding built form, and to the creation of a continuous streetwall along Waterloo Street South.

Based on the foregoing, it is our opinion that the proposed Zoning By-law Amendment conforms to the OP.

The residential uses are permitted, however, in order to provide independent building entrances and fulfill the design vision to construct a brownstone, the Amendment is required. The Amendment does not inherently alter the scale, form, or intensity of the development.

3.4 City of Stratford Zoning By-law, 2022

Schedule A1, Map 5 of the City of Stratford Zoning By-law 10-2022 ("By-law") identifies the Site as being zoned Central Commercial "C3-7".

C3-7 Provision	Requirement	Proposed Development	Complies?
Lot Area	Existing	1,190.0 sq.m.	Yes
Lot Frontage (Corner)	Existing	26.98 m	Yes
Maximum Front Yard and Exterior Side Yard Setback	3.0 m	Front Yard - 5.0 m Exterior Side Yard – 3.0m	No Yes
Rear Yard or Side Yard Width (abutting zone other than C3)	2.5 m	27.39 m	Yes

C3-7 Provision	Requirement	Proposed Development	Complies?
Rear Yard or Side Yard Width (abutting C3)	0 m	0.30 m	Yes
Maximum Height	15 m	14.8 m (per building elevations)	Yes
Ground Floor-to-Ceiling Height	4.5 m	4.5 m	Yes
Minimum Off-Street Parking	0.55 spaces/dwelling unit (= 6 spaces)	11 spaces	Yes
Minimum Accessible Off-Street Parking	1 (Type A)	1 (Type A)	Yes
Minimum Bicycle Parking	0.25/dwelling unit	3	Yes
Maximum Driveway Width	8.0 m	6.0 m	Yes
Maximum Projection into a Required Yard (4.20.1 h) - B	Not closer than 1.5m from the front lot line	0m from the lot line	No

However, the site-specific zoning (Section 15.9.7 of the By-law) provides as follows:

- a) Defined area (203 and 209 Waterloo Street South – By-law 99-2013) C3-7 as shown on Schedule "A", Map 5
- b) Permitted use
 - Dwelling units on the ground floor without a commercial use
 - All uses permitted in the C3 zone
- c) Notwithstanding Section 4.26 (Setbacks), the road allowance width for Waterloo Street South is 11.5m from centreline of the arterial road
- d) Minimum parking spaces per dwelling unit: 0.55
- e) On-site parking, off-site parking in a Site Plan Agreement and cash in lieu of parking to be provided to an amount equal to 1 space per dwelling unit

The proposed amending by-law is attached to this letter as Appendix A. The proposal would provide for 10 dwelling units within a Cluster Townhouse development. No commercial use is proposed, in keeping with the site-specific zoning provisions on the Site.

With the addition of a Cluster Townhouse Dwelling use within the C3-7 Zone, development on the Site continues to provide a compact residential building that adds to the range of mix of housing types in the core area. The provision of a common corridor or separate entrances does not impact the density or compactness of the development and the total number of units to be provided and relates to design matters.

In our opinion, the design of the Site has been addressed through the Heritage Impact Assessment and Urban Design Brief.

The proposed modifications to the setbacks and projections along Waterloo Street is to provide for a strong public face as well as direct pedestrian connections to the residential building. Overall, this will provide for

a development that interacts with the street and ensures that pedestrian movements are prioritized over vehicular access and off-street parking.

Summary

In support of the Zoning By-law Amendment Application, please find attached the following:

- The City of Stratford Zoning By-law Amendment Application Fee in the amount of \$4715.00
- The completed and signed Zoning By-law Amendment Application Form with attached amending by-law
- The draft amending by-law to permit the Proposed Development in Word format
- Letters from area resident
- Copies of the following reports and plans:
 - Site Plan (C200), prepared by GRIT Engineering and dated January 30, 2023
 - Heritage Impact Assessment and Urban Design Report with Building Elevations, prepared by Bright Past and dated April 2023

Digital copies of all plans are being sent via e-mail. The hard copies will be hand delivered to City Hall.

We trust the request can be accepted and circulated for review. Should you have any questions or comments, please let us know and we would be happy to discuss further.

Kind regards,



Caroline Baker, MCIP, RPP
Principal

c.c. Paul Veldman, The Bradshaw Towns Inc.



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Nancy Roulston, Manager of Engineering
Report #: COU23-091
Attachments: Draft Transportation Master Plan Summary Report

Title: Draft 2023 Transportation Master Plan

Objective: To present the draft Transportation Master Plan and commence the mandatory 30-day public review period prior to adoption.

Background: At the November 8, 2021 Council meeting, IBI Group Professional Services Inc., now Arcadis, was retained by the City of Stratford to develop a new 20 - year Transportation Master Plan that will incorporate both road based and active transportation modes due to significant influence it may have on the community. The completed Transportation Master Plan is being completed in accordance with the requirements of Phases 1 and 2 of the Municipal Class Environmental Assessment, an approved process under the Environmental Assessment Act. The EA process includes extensive public engagement and consultation.

The current version of the City's Transportation Master Plan was completed in 2010, while a Bike and Pedestrian Master Plan was completed in 2014. City Council passed the following resolution to provide additional direction on this matter:

"THAT the Bike and Pedestrian Master Plan be updated and included with an integrated Transportation Master Plan and consideration be given to have a section relating to Vision Zero¹."

While the existing Master Plans are only partially implemented, the City now requires an integrated plan to eliminate potential conflicts between the two plans, and to provide for a single budgeting and strategy plan for all transportation modes.

¹ Vision Zero is a road traffic safety philosophy that is focused on eliminating traffic-related fatalities and serious injuries by recognizing how street design influences behaviour of all road users. Vision Zero acknowledges that humans will naturally make mistakes through the course of their day, including while using the transportation system. The main tenet of Vision Zero is that these mistakes should not cost anyone their lives and livelihoods, and that the outcomes of these mistakes can be improved or mitigated through improved engineering and design.

Analysis: The new draft Transportation Master Plan is comprised of 4 separate reports: the Engagement Summary Report, Phase 1 Needs and Opportunities Report, Phase 2 Network and Strategy Development Report, and the Transportation Master Plan Summary Report. All of these reports have been posted on the City's Engagement website as they became available during the life of the project.

The development of the TMP has benefitted from responsive and meaningful public engagement and participation, with two virtual open houses, and three stakeholder group meetings providing input. Overall, approximately 250 online surveys were submitted, approximately 196 interactive online responses and questions were received, and numerous emails and other comments were submitted. Details of all of the engagement activities are presented in the Engagement Summary Report, which forms Appendix 3 of the final Transportation Master Plan.

The Phase 1 Needs and Opportunities report identifies the transportation issues, needs and constraints in the City of Stratford, which collectively represent the 'problem statement' component of the Municipal Class EA master planning process.

The Phase 2 Network Strategy and Development Report identifies the preferred transportation infrastructure, policy and strategy solutions that best address the transportation issues and needs identified as part of Phase 1.

The Transportation Master Plan Summary report contains fifty-two recommendations for the City's pedestrian, cycling and street networks, transit, and supporting strategies including Vision Zero, land use planning, and traffic calming, among others. Implementation costs and priority projects have been identified for the short-, medium-, and long-term time frames, and a plan for monitoring progress and updates is also included.

The presentation of the Transportation Master Plan at this Council meeting will represent the commencement of the mandatory 30-day public review period in accordance with the Municipal Class EA process. At the end of the review period, the plan will incorporate and document any changes and be brought back to Council for adoption.

Financial Implications:

Financial impact to current year operating budget:

None identified for the purposes of this Report.

Financial impact on future year operating budget:

Projects identified in the Transportation Master Plan will be prioritized and funded in future capital budgets. If all recommendations are adopted, the future costs are projected to average \$2.9 million per year in the short-term, which is likely over and above most of the 10 – year capital forecast, if all projects are begun in the proposed timelines.

Alignment with Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

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.

Travel and Transport

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

Staff Recommendation: THAT the Transportation Master Plan presented by Arcadis be received for information;

AND THAT the 30-day public review period commence.

Prepared by: Nancy Roulston, Manager of Engineering
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
 Joan Thomson, Chief Administrative Officer

City of Stratford Transportation Master Plan

Draft Summary Report
July 2023



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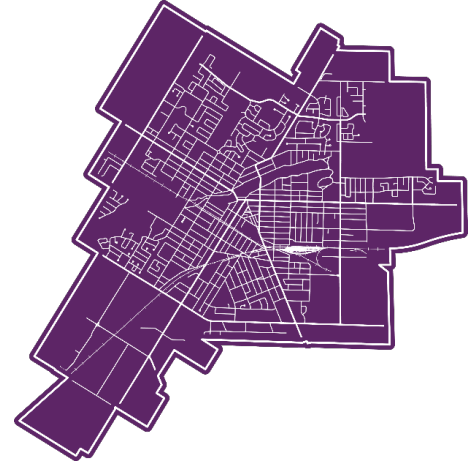
Part 1

STUDY FOUNDATION

Part 1 outlines the foundation upon which the Transportation Master Plan is built. This section provides important study context, summarizes the consultation activities conducted throughout the study, outlines the strategic framework, and summarizes the transportation needs and opportunities that the City of Stratford Transportation Master Plan responds to.

1 Introduction

The City of Stratford Transportation Master Plan (TMP) is a long-term strategy that guides the planning, expansion, renewal and management of the City's multi-modal transportation system through 2041. The TMP supports Stratford's vision for the future and responds to projected needs with a focus on safety, complete streets, active transportation and the environment.



Updating the Transportation Master Plan

The City of Stratford has seen much change since the 2010 Master Transportation Plan (which itself was an update of the City's 1992 Transportation Plan). This Plan serves as an update to not only the previous Transportation Master Plan, but also the 2014 Bike and Pedestrian Master Plan.

The need for a new TMP is driven by several factors, including:

- » **A changing planning and policy landscape** that includes increased emphasis on environmental sustainability and climate change, new mobility technologies and transportation electrification, equity and accessibility.
- » The annexation of adjacent lands from the bordering municipalities of Perth East and Perth South to support **economic and population growth**.
- » Evolving best practices in urban planning and transportation planning including greater emphasis on the **Vision Zero approach**, safer street design, and all ages and abilities cycling facilities.

It is an exciting time to update the TMP to ensure that current needs and evolving travel conditions are responded to, and the changing demographics and priorities of the City and its residents are reflected. Over the past decade, **Stratford has grown to a population of over 33,000** (as of 2021) and is expecting more new

major housing developments, as well as new and growing industrial and commercial development, largely at the city's periphery.

The **Downtown is also seeing major changes**. The new Tom Patterson Theatre is the latest addition to the built legacy of Stratford and represents the crown jewel of the Stratford Festival, North America's largest classical repertory theatre company and the City's most important tourist draw. The Grand Trunk Community Hub will also help usher in major change, transforming a seven-hectare site into a large-scale mixed-use development hosting a new University of Waterloo Stratford Campus building, living quarters, a new community hub and YMCA facility within the adapted historic Grand Trunk Building, and a municipal surface parking lot. Ensuring that multi-modal connections and desired outcomes are supported is key to developing a healthy, safe and complete community for Stratford residents and visitors alike.

The COVID-19 pandemic response may result in long-lasting changes to transportation in Stratford. **Shifting settlement and mobility patterns** as a result of increased opportunities to work from home even beyond the pandemic add some uncertainty to the future. The renewed value of the home, the appeal of smaller community living, and housing affordability are additional factors that may impact the City of Stratford and the operation of its transportation system.

Within Stratford there has been a push in recent years to **apply a climate lens** to all City initiatives and the TMP is no different. Transportation, as a sector, accounts for nearly 39% of community greenhouse gas emissions according to the Stratford Emission Profile Baseline Year of 2017. By implementing a stark shift towards walking and cycling, frequent use of transit, and carpooling (and away from single passenger vehicles), the TMP has the potential to significantly reduce these emissions over time.

Technologies are also changing – electric vehicles are becoming ever more ubiquitous, local and regional transit connections are improving, and the ever-increasing market share of online shopping are shaping the way people and goods move. These changes, combined with the City's progress made towards its multi-modal transportation system, contribute to the need for a new TMP.

For this TMP to be successful, the City will need to **work with both public and private sector partners**. In the established parts of the City, the TMP will be used as a guide to work with residents, businesses and institutions on transportation improvements to enhance mobility choices and to support quality of life in Stratford. For new developments and growth areas, the TMP will be used to inform

land use and transportation choices to reduce future travel demand and encourage more sustainable travel choices.

This new comprehensive plan recommends infrastructure improvements, actions, and strategies for the City to undertake, developed to meet the City's vision and objectives.

Planning Horizon and Phases

The Stratford Transportation Master Plan has been developed with an ultimate planning horizon of 2041. Two interim horizons were also identified to organize recommended transportation network improvements and strategies into phases based on need, funding capability, and other considerations.

Implementation would commence after Council's adoption of the TMP with major projects being integrated into capital program planning beginning with the 2024 budget.

The three phases are:

- » **Short-Term – through 2026:** Considers priorities for the transportation network in the City of Stratford over the next few years.
- » **Medium-Term – through 2031:** Projects or programs that are forecasted over the next 10 years.
- » **Long-Term / Horizon Year – through 2041:** The ultimate time frame for TMP recommendations and includes long-term projects that will likely be re-evaluated in a future update to the TMP.

Integrating with the New Official Plan

The City of Stratford has begun a review of the Official Plan (OP) – the City's land use planning document that outlines the policies that direct how the community will develop, including where housing and employment should be built, and where community facilities should be available. As Stratford continues to change, updating the Official Plan will ensure that growth is supported and directed in a way that encourages economic prosperity, builds resiliency to climate change and helps protect the environment, and supports the development of complete communities.

The Official Plan also directs the City's transportation policies. While the Official Plan has legislative status, the Transportation Master Plan is more of a guiding document. The Official Plan and/or municipal by-laws act as the means of

implementation of many recommendations outlined in the Transportation Master Plan. As such, the TMP provides policy and strategy recommendations for consideration in the upcoming Official Plan review relating to transportation directly as well as relating to land use planning and the built form. The way land is used influences transportation decisions significantly, and as such, aligning the Official Plan and Transportation Master Plan can help ensure different City departments and functions are all advancing in the same direction toward a shared vision.

Municipal Class EA Process

The TMP study followed the Municipal Class Environmental Assessment (MCEA) planning process for Master Plans under the Environmental Assessment Act. The MCEA process provides a transparent approach to planning and building municipal infrastructure. The TMP followed the Master Planning Process Approach #1 and involved the completion of the first two phases of the MCEA planning process:

- » MCEA Phase 1: Identify the problem or opportunity
- » MCEA Phase 2: Identify and evaluate alternative solutions to address the problem and establish a preferred solution

Municipal Class EA Process

- 1 Problem or Opportunity
- 2 Alternative Solutions
- 3 Alternative Design Concepts
- 4 Environmental Study Report
- 5 Implementation

Transportation Master Plan
Phases

Project-Specific
Environmental Assessment
Phases

About This Document

This report summarizes the development, outcomes and recommendations of the Stratford Transportation Master Plan. Further details on the development of the Plan are available in three background reports, provided as appendices. The three reports and this summary report collectively form the City of Stratford Transportation Master Plan:



- » Phase 1: Needs and Opportunities
- » Phase 2: Network and Strategy Development
- » Engagement Summary
- » Transportation Master Plan Summary Report

As the culmination of the background reports listed above, this document summarizes the projects, directions, strategies and actions recommended for the City of Stratford to implement and to direct transportation investments city-wide. The report is structured into three main parts:

Part 1 – Study Foundation

- » **Chapter 1: Introduction** outlines the TMP, provides an overview of the study process, and summarizes the Municipal Class EA process.
- » **Chapter 2: Setting the Context** provides a high-level overview of important study context, outlining the major factors calling for an update to the TMP.
- » **Chapter 3: Consultation** outlines the engagement and consultation that was conducted with stakeholders and the public throughout the TMP study.
- » **Chapter 4: Strategic Framework** outlines the identified planning values, the transportation vision, and the study's objectives and goals.
- » **Chapter 5: Needs and Opportunities** provides a summary of the issues, opportunities, and needs identified, collectively representing the “Problem Statement”, that act as the basis for the recommendations.

Part 2 – Recommendations

- » **Chapter 6: Complete Streets** presents the complete streets policy directions which underscore the infrastructure recommendations presented throughout the TMP.

- » **Chapter 7: Street Network** presents the recommended street network infrastructure projects.
- » **Chapter 8: Cycling Network** presents the recommended cycling network projects.
- » **Chapter 9: Pedestrian Network** presents the recommended pedestrian network projects.
- » **Chapter 10: Transit** presents the recommended transit strategy.
- » **Chapter 11: Supporting Strategies** presents additional strategies intended to support different components of the transportation system and maximizing the return on investment in transportation infrastructure. These include Street Safety and Vision Zero, Traffic Calming, Land Use Planning, New and Emerging Technologies, and Goods Movement, among others.

Part 3 – Implementation

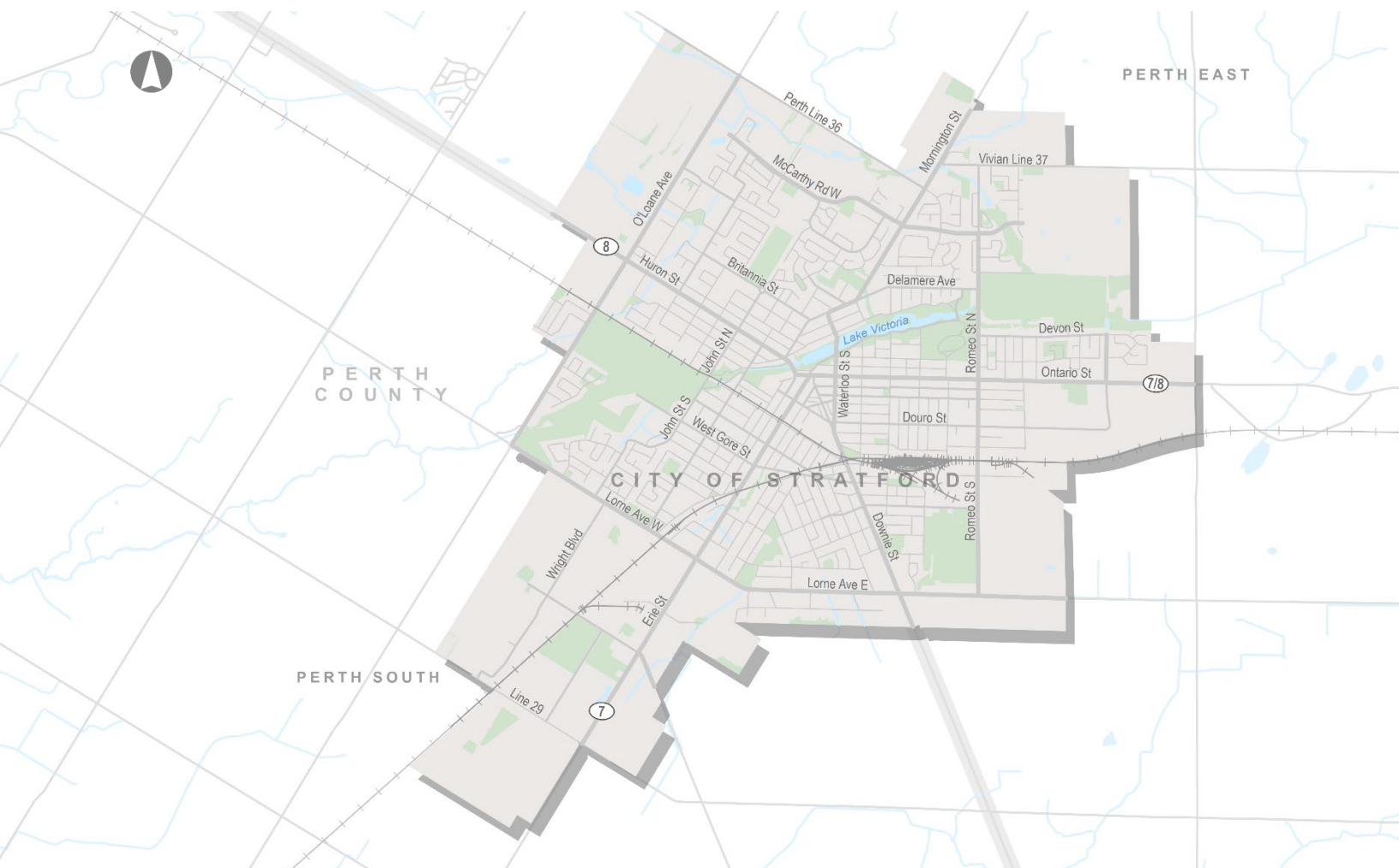
- » **Chapter 12: Costs** details estimated costs and timing for the recommendations.
- » **Chapter 13: Action Plan** summarizes the actions recommended throughout this document.
- » **Chapter 14: Monitoring and Updates** presents a monitoring program and considerations for the next TMP update.

Finally, a **Glossary** of terms used in this report is provided for reference at the end of the document.

2 Setting the Context

Stratford is located in southwestern Ontario approximately 60 kilometres northeast of London and 35 kilometres west of Kitchener-Waterloo. Provincial Highways 7 and 7/8 serve as important regional connections between Stratford and other key economic and cultural centres in Ontario. The city has grown around the Avon River, a significant natural heritage feature that contributes to the character and identity of Stratford and supports recreation, tourism and community health. Stratford's celebrated Victorian-era city centre is situated south of Lake Victoria, an important destination offering recreational opportunities such as fishing, picnicking, paddle boarding, shinny, running and cycling.

A map of the City of Stratford is shown below.



Stratford is encompassed by the County of Perth, a largely rural and agricultural upper-tier municipality comprising of North Perth, Perth East, West Perth and Perth South. The Perth County seat of government is located in Stratford; however, the City is a single-tier municipality and is governed independently of the County.

The development of Stratford largely lies in its history as a railway centre, serving as an important catalyst for the city's economy and growth. The Grand Trunk Community Hub is Stratford's most notable asset of railway history, representing a significant development and placemaking opportunity for the City.

Stratford is a relatively compact city measuring about 30 km² and is almost entirely developed with urban land uses. Its compact geography provides an opportunity to strengthen the city as a "15-Minute City" where most daily activities can be accessed within a travel time of 10 to 15 minutes by walking or cycling. Achieving this through integrated land use and transportation planning can help the City achieve its goals towards becoming a healthy, vibrant, and safe community.

Stratford is Growing and its Demographics are Changing

Stratford is expected to grow to about 42,000 residents and host over 24,000 jobs by 2041, representing a 25% increase in population and 19% increase in jobs over two decades. This growth will contribute to increased travel demand and additional stress on the transportation system. By providing more mobility choices beyond driving, the City has an opportunity to absorb this new demand across all modes of travel and mitigate impacts to network efficiency and travel times for all, achieve economies of scale for transit, and improve safety and comfort for active transportation.

Population and employment growth forecasts for the city are outlined in the table below, along with the compounded annual growth rate between each period.

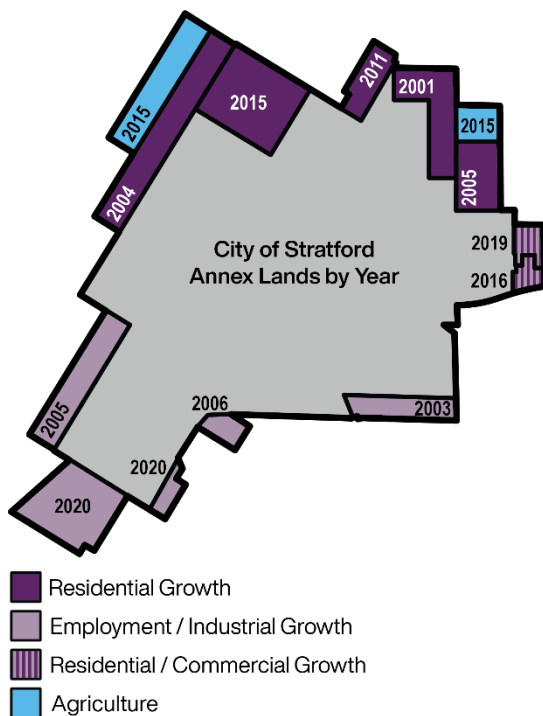
2016 to 2041 Population and Employment Forecasts

Year	Population	Annual Rate	Employment	Annual Rate
2016	32,360	-	19,495	-
2022	34,700	1.17%	20,508	0.85%
2032	38,420	1.02%	22,976	1.14%
2041	41,530	0.87%	24,328	0.64%

Source: Development Charges Background Study (February 2022), Watson & Associates Economists Ltd.

The makeup of Stratford's population is also changing. While a large cohort in Stratford is aging, similar to nation-wide population trends, the City is positioning itself to attract younger adults and families, capitalizing on the recent trend of accelerated migration from large cities to smaller and medium-sized municipalities. Ensuring the City can deliver an accessible, multi-modal transportation system will help meet the needs of both sides of the age spectrum. For residents without access to a car, for those too young to drive, and for those aging out of driving, the provision of convenient, safe, accessible and reliable active transportation and transit options are needed, contributing to a higher quality of life. Further, the impacts of street safety are most severe amongst the senior population. In Perth County Census Division, which contains Stratford, the proportion of those aged 65 or higher will be expected to grow from 20.8% in 2021 to 25.4% in 2041¹. The issue of street safety is becoming increasingly important as the population ages.

Growth is Occurring at the Periphery



To accommodate growth and support a robust economy, the City has undertaken a series of annexations of surrounding lands from the bordering municipalities of Perth East and Perth South over the past two decades. These lands are expected to see major housing and employment growth, as shown on the map below.

While the City's Official plan dictates the aim to achieve at least 25% of growth within the existing built-up area, most development will be allocated to the annexed lands at the City's periphery, primarily across the West Secondary Plan Area, Northeast Secondary Plan Area and Stratford East Special Policy Area 19.

Overall, Stratford is expected to rely largely on low and medium density housing construction to about 2040 to

accommodate population growth, as well as industrial uses to support employment growth. As the annexation lands undergo site planning and development, the TMP will serve as a roadmap for transportation policies and infrastructure needed to support a growing population and increased demand for travel.

¹ Sources: Statistics Canada for 2021 and Ontario Ministry of Finance projections (Summer 2022).

3 Consultation

Effective and open engagement throughout the study process is essential to developing a Transportation Master Plan that meaningfully responds to community needs and priorities and reflects residents' and stakeholders' collective vision for the future of their city.



A detailed account of the study's public and stakeholder engagement activities as well as the feedback, ideas and other input received is documented in the **Engagement Summary Report**.

The TMP was developed with extensive input from the public and stakeholders throughout the study. Concerns and priorities focused largely on improving safety of all road users with an emphasis on vulnerable road users, environmental protection, improved maintenance and road conditions, advancing active transportation infrastructure, optimizing road network efficiency and addressing congestion along selected corridors and throughout the Downtown, mitigating truck traffic in the Downtown, and improving transit equity, affordability and service, to name a few.

Engagement Activities

Numerous engagement activities were held throughout the TMP study, involving a wide range of stakeholders including members of the public, local municipal representatives as well as representatives from neighbouring municipalities, and technical stakeholders.

Consultation was conducted over two rounds of engagement throughout the TMP study, each corresponding to specific milestones in the development of the TMP.

Round 1 Engagement (April 2022) focused on developing an understanding of the community's transportation needs, issues and ideas and their collective vision for the future City of Stratford. Round 1 Engagement consisted of the following activities:

- » **Public Open House 1** was hosted on the City's Engage Stratford engagement platform and featured project display boards, an online survey and interactive map to solicit feedback from members of the public. Participation included the submission of 177 surveys, 182 location-

based comments on the interactive map, and several free-form comments.

- » **Stakeholder Group Meeting 1** was hosted on Microsoft Teams and included participation from standing committees (Active Transportation Advisory, Energy and Environment), community groups (Cycle Stratford), business groups (Stratford and District Chamber of Commerce, Stratford City Centre Business Improvement Area, Stratford Economic Enterprise Development Corporation, Destination Stratford), neighbouring municipalities, school boards, transit operators, and the regional conservation authority.

Round 2 Engagement (November 2022) presented alternative approaches to address the needs and opportunities identified in the first phase of the study, and asked members of the public and stakeholders for comment on the draft recommendations arising from those alternatives. Round 2 Engagement consisted of the following engagement activities:

- » **Public Open House 2** was hosted in the same online engagement space, and featured project display boards and an online survey asking participants to share their input about the draft recommendations.
- » **Stakeholder Group Meeting 2** was hosted on Microsoft Teams and included participation from standing committees (Active Transportation Advisory, Energy and Environment), community groups (Cycle Stratford), business groups (Stratford and District Chamber of Commerce, Stratford Economic Enterprise Development Corporation, Destination Stratford), neighbouring municipalities, school boards, public health agencies and the regional conservation authority.
- » A dedicated **Cycling Stakeholder Meeting** was held with members of Cycle Stratford. The meeting was hosted in-person in November 2022 to review and comment on the draft cycling network recommendations and help identify priority routes.

Due to the COVID-19 pandemic precautions, as well as to extend outreach to a broader demographic, most consultation events and meetings throughout the study process were hosted virtually.

Community Input

The public open houses and stakeholder meetings provided valuable opportunities to engage directly with residents, visitors, business owners, advocates, technical experts and more, learning about their experiences, concerns and priorities for the future of the City's transportation system. The two rounds of engagement provided members of the public and stakeholders the opportunity to give feedback on issues, priorities and recommendations at key milestones in the study, directly shaping the Transportation Master Plan.

General themes and priorities heard throughout the engagement program included the following feedback, which is reflected throughout the recommendations developed for the TMP:

- » **Support for improved, safer and more comfortable active transportation connections:** Improving the active transportation network—including cycling facilities, multi-use trails, sidewalks and crossings—supports the daily recreation and transportation needs of residents and visitors. The provision of connected and safe cycling routes for people of all ages and abilities was a top priority among survey respondents during the first Public Open House, with emphasis on separating motorized and non-motorized modes. Prioritizing safe cyclist and pedestrian routes to key destinations like commercial areas and schools, is critical to the development of a healthy and complete community. Safer and more frequent opportunities for pedestrians to cross the street are also needed.
- » **Support transit ridership through key improvements:** Improvements to Stratford Transit through network expansion, frequency, reliability, extended service hours, and responding to accessibility and equity needs of residents (i.e. shift workers, people aging out of driving).
- » **Mitigate the negative impacts of trucks, especially throughout the Downtown:** Mitigating the negative impacts of truck traffic is important, including noise, conflicts with other road users and congestion. Heavy truck traffic should be diverted away from the Downtown and residential streets, and upgrades to Lorne Avenue would help to encourage commercial vehicle drivers to bypass the City.

- » **Improve street network to facilitate safe and efficient connections:**
Improving the efficiency of the street network in Stratford that provides residents and visitors with reliable connections. Reducing congestion and improving traffic flow is especially needed throughout the Downtown. Safety concerns related to speeding and cut-through traffic, especially in and around school zones, were also noted. The implementation of traffic calming measures should be used to address safety concerns of vulnerable road users, especially in school zones.
- » **Use the transportation system to support environmental goals:**
Strengthen advancement toward climate and energy targets, and environmental sustainability and protection and prioritize infrastructure solutions that help meet the City's environmental goals. The provision of a multi-modal transportation system can support mobility choices that are sustainable, lessen the reliance on cars and help achieve a reduction in greenhouse gas (GHG) emissions.

Below are some of the ideas and input received from members of public throughout the TMP study.



CARS

North America's dependence on the private vehicle is not sustainable. Stratford is a compact city and has the opportunity to re-shape perceptions of mobility.

TOURISM

As Stratford attempts to redesign and re-grow from the very real financial effects of the loss of revenue from tourists, the future needs to be focused on those tourists and promoting walking and biking.

WALKING & CYCLING

It is wonderful to see the interest in expanding the network for bicycling and walking – the wave of the future. Stratford's signature is the ability to walk almost everywhere, and hopefully better biking opportunities will bring more cyclists.

COMPACT CITY

Fully support the concept of complete communities. Many cities especially in Europe already have successfully implemented similar solutions. Stratford has an exceptional opportunity because of its compact size and layout.

TRANSIT

Bus service needs to extend later in the evening. Even theatre patrons expect to catch a bus after evening performances.

TRUCKS

Can truck traffic be encouraged further to use alternate routes rather than rumble through Stratford? It would reduce traffic, road noise, wear and tear on roads, and be aligned to our tourism image.

TRAFFIC

We need to have access to more roads with all the new subdivisions. All the current main roads are clogged with traffic.

NEW MOBILITY

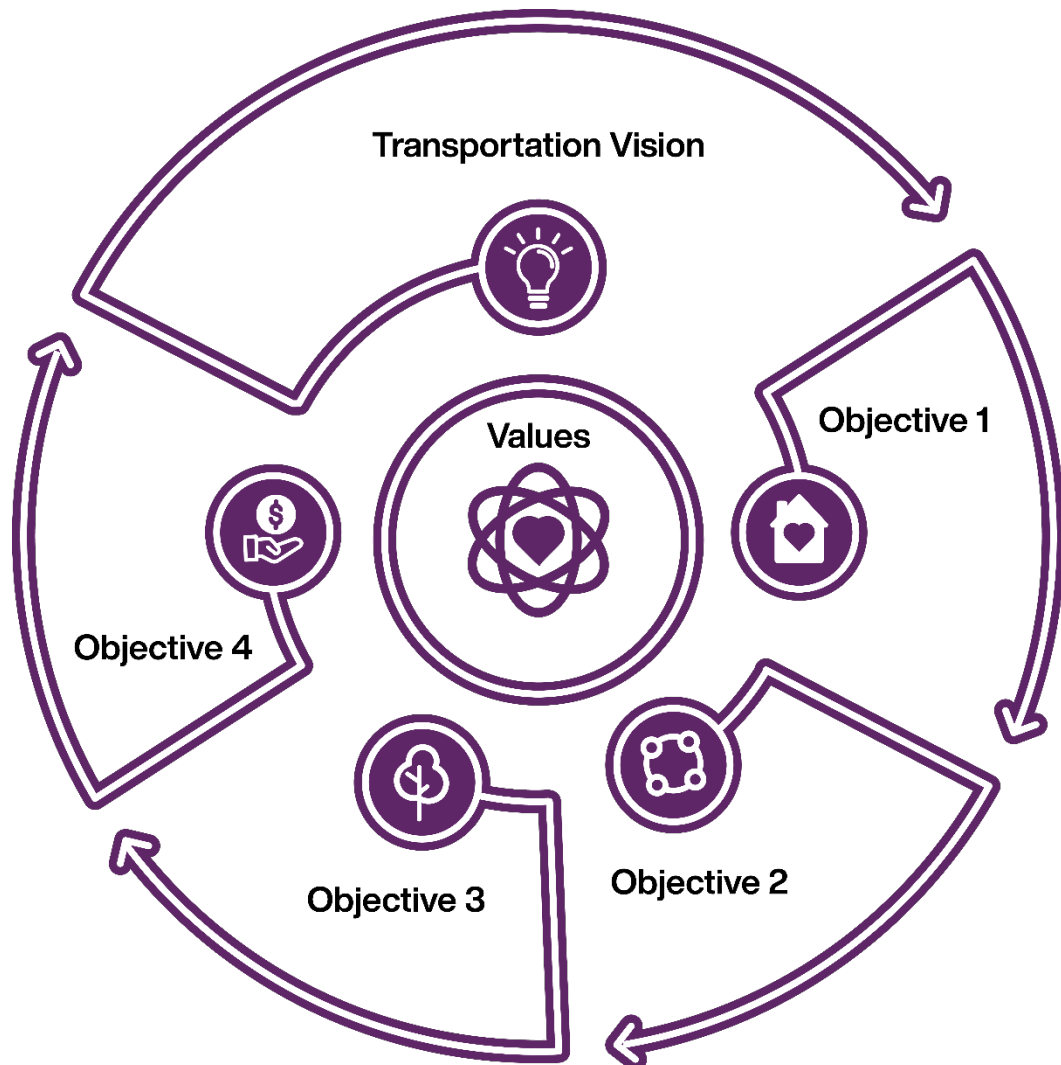
I would like to see a plan for EV charging stations throughout the city.

Note: Some comments have been lightly edited from their original submissions for clarity.

4 Strategic Framework

The Strategic Framework for the Transportation Master Plan is comprised of three important components—the transportation vision, objectives and goals, and planning values—each designed to guide the study and development of transportation solutions. The vision and objectives articulate the impact the TMP is designed to effect, while the planning values are intended to facilitate the development of the study itself.

The **Strategic Framework**, presented below, was built from existing City of Stratford priorities, as well as leading best practices in transportation master planning, and refined through the first round of public and stakeholder engagement.



Planning Values

The values are at the core of the Transportation Master Plan and influence how the study is being undertaken. They build on best practices in developing transportation master plans in Ontario and abroad, as well as policy and strategy directions identified in other recent Stratford planning documents – namely, the Official Plan (2016) and Strategic Priorities (2019). The values are as follows:

- 1 Enable safe movement for residents, visitors and goods.

- 2 Contribute to building healthy and complete communities.

- 3 Plan for an efficient, reliable and inter-connected multi-modal transportation network.

- 4 Plan for accessibility and equity and ensure that the transportation system meets the mobility needs of all residents and their travel modes.

- 5 Assess recommendations through a climate change lens, with an eye towards reducing greenhouse gas emissions.

- 6 Entrench the community's values and consider the public's best interest in all recommendations.

- 7 Consider innovative solutions and strategies to meet future needs.

- 8 Apply an integrated approach to transportation and land use planning, including annexed lands and the Grand Trunk site.

- 9 Enable meaningful public participation and stakeholder engagement throughout the planning process.

- 10 Optimize fiscal responsibility through responsible stewardship and planning integrity to deliver programs and services now and into the future.

Transportation Vision

The vision is an overarching statement that represents the aspirations of the TMP and indicates the desired future state of the City of Stratford as it relates to its transportation system. It shapes decision-making and helps direct the City to where it wants to be at the end of the TMP planning horizon. All TMP recommendations will work towards realizing the vision.

A draft version of the vision was presented to the public during the first round of consultation where it received overall support. The vision was updated based on the feedback received

Stratford's transportation system will facilitate a safe, vibrant, prosperous, and complete community while reflecting the principles of equity, accessibility, inclusivity, and environmental sustainability.

Objectives and Goals

The objectives stem from the vision and represent a set of desired outcomes of the TMP. It is important that the objectives align with what the residents and stakeholders in the City of Stratford want the transportation system to look like, as the objectives were used to evaluate possible infrastructure projects, contributing to the recommendations outlined in this report.

Four objectives were developed for the TMP, each supported by a number of more specific goals, as outlined below. The objectives and goals were presented in draft to the public during the first round of consultation, where they received overall support. They were updated based on the feedback received.

The transportation system in the City of Stratford will:



Support a healthy, safe and complete community

- Provide safe and inclusive transportation facilities that enable complete, vibrant communities.
- Improve safety for all road users to work toward Vision Zero.
- Develop a safe and connected active transportation network.
- Increase mode share for walking, cycling and transit.



Reduce environmental impacts

- Build resiliency to severe weather events and other impacts from climate change and mitigate impacts to the transportation system.
- Reduce greenhouse gas emissions and other factors contributing to climate change.
- Support climate mitigation and climate adaptation.
- Protect the City's natural environment, heritage and open space system.



Improve connectivity to support economic prosperity

- Increase access to opportunity for residents and businesses by ensuring efficient and accessible multi-modal transportation options.
- Protect and enhance Stratford's distinct character, charm, cultural heritage and tourist appeal.
- Enable the efficient and safe movement of goods.



Be an outcome of fiscal responsibility

- Ensure the continued maintenance and operation of existing infrastructure.
- Invest in new infrastructure and consider alternatives responsibly, with an eye toward full life-cycle costs as well as environmental costs.
- Enable transportation infrastructure that responds to changing demands and new technologies.

5 Needs and Opportunities

Transportation needs and opportunities in the City of Stratford were identified through technical analysis, stakeholder consultation and public input. Needs encompass the problems or issues that the TMP aims to solve and arise from a gap between what exists and what is desired. The TMP strategic framework represents the desired outcomes in responding to these needs. Opportunities represent elements that can be taken advantage of to help achieve the vision and objectives. The following provides a summary of the high-level needs and opportunities identified. More detailed needs and opportunities are detailed in the **Phase 1: Needs and Opportunities report**.

Collectively, these needs represent the **problem or opportunity statements** as required by Phase 1 of the Environmental Assessment master plan process.



The transportation needs and opportunities, including identification and analysis, are documented in detail in the **Phase 1: Needs and Opportunities** report.

Streets

Implement a complete streets approach to transportation planning to meet the needs of a growing city and destination.

Walking and Cycling

Expand active transportation connections to support Stratford as a complete community.

Transit

Improve transit service and operations to increase convenience, equity and accessibility, and sustainability.

Strategies

Develop policies and strategies to support Stratford's safe, connected, and reliable transportation system.

Part 2

RECOMMENDATIONS

Part 2 outlines the recommended networks and transportation strategies for the City of Stratford. Recommendations and corresponding actions for streets, cycling, walking, and transit are summarized, as well as a collection of supporting strategies intended to leverage infrastructure investments and push further towards the Transportation Master Plan's vision and objectives.

Part 2 forms the overall direction the City will undertake to achieve the long-term vision of a safe, vibrant, prosperous and complete community supported by an accessible multi-modal transportation system.

6 Complete Streets

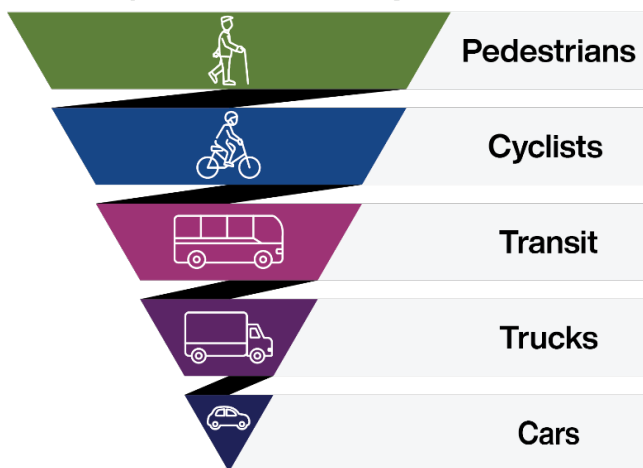
Complete streets are streets built with the needs of all road users in mind – people who walk, use mobility aids, cycle, take transit, use a personal automobile, carry commercial goods or support essential services.



The concept of “complete streets” has become increasingly important as communities shift to a more multi-modal approach to transportation. Adopting a complete streets approach means that every street must be planned, designed and built with **explicit consideration for the needs of all road users** and modes—people walking, using mobility devices, cycling, riding transit, and driving, including emergency and service vehicles as well as trucks carrying goods.

This does not mean that every corridor will be able to accommodate all modes to the highest level of service. Rather, this approach represents an organizational shift, requiring buy-in and coordination from all relevant departments to explicitly consider the needs of vulnerable road users like pedestrians and cyclists early in the planning and design phases. It can also be thought of as designing “from the outside in” (e.g. sidewalk then boulevard/utility space, then cycling facilities, then curb lane, etc.) as opposed to “from the middle out” (e.g. vehicle lanes first).

Transportation Hierarchy



The formal adoption of the **transportation hierarchy** will help direct policy and prioritize future investment in the direction needed to reduce the City’s impact on the environment and its response to climate change. The hierarchy serves as a framework to weigh the priorities of different modes, support safety, and help keep mobility efficient, including for drivers.

Adopting the complete streets approach can contribute to improved public health outcomes and promote active travel by improving the

safety, comfort and accessibility of all road users. Travel modes are integrated into a multi-modal transportation system, providing people with feasible and attractive mobility options. Complete streets can also support placemaking opportunities and enhance public space, contributing to community vibrancy and economic prosperity.

The principles of equity, accessibility, inclusivity and environmental sustainability are integrated through the application of complete streets. Shifting the focus in Stratford more towards sustainable travel modes like walking, cycling and public transit will have the greatest impact on transportation-borne greenhouse gases, improve the safety of vulnerable road users, and provide residents with reliable mobility options. This requires identifying the priority of each mode, as well as acknowledging that these modes are essential services.

The complete streets approach is reflected throughout the recommendations of this Transportation Master Plan in response to the TMP vision and objectives.

Directions

A complete streets approach should be implemented throughout all stages of planning and design of new road projects, reconstruction projects or major rehabilitation projects, and opportunities to improve the multi-modal function of the street should be explored. Planners and decision makers should rely on the TMP to help guide the prioritization of specific modes and design elements.

This requires a contextual lens—not all streets will consist of the same roadway elements, and not all users will be equally accommodated along each street. Each corridor must be evaluated both based on its local function and context as well as its role in the broader transportation system. Where constraints exist, planners and decision makers should demonstrate that the proposed design afforded due consideration for all potential users and that the prevailing design serves the intended function of the street within the existing and planned community context. A strong component of public engagement with affected residents and institutions is also critical when working toward complete streets in the already built-up areas.

Actions



- A1.** Develop and adopt a formal complete streets policy that includes affirming the multi-modal hierarchy and other complete streets principles, and provides guidance for both new streets and existing streets.
- A2.** Consider holding internal workshops with all departments involved in the planning, design, operation and maintenance of the City's streets to ensure complete streets principles are understood and integrated at all stages.

7 Street Network

The street network serves as the base for most personal and commercial travel in Stratford, supporting drivers, cyclists, pedestrians, emergency services and goods movement. As such, it is the most important component of the City's transportation system and integral to its economy and quality of life. The street network must be planned through a multi-modal lens. Implementing a complete streets approach to street network planning will best meet the needs of a growing city and destination for both residents and visitors.



The development of the recommended street network, including considerations and analysis, is documented in Section 3.1 of the **Phase 2: Network and Strategy Development** report.

Directions

Intersection and corridor modifications are recommended to the street network to respond to the following needs:

- » Optimize the existing street network to support current and future traffic growth.
- » Address corridor and intersection capacity constraints.
- » Respond to road user safety concerns and consider improved traffic control at identified intersections.
- » Support all modes of travel along the road network in the development of a multi-modal transportation system and increase transit and active transportation mode share among residents and visitors.

Recommended road projects are shown in **Map 1**. Project numbers on the map correspond to **Table 1**, which details individual recommended street projects.

The recommendations represent good network planning principles and responsible spending, addressing the needs of all road users including pedestrians, cyclists, drivers, industry workers and commercial vehicles through focused modifications that support road network safety, efficiency and multi-modality.

Map 1: Recommended Street Network Projects



Table 1: Recommended Street Network Projects

ID	Location	Recommendation	Phase	Cost
1	West Secondary Plan Area	Undertake intersection modifications (to be determined by future study) at O’Loane Avenue at McCarthy Road and Huron Street to improve efficiency and capacity, subject to future traffic impact studies as development proceeds.	Long (to 2041)	\$1,500,000 to \$3,000,000
2	McCarthy Road and Romeo Street	Monitor the intersection as the City grows and consider further intersection upgrades (e.g. roundabout or traffic signals) as needed in the long-term. Install a pedestrian crossover in the short-term (see Chapter 9 for more information and crossover cost).	Long (to 2041)	\$750,000 to \$1,500,000
3	Lake Victoria – Veterans Drive	Close the street permanently to cars, opening access to the park and improving recreation and active transportation opportunities.	Short (to 2026)	\$250,000
4	Lake Victoria – Lakeside Drive	Convert to one-way operation (direction to be determined through further study) and implement bi-directional designated bike lanes on the existing pavement.	Short (to 2026)	\$800,000
5	Downtown Stratford	Continue with the implementation of the recommendations in the Downtown Traffic Study where not in conflict with the projects identified by the TMP, including intersection modifications and pedestrian improvements.	Medium (to 2031)	\$3,000,000 to \$4,000,000
6	Erie Street	Implement a lane reassignment that converts Erie Street to three-lanes (two vehicle travel lanes and shared centre turn lane) and install protected bike lanes as identified as a quick-start priority route in the cycling network plan.	Short (to 2026)	\$1,050,000
7	Lorne Avenue and O’Loane Avenue	Undertake intersection improvements, to be finalized through detailed design work and/or Environmental Assessment studies, as required, separate to the TMP. Improvements could include the implementation of roundabouts, turning lanes or traffic control signals.	Medium (to 2031)	\$750,000 to \$1,500,000

Table 1: Recommended Street Network Projects (continued)

ID	Location	Recommendation	Timing	Cost
8	Lorne Avenue and Downie Street	Undertake intersection improvements, to be finalized through detailed design work and/or Environmental Assessment studies, as required, separate to the TMP. Improvements could include the implementation of roundabouts or additional turning lanes.	Medium (to 2031)	\$750,000 to \$1,500,000
9	Lorne Avenue and Romeo Street	Undertake intersection improvements, to be finalized through detailed design work and/or Environmental Assessment studies, as required, separate to the TMP. Improvements could include the implementation of roundabouts, turning lanes or traffic control signals.	Medium (to 2031)	\$750,000 to \$1,500,000

The timing of the projects above is based on relative need, the timing of planned growth and development, and feasibility of implementation. The following investment in the **street network** is recommended:

Phase	Total	Per Year
Short-Term – through 2026	\$2.1M	\$0.7 M
Medium-Term – through 2031	\$3.0 M to \$5.0 M	\$0.6 M to \$1.0 M
Long-Term– through 2041	\$4.5 M to \$9.0 M	\$0.5 M to \$0.9 M
Total	\$9.6 M to \$16.1 M	-

Actions

- A3.** Integrate the recommended street infrastructure projects as outlined in **Table 1** into annual capital program planning.

8 Cycling Network

Active transportation (AT) refers to all forms of human-powered travel such as walking, cycling, skating or using a wheelchair. It also includes forms of power-assisted travel such as pedal-assist e-bikes, scooters and mobility devices.



The provision of a comprehensive cycling network supports important TMP objectives and city-building goals and helps progress a multi-modal transportation system that provides safe, convenient and accessible transportation options.



The development of the recommended cycling network, as well as active transportation strategies, is documented in Section 3.2 of the **Phase 2: Network and Strategy Development** report.

Directions

To expand the cycling network and help progress Stratford toward building more complete communities, where most daily activities can be safely reached through cycling, the following are recommended:

- » A **Priority Cycling Network** serves as the core network, providing a complete, connected network of safe and comfortable cycling routes with accelerated implementation (within 10 years) and a focus on higher order cycling facilities.
- » Five **Quick-Start Priority Routes** that represent marquee projects to help focus the City's efforts within five years. These projects respond to critical infrastructure gaps and will amplify the visibility of cycling infrastructure.
- » An **Ultimate Cycling Network** that represents the longer-term vision for the cycling network in Stratford, guiding long-term decision making and filling connections beyond the Priority Cycling Network.

The Priority Cycling Network is shown in **Map 2**, with project numbers corresponding to quick-start priority routes, as detailed in **Table 2**. The Ultimate Cycling Network is shown in **Map 3**. Priority routes will be updated on an ongoing basis through future Transportation Master Plan updates.

The cycling networks respond to the following needs and opportunities:

- » Progress the cycling network to reflect stronger policy and industry support for All Ages and Abilities (AAA) designs and needs of vulnerable road users and recognize the potential in attracting a large cohort of “interested but concerned” cyclists.
- » Recognize potential of Stratford as a 15-minute city, where a compact geography and flat topography presents an opportunity to increase walking and cycling mode share for most trips.
- » Understand and address challenges with the implementation of the Bike and Pedestrian Master Plan (2014) priority projects to inform network development and prioritization.

Table 2: Recommended Quick-Start Priority Routes

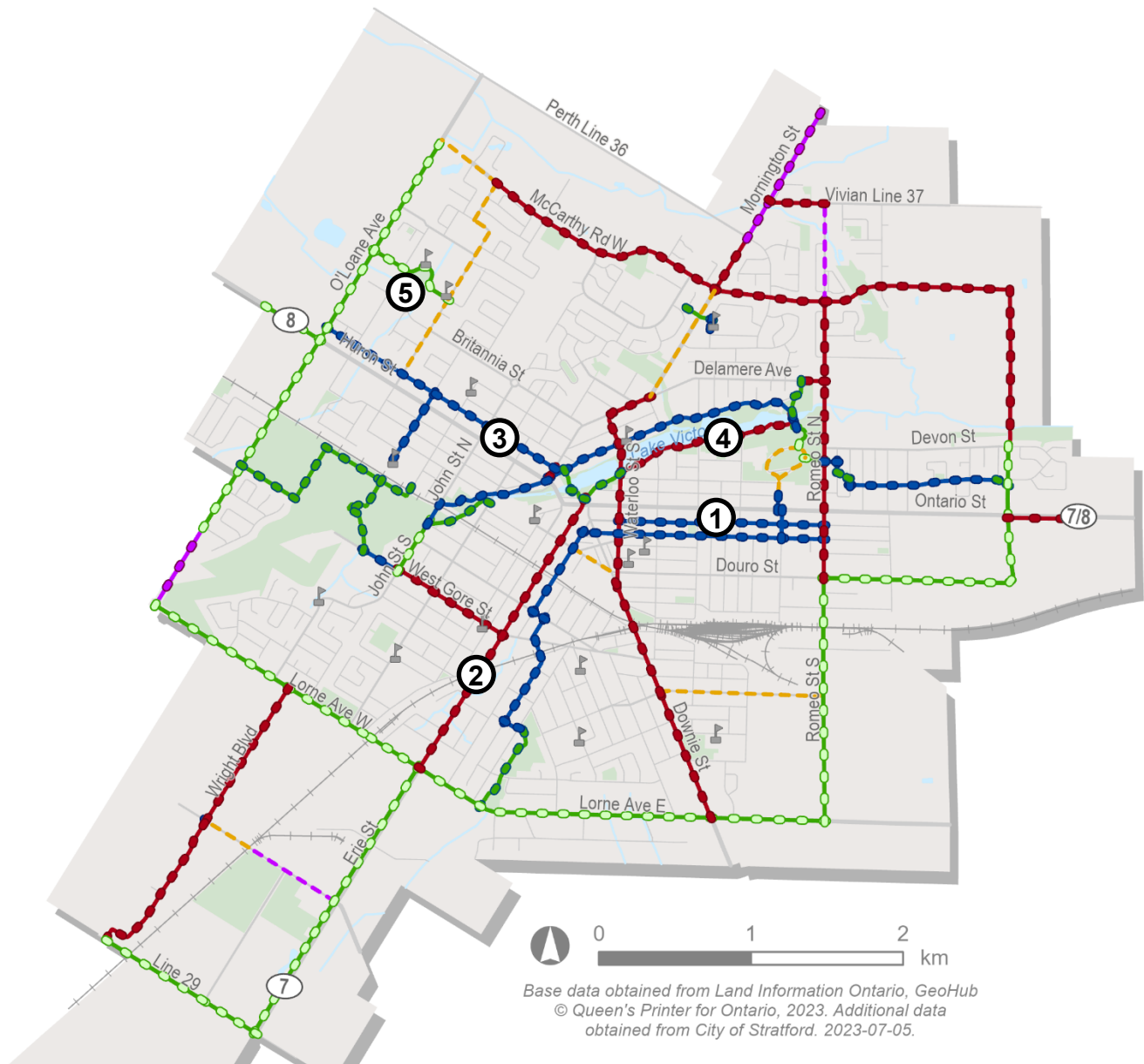
ID	Corridor and Limits	Facility Type	Timing	Cost
1	Albert Street from Waterloo Street to Romeo Street	Bicycle boulevard	Short	\$105,000
2	Erie Street from Ontario Street to Lorne Avenue	Protected bike lanes	Short	n/a*
3	Hibernia Avenue from O’Loane Avenue to Mornington Street	Bicycle boulevard with contraflow bicycle lane	Short	\$135,000
4	Lakeside Drive from Waterloo Street to Lakeside Drive North	Bi-directional cycle track (north side)	Short	n/a*
5	Oakdale Avenue from O’Loane Avenue to Forman Avenue	Multi-use pathway	Short	\$450,000

* Projects #2 and #4 costs and implementation are integrated with Street Network projects #6 and #4, respectively.

Including the Quick Start routes highlighted above, the Priority Cycling Network and the Ultimate Cycling Network, the following investment in the **cycling network** is recommended:

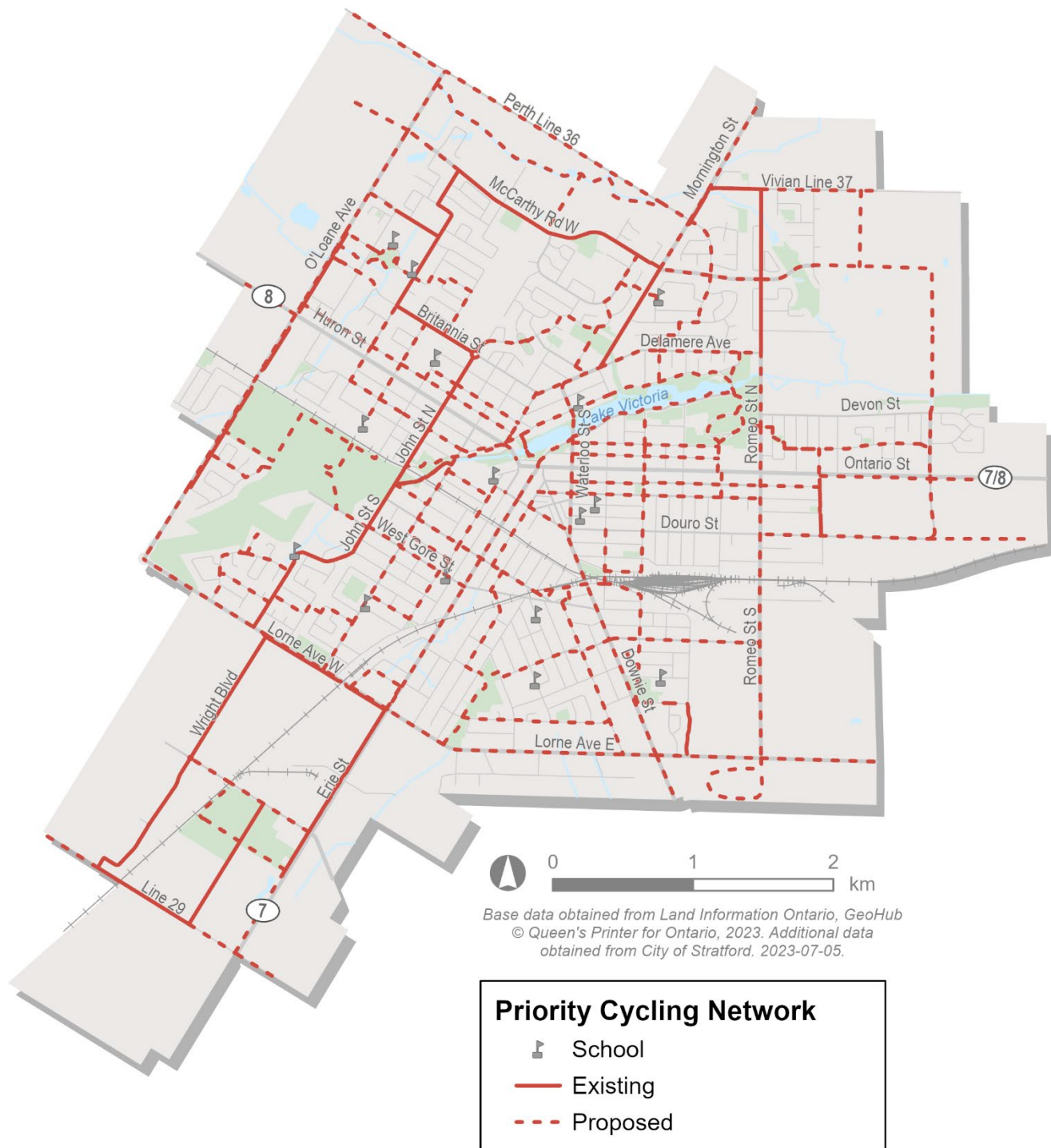
Phase	Total	Per Year
Short-Term – through 2026	\$4.9 M	\$1.6 M
Medium-Term – through 2031	\$9.3 M	\$1.9 M
Long-Term– through 2041	\$23.0 M	\$2.3 M
Total	\$37.2 M	-

Map 2: Recommended Priority Cycling Network and Quick-Start Priority Routes



Priority Cycling Network	
	School
Neighbourhood Bikeways	
	Signed Route
	Bicycle Boulevard
Bike Lanes and Cycle Tracks	
	Buffered Bike Lanes / Bike Lanes
	Protected Bike Lanes / Cycle Tracks
Multi-Use Paths and Trails	
	Boulevard Multi-Use Path
	Off-Road Multi-Use Trail
Shoulder Bikeways	
	Paved Shoulders
	Buffered Paved Shoulders

Map 3: Recommended Ultimate Cycling Network



Actions



- A4.** Advance the five key quick-start priority projects identified as part of the priority cycling network to be completed within the next 3 years.
- A5.** Build the rest of the priority cycling network in the short and medium term.
- A6.** Continue to advance the build out of the ultimate cycling network in the long-term.
- A7.** Identify opportunities to bundle cycling infrastructure with road capital projects and revisit cycling network considerations at the time of capital project planning.

9 Pedestrian Network

The pedestrian network is comprised of two major components: linear infrastructure like sidewalks and trails, and pedestrian crossings that safely link the linear infrastructure across often busy streets. Stratford's sidewalk network is largely built out (though some gaps persist), and policies for continuing to build new sidewalks are in place or recommended in other sections of this Transportation Master Plan (e.g. adopting the complete streets approach, new development recommendations, and the functional street classification framework).



Given the existing and ongoing work on the sidewalk network itself, the Transportation Master Plan infrastructure recommendations focus on the provision of pedestrian crossings.



The development of the recommended pedestrian network, including pedestrian-supportive strategies, is documented in Section 3.3 of the **Phase 2: Network and Strategy Development** report.

Directions

The City should continue to fill the gaps in the sidewalk network, allocating appropriate funding on an annual basis. To identify the highest impact sidewalk gaps, the City should develop an inventory of missing sidewalk segments and apply the prioritization framework for infilling sidewalk gaps that is presented in **Table 3**. Note that some major sidewalk gaps (e.g. Lorne Avenue and Douro Street) overlap with the Priority Cycling Network where multi-use paths are preferred.

The City currently budgets an average of \$200,000 on sidewalk gaps. However, given the importance of a connected sidewalk network to addressing the TMP objectives as well as the principles of equity and accessibility, the City should consider increasing annual funding to accelerate the completion of the sidewalk network. A more precise estimate of the cost for completing the sidewalk network could be determined after the City develops an inventory of its sidewalk gaps. However, for the purposes of meeting the recommendations of the TMP, the City should budget \$500,000 annually over the short- and medium-term to complete the infilling of major sidewalk gaps, with the possibility of reducing to \$250,000 annually in the long-term to address lower priority infilling.

Table 3: Sidewalk Gap Prioritization Framework

Criteria	Description / Rationale	Scoring
Street Classification	As arterial and collector streets are more likely to be designed for higher traffic volumes and speeds, there is a higher need for sidewalks to maintain safe separation from vehicles and pedestrians.	Arterial = 20 pts Collector = 10 pts Local = 0 pts
Schools	The provision of sidewalks near schools and along corridors in all directions deserve increased priority.	Within 500 m of a(n): Elementary school = 20 pts High school = 10 pts
Pedestrian Generators	Attention should be paid to land uses more likely to generate pedestrian trips and gaps nearby should be prioritized.	Within 500 m of a: Park, library, community centre, major trail, recreation facility, seniors housing, higher density housing = 5 pts each
Transit Route	Walking is a component of all transit trips so continuous sidewalks are needed to bring passengers to and from bus stops.	On a transit route = 10 pts
No Sidewalks on Either Side	Filling in sidewalk gaps on streets where sidewalks are not present on either side is more important than where one side is already provided.	No sidewalks on either side = 20 pts
Desire Line	Paths worn by existing pedestrians show a demand for facilities not being met.	Along arterial street = 20 pts Along collector street = 10 pts

A second major component to the pedestrian network is the network of safe crossings provided. Several different types of controlled pedestrian crossings enhance safety for pedestrians, including traffic control signals, intersection pedestrian signals, mid-block pedestrian signals, pedestrian crossovers (PXOs), stop signs, yield signs and school crossings.

Building on recent efforts by the City, the TMP recommends the implementation of 16 new pedestrian crossings along arterial roadways. These locations were identified based on technical analysis and public input.

The recommended pedestrian crossings respond to the following opportunity:

- » Recognize potential of Stratford as a 15-minute city, where a compact geography and flat topography presents an opportunity to increase walking and cycling mode share for most trips.

Locations of recommended pedestrian crossings are shown in **Map 4**. Identified project numbers on the map correspond to **Table 4**, which provides additional details and considerations for each crossing location.

The Transportation Master Plan assumes the pedestrian crossovers can be completed in the short- and medium-term horizons to 2031. This relates to roughly two pedestrian crossovers per year. The relative priority should be determined by the traffic volumes on the given corridor, pedestrian demand to cross, and ability to bundle with other design or construction work (e.g. Erie Street road diet, Lorne Avenue and O’Loane Avenue intersection work, etc.). Additionally, certain crossing locations on Lorne Avenue should be implemented in tandem with ongoing infill sidewalk construction, as noted in **Table 4** below.

The following investment is recommended across the three phases:

Phase	Sidewalk Gaps	Pedestrian Crossings	Total	Per Year
Short-Term – through 2026:	\$1.50 M	\$0.34 M	\$1.84 M	\$0.61 M
Medium-Term – through 2031:	\$2.50 M	\$0.57 M	\$3.07 M	\$0.61 M
Long-Term– through 2041:	\$2.50 M	-	\$2.50 M	\$0.25 M
Total	\$6.50 M	\$0.91 M	\$7.41 M	-

The need for additional pedestrian crossings, including school crossings, pedestrian crossovers, and crosswalks, will likely be identified as new issues emerge, as new developments are built, and as travel patterns change. While the Plan notes \$0 crossing investment for beyond 2031, the City should proactively continue with the identification of pedestrian crossing needs and continue to integrate these needs into the capital planning program.

Individual cost estimates are provided in **Table 4** based on a preliminary assessment of the type of crossing that is likely to be warranted. Ultimately, however, the type of crossing to be installed will be guided by the **Ontario Traffic Manual (OTM) Book 15: Pedestrian Crossing Treatments** based on the latest traffic volume and speed data available.

Map 4: Recommended Pedestrian Crossing Locations

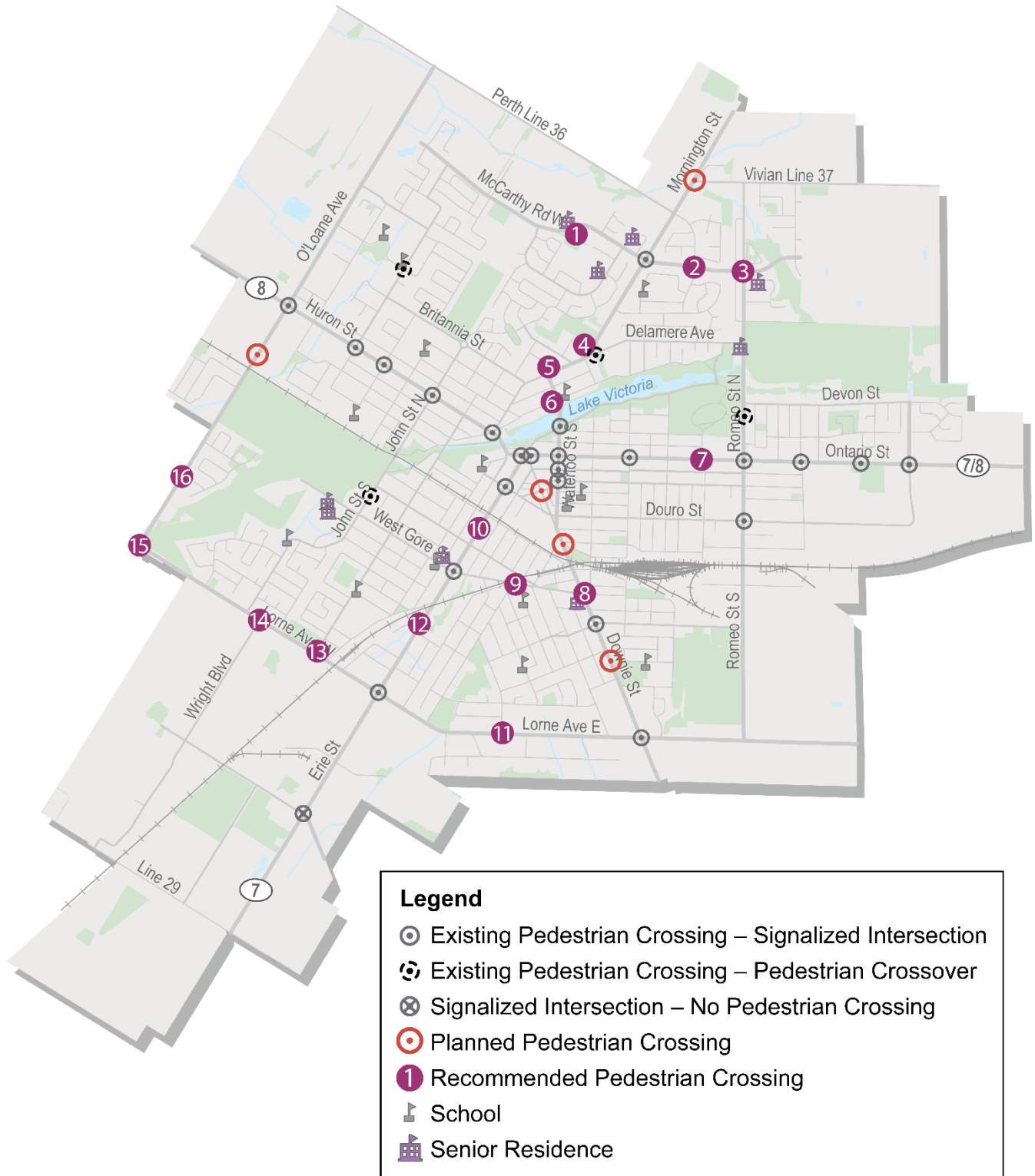


Table 4: Recommended Pedestrian Crossing Locations

ID	Location	Recommendation	Type	Cost
1	McCarthy Road at McCarthy Place Retirement Residence	A need for a crossing McCarthy Road is identified, however, a feasibility study is required to review sightlines and stopping distances given curves on street.	Type 2 Level B or C	\$50,000
2	McCarthy Road at Graff Avenue	Upgrade of existing school crossing of McCarthy Road.	Type 2 Level B or C	\$50,000
3	Romeo Street at McCarthy Road	Pedestrian crossover of Romeo Street as an interim measure before more significant intersection upgrades are needed.	Type 2 Level B	\$75,000
4	Mornington Street at Delamere Avenue	Pedestrian crossover of Mornington Street. Refer to OTM Book 15 – Pedestrian Crossing Treatments to identify preferred installation.	Type 2 Level B	\$75,000
5	Mornington Street at Waterloo Street	A crossing along the northwest quadrant of the intersection would include a crossover of westbound Mornington Street where it becomes a single lane, a new sidewalk along the existing median and a crosswalk at the existing stop sign for eastbound Mornington St to southbound Waterloo Street.	Type 2 Level C or D	\$25,000
6	Waterloo Street at William Street	A need for a crossing of Waterloo Street is identified, however, a feasibility study is needed to review sightlines and stopping distances given curves on street.	Type 2 Level B	\$75,000
7	Ontario Street at Parkview Drive / King Street	Pedestrian crossover of Ontario Street to be implemented in conjunction with planned cycling route requiring a crossing at this location.	Type 1 Level A or Type 2 Level B	\$75,000
8	Downie Street at West Gore Street	Pedestrian crossover of Downie Street. Refer to OTM Book 15 – Pedestrian Crossing Treatments to identify preferred installation.	Type 2 Level B or C	\$50,000

Table 4: Recommended Pedestrian Crossing Locations (continued)

ID	Location	Recommendation	Type	Cost
9	West Gore Street at Mowat Street	Pedestrian crossing of West Gore Street. Upgrade of existing school crossing. Additional analysis may be required due to potential queueing issues across the rail line.	Type 2 Level C or D	\$25,000
10	Erie Street between St David Street and Cambria Street	Pedestrian crossover of Erie Street. To be implemented in conjunction with Erie Street lane reassignment project.	Type 2 Level B	\$75,000
11	Lorne Avenue at Oak Street	Pedestrian crossover of Lorne Avenue. Installation should be triggered by sidewalk and/or multi-use path construction along Lorne Avenue.	Type 2 Level B	\$75,000
12	Erie Street at Whyte Avenue	Pedestrian crossover of Erie Street. To be implemented in conjunction with Erie Street lane reassignment project.	Type 2 Level B	\$75,000
13	Lorne Avenue at St Vincent Street	Pedestrian crossover of Lorne Avenue. Refer to OTM Book 15 – Pedestrian Crossing Treatments to identify preferred installation. Curb ramps already in place.	Type 2 Level B	\$75,000
14	Lorne Avenue at Wright Boulevard	Pedestrian crossover of Lorne Avenue. Refer to OTM Book 15 – Pedestrian Crossing Treatments to identify preferred installation. Curb ramps already in place.	Type 2 Level B	\$75,000
15	Lorne Avenue and O’Loane Avenue	Pedestrian crossover of Lorne Avenue. Overlaps with intersection modification as part of street network recommendations, accounting for pedestrian crossing needs.	n/a*	n/a*
16	O’Loane Avenue at Cody Drive	Pedestrian crossover of O’Loane Avenue. Installation should be triggered by implementation of paved shoulder cycling route along O’Loane Avenue.	Type 2 Level B or C	\$50,000

* Project #15 cost and implementation integrated with Street Network Project #7.

Actions



- A8.** Implement recommended pedestrian crossings on the City's arterial and collector roadways, including noted feasibility studies.
- A9.** Continue to monitor the need for additional pedestrian crossings as Stratford continues to grow, including on local roads where traffic volumes may warrant additional controlled crossings at key destinations
- A10.** Develop an inventory of missing sidewalk segments and apply the prioritization framework to identify the sidewalk gaps that should be completed first. Consider increasing annual funding directed towards sidewalk construction to accelerate the completion of the sidewalk network.

10 Transit

Public transit will be a critical component of a mobility strategy that works towards the City's goals for reducing greenhouse gases and responding to the impacts of climate change. The City of Stratford operates a network of public transit routes converging at the Downtown Transit Terminal, providing connections throughout the City. The City also operates a demand responsive (i.e. on-demand) transit service on weekends, as well as Parallel Transit, a door-to-door accessible transit service for persons with disabilities who are unable to access Stratford Transit.



Improving public transit, making it more attractive to more residents and visitors can enable more car-free or car-light lifestyles, reducing the number of private vehicles on the road, and reducing the overall environmental impacts from the transportation system. Further, the transit system can more rapidly shift to zero-emission vehicles than the general population, and zero-emission buses can have a bigger impact on the environment than individual cars. Investments in the City's transit system are key to reducing greenhouse gases city-wide, reducing private vehicle trips, and addressing key equity and accessibility needs.



An analysis of the transit network performance is documented in the **Phase 1: Needs and Opportunities** report, and the transit strategy is documented in the **Phase 2: Network and Strategy Development** report.

Directions

The TMP takes a strategic approach to long-term transit system growth, rather than a more detailed route-level review. In that context, the recommended transit strategy is based on the following needs and opportunities:

- » Improve the convenience of Stratford's transit system.
- » Accommodate current and future growth.
- » Improve equity and accessibility.
- » Recognize the opportunity of Stratford Transit in being a leader in the transition to more sustainable transportation and reduction of greenhouse gases.

In response to the identified needs and opportunities, the Transportation Master Plan presents the following directions to guide transit in Stratford into the future.

Convenience:

- » As Stratford grows, more frequent services along major corridors should be prioritized to build ridership along direct routes, in contrast to the existing route network which optimizes for shortest walking distance to/from destinations and single-seat rides (few transfers) at the expense of frequency and travel time. While the latter better meets the needs of senior/retiree riders than other groups, a more direct, grid-like network can be more attractive to new riders as bus frequency and lower travel times can be prioritized.
- » Though the City introduced an electronic fare option through a mobile application in August 2022, there remain opportunities to expand availability of fare media, through additional points-of-sale, expanded electronic options, and other digital payment options.

System Growth:

- » Through continued service investment, Stratford experienced minimal pre-pandemic ridership loss, despite many agencies in North America trending downwards up to 15%. Continued investment and service improvements are critical to maintaining and growing Stratford transit as a reliable option for residents, as the system needs to win riders back as the economy recovers from the pandemic.
- » Further opportunities for optimizing operational costs should be explored. The transition to on-demand transit during lower-ridership periods likely resulted in reduced overall operating costs due to fewer operators needed.
- » Dedicated funding streams would help ease the burden on the City and allow for expanded services.

Equity and Accessibility:

- » The affordable fare discount could be further increased to better meet industry best practices, including lowering eligibility criteria, and improving the discounts relative to adult fares.
- » Fare capping, enabled by digital payment solutions, improves fare equity and fairness by removing high-cost barriers and potential overpayment.

Greenhouse Gas Reduction:

- » There is an opportunity to leverage the transit system as a conduit towards lower greenhouse gas emissions. This can come from growing ridership of the transit system as it exists today, which generally provides lower GHG output per trip than single occupancy vehicles. It can also come from a shift to zero-emission buses, which the City is currently studying the feasibility of implementing.
- » The shift to zero-emission buses can potentially impact greenhouse gas reduction in line with the City's 2030 and 2050 targets and federal mandates.

Actions



- A11.** Develop a ridership strategy to determine how to retain and expand ridership in the wake of COVID-19.
- A12.** Consider modifying the route network to improve travel times, maintaining reasonable walking distances to/from bus stops, to account for changing transit demand that evolves with City growth, and to better connect major trip generators with more frequent service.
- A13.** Review routes and operating hours to ensure the needs of vulnerable users such as night shift workers and students are being met.
- A14.** Explore expansion of on-demand transit to expand service span and service area.
- A15.** Continue to expand access to passes and tickets through electronic fare options, digital payment solutions, and additional points-of-sale.
- A16.** Strengthen policies related to affordable fares to improve the accessibility of the program to low-income riders.
- A17.** Implement the recommendations from the feasibility study examining how Stratford Transit can transition to zero-emission buses
- A18.** Explore partnership with Stratford Festival, Destination Stratford, and other organizations to reduce emissions and traffic congestion related to tourism.
- A19.** Explore opportunities to optimize service delivery to reduce costs.

11 Supporting Strategies

This chapter presents a collection of supporting strategies, recommendations and actions that will help to direct transportation policy towards the study's objectives and the City's vision, while aiming to leverage the investment in infrastructure projects outlined in previous chapters. These strategies are intended to provide guidance for staff and policymakers as they move from Transportation Master Plan recommendations towards implementation of the following:

- » Formal policies endorsed by Council
- » Updated by-laws
- » Input into other planning processes such as the Official Plan update



The development of supporting strategies, including considerations and analysis, is documented in the **Phase 2: Network and Strategy Development** report.



Street Safety and Vision Zero

Improving road user safety is a key objective of the Transportation Master Plan, and crucial to the City progressing toward Vision Zero.

Vision Zero is a road traffic safety philosophy adopted by many cities that is focused on eliminating traffic-related fatalities and serious injuries by recognizing how street design influences behaviour of all road users. The main tenet of Vision Zero is that the mistakes humans make should not cost anyone their lives and livelihoods, and that the outcomes of these mistakes can be improved or mitigated through improved engineering and design.

Ensuring all mobility options are safe is important to advancing the multi-modal transportation system, and streets in Stratford should be designed and maintained with consideration for the safety of all road users as a top priority. This includes people of all ages and abilities, and all modes of transportation, including walking, cycling, transit and motorized vehicles. This also includes a focus on vulnerable road users, including children and seniors, who are most at risk of severe injury in vehicle-pedestrian collisions.

A safety lens is embedded throughout all elements of the TMP and its recommendations, as reflected in the following topics:

- » Complete Streets
- » Functional Street Classification
- » Traffic Calming Measures
- » Commercial Vehicles
- » Cycling Network Facilities

Directions

As the City of Stratford makes strides towards Vision Zero, the following considerations are important to assist the City with standardization of road design and improved road user safety:

- » **Performing a safety audit along corridors of concern:** The City should continue to monitor and audit intersections where collisions are most common for safety deficiencies. Roundabouts, or other physical interventions, may be considered as potential replacements.
- » **Considering a reduction in posted speed limits:** There is a significant improvement in the outcomes of collisions between vehicles and vulnerable road users when the travelled speed is lower. The risk of pedestrian fatality drops from 60% at 50 km/h to 25% at 40 km/h. A 40 km/h default speed limit on local streets, with appropriate updates to design standards, should be considered.
- » **Designing streets for target speeds:** Previous street design practices encouraged design speeds that were 10 to 20 km/h over posted speeds to create a more forgiving road environment for drivers. More recently however, the Vision Zero approach to street safety demands that streets be designed so that the design speed matches the actual intended speed of travel for drivers based on the street's context. A well-designed street self-enforces its own maximum speed limit, resulting in significantly higher compliance by drivers, and safer streets for all users.
- » **Focus on intersections:** As intersections are the most frequent locations for collisions, Stratford's intersections should prioritize safety, maintain visibility and predictability for all road users, serve multi-modal mobility, and accommodate all ages and abilities. A Leading Pedestrian Interval is also a

growing trend that provides pedestrians with an advanced walk signal, helping to increase their visibility and emphasize their right-of-way ahead of turning vehicles.

- » **Improve intersections with roundabouts:** Inherent in the design of roundabouts is the elimination of the most dangerous conflicts – high speed head-on and side-impact collisions. While collisions are still possible in roundabouts, they tend to be lower speed side-swipe impacts, rarely resulting in serious injury.

As it will take significant investment and time to retrofit the Vision Zero safe streets approach in Stratford, the City must lean on education and enforcement as an interim measure to mitigate safety issues on its streets. As such, the City should consider the implementation of automated speed enforcement (e.g. speed cameras) at key locations in the City and/or the installation of speed information signs that help encourage slower travel speeds (see Traffic Calming section for more information).

Actions



- A20.** Consider adopting a formal Vision Zero policy and action plan that affirms the City's commitment to reducing and eliminating serious injuries and fatalities within its transportation system.
- A21.** Continue to collect and analyze collision data on an ongoing basis as an input to monitoring street safety across Stratford.
- A22.** Consider undertaking a safety audit along corridors and at intersections where concerns persist.
- A23.** Consider a reduction in default speed limits on local streets to 40 km/h.



Active Transportation

To help maximize the return on investment for the infrastructure recommendations outlined in the Priority Cycling Network, Ultimate Cycling Network and Pedestrian Network, complementary supporting strategies are needed.

Directions

The following programs, strategies and practices are recommended to support active transportation uptake in the City of Stratford:

- » **Event Focused Transportation Demand Management (TDM) Program:** A focus on encouraging locals as well as tourists to leave their car at home or at their place of lodging and walking or biking to the theatre or other events can help reduce general congestion and greenhouse gas emissions related to travel, while increasing the vibrancy of street life in the City. A more detailed strategy, partnerships with major events, and coordination with Stratford Transit would be needed.
- » **Cycling Tourism:** Cycling tourism is a growing form of recreation and touring in Southern Ontario. Developing and advertising cycling tourism routes, with Stratford identified as a hub, can help create awareness and encourage tourists to add Stratford to their route. The City should consider developing a comprehensive strategy to attract cycling tourists, in conjunction with Destination Stratford and other business groups.
- » **Bicycle Parking:** Safe and secure cycling parking is needed across Stratford. This includes both parking provided by the City itself within its rights-of-way and City-owned land, as well as encouraging private properties to provide parking for cyclists. Existing private commercial properties can be encouraged to provide cycling parking through a City program that organizes the purchase and installation of consistent bicycle parking facilities, working towards achieving economies of scale. Cost sharing between the City and private properties could be considered. Meanwhile, new developments can be required to provide bicycle parking through the zoning by-laws and other site plan controls.
- » **Micromobility Sharing Systems:** Bicycle-sharing systems offer bikes for shared use, usually for a fee. Conventional bikes, e-bikes and e-scooters are some of the systems that are providing people in cities across Canada with convenient, sustainable mobility options. Adopting a sharing system

could help divert single-occupancy vehicle trips, as well as support Stratford as a tourist destination by offering a fun way to explore, as well as provide last-mile solutions.

- » **Progress Tracking:** Reporting back to Council through an Active Transportation or Cycling Yearbook can highlight the big moves and projects completed so residents and stakeholders can help understand how the network is progressing over the planning horizon of the TMP. Performance monitoring is a key component of any TMP (see Section 14), but a larger active transportation-specific annual reporting requirement could help to keep the plan on track while ensuring Council and other stakeholders are informed.

Actions



- A24.** Consider developing an event focused TDM program to encourage and enable locals and visitors to adopt sustainable modes for major cultural events and during the tourist season.
- A25.** Consider developing a cycling tourism strategy.
- A26.** Continue to provide short- and long-term cycling parking on City land, aiming to increase the number of bicycle parking spaces on an annual basis at a consistent rate.
- A27.** Consider developing a program, working with private properties, to encourage the provision of secure, standardized bicycle parking.
- A28.** Review zoning by-laws and other policies to require new developments to provide both short- and long-term secure bicycle parking on-site; update by-laws and policies as required.
- A29.** Work with key municipal staff and relevant stakeholders, including Cycle Stratford and the Downtown Stratford Business Improvement Area, to discuss funding opportunities and the feasibility of a bicycle sharing system.
- A30.** Report back on pedestrian and cycling network progress to Council on an annual basis as a way of tracking action against the active transportation infrastructure recommendations as well as highlighting other programming initiatives.



Land Use Planning

The way in which a community plans its neighbourhoods may be the most important input into how people choose to get around. In order for the TMP recommendations to be most effective, the City's land use planning and zoning regimes must continue to evolve to reflect principles that support a healthy, safe and complete community.

Directions

Growth in Stratford presents an opportunity to build pedestrian-friendly communities. The following items should be considered when designing new neighbourhoods in Stratford, and enshrined in the new Official Plan:

- » **Mixed uses:** Building complete communities with neighbourhood-level retail, schools, community facilities and other amenities mixed in with residential buildings typically means a higher proportion of trips can be made within shorter distances with a higher probability of walking trips.
- » **Site planning:** Narrow frontages encourage more variety and increase the attractiveness of walking. Smaller lots also help to locate more people and services close to one another. Providing pedestrian-scale design and orienting buildings to the street improves the overall streetscape and street wall, while improving the pedestrian and cyclist experience.
- » **Parking requirements:** A reduction or elimination of minimum parking requirements for new developments will allow for market-driven decisions on the supply of off-street parking. A more detailed review should be undertaken of peer cities of similar sizes and urban contexts, as well as a review of the latest industry best practices surrounding updated parking requirements.
- » **Provision of active transportation facilities:** Sidewalks, trails and cycling facilities should be provided as per the typical characteristics outlined in the functional street classification framework. New neighbourhoods should seamlessly integrate cycling facilities into the existing and recommended networks. A Trails Master Plan should develop a comprehensive trails system and future off-road connections for pedestrians and cyclists, including through new developments. By-laws should be updated to require the provision of short- and long-term cycling parking in new residential, office and commercial developments.

- » **Pedestrian walksheds:** Street networks should be designed to maximize pedestrian convenience. Traditionally, a fixed grid provides the most efficient layout for pedestrians. Where a full street grid is not desired, the pedestrian network should be designed to include a system of pedestrian walkways that provide a connected grid (or “fused grid”) for pedestrians and other active modes.
- » **Preventative traffic calming:** Streets should be designed originally to encourage slower traffic speeds, eliminating the need for retrofit traffic calming applications.

Actions



- A31.** Consider the relationship between land use planning and transportation outcomes when preparing the new Official Plan update, reflecting the principles outlined herein.
- A32.** Review zoning by-laws and land use designations to ensure complete communities principles are reflected (e.g. site planning is pedestrian-oriented, mixing complementary uses is allowed, etc.), and update as necessary.
- A33.** Review secondary plan and plan of subdivision requirements to ensure pedestrian permeability and walksheds are considered when new street layouts are being designed, through the requirement of grid patterns or regular pedestrian and cycling connections and update as necessary.
- A34.** Undertake a Trails Master Plan to support a comprehensive natural heritage trails system and future off-road connections for AT users.
- A35.** Review and update all relevant design guidelines, manuals, standard cross-sections, zoning by-laws and Official Plan policies to ensure guidelines reflect safe street principles, ensuring the design speed on urban streets matches the desired maximum speed of vehicular traffic.
- A36.** Undertake a review of peer cities and the latest best practices surrounding new development parking requirements. If supported by this study, a reduction of minimum parking requirements or enactment of maximum parking requirements is recommended.



Traffic Calming

Traffic calming is a means of altering driver behaviour through physical measures or programs to improve safety conditions for all road users, especially vulnerable road users such as pedestrians and cyclists, children and the elderly. Traffic calming intervention aims to achieve either or both of the following:

- » Improve driver compliance with the posted speed limit, either through visual cues that improve awareness or through physical infrastructure changes that require slower speeds to navigate safely.
- » Reduce cut-through traffic by making the route slower, and thus less attractive than streets better suited for through traffic.

Different traffic calming measures are best suited to specific contexts, and it is important to apply the most appropriate measure that responds to the circumstances of a specific location. A successful traffic calming program results in enhanced safety and improved quality of life for residents.

Directions

A standardized traffic calming process is recommended to allow the City to prioritize the streets with the greatest need based on traffic volume and speed data and help identify the best traffic calming elements to implement. The recommended process is shown on the next page.

The traffic calming process provides a transparent, traceable and data-driven response to calming requests. After a traffic calming request has been received, the first step is to assess the corridor against the **warrant criteria**, as follows:

Traffic Calming Warrant Criteria	
Measure	Warrant
Traffic Volume	One of: <ul style="list-style-type: none"> » More than 500 vehicles per day on local road » More than 1500 vehicles per day on collector road
AND	
Traffic Speed	85 th percentile speed is >10 km/h over the posted speed limit

The intention is to screen out lower volume corridors where overall risk is smaller. Higher risk areas are carried forward for further analysis. Volume and speed data

collected for this purpose should also be used to prioritize implementation of measures, with the higher speed and volume corridors being addressed first.

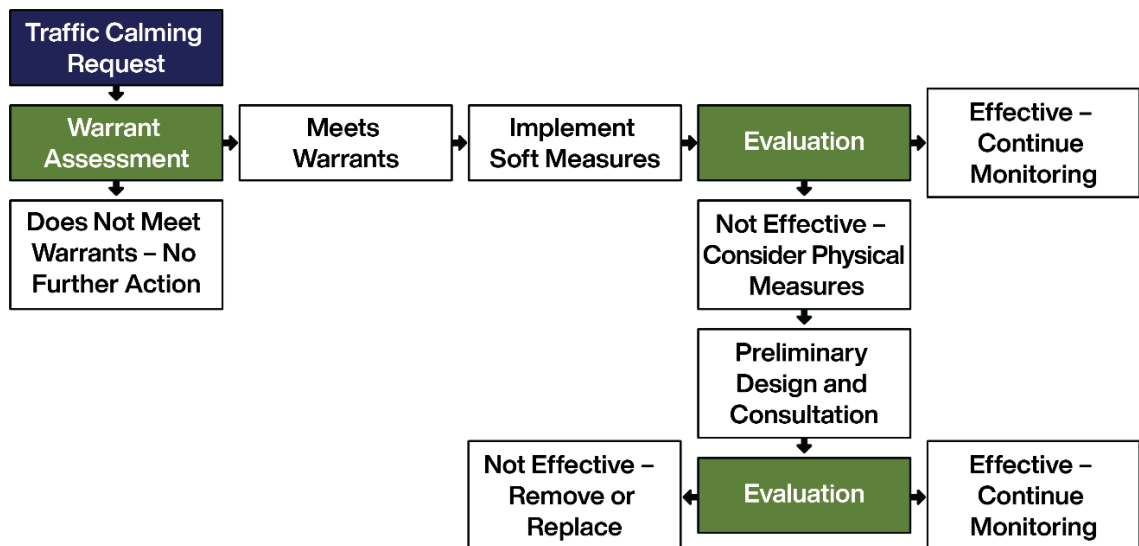
If these warrants are met, soft or passive traffic calming measures (e.g. enhanced signage, radar speed signs, pavement markings) should be implemented first. Starting with soft traffic calming measures allows for low-cost solutions to be tested prior to contemplating more expensive physical interventions.

Following implementation, the corridor should be evaluated to determine whether the measures applied have been successful in addressing the speeding and/or cut-through traffic issues. If they have been deemed successful, no further action needs to be taken, though periodic monitoring and evaluation should continue.

If the soft measures are deemed ineffective, physical measures should be considered. At this stage, an analysis should be undertaken to identify the preferred physical intervention and develop the preliminary design. Staff may consult with the public and stakeholders at this stage.

Following consultation, detailed design is completed, and the measures are implemented. Monitoring and evaluating the impacts of the intervention are critical. If the physical measures are deemed effective, the process is complete. If they are not effective, the City should consider removing the measures or replacing the measures with a new approach. Ongoing monitoring should continue in all cases.

Recommended Traffic Calming Process



Actions

A37. Formally adopt the recommended traffic calming process.



Functional Street Classification

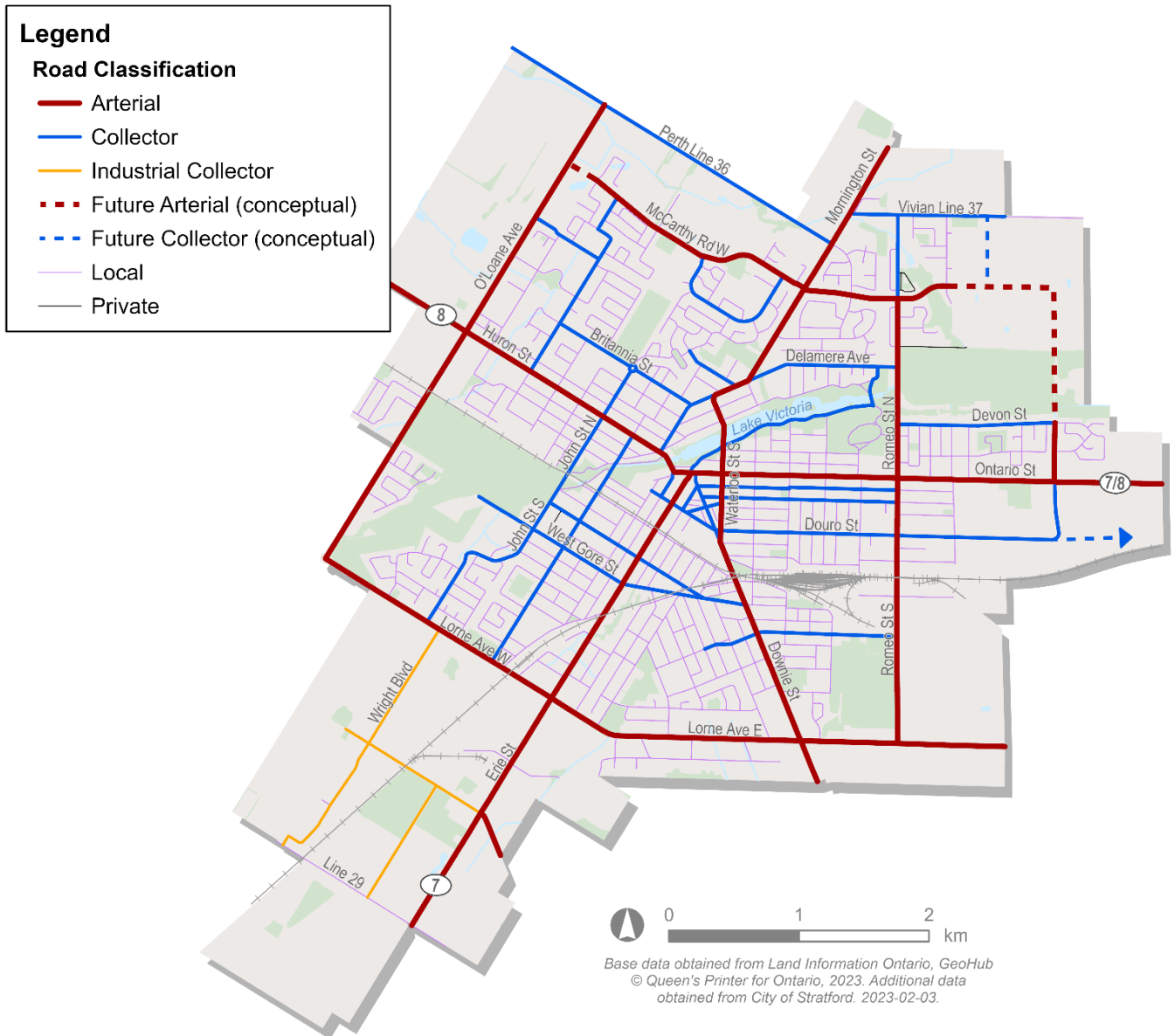
A functional street classification framework establishes a hierarchy of streets based on each segment's context and the degree to which the segment prioritizes serving mobility versus land access needs. A street's service function can range from arterials that give a high priority to traffic movement and therefore a lower priority on local property access, to collector and local streets that have a decreasing focus on traffic movement and an increasing priority on local property access. The functional street classification framework also integrates complete streets components, identifying typical characteristics for pedestrian and cycling facilities for a given class.

The five functional street classifications in Stratford are as follows:

- » **Arterial:** The primary function of arterial streets is mobility, serving regional and local travel demand by carrying large volumes of all types of vehicular traffic. Arterials typically connect between provincial highways and other arterial or collector roads and serve as the primary connection between major activity centres.
- » **Collector:** Collector streets serve as the connection between local streets and arterial streets, and generally give equal priority to land access and to mobility. They are designed to carry moderate volumes of traffic and provide connections within neighbourhoods.
- » **Industrial Collector:** Industrial collector streets serve local travel demands by providing connections within industrial areas. These are like collector streets but provide access to employment and industrial uses, and therefore need to be designed to accommodate the physical requirements of heavier vehicles.
- » **Local:** Local streets serve local travel demands by providing direct access from abutting properties to the road system. These streets exist primarily to provide access to adjacent residential land uses, and movement of traffic is a secondary consideration.
- » **Industrial Local:** Serves local travel demands by providing direct access from abutting properties to the street network within industrial areas. These are like local streets but provide access to employment and industrial uses. Roadway widths are also wider to accommodate the physical requirements of heavier vehicles.

Map 5 shows the City of Stratford 2022 functional street classification. The existing classifications support the different land access and movement needs of the City’s street network. This includes facilitating both city-wide and broader connections to the regional highway network by maintaining continuity along higher-order roads.

Map 5: City of Stratford Functional Street Classification (2022)



Directions

It is recommended that the City of Stratford carry forward its existing functional street classification designations, consistent with guidance outlined by the Transportation Association of Canada. Additionally, a comprehensive framework of typical roadway characteristics of each functional street class has been developed and is outlined in the Phase 2: Network and Strategy Development report. This will be an important reference tool in designing new streets built in the City's annexed lands, as well as to facilitate any future changes to street designations, as required. The framework summarizes the typical characteristics of each class of street and does not necessarily suggest that all existing streets need to be updated to reflect these characteristics. Any changes to the function and design of an existing street segment requires study, and modifications should strive to align with the desired characteristics outlined in the framework.

The applicability of the classifications to the existing street network was reviewed to accommodate the changing needs of Stratford and to align with strategic objectives such as improving connectivity and supporting goods movement. In conjunction with the City's upcoming Official Plan review, selected street segments are identified as potential candidates for consideration, as outlined in **Table 5**. These candidate roadway segments do not necessarily require structural or capacity upgrades, rather, a change in classification would better align with the streets' existing mobility and access function.

Table 5: Recommended Candidates for Street Classification Changes

Corridor	Existing	Recommended
Perth Line 36, from O'Loane Avenue to Mornington Street	Collector	Arterial
Vivian Line 37 from Mornington Street to Romeo Street	Collector	Arterial
Romeo Street from McCarthy Road to Vivian Line 37	Collector	Arterial
Graff Avenue from Mornington Street to Glendon Road	Local	Collector
Glendon Road from Mornington Street to Graff Avenue	Local	Collector
Lakeside Drive from Waterloo Street to William Street	Collector	Local
Veterans Drive from Cobourg Street to Waterloo Street	Collector	Local
Albert Street from Waterloo Street to Romeo Street	Collector	Local
Brunswick Street from Waterloo Street to Romeo Street	Collector	Local
Douro Street from Romeo Street to CH Meier Boulevard	Collector	Arterial

Table 5: Recommended Candidates for Street Classification Changes (continued)

Corridor	Existing	Recommended
CH Meier Boulevard from Douro Street to Ontario Street	Collector	Arterial
Oak Street from Dufferin Street to Lorne Avenue	Local	Collector
Brydges Street from Oak Street to Mowat Street	Local	Collector
Line 29	Local	Industrial Collector
Crane Avenue from	Local	Industrial Local
Griffith Road	Local	Industrial Local
Dunlop Place	Local	Industrial Local
Hanh Court	Local	Industrial Local
Boyd Street	Local	Industrial Local
Humber Street	Local	Industrial Local
Scott Street	Local	Industrial Local

Actions

A38. Adopt the Functional Street Classification Framework as part of the upcoming new Official Plan (outlined in the Phase 2: Network and Strategy Development report), carrying forward the five-level street classification system into the Official Plan update.

A39. Consider changes to the classification of selected streets listed in **Table 5** to better reflect their existing function and support anticipated growth.



Goods Movement

Supporting the continued efficient movement of goods throughout the City of Stratford is important. Commercial vehicles (i.e. medium and heavy trucks) are responsible for the movement of the goods shipped to, from, within and through Stratford. They also support essential services such as deliveries, construction, repair and maintenance, waste management, and emergency response. Stratford's industrial lands, in particular, will continue to require efficient connections to the provincial highway network to facilitate the movement of goods.

Directions

The recommended truck route network in Stratford, shown in **Map 6**, is based on a permissive system that provides several potential recommended routes to bypass the Downtown and its choke points. Though the use of the truck route network is strongly encouraged, all arterial streets, by virtue of their role as important regional and local connectors, are intended to accommodate truck traffic. It is also important to note that, as Connecting Links for the provincial highway network, Huron Street, Ontario Street and Erie Street are still expected to be used by commercial vehicles and will continue to be designed to accommodate them. However, the exclusion of these segments from the Municipal Truck Route network emphasizes the desire to route through traffic away from the Downtown. It also more accurately reflects the signs that are currently in place.

Recommended intersection improvements along Lorne Avenue, as outlined in Section 7, will also increase capacity and traffic operations along the corridor. These investments will help make this bypass route more attractive for vehicular traffic, especially heavy vehicles destined for Stratford's growing industrial district.

An Environmental Assessment has previously been undertaken for a possible Highway 7/8 bypass to the south of Stratford, connecting to Lorne Avenue from the east. As there has been no commitment or timeline confirmed by the Province, Council should continue to advocate for this bypass as an effective means of keeping through trucks away from the congested areas of Stratford.

While trucks are essential to the economic vitality of the City and perform important services for residents, their needs must be met while mitigating negative impacts to the community, such as noise and pollution. It is especially important to manage the risk of safety conflicts with other road users, including vulnerable road users.

Stratford's permissive truck route network should help facilitate decision-makers when determining which elements, facilities and modes are to be prioritized as part of a street project. For example, an increase of truck traffic along Lorne Avenue could be accompanied by sidewalks to help facilitate safe pedestrian connectivity.

Actions

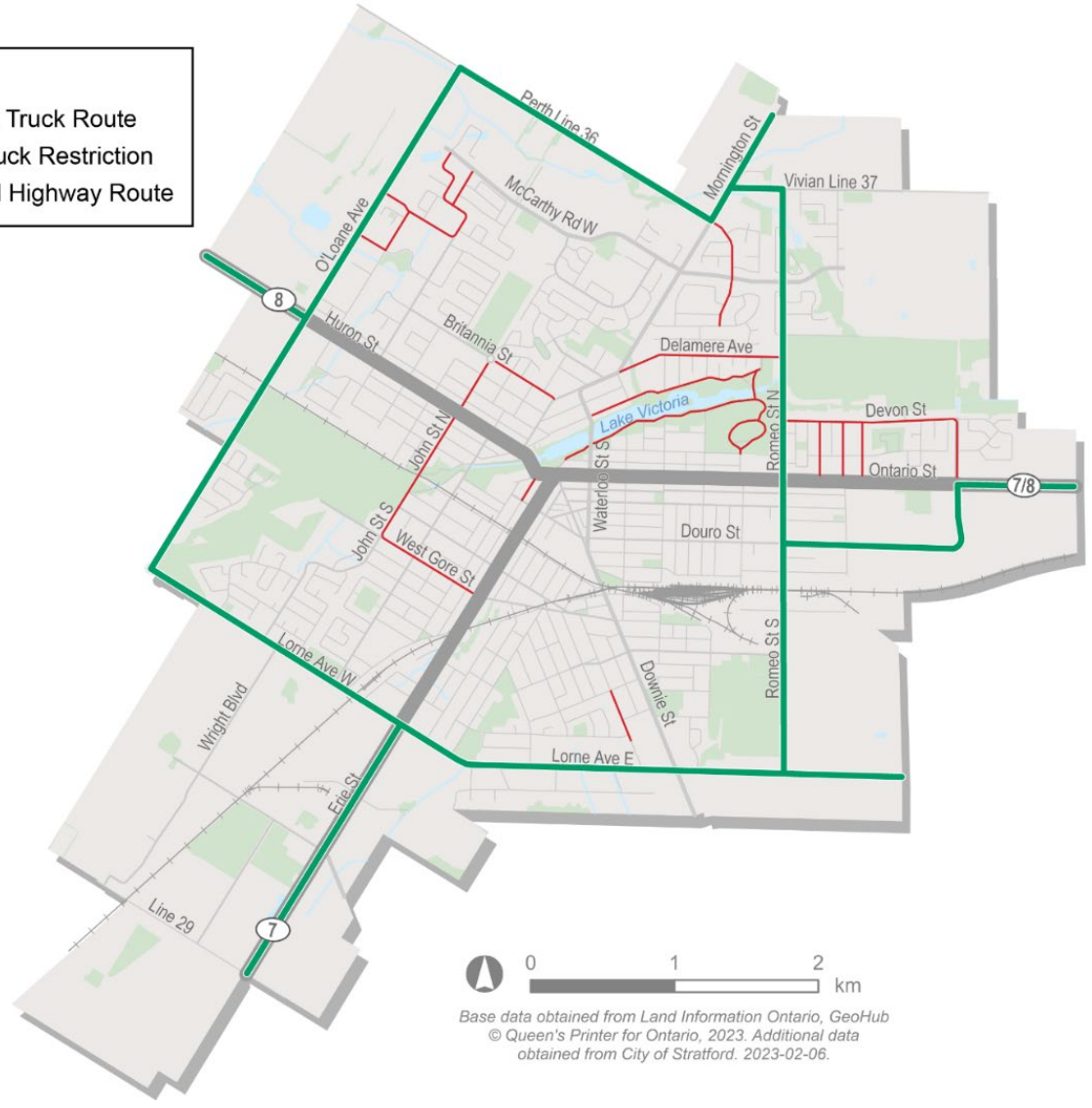


- A40.** Support and encourage the use of the permissive truck route “ring road” network as an effective tool in managing through truck traffic through the Downtown.
- A41.** Adopt the updated Municipal Truck Route through the new Official Plan and/or as a standalone policy endorsed by Council.
- A42.** Consider providing a truck route map that is easy to locate on the City of Stratford website.
- A43.** Advocate the Province for the construction of the Highway 7/8 bypass.
- A44.** Mitigate impacts of truck traffic through the City by implementing safe street design, including separated cycling facilities and expanded pedestrian connections.
- A45.** Continue to use heavy truck restrictions as a management tool along selected local streets where through traffic is a concern, as appropriate.

Map 6: City of Stratford Truck Route Network

Legend

- Municipal Truck Route
- Heavy Truck Restriction
- Provincial Highway Route





New and Emerging Technologies

New and emerging transportation technologies could represent important opportunities in the development of a future-looking transportation network. Technological advancements that support low carbon options, such as electric, shared, automated and connected transportation options, are reshaping mobility and can help reduce greenhouse gas emissions, supporting the TMP study vision and objectives. By developing strategies that support the identification and adoption of technologies that work for the needs and context of Stratford, the City can take advantage of these new technologies as appropriate and contribute to citywide greenhouse gas reduction targets.

Directions

The City of Stratford has a proven record of implementing new mobility opportunities that work for its scale and context. In 2022, the City received funding through the Zero Emission Vehicle Infrastructure Program (ZEVIP) from Natural Resources Canada. Zero-emission vehicles (ZEVs), most notably electric vehicles (EVs), are a key contributor to achieving Canada's transportation sector greenhouse gas emissions reduction target by 2050. As a result of ZEVIP, the City of Stratford will install electric vehicle charging infrastructure, a total of 23 ports, at the following municipal parking locations by 2025:

- » **Lower Erie Parking Lot:** Two dual output, Level 2 connector stations
- » **Upper Erie Parking Lot:** Two dual output, Level 2 connector stations and one single output, Level 3 Fast Charging station
- » **Kalbfleisch Lot:** Three dual output, Level 2 connector stations
- » **York Lot:** Two dual output, Level 2 connector stations
- » **Albert Lot:** Two dual output, Level 2 connector stations

Connected Vehicles (CV) and Autonomous Vehicles (AV) will also affect the City's transportation network. Stratford is among the first cities in North America to fully implement the installation of dedicated short-range communications technology equipment on all traffic lights that will enable the testing of and eventual full-time deployment of Connected and Autonomous Vehicle (CAV) technology.

While there may be many potential benefits to CAVs, including increased safety and efficiency of vehicular transportation, the City should continue to follow Provincial direction on this evolving space, as the technical and regulatory context around their integration remains uncertain.

The growing demand for CAVs may see increases to overall vehicle kilometres travelled if people are able to live further away from destinations because of the increased ease of driving and a higher tolerance for longer commutes. This may result in more congestion and increases the possibility of zero-occupancy trips. Energy use is also an important consideration and may increase as demand for new mobility systems grows. Municipal policies are key to shaping how CAVs are deployed and ensuring that their use supports city-building goals.

Actions



- A46.** Continue to investigate opportunities to install EV chargers throughout Stratford to support electrification efforts and uptake.
- A47.** As the MTO advances its own initiatives to facilitate two-way communication of traffic and road condition information between vehicles and infrastructure, the City should continue to prepare for future advancements in technology by monitoring developments in CAVs and following the direction of the Province.
- A48.** Promote emerging transportation technologies through outreach and marketing, ensuring that residents are educated about the benefits and potential impacts (including safety) of new mobility modes and services.
- A49.** Review and update existing by-laws and policies to include and provide considerations for e-scooters and other mobility devices.
- A50.** Identify supportive policies and infrastructure to be “ahead of the game” to ensure the continued rollout of CAVs and other emerging transportation technologies support city-building initiatives and align with provincial plans. Infrastructure to support CAV deployment, traffic control devices that consider both human drivers and automated driving systems, and traffic regulations should continue to be considered in anticipation of CAV growth.



Ongoing Maintenance

Ongoing maintenance has a significant cost given the typical conditions that Canadian street networks are exposed to. The freeze-thaw cycles over the winter cause cracks and potholes in the road surface that require ongoing attention. Frequent comments heard through the engagement process related to potholes and other ongoing maintenance concerns. In addition to surface maintenance, ongoing road maintenance covers items such as snow removal for vehicle lanes, sidewalks, and cycling facilities, and other day-to-day maintenance activities.

Directions

The day-to-day maintenance of the City's transportation is an integral part of managing transportation. It is a legislative requirement per Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways (O.Reg. 239/02) under the Municipal Act for the City to perform specific maintenance functions to a pre-defined standard. The latest update to O. Reg 239/02 (2018) includes updates to sidewalk and bike lane maintenance, in addition to the road surface.

The City's current maintenance program exceeds the minimum maintenance standards set out by the Province. To further improve maintenance would be a costly endeavor and is not recommended by the TMP. The City should continue its maintenance program, meeting provincial requirements. It should also be noted that anticipated extreme weather events due to climate change are expected to impact infrastructure to a higher degree than their original designs had allowed for. Hotter temperatures, heavier precipitation, flooding and more frequent ice storms may result in additional costs to maintain, repair or replace road infrastructure due to accelerated erosion, pothole formation, etc.

It is important when planning for the new infrastructure that accompanies growth, that ongoing maintenance be considered. Full-cost or life-cycle accounting should be undertaken when identifying infrastructure investments. Considering the longer-term costs of ongoing maintenance will ensure that infrastructure is not overbuilt, and maintenance costs can be lowered moving forward.

Actions



- A51.** Continue to comply with O. Reg. 239/02: Minimum Maintenance Standards for Municipal Highways on all streets in Stratford.
- A52.** Embed life-cycle cost analysis in the City's infrastructure planning to affirm the longer-term sustainability of infrastructure investments and their ongoing maintenance, rehabilitation, and ultimate replacement.

Part 3

IMPLEMENTATION

Part 3 outlines the implementation plan for the Transportation Master Plan. It includes an overview of the estimated costs to implement the recommended infrastructure projects. It also provides a summary of the recommended action plan.

Measures to monitor the progress of the plan are also discussed, providing a framework to ensure that key indicators are continually reviewed to confirm they continue to align with the long-term goals of the TMP.

Finally, considerations for when the Plan should be updated are provided.

12 Costs

This Transportation Master Plan represents a significant shift in the way the transportation system is planned and constructed. It will require a significant shift in funding, with more money being spent on growing active transportation than on expanding the road network. This is a necessary shift for the City to achieve the vision and objectives articulated in this Plan including reducing greenhouse gas emissions, and creating a more multi-modal, vibrant city.

The cost estimates in this Plan were developed based on analysis of previous tenders and other sources. They represent a high-level estimate, however, and some variation is to be expected as recommended projects go through more detailed design and analysis. They are also likely to be less accurate the further into the future they are forecast. Costs should be refined and updated as more detailed analyses are completed.

Projects were grouped across the three planning horizons identified for the TMP: Short-term (through 2026), medium-term (through 2031), and the ultimate long-term horizon (through 2041). Costs are summarized in [Table 6](#).

Table 6: Summary of Costs (\$ in millions)

Phase	Streets*	Cycling	Walking	Total	Per Year
Short-Term – through 2026:	\$2.1	\$4.9	\$1.8	\$8.8	\$2.9
Medium-Term – through 2031:	\$5.0	\$9.3	\$3.1	\$17.4	\$3.5
Long-Term– through 2041:	\$9.0	\$23.0	\$2.5	\$34.5	\$3.5
Total	\$16.1	\$37.2	\$7.4	\$60.7	\$3.4

* Represents the high end of the estimated range for Streets. See Chapter 7 for additional details.

Additional recommendations in this Transportation Master Plan may also incur capital costs. These have not been included in the cost estimates above. These may include undertaking larger studies such peer reviews, transit strategies, trails master plan or other continuing ongoing investments. However, most other items are assumed to be able to be undertaken as part of regular ongoing City operations.

Any individual initiatives arising from this TMP that have significant capital or operating cost impacts will need to be approved by City Council.

13 Action Plan

The actions outlined throughout this document represent the next steps to help the City of Stratford adopt the recommended transportation solutions. **Table 7** consolidates these actions and assigns them to the one or more of the following planning horizons:

- » **Short-term:** 2024 to 2026
- » **Medium-term:** 2027 to 2031
- » **Long-term:** 2032 to 2041
- » **Beyond:** Beyond 2041
- » **Ongoing:** Actions to be taken on an ongoing basis

The Action Plan is heavily focused on shorter-term actions designed to kick start the improvements to policies and strategies in the near future. However, several actions are recommended for the medium- and long-terms, while a number of actions are intended to be perpetually ongoing items.

An update of this Action Plan should be undertaken as part of a future TMP Update.

Table 7: Action Plan Summary

ID	Action	Timing
A1	Develop and adopt a formal complete streets policy that includes affirming the multi-modal hierarchy and other complete streets principles, and provides guidance for both new streets and existing streets.	Short-term
A2	Consider holding internal workshops with all departments involved in the planning, design, operation and maintenance of the City's streets to ensure complete streets principles are understood and integrated at all stages.	Short-term
A3	Integrate the recommended street infrastructure projects as outlined in Table 1 into annual capital program planning.	Ongoing
A4	Advance the five key quick-start priority projects identified as part of the priority cycling network to be completed within the next 3 years.	Short-term

Table 7: Action Plan Summary (continued)

ID	Action	Timing
A5	Build the rest of the priority cycling network in the short and medium term.	Medium-term and long-term
A6	Continue to advance the build out of the ultimate cycling network in the long term.	Long-term and beyond
A7	Identify opportunities to bundle cycling infrastructure with road capital projects and revisit cycling network considerations at the time of capital project planning.	Ongoing
A8	Implement recommended pedestrian crossings on the City's arterial and collector roadways, including noted feasibility studies.	Short-term and medium-term
A9	Continue to monitor the need for additional pedestrian crossings as Stratford continues to grow, including on local roads where traffic volumes may warrant additional controlled crossings at key destinations	Ongoing
A10	Develop an inventory of missing sidewalk segments and apply the prioritization framework to identify the sidewalk gaps that should be completed first. Consider increasing annual funding directed towards sidewalk construction to accelerate the completion of the sidewalk network.	Short-term, ongoing
A11	Develop a ridership strategy to determine how to retain and expand ridership in the wake of COVID-19.	Short-term
A12	Consider modifying the route network to improve travel times, maintaining reasonable walking distances to/from bus stops, to account for changing transit demand that evolves with City growth, and to better connect major trip generators with more frequent service.	Medium-term
A13	Review routes and operating hours to ensure the needs of vulnerable users such as night shift workers and students are being met.	Short-term
A14	Explore expansion of on-demand transit to expand service span and service area.	Medium-term

Table 7: Action Plan Summary (continued)

ID	Action	Timing
A15	Continue to expand access to passes and tickets through electronic fare options, digital payment solutions, and additional points-of-sale.	Short-term
A16	Strengthen policies related to affordable fares to improve the accessibility of the program to low-income riders.	Short-term
A17	Implement the recommendations from the feasibility study examining how Stratford Transit can transition to zero-emission buses	Short-term and medium-term
A18	Explore partnership with Stratford Festival, Destination Stratford, and other organizations to reduce emissions and traffic congestion related to tourism.	Short-term
A19	Explore opportunities to optimize service delivery to reduce costs.	Ongoing
A20	Consider adopting a formal Vision Zero policy and action plan that affirms the City's commitment to reducing and eliminating serious injuries and fatalities within its transportation system.	Short-term
A21	Continue to collect and analyze collision data on an ongoing basis as an input to monitoring street safety across Stratford.	Ongoing
A22	Consider undertaking a safety audit along corridors and at intersections where concerns persist.	Ongoing
A23	Consider a reduction in default speed limits on local streets to 40 km/h.	Short-term
A24	Consider developing an event focused TDM program to encourage and enable locals and visitors to adopt sustainable modes for major cultural events and during the tourist season.	Short-term
A25	Consider developing a cycling tourism strategy.	Short-term
A26	Continue to provide short- and long-term cycling parking on City land, aiming to increase the number of bicycle parking spaces on an annual basis at a consistent rate.	Ongoing

Table 7: Action Plan Summary (continued)

ID	Action	Timing
A28	Review zoning by-laws and other policies to require new developments to provide both short- and long-term secure bicycle parking on-site; update by-laws and policies as required.	Short-term
A28	Review zoning by-laws and other policies to require new developments to provide both short- and long-term secure bicycle parking on-site; update by-laws and policies as required.	Short-term
A29	Work with key municipal staff and relevant stakeholders, including Cycle Stratford and the Downtown Stratford Business Improvement Area, to discuss funding opportunities and the feasibility of a bicycle sharing system.	Short-term
A30	Report back on pedestrian and cycling network progress to Council on an annual basis as a way of tracking action against the active transportation infrastructure recommendations as well as highlighting other programming initiatives.	Ongoing
A31	Consider the relationship between land use planning and transportation outcomes when preparing the new Official Plan update, reflecting the principles outlined herein.	Short-term
A32	Review zoning by-laws and land use designations to ensure complete communities principles are reflected (e.g. site planning is pedestrian-oriented, mixing complementary uses is allowed, etc.), and update as necessary.	Short-term
A33	Review secondary plan and plan of subdivision requirements to ensure pedestrian permeability and walksheds are considered when new street layouts are being designed, through the requirement of grid patterns or regular pedestrian and cycling connections and update as necessary.	Short-term
A34	Undertake a Trails Master Plan to support a comprehensive natural heritage trails system and future off-road connections for AT users.	Medium-term
A35	Review and update all relevant design guidelines, manuals, standard cross-sections, zoning by-laws and Official Plan policies to ensure guidelines reflect safe street principles, ensuring the design speed on urban streets matches the desired maximum speed of vehicular traffic.	Short-term

Table 7: Action Plan Summary (continued)

ID	Action	Timing
A36	Undertake a review of peer cities and the latest best practices surrounding new development parking requirements. If supported by this study, a reduction of minimum parking requirements or enactment of maximum parking requirements is recommended.	Short-term
A37	Formally adopt the recommended traffic calming process.	Short-term
A38	Adopt the Functional Street Classification Framework as part of the upcoming new Official Plan (outlined in the Phase 2: Network and Strategy Development report), carrying forward the five-level street classification system into the Official Plan update.	Short-term
A39	Consider changes to the classification of selected streets listed in Table 5 to better reflect their existing function and support anticipated growth.	Short-term
A40	Support and encourage the use of the permissive truck route “ring road” network as an effective tool in managing through truck traffic through the Downtown.	Short-term
A41	Adopt the updated Municipal Truck Route through the new Official Plan and/or as a standalone policy endorsed by Council.	Short-term
A42	Consider providing a truck route map that is easy to locate on the City of Stratford website.	Short-term
A43	Advocate the Province for the construction of the Highway 7/8 bypass.	Ongoing
A44	Mitigate impacts of truck traffic through the City by implementing safe street design, including separated cycling facilities and expanded pedestrian connections.	Ongoing
A45	Continue to use heavy truck restrictions as a management tool along selected local streets where through traffic is a concern, as appropriate.	Ongoing
A46	Continue to investigate opportunities to install EV chargers throughout Stratford to support electrification efforts and uptake.	Ongoing

Table 7: Action Plan Summary (continued)

ID	Action	Timing
A47	As the MTO advances its own initiatives to facilitate two-way communication of traffic and road condition information between vehicles and infrastructure, the City should continue to prepare for future advancements in technology by monitoring developments in CAVs and following the direction of the Province.	Medium-term and long-term
A48	Promote emerging transportation technologies through outreach and marketing, ensuring that residents are educated about the benefits and potential impacts (including safety) of new mobility modes and services.	Ongoing
A49	Review and update existing by-laws and policies to include and provide considerations for e-scooters and other mobility devices	Short-term
A50	Identify supportive policies and infrastructure to be “ahead of the game” to ensure the continued rollout of CAVs and other emerging transportation technologies support city-building initiatives and align with provincial plans. Infrastructure to support CAV deployment, traffic control devices that consider both human drivers and automated driving systems, and traffic regulations should continue to be considered in anticipation of CAV growth.	Medium-term and long-term
A51	Continue to comply with O. Reg. 239/02: Minimum Maintenance Standards for Municipal Highways on all streets in Stratford.	Ongoing
A52	Embed life-cycle cost analysis in the City’s infrastructure planning to affirm the longer-term sustainability of infrastructure investments and their ongoing maintenance, rehabilitation, and ultimate replacement.	Ongoing

14 Monitoring and Updates

Plan Monitoring

The most challenging work begins after the adoption of this Transportation Master Plan. City staff will need to begin working on implementing the Action Plan, integrating major capital works into the capital budgeting process, and initiating follow up studies and individual environmental assessments.

One additional key task for City staff is to undertake a regular TMP monitoring program. There are two components to a monitoring program:

- » Measures of progress towards the implementation of the recommendations in this plan; and
- » Measures of performance of the transportation system that assess the effectiveness of this plan in achieving the City's vision and goals

The recommended monitoring program is presented below as a series of worksheets. The first is to be completed annually (see [Table 8](#)), while the second is to be completed at 5-year intervals (see [Table 9](#)) coinciding with the release of Census of Canada transportation data.

Updates

As Stratford continues to change and grow, the underlying conditions understood when developing the Transportation Master Plan will also change. As such, it is important to review the TMP at regular intervals to assess whether the document continues to respond to the right issues, challenges and opportunities. During this review, the City should be considering the following questions:

- » Has growth occurred in Stratford as expected?
- » Have travel patterns shifted in a way that was not expected?
- » Have technological advancements changed local mobility in a major way?

A review every five years is recommended for master plans developed under the Municipal Class Environmental Assessment process. This review will determine whether there is a need to undertake a formal TMP update at that time.

Table 8: Performance Monitoring Worksheet - Annual

Indicator	Data Source	Previous	New
Active Transportation			
Metres of infill sidewalks installed	Capital program		
Metres of cycling facilities installed	Capital program		
New pedestrian crossings installed	Capital program		
New bicycle parking racks installed	Capital program / partnerships		
Cycling network usage	Cordon counts		
Pedestrian volumes	Turing movement counts		
Transit			
Annual transit ridership	Stratford Transit / CUTA*		
Passengers per revenue-hour	Stratford Transit / CUTA*		
Total revenue-hours	Stratford Transit / CUTA*		
Average running speed	Stratford Transit / CUTA*		
Parallel transit ridership	Stratford Transit / CUTA*		
Roads			
New traffic calming installations	Capital program		
Reported collisions	Stratford Police Services		
Reported serious/fatal collisions	Stratford Police Services		
New EV chargers installed	Capital program / partnerships		
Share of electric vehicles in city	MTO vehicle registry data		

* CUTA – Canadian Urban Transit Association

Table 9: Performance Monitoring Worksheet – Every Five Years

Indicator	Data Source	Previous	New
All Transportation Modes			
Commuting mode share – walking	Census of Canada		
Commuting mode share – cycling	Census of Canada		
Commuting mode share – transit	Census of Canada		
Commuting mode share – driver	Census of Canada		
Commuting mode share – passenger	Census of Canada		
Commute time – percentage under 15 / 30 minutes	Census of Canada		

Glossary

15-Minute City: An urban planning concept in which most daily necessities and services, such as work, shopping, education, healthcare, and leisure can be easily reached by a 15-minute walk or bike ride from any point in the city.

Accessibility: The design of services and environments to be inclusive for people who experience disabilities.

Active Transportation: As defined by the *Provincial Policy Statement (2020)*, active transportation, or active travel, refers to all forms of human-powered travel such as walking, cycling, skating or using a wheelchair. It also includes forms of power-assisted travel such as pedal-assist e-bikes, scooters and mobility devices.

All Ages and Abilities (AAA): Planning and designing the transportation system, including programming its uses, that enables use by people of all ages and with different physical abilities.

Arterial Roadway: A street classification designation characterized by high-capacity traffic whose primary function is vehicle movement. In Stratford, arterials typically connect between provincial highways and other arterial or collector roads and serve as the primary connection between major activity centres.

Bicycle Boulevard: Also known as a neighbourhood bikeway, bicycle boulevards use a variety of traffic calming and bicycle priority measures to promote cycling along corridors. There is no space distinct from motorists provided, however, car speed and volume control measures are used to support cyclist safety.

Bike Lanes: Designated space for cyclists provided through pavement markings. Similarly, **buffered bike lanes** use a painted and hatched buffer to increase the distance between cyclists from other vehicular traffic, and improve safety and comfort of cyclists.

Capital Program: A long-term financial budget that outlines funding for capital assets, including transit, roads and cycling facilities, and guides decisions on what City infrastructure will be built and repaired.

Climate Change Adaptation: The process of adjusting to current or expected effects of climate change. For cities, this means aiming to moderate or avoid harm, and exploit opportunities.

Climate Change Mitigation: Action aiming to limit climate change by reducing emissions of greenhouse gases or removing those gases from the atmosphere.

Complete Communities: Places such as mixed-use neighbourhoods that offer and support opportunities for people of all ages and abilities to conveniently access most of the necessities for daily living. This includes a mix of jobs, local stores and services, housing, transportation options and public service facilities.

Complete Streets: Streets that are built with the needs of all road users in mind – people who walk, use mobility aids, cycle, take transit, use a personal automobile, and carry commercial goods or support essential services. Complete streets have become increasingly important as communities shift to a multi-modal approach to transportation. They promote public health and liveability by enhancing the safety, comfort and accessibility of all road users.

Connected and Automated Vehicles

(CAVs): Connected vehicles (CV) refer to vehicles equipped with wireless communication technology that allows the vehicle to exchange information with other vehicles (V2V), roadside infrastructure (V2I) or the broader cloud of technologies (V2X). Automated Vehicles (AV) refers to passenger motor vehicles, commercial motor vehicles or streetcars equipped with driving technology that allow the vehicle to drive itself under certain circumstances.

Connecting Link: Municipal streets that connect two ends of a provincial highway. In Stratford, Huron Street is a connecting link for Highway 8., Ontario Street is a connecting link for Highway 7/8, and Erie Street is a connecting link for Highway 7. The Ministry of Transportation of Ontario provides dedicated provincial funding for street and bridge projects on designated connecting link highways.

Controlled Crossing: Crossings that require vehicles to stop or yield to traffic in the crossings, including pedestrians. Controlled crossings support pedestrian security and sense of safety, and include traffic control signals, intersection pedestrian signals, mid-block signals, pedestrian crossovers, stop signs, yield signs and school crossings.

Cycle Tracks: A type of cycling infrastructure that provides space designated for cyclist use behind the roadway curb. Cyclists are physically separated from vehicles through a curb in the boulevard.

Demand-Responsive Transit (On-Demand Transit): A technology-enabled shared transportation service that operates without a fixed route or timetabled journey, and instead has a flexible operating schedule and provides flexible routes and/or stops.

Equity: In transportation, the provision of policies, funding, infrastructure and services in ways that are fair and aim to ensure that users, irrespective of race, ability, sex, class or any other social identity, can safely access transportation options.

Fare Capping: In contrast to up front payments required for a typical daily / weekly / monthly transit pass, fare capping allows passengers to “pay as they go”, but rewards frequent riders with free trips after they meet the equivalent fare value of a daily / weekly / monthly pass.

Fused Grid: A street network pattern that integrates suburban-style streets (e.g. crescents, cul-de-sacs) for motor vehicles with a traditional grid pattern for pedestrians and cyclists.

Goods Movement: The movement of products and raw materials to businesses, consumers and industries by plane, freight rail or truck. Trucks, or commercial vehicles, are the primary consideration for goods movement in the City of Stratford.

Greenhouse Gas Emissions: Emissions from human activities that strengthen the greenhouse effect, contributing to climate change. Carbon dioxide is a significant greenhouse gas, and the main one produced by vehicles.

Heavy Vehicles: A type of commercial motor vehicle with a weight of three tonnes or more when unloaded. Truck routes are used to best manage heavy truck movement, plan for appropriate road infrastructure, and help balance the needs of different road users.

Land Use Planning: The process of regulating the use of land by a central authority. In Stratford, land use planning policies are outlined in the Official Plan, and ensures that the City is planned and developed in a way that meets the existing and future goals of the community.

Micromobility: Micromobility refers to small, lightweight modes such as scooters, e-scooters, bikes, e-bikes and cargo bikes. Shared micromobility transport services (e.g. bike share systems) are becoming increasingly popular among active transportation users throughout Canada.

Mobility: The ability to travel and move from place to place conveniently and efficiently.

Mobility Choice: Also referred to as mode choice, mobility choice refers to the ability to choose between different forms of transportation that are safe, convenient and reliable based on personal needs or preferences, including walking, cycling, transit and driving.

Mode Share: The percentage of people using a particular mode of transportation.

Multi-Modal: Refers to a variety of transportation modes or methods and may include trips and facilities that incorporate more than one mode of transportation.

Multi-Use Path: As defined by the *Ontario Traffic Manual Book 18 – Cycling Facilities* (2021), a two-way path that is separated from the travelled portion of the roadway by a curb and buffer. In-boulevard multi-use paths are distinct from **multi-use trails**, which run in a dedicated corridor separate from the roadway. Both multi-use paths and trails are shared by cyclists and pedestrians.

Paved Shoulders: The outer portion of a rural roadway adjacent to the travelled way used to accommodate stopped motor vehicles, emergency uses, pedestrians and cyclists. Higher-speed and higher-volume roads may include **buffered paved shoulders** to provide greater separation between cars and people riding bikes.

Pedestrian Walkshed: The pedestrian walkshed is the amount of area a pedestrian can walk in a given time period from a certain point. This distance is often impacted by transportation and land use planning decisions such as the shape of the street network and presence of pedestrian paths.

Permissive Truck Route: As per *Ontario Traffic Manual Book 5 – Regulatory Signs* (2000), truck routing can be identified either by permissive signing indicating a continuous route preferred for heavy truck use, or by **prohibitive signing**. The City of Stratford uses permissive signing to indicate the preferred routing for through truck traffic, as well as prohibitive signing on selected streets where truck traffic has been identified as an issue.

Placemaking: An approach to the planning, design and management of public space that aims to create memorable, quality public spaces that improve vitality.

Planning Horizon: A planning horizon is the future point in time a strategic plan looks toward. The City of Stratford TMP considers the following planning horizon years: short-term (to 2026), medium-term (to 2031) and long-term (beyond 2041).

Protected Bike Lanes: Also known as physically separated cycling lanes or separated bike lanes, protected bike lanes are installed within the road pavement. They provide space designated for cyclist use and are physically separated from vehicles through the use of bollards, curbs, parked vehicles, rubber curbing, guide rail, etc.

Public Open House: An information meeting held for members of the public to inform them about a study or project. The City of Stratford TMP study comprised of two public information centres hosted online.

Right-of-Way: A segment of municipally-owned land, also called a municipal road allowance, that includes roadways, sidewalks and lands bordering roadways.

Roundabout: A method of intersection modification that could be considered for traffic control to improve safety. When compared to conventional intersections, roundabouts can lead to improved road user safety and fewer severe collisions, reduced long-term operation and maintenance costs, reduced emissions by lessening vehicle idling, and improved traffic flow.

Signed Cycling Route: Also known as mixed traffic operation, signed routes are a type of shared facility that features signage and optional pavement markings (sharrows) to remind road users that cyclists share the roadway with other vehicles.

Single-Tier Municipality: A municipality in Ontario that does not form part of an upper-tier municipality and assumes all its own municipal responsibilities. The City of Stratford is a single-tier municipality that operates independently of Perth County.

Strategic Framework: The three components designed to guide the development of the TMP study – the transportation vision, objectives and planning values.

Street Classification: A road management tool that establishes a hierarchy of roads based on each roadway's context and the degree to which the segment prioritizes serving mobility versus land access needs.

Sustainability: Generally, sustainability refers to meeting the needs of the present without compromising the needs of future generations. Sustainability in the context of this TMP is largely focused on the environment and considers the conservation of natural resources and the protection of environment, as well as supporting the health and wellbeing of people.

Traffic Calming: Physical measures or programs intended to reduce driver speed or through traffic, and improve safety conditions for all road users. **Soft or passive** traffic calming refers to the installation of visual cues (e.g. signage, line painting), while **hard traffic calming** refers to physical changes to the street (e.g. speed humps, median islands).

Transportation Demand Management (TDM): The use of strategies, policies and infrastructure to reduce the pressure placed on the street network by influencing travel behaviour by mode, time of day and frequency, leading to reduced congestion and reduced parking demand.

Transportation Hierarchy: A framework to weigh the priorities of different modes in planning the transportation system in Stratford. The hierarchy helps guide policy and investment and can influence travel behavior to reduce the City's impact on the environment.

Transportation Master Plan (TMP): A long-term strategic document that guides the planning, development, renewal and management of a multi-modal transportation system.

Transportation Network: All routes and modes of transportation through the City and how they are connected.

Transportation Solutions: The infrastructure improvements and strategies recommended to responded to the identified transportation needs and opportunities in Stratford.

Transportation System: A system consisting of transportation networks, infrastructure, facilities, strategies, programs and policies for the movement of people and goods.

Uncontrolled Crossing: Crossings that require pedestrians to wait for a safe gap in traffic prior to crossing the roadway, without the aid of traffic control measures seen in controlled crossings.

Vision Zero: A road traffic safety philosophy and strategy adopted by many cities that is focused on eliminating traffic-related fatalities and serious injuries by recognizing how street design influences behaviour of all road users.

Vulnerable Road Users: Pedestrians, cyclists and motorcyclists that are more vulnerable than those in a car, truck or bus to injury or death in the event of a collision. Pedestrians, especially children, older adults and people with disabilities, are at the top of the hierarchy of vulnerable users because they are unprotected if in conflict with faster-moving road users.

Zero-Emission Vehicles (ZEVs): A vehicle, such as an electric vehicle (EV) that does not emit tailpipe exhaust gas or other pollutants and could be a key contributor to achieving local and Federal transportation sector greenhouse gas emissions reduction targets.

Zoning By-Law: A by-law set out in an Official Plan that identifies general policies for future land use. A zoning by-law controls the use of land in a community and contains specific requirements that are legally enforceable.



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Robyn McIntyre and Pierre Chauvin, MCIP, RPP, Consulting
 Planners for the City of Stratford
Report #: COU23-097
Attachments: Maps (4), Site photos, Public Comments, Official Plan Amendment,
 Zoning By-law Amendment

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. This Zone Change and Official Plan Amendment would 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 depth from 10.0 m to 8.0 m to recognize the placement of the existing building;
- To reduce the side yard depth 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 this 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 from 0.15m to 0m for spaces 18, 19, 20, and 21;
- Per Section 5.2. a) ii), to reduce the minimum parking space width to 2.8 metres 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 metres 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 metres 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 8.0 metres, 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 metres for parking spaces 11, 16, 17, 18, 9, 20, and 21.

Background:

Owner

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 building / no active use

Characteristic	Information
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.

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 proposed change of use and required construction from the renovation. Applicant is to be aware that Development Charges may be applicable at the current residential rates, and that there maybe a potential of redevelopment allowance. This will be determined at time of Building Permit Application.
- *City of Stratford Clerks Department:* Clerks would like to ensure that sufficient parking is provided for on site for this proposed apartment building. No on street parking is currently permitted on either 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.

A Public Meeting was held on June 26, 2023, in Council Chambers at 7:00pm. At this meeting, there were various comments provided by the Public and Council. These comments can be found attached to this report and related to the following categories:

- Setbacks;
- Proposed Density;
- Potential to Demolish and Reconstruct the Building;
- Long-Term vs. Short-Term Rentals;
- Height Restrictions;
- Site Access;
- Pedestrian Safety;
- Parking and Vehicles;
- Smoking on the Property;
- Snow Clearing;
- Housing Options and Affordability;
- Unit Affordability;
- Accessible Units;
- The Interior Wooden Stairs; and
- Potential Parking Encroachment onto Northern Neighbour.

Each public comment received has been reviewed and a response provided below:

Setbacks

Public comments expressed concerns for permitting reduced setbacks for the existing building. These comments stated that, an apartment building is not permitted to have the reduced setbacks that are being requested through this Zoning By-law Amendment.

To confirm, the setbacks requested through the Zoning By-law Amendment are measured to the base of the existing building. There are no exterior renovations or alterations proposed as part of this development. The proposed setbacks are simply reflecting the existing conditions of the existing building.

The requested front yard setback is 7.5 metres and an exterior side yard depth of 8 metres for the existing building. The Zoning By-law permits low-rise apartment buildings to have a minimum front yard setback and minimum exterior side yard depth of 7.5 metres. As such, the requested setbacks are representative of the proposed use of the building.

Proposed Density

Neighbours indicated that the existing Zoning of 65 units per hectare (“uph”) should be maintained.

The proposal would establish 8 one-bedroom dwelling units and 9 two-bedroom dwelling units for a total of 17 dwelling units. Given that the proposal would create

more than ten dwelling units, a site plan agreement is required and through the site plan agreement process, the City requires that some lands be dedicated to them for future road widenings, if needed, and daylight triangles for driver visibility.

As the site currently exists, a density of 75uph would allow for 19 dwelling units subject to the remainder of the provisions of the Zoning By-law. Once the required lands are dedicated to the city through the Site Plan process, the total area of the subject lands would be reduced and a density of 75uph would allow for 17 dwelling units.

A density of 65uph currently allows for a total of 16 dwelling units, subject to the remainder of the provisions of the Zoning By-law. If this density were to be maintained, then following the land dedications required by the Site Plan process, a density of 65uph would allow for approximately 15 dwelling units. As such, by increasing the proposed density on the subject lands from 65uph to 75uph, a total of two additional dwelling units can be accommodated.

The request to increase the density from 65uph to 75uph provides an opportunity to maximize the development potential of the subject lands given its existing conditions. If the development proposed 15 dwelling units, only 19 parking spaces would be required. If the development continued with 17 dwelling units, 22 parking spaces would be required. This is a marginal difference given that the existing parking lot currently contains 22 parking spaces and could accommodate the parking required for the additional two dwelling units. Further, the additional two dwelling units would not change the character of the subject lands or the surrounding community. All dwelling units would be entirely contained within the existing building and would not require additions or alterations to the exterior of the existing building. These additional two dwelling units would not compromise the existing character of the neighbourhood and would provide two more attainable rental unit to the City of Stratford's housing stock.

In terms of the actual human density of the site, a 17-unit apartment building could accommodate approximately 31 people, based on an average occupancy rate of 1.8 people per unit. For the subject lands, this equates to approximately 124 people per hectare. A Long-Term Care Home with 60 beds can accommodate more than 60 people when considering residents, staff, and visitors. This is equal to 241 people per hectare. As such, the proposal for a 17-unit apartment building would result in a reduced human density on the subject lands when compared to the previous use of the same site.

Potential to Demolish and Reconstruct the Building

Many residents expressed their concern with the potential for a scenario where the existing building is demolished, and a new apartment building is constructed using the setback reductions and density requested through this Zoning By-law Amendment and Official Plan Amendment. Residents' concerns indicated that a new building could be much taller and accommodate significantly more dwelling units.

The existing height of the building is 13.1 metres to the peak of the main roof; the steeple height is 19.2 metres. In the R5(2) zone, the Zoning By-law states that the maximum permitted height is 15 metres. In the Residential designation, the Official Plan limits the maximum height to 3-stories. These maximum height requirements are not proposed to change. If a development were proposed that exceeded these maximum heights, the Owner would be required to complete a Planning Application with the City of Stratford.

The proposal requests a maximum density of 75uph in the R5(2) zone. As previously mentioned, this would permit a maximum of 17 dwelling units on site once the required lands are dedicated to the City through the Site Plan process. If a development were proposed that exceeded the density of 75uph on the subject lands (17 dwelling units given the area of the site), the Owner would be required to complete a Planning Application with the City of Stratford.

The number of dwelling units permitted on site is also restricted by the parking count. An apartment building is required to provide parking at a rate of 1.25 parking spaces per dwelling unit. When broken down and applied to the proposed development, this equals 17 regular parking spaces, 4 visitor spaces, and 1 barrier free / accessible parking space, for a total of 22 parking spaces. The existing parking lot provides 22 parking spaces exactly for a 17-unit apartment building. If a development were proposed that exceeded 17 dwelling units, the Owner would be required to provide the additional parking spaces on the subject lands or complete a Planning Application with the City of Stratford.

As such, the development of the subject lands is limited in height to 15 metres & 3 stories, limited in density given the area of the subject lands, and limited by the number of parking spaces required for each dwelling unit.

Long-Term vs. Short-Term Rentals

Public comments noted that these apartment units should be maintained as long-term rental units and should not be converted to short-term rental units.

The applicant has advised that the proposed dwelling units are intended as long-term rental units. The City of Stratford restricts Short Term Rental units through the Accommodation Licensing By-law 130-2022. In this By-law it is stated that the issuance of permits for a Short-Term Rental unit is at the discretion of the City of Stratford. Therefore, the proposed dwelling units cannot be legally used as Short-Term Rental Units without the permission of the City.

Further regulations can be found in section 4.3 of the City's Zoning By-law. Here, it is stated that Short Term Rentals are not to be permitted in apartment buildings. Any proposed Short Term Rental accommodation would require a Zoning By-law Amendment in addition to a permit from the City prior to legally proceeding with this use.

Height Restrictions

Some residents requested confirmation on the permitted height for the R2 vs. R5 zones.

The R2 zone permits a maximum height of 10 metres, whereas the R5(2) zone permits a maximum height of 15 metres. This maximum permitted height of 15 metres reflects the intention of the R5 zone, which is to accommodate apartment buildings such as the proposed conversion. The Official Plan further limits the maximum height to 3-stories. The existing height of the building is 13.1 metres to the peak of the main roof; the steeple height is 19.2 metres. The existing height of the building is not proposed to be altered as part of the proposed development. There are no renovations or additions proposed to the exterior of the building.

Site Access

Neighbours mentioned that the exit-only point from the parking lot onto Mornington Street should be restricted to right turns only. Comments also indicated concern about how motorists would navigate the entrance-exit points to the existing parking lot.

The parking lot for the subject lands has two entrance points and only one exit point. There are two entrance-exit points on Duke Street, and one exit-only point on Mornington Street. When the site was previously used as a Long-Term Care Home, the site had one entrance-exit point on Duke Street, and one exit-only point on Mornington Street. Details such as stop signs, painted stop bars, painted lines, and painted arrows used to navigate the parking area would be determined as part of the Site Plan process.

Additionally, based on Stratford collision data, there have been zero collisions at the intersection of Mornington Street and Duke Street between February 2014 and December 2022. As such, the City likely would not restrict this exit to be right-turning only.

Pedestrian Safety

Many comments also discussed the lack of pedestrian safety at the Mornington Street / Waterloo Street intersection. It was mentioned that there is no pedestrian crossing in this area, and that those walking in the area are often in danger when crossing the road here.

The City of Stratford is preparing a Transportation Master Plan, which is currently in Phase 2 of its process. As part of this process, the project team released a draft report on their transportation solutions in April 2023, which recommended that a Pedestrian Crosswalk be implemented at the intersection of Mornington Street and Waterloo Street. This project is currently in Phase 3, and the final Transportation Master Plan is being drafted. When the report is finalized, it will be brought to Council for approval prior to implementation.

Parking and Vehicles

Public comments discussed the proposed number of parking stalls in comparison to the number of residents that the building could accommodate. These comments stated that the number of parking spaces proposed would not be sufficient and would result in on-street parking along Mornington and Duke Streets.

An apartment building is required to provide parking at a rate of 1.25 parking spaces per dwelling unit. When broken down and applied to the proposed development, this equals 17 regular parking spaces, 4 visitor spaces, and 1 barrier free / accessible parking space, for a total of 22 parking spaces. The existing parking lot provides 22 parking spaces and complies with the total number required by the Zoning By-law.

The City's Zoning By-law does not include provisions that require the Owner to provide Electric Vehicle parking spaces. However, the owner has confirmed that they intend to establish two electric vehicle parking spaces on the subject lands.

On-street parking is not permitted on Mornington Street or Duke Street. This would result in a parking ticket. Should parking occur on these streets, the City of Stratford's By-law Enforcement department would need to be called.

Smoking on the Property

Some comments questioned how the nuisance of smoking on the subject lands would be addressed, specifically how discarded cigarettes would be dealt with and the mechanisms in which associated nuisances could be dealt with.

As a requirement of their initial application for Official Plan Amendment and Zoning By-law Amendment, the Owner hosted a Public Meeting prior to their submission. At this meeting, concerns were discussed relating to smoking on the subject lands. The Owner committed to locate any designated smoking areas away from the existing residential uses.

The subject lands would be subject to the City of Stratford's Property Standard's By-law No. 141-2002. In Section 2.32 ii) of this By-law, it is stated that the Owner shall be responsible for maintaining in good repair, "that part of the premises, which he occupies or controls free from rubbish, garbage, vermin."

Snow Clearing

Residents also inquired about how snow clearing would operate for the subject lands.

Details regarding the clearing of snow from the subject lands would be determined during the Site Plan process. However, the applicant has confirmed that there will be private snow removal from the subject lands.

Housing Options and Affordability

A public comment mentioned their support for the proposed development, indicating that the city needs more mixed-density housing options, and that this proposal provides exactly that.

The applicant has confirmed that rent for the proposed dwelling units would range from \$1,350.00 to \$2,400.00 per month and has advised that, at the lower end, these rates could be considered attainable units.

Interior Wooden Stairs

One neighbour discussed a set of wooden stairs that are internal to the existing building and noted that they should be preserved.

While the interior stairs are not in the Planning jurisdiction, the applicant has confirmed that the wooden staircase is to be remain.

Potential Parking Encroachment onto Northern Neighbour

During the Public Meeting, it was mentioned that the aerial photography shows the property lines as encroaching partially onto the neighbour to the north.

The applicant has confirmed that survey markers were installed prior to any renovations to the parking lot taking place. This was to ensure that the parking lot was constructed entirely on the subject lands.

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 would add 17 apartment dwelling units to Stratford'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 one-bedroom 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 home 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 are to 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 home, 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.

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 and utilizes existing services. No new services are required to support this development.

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, representing an adaptive reuse of existing building stock, and providing much needed market-rate, attainable rental housing to the community.

Energy Conservation, Air Quality, and Climate Change

The PPS encourages planning authorities to support energy conservation and reduced greenhouse gas emissions. The proposed development would convert an existing building into a 17-unit apartment building. The energy required and greenhouse gasses produced for this conversion are significantly lower when compared to a new-construction apartment building with 17 dwelling units.

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 would take place in an existing building in the neighbourhood. No new construction is proposed, and no exterior renovations or additions are proposed to the building. The development should respect the existing 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 would occur indoors.

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. No additions or exterior renovations are proposed to the building. Sufficient parking is provided to accommodate the proposed dwelling units.

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 would 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 existing building complies with the lot area, lot frontage, and setback requirements of the R2(1) and R2(2) zones. Both of these zones permit a Long-Term Care Home as a non-residential use.

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 depth from 10.0 m to 8.0 m for the existing building;
- To reduce the side yard depth 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 Depth	10.0 m	8.1 m
Minimum 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 to take place in an existing building, the requested site-specific provisions have been measured to the exterior of the existing building. The existing building complies with the lot area, lot frontage, and setback requirements of the R2(1) and R2(2) zones. Both of these zones permit a Long-Term Care Home as a non-residential use.

The existing building does not comply with the provisions of the R5(2) Zone. The site-specific provisions would allow the existing building to be brought into conformity with the existing zoning By-law.

Permitted Uses

Following the review of public and agency comments, Staff found it prudent to limit permitted uses on the subject lands to a 17-unit apartment building in the existing building. While the Official Plan, density, and parking requirements restrict the

development of the site to what is proposed, the addition of a site-specific provision would make these permissions explicitly clear, stating that the 17 apartment units are only permitted in the existing building. As such, the following is included in the Zoning By-law Amendment:

- “Permitted uses shall be limited to a 17-unit apartment building within the existing, two-and-a-half storey brick building.”

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 0.15m to 0m for spaces 18, 19, 20, and 21;
- To reduce the minimum parking space width to 2.8 metres 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 metres 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 metres 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.

The layout of the existing parking lot is able to accommodate the vehicular traffic anticipated for 17 dwelling units. The existing dimensions of the parking spaces are

functional and remain of sufficient size to accommodate a vehicle. As such, the requested site-specific parking provisions maintain the intent of the Zoning By-law.

Financial Implications:

Financial Impact to Current and Future Year Budgets:

There are no financial implications anticipated to support the subject application.

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 applications OPA01-23 and Z01-23 to establish a special policy on and amend the zoning at 198 Mornington Street to permit the conversion of the existing building into a 17-unit apartment building 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 adaptive re-use of the existing building as 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.**

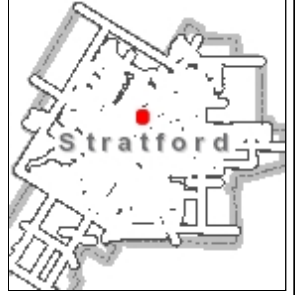
AND THAT Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act.

Prepared by: Robyn McIntyre, Consulting Planner
Reviewed by: Pierre Chauvin, MCIP, RPP, Consulting Planner
Jeff Leunissen, Interim Manager of Planning
Recommended by: Adam Betteridge, MCIP, RPP, Director of Building and Planning
Joan Thomson, Chief Administrative Officer



2020 Aerial Photo Map

198 Mornington Street



Legend

- Property Parcel
- Aerial 2020 16cm

1: 750



29.1 0 14.57 29.1 Meters



NAD_1983_UTM_Zone_17N

© City of Stratford

Map Printed: June 5, 2023

Disclaimer: This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

Notes

THIS MAP IS NOT TO BE USED FOR NAVIGATION



Existing Zoning and Location Map

198 Mornington Street, Stratford



Legend

Comprehensive Zoning

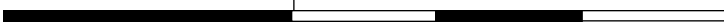
- R1 - Residential First D
- R2 - Residential Seco
- R3 - Residential Third I
- R4 - Residential Fourth
- R5 - Residential Fifth D
- MUR - Mixed Use Resi
- C1 - Neighbourhood C
- C2 - Highway Commer
- C3 - Central Commerci
- C4 - Shopping Centre t
- C5 - Corridor Commer
- AD - Grand Trunk Anc
- I1 - Prime Industrial
- I2 - General Industrial
- I3 - Secondary Industri
- I4 - Factory District
- IN1 - Institutional Com
- IN2 - Institutional Neig
- TH - Theatre District
- P - Parks
- OS - Open Space
- A - Agricultural
- UR - Urban Reserve

Property Parcel

1: 3,000



116.6 0 58.29 116.6 Meters



Disclaimer: This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

NAD_1983_UTM_Zone_17N

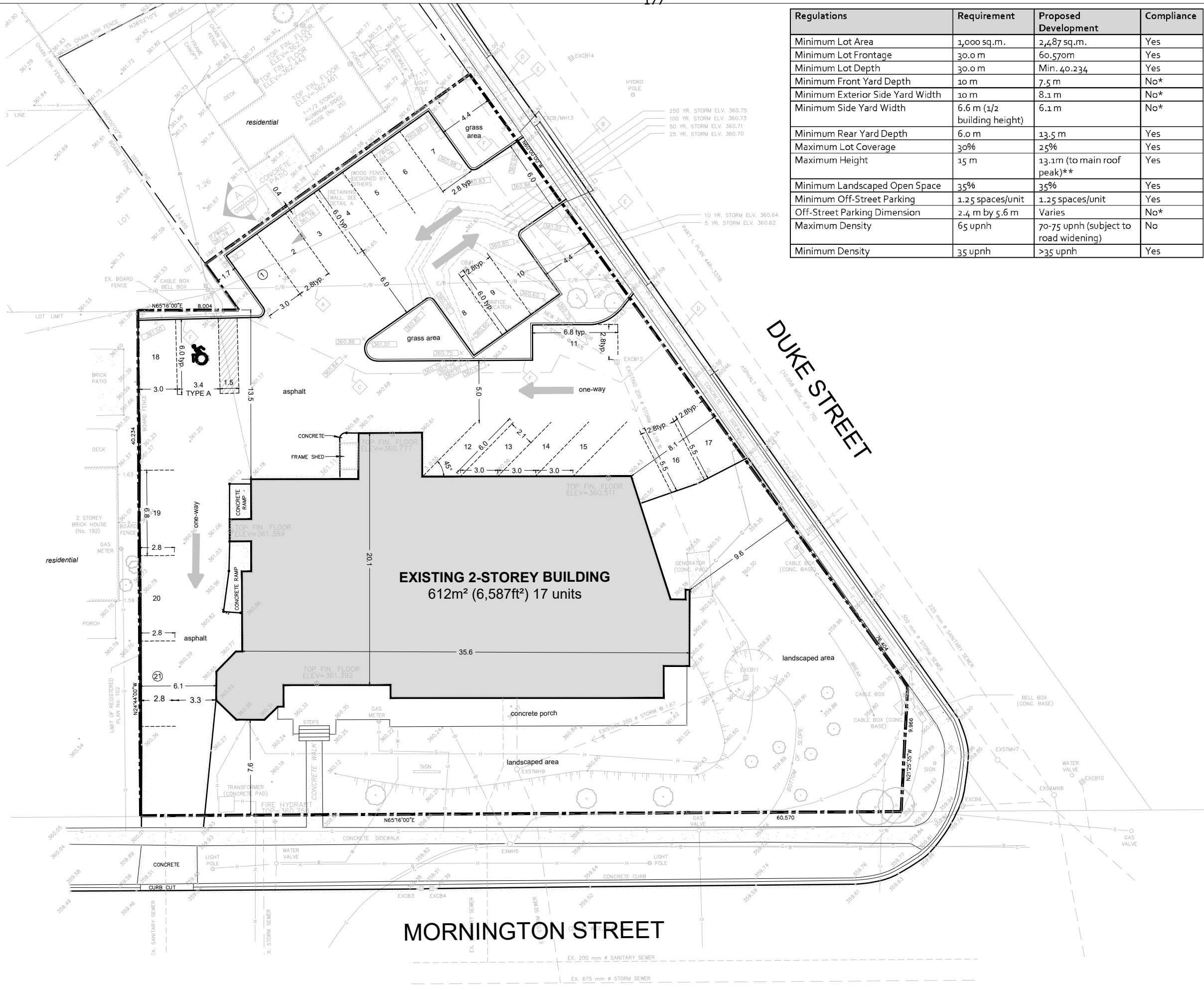
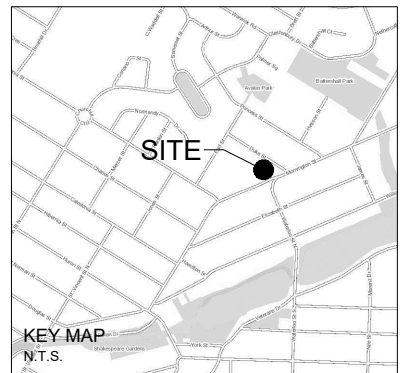
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Map Printed: June 5, 2023

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes

Regulations	Requirement	Proposed Development	Compliance
Minimum Lot Area	1,000 sq.m.	2,487 sq.m.	Yes
Minimum Lot Frontage	30.0 m	60.570m	Yes
Minimum Lot Depth	30.0 m	Min. 40.234	Yes
Minimum Front Yard Depth	10 m	7.5 m	No*
Minimum Exterior Side Yard Width	10 m	8.1 m	No*
Minimum Side Yard Width	6.6 m (1/2 building height)	6.1 m	No*
Minimum Rear Yard Depth	6.0 m	13.5 m	Yes
Maximum Lot Coverage	30%	25%	Yes
Maximum Height	15 m	13.1m (to main roof peak)**	Yes
Minimum Landscaped Open Space	35%	35%	Yes
Minimum Off-Street Parking	1.25 spaces/unit	1.25 spaces/unit	Yes
Off-Street Parking Dimension	2.4 m by 5.6 m	Varies	No*
Maximum Density	65 upnh	70-75 upnh (subject to road widening)	No
Minimum Density	35 upnh	>35 upnh	Yes



Project Name:
**198 MORNINGTON ST
 STRATFORD, ON**

BAKER
 Planning Group

Sheet Title:
CONCEPTUAL SITE PLAN

DISCLAIMER
 Site boundary and dimensions are approximate and subject to change based on a formal land survey. The design is conceptual and subject to engineering and municipality confirmation and input.

Version No: 1	Sheet No: CP-1
Scale: 1:300 METRIC	Date: 02/10/2023
File Location: cp2145_rev6.dwg	Drawn By: J.THIBERT



Legend

- Property Parcel
- Avon River/Lake Vict
- Parks
- Aerial 2020 16cm

1:1,500



58.3 0 29.15 58.3 Meters



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NAD_1983_UTM_Zone_17N

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Map Printed: June 15, 2023

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes

Site Visit Photos – 198 Mornington Street, Stratford





From: [REDACTED]
To: [Robyn McIntyre](mailto:Robyn.McIntyre@stratford.ca)
Cc: planning@stratford.ca
Subject: Mornington Apartment
Date: June-27-23 4:26:34 PM

I live on Mornington and I missed the public information session last night but I have one comment that I wanted to send in for inclusion

As it is currently proposed the “one way exit“ onto Mornington allows the occupants to turn both left or right onto Mornington Street from the parking lot. I double checked with Caroline Baker and she concurs that is the current proposal.

I propose it should be RIGHT TURN ONLY out of the “one way exit” on Mornington.

That intersection location is a hot mess especially before school in the morning and at end of the workday. And of course there’s no proper place for a pedestrian at that intersection so the high school and middle school kids run/jaywalker across there. If the occupants are exiting onto Mornington and turning left across the existing several lanes of traffic and unpredictable pedestrian pathway I think the potential for mishaps is high.

Let me know your thoughts please.

For what it’s worth my feedback is being sent as a retired civil engineer and neighbour who lives on Mornington. Thanks for your consideration of my input.

Rachel

From: [REDACTED]
To: [Robyn McIntyre](mailto:Robyn.McIntyre@stratford.ca)
Cc: planning@stratford.ca
Subject: Official Plan Amendment and Zoning By-law Amendment Applications re/ 198 Mornington St., Stratford
Date: June-25-23 4:24:49 PM

Hello,

We are fully in support of the Official Plan Amendment and the Zoning By-law Amendment with regards to the property at 198 Mornington St., Stratford.

Stratford needs more mixed density housing options for its residents.

The Applicant is doing a stellar job landscaping the outside of this grand old building. We are sure the interior work will reflect the same high standard.

The application has our support.

Celia and Michael McConville

[REDACTED]

Sent from my iPhone

From: [REDACTED]
To: [Robyn McIntyre; planning@stratford.ca](mailto:Robyn.McIntyre@stratford.ca)
Subject: Re 198 Mornington Street Please Acknowledge Receipt
Date: June-26-23 4:09:52 PM

Re Official Plan Amendments Requested for 198 Mornington Street

General Comments:

When we moved into our house, we were aware that our neighbour was an institution. The nursing home residents and staff were considerate and not intrusive. In spite of the fact that the location is not ideal for a nursing home, they worked well with us.

High density rental apartments have the potential to be much more intrusive, bringing extra traffic, noise, and garbage.

After the flood and evacuation of the nursing home, the owner maintained the building well. Once it was sold, the new owner also maintained the building carefully. The new owner has also made efforts to be open and transparent with us.

Specific Comments about Amendments to Official Plan

We trust the expertise and thoughtfulness of the creators of the official plan. Amendments should be made only rarely, and with demonstrated need.

Provisions requested include:

- To reduce the front yard depth from 10.0 m to 7.5 m for the existing building;
- To reduce the exterior side yard depth from 10.0 m to 8.0 m for the existing building;
- To reduce the side yard depth from 6.6 m to 6.0 m for the existing building;
- To recognize the existing parking spaces, which are currently regulated under a Site Plan Agreement between the property owner and the City of Stratford;
- To permit a maximum density of 75 units per hectare instead of 65; and
- To rezone the property from R2(2)-5 and R2(2)-38 to R5(2)

With regard to the first four, our understanding is that the lower yard depths are the current yard depths for the building. These depths would not be allowed if a new apartment building were going up, but are being requested because the building is already there. Our perspective is that we acknowledge that the building is too close to its neighbours when used for rental apartments, but that we allow an exception in this case because the building exists with the smaller setbacks. Also with the parking – the spaces have already been created. The developer has paved more space than would normally be allowed in a residential setting, but what is done is done.

With regard to the density, we are less in favour of allowing the maximum to go to 75 units per hectare. Why is this change necessary? If the maximum is kept at 65 (which has been agreed upon by experts in the past), how many fewer dwelling units will be created? Two fewer? No one at City Hall was able to tell us this. So our perspective is that we don't need to make this change. Keep the density at 65 units per hectare. Have a couple fewer units in the building. Don't automatically change the rule.

With regard to rezoning, we are even more apprehensive. Although we trust the current owner to follow through with his plan, we are also thinking about what might happen in the future when the property is sold. Our understanding is that the property would be able to be used, with no consultation, for high density or institutional housing, and that it could be renovated to a maximum of 15 metres in height. We don't see the need for a zoning change at all! **Please do not change the zoning.** Instead, allow the variances necessary for the current owner to

build rental apartments to a density of 65 units per hectare. Zoning change is not needed.

Thank you for considering the neighbouring homeowners as well as the developer.

Paula and Gregg Bentley



From: [REDACTED]
To: [Robyn McIntyre; planning@stratford.ca](mailto:planning@stratford.ca)
Subject: 198 Mornington Street
Date: June-26-23 11:12:23 AM


Good morning,

I am writing to you not as a property owner but as a business owner who sees how hard it is for my staff to find rental housing in the city. Indeed, I have lost great staff simply because they cannot find reasonable rentals in the city. Not subsidized or cheap rentals, but market rentals.

In that light, I would welcome additional rental units in the city. (I have enough staff looking that I could probably fill the building with only my staff!)

The concern here, as with any project in town, is that these will end up on the short term rental market. The city must do everything it can to ensure these units stay long term rentals and ensure that the developers working within our city hold to the proposal they initially brought to the city.

Sincerely,

<p>Jennifer Birmingham <i>(she/her)</i> <i>Owner</i></p> <p>The Bruce Hotel</p> <p>[REDACTED]</p>	
--	--

From: [REDACTED]
To: [Robyn McIntyre](mailto:Robyn.McIntyre)
Subject: Fwd: Former Retirement Home Mornington St
Date: June-26-23 4:16:44 PM

Please register my concerns and respond

From: David Blandford [REDACTED]
Date: June 26, 2023 at 4:10:15 PM EDT
To: mcintyre@mhbcpplan.com
Subject: Fwd: Former Retirement Home Mornington St

Please respond. The original email was sent to an incorrect address.

David Blandford

Begin forwarded message:

From: David Blandford [REDACTED]
Date: June 26, 2023 at 4:06:28 PM EDT
To: rmcintyre@mnhb.com, Planning <Planning@stratford.ca>
Subject: Former Retirement Home Mornington St

I am registering my concerns with regard to the changes requested by the developer.

With regard to the front and side yard setback reductions. Why are these changes required? The parking lot has already been reconfigured and unless it is non conforming these changes are not necessary for the current structure.

I am particularly concerned about the front yard setback change. Why is this necessary?

With the requested density and setback changes we are concerned that the owner may have the ability to demolish the building and erect a new building with significantly more units.

Please advise as to the height limits for this site if the proposed changes are approved.

Respectfully

David Blandford
[REDACTED]

June 28 2023

Re: Zoning of 180 Mornington Street and OP amendment request.

Dear Mayor and Council,

We read with interest the June 27/23 story that was published in the The Beacon-Herald about the public meeting held to decide the proposed zone change for 180 Mornington St. A few important points for your consideration:

The intersection* at Mornington and Waterloo (directly in front of the building)

*Known by some residents as "Kawalecki's Folly," apparently in reference to the Stratford engineer-draftsman, Ted Kawalecki.

Putting aside what the developer said about a "traffic impact study" being unnecessary, we believe that the intersection is dangerous. We've lived steps away from it for 10 years. Our experiences and observations:

Unless they're forced to stop because of oncoming traffic, the overwhelming percentage of motorists who come up to the intersection *roll past or speed through the stop sign*.

Spend time at the intersection; do so at different times of the day, different days, etc. You'll see that we're not exaggerating.

There's one pedestrian crosswalk between Huron and James streets, *but not one in front of 180 Mornington, a building that's about to house dozens of people, including elders, children and dogs, people using walkers, crutches and wheelchairs, bikes, etc.*

In order to cross the street to take a child to school, head to the theatre on foot, walk the dog, etc., pedestrians run the daily risk of being hit. It's that simple. A mother –she's a downtown shop owner, too – who lives on our street looks like she's taking a gamble most times she hustles her child across Mornington St en route to daycare/school ("go!"). We worry about our own safety and the safety of our dog each time we try to navigate that intersection.

Mayor and Councillors: Have you spent any time at that intersection or along Waterloo and Mornington, simply to observe? Do you think it's safe? Apparently Counc Burbach doesn't think so. She has said so, on the record.

Let's ignore the developer's agenda for a minute. Do public servants in charge of such matters think the intersection's safe for pedestrians? Do the city's lawyers? Or do the lawyers think the risk of injuries and deaths is low? Do they know that dozens of people are about to move into 180 Mornington? Might that motivate them—all of you—to reconsider the risk? Do a proper study?

Entry and exit to the property

According to the newspaper piece, the developer's spokesperson stated that a total of two entry-exit points exist for vehicles, i.e., there are no changes to the parking lot's footprint, at least not in that way. Did we read that right? Was she misquoted? In fact, there are now three, including two that impact narrow Duke Street. (Before, only one existed on Duke.) They're easy to count. Will the painted "in-and-out" arrows force motorists to comply and enter-exit in an orderly way? We're skeptical. Who would even enforce that?

Residents and the number of vehicles

On January 24/23, the developer, Paul Veldman, told neighbours that the apartments will attract people who can afford to pay [quote] "high-end" rent. He didn't elaborate. By the sounds of it, his tenants will be financially comfortable or well-off.

What's entirely possible: each apartment will have more than one vehicle.

The math isn't difficult here: it's conceivable that 30-50* people will live in the building. There are 21 parking spots. Where will the others park their vehicles? Duke and Mornington streets are designated as "no parking."

What about the service and delivery vehicles that the building will need and attract? Where will they park/stop? Will they sit and idle on Duke Street? Will they block neighbours' driveways?
*When the building was a nursing home, how many of its residents had vehicles? Any?

Smoking on the property

That'll probably be done in the parking lot, no? Where else? In front of neighbouring private homes? Who'll clean up the butts and cigarette packaging? The neighbours?

What bylaws or dispute-resolution mechanisms exist to address (and resolve) problems such as parking and litter and loud noises and so forth?

Snow clearing

Apparently someone raised the concern at the public meeting. How will snow removal be managed in such confined quarters?

We have other concerns. For now, we'll leave the ones we've listed and described for your consideration.

Sincerely,
Grant Fleming and Jacques Webster



Stratford



From: [REDACTED]
To: [Robyn McIntyre; planning@stratford.ca](mailto:Robyn.McIntyre@stratford.ca)
Subject: 198 Mornington St Stratford
Date: June-26-23 4:19:40 PM

To Whom It May Concern,

Thank you for the opportunity to deliver my concerns to your attention.

Firstly, I am pleased that there is a new owner at 198 who has a plan to use the existing building. My concerns arise from the re-zoning from R2 to R5. As a neighbour, I imagine and worry of a situation where the project is cancelled, the building demolished, and a brand new building goes up, with the R5 blessing from the city of Stratford and all the R2 perks of the original building (having been a house long ago), I.e the setback variances, parking, density that are to be considered.

I am appalled that the City of Stratford does not necessitate a traffic study, given the precarious intersection that this building sits on and exits from. The Mornington/Waterloo/Mornington St intersection is known by all to be problematic. As a nearby citizen, I listen to horns blaring, people confronting, and other disturbances because the intersection is poorly designed and accidents happen/nearly happen frequently. Our neighbour was hit by a car, we cannot safely cross our road, the speed limit is not enforced, etc and I am left to wonder how an additional 17-20 vehicles exiting onto that intersection will make things safer for our community. Does someone have to die for us to care about this? Please

Confirm that the City of Stratford has a plan to resolve this and that you will reconsider your position about not asking for a traffic survey.

Finally, based on the size of the units, number of units planned, and the number of parking spaces, there is no logical reason to raise density from 65 to 75 units per hectare. If the applicant is asking for this, I must suggest that the question "why" has to be asked and answered and that, if not required for this EXISTING BUILDING, then this change should not be allowed.

I am willing to believe that the current owner of 198 Mornington St is being completely transparent with plans for the project. But I do not believe that it behooves the city of Stratford to NOT burden the owner of 198 with the city's trust. I believe that the City of Stratford must make the best decision for all of the neighbourhood. With that in mind, I would appreciate the opportunity to know other examples where an R2 has changed to R5 in the middle of an established neighbourhood.

Thanks for your time.

Elizabeth Kerr
[REDACTED]

Sent from my iPhone



City of Stratford

Official Plan Amendment No. 33

Adopted August _____, 2023

AMENDMENT NO. 33 TO THE OFFICIAL PLAN OF THE CITY OF STRATFORD

Section 1 – Title and Components

This amendment shall be referred to as Amendment No. 33 to the Official Plan of the City of Stratford. Sections 1 to 4 constitute background information and are not part of the formal Amendment. Section 5 constitutes the formally adopted Amendment to the Official Plan.

Section 2 – Purpose of the Amendment

The purpose of this amendment is to add the following special policy to the “Residential Area” designation that applies to the Subject Land:

- a) Permit a maximum residential density of 75 units per net hectare

Section 3 – Location

The Subject Lands are municipally known as 198 Mornington Street within the City of Stratford. 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 are located in the central area of the City, North of Mornington Street and west of Duke Street. The Subject Lands are approximately 2,487 square metres in area with 60.57 metres of frontage on Mornington Street.

Section 4 – Basis of Amendment

The purpose of this Official Plan Amendment is to maintain the “Residential Areas” designation on the subject lands, and add a Special Policy Area to increase the maximum density from 65 units per net hectare (“upnh”) to 75 upnh; a net increase of 10 upnh.

This Official Plan Amendment would accommodate the conversion of an existing, vacant institutional long-term care home into a low-rise residential apartment building with 17 dwelling units.

The Official Plan Amendment is consistent with the Provincial Policy Statement, 2020.

The Official Plan Amendment maintains the general intent of the City of Stratford’s Official Plan.

Section 5 – The Amendment

The Official Plan of the City of Stratford is amended as follows:

- (a) Schedule “A” of the Official Plan of the City of Stratford is amended by adding ‘Special Policy Area Ten’ to the Subject Lands, known as 198 Mornington Street

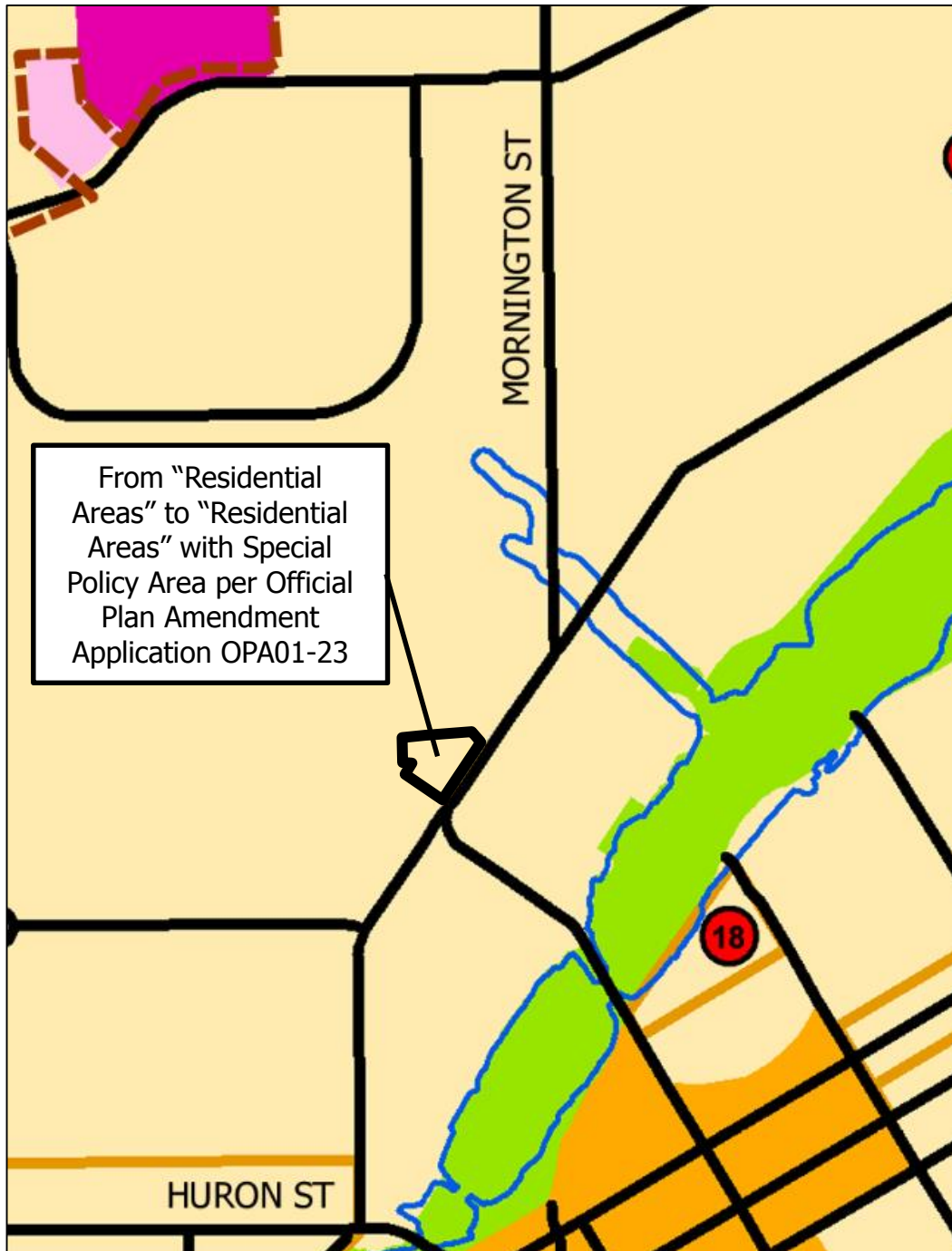
in the City of Stratford, as identified on Schedule "A" to this Official Plan Amendment No. 33; and

(b) By adding the following Section to the Official Plan:

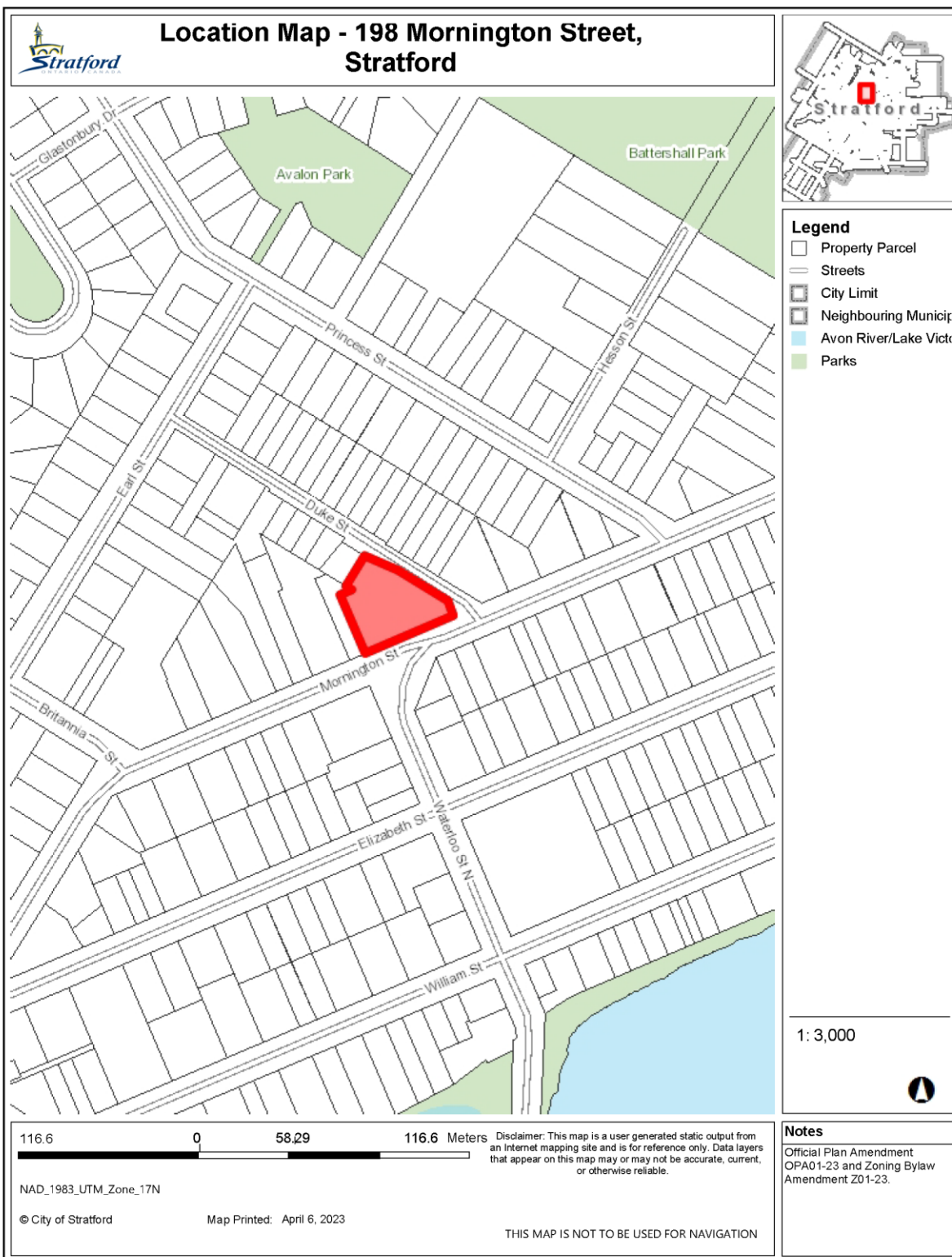
1. "Section 4.5.4.10 - 198 Mornington Street

Notwithstanding any mention to the contrary herein, the maximum density for medium density residential uses within Special Policy Area Ten shall be 75 units per net hectare."

Schedule "A"
To Official Plan Amendment No. 33



Location Map





**BY-LAW NUMBER XXX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 10-2022, as amended, with respect to Zoning By-law Amendment application Z01-23 by Mornington Developments Inc. to amend the zoning at 198 Mornington Street to be Residential Fifth Density Zone Special Four ("R5(2)-28") and implement site specific provisions to reduce the front yard depth from 10m to 7.5m, reduce the exterior side yard setback from 10m to 8m, reduce the side yard depth from 6.6m to 6m, increase the permitted density from 65upnh to 75upnh, and provide various site specific relief for the existing parking lot.

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the City of Stratford Zoning By-law, be further amended;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. THAT Schedule "A", Map 2 to Zoning By-law 10-2022 as amended, is hereby amended by rezoning those lands known as 198 Mornington Street in the City of Stratford from a Residential Second Density Special 5 ("R2(2)-5") Zone and a Residential Second Density Special 38 ("R2(2)-38") Zone to a Residential Fifth Density Special Four ("R5(2)-28") Zone.
2. THAT By-law 10-2022, as amended, be further amended by deleting Sections 15.2.5 and 15.2.38.
3. THAT By-law 10-2022 as amended, be further amended by adding to Section 15.5, being the Exceptions of the Residential Fifth Density R5 Zone, the following:
 - "15.5.28 a) Defined Area (198 Mornington Street)
R5(2) – 28, as shown on Schedule "A", Map 2
 - b) Permitted Use

- shall be limited to a 17-unit apartment building within the existing, two-and-a-half storey brick building
- c) Minimum Front Yard Depth 7.5 m
- d) Minimum Exterior Side Yard Depth 8.0 m
- e) Minimum Side Yard Depth 6.0 m
- f) Maximum Permitted Residential Density 75 units per net hectare;
- g) The minimum planting strip requirement between parking spaces in an R5 zone and other residential zones shall be 0.0 metres for parking spaces;
- h) The minimum parking space width shall be 2.8 metres where the length of a parking stall abuts a fence or lot line;
- i) The minimum length of a parallel parking space that is less than 59 degrees shall be 6.0 metres;
- j) The minimum width of a one-way drive aisle abutting a 0 degree parking stall shall be 3.3 metres;
- k) Parking shall be permitted in the exterior side yard setback;
- l) Parking shall be permitted in the required front yard; and
- m) The minimum planting strip requirement between parking spaces and a lot line shall be 0.0 metres.

4. This by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

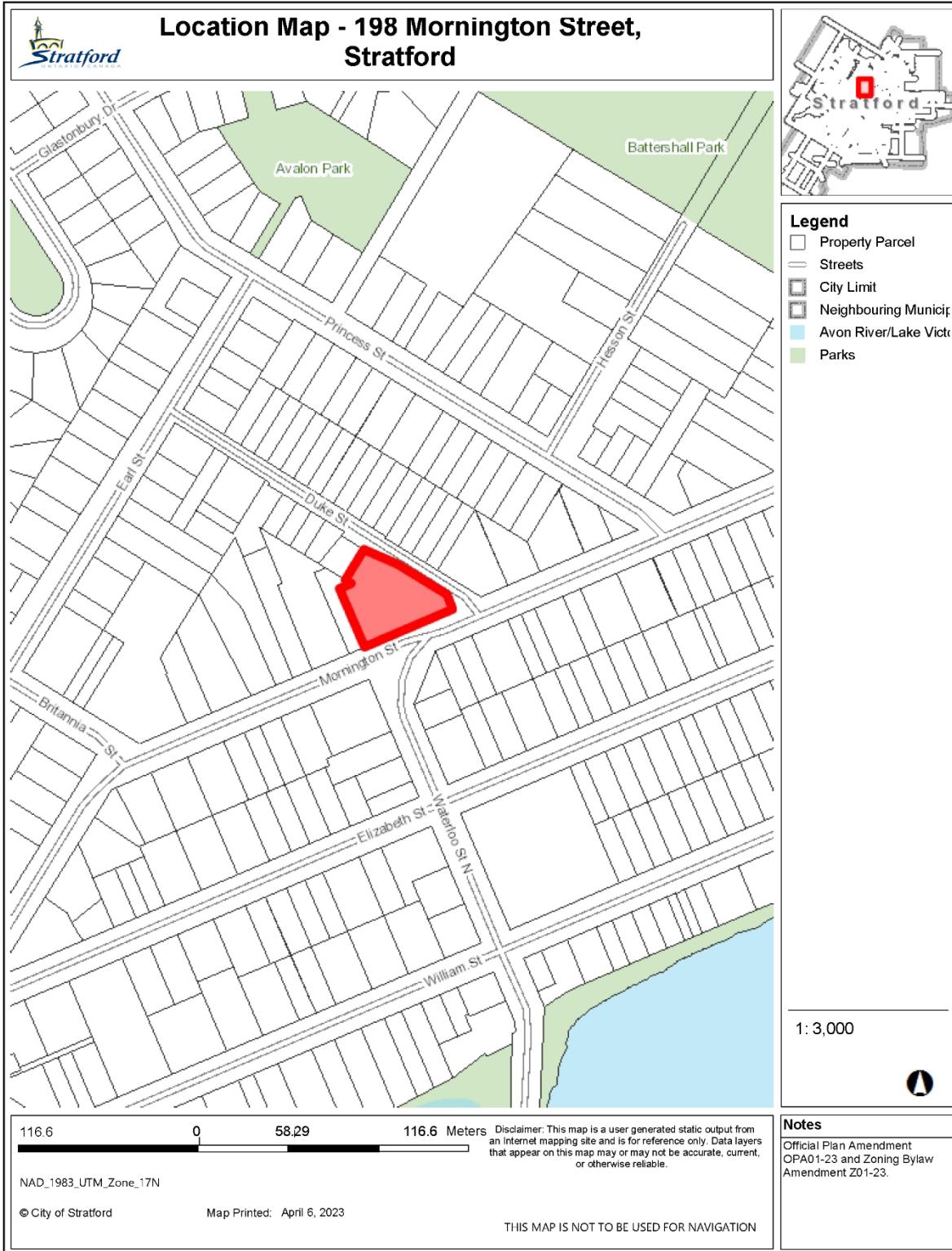
**This is Schedule "A" to By-law XXX-2023
Adopted this 14th day of August, 2023.**

Amending By-law 10-2022

of

The Corporation of the City of Stratford

198 Mornington Street, Stratford





CITY OF STRATFORD PUBLIC MEETING MINUTES

A public meeting was held on Monday, June 26, 2023, at 7:15 p.m., in the Council Chamber, 1 Wellington Street. The purpose of the public meeting was to give the public and Council an opportunity to hear all interested persons on the proposed Zone Change Application, Z01-23, and Official Plan Amendment Application, OPA01-23, for the property with the municipal address of 198 Mornington Street, Stratford.

COUNCIL PRESENT: Mayor Martin Ritsma – Chair presiding, Councillors Brad Beatty, Lesley Biehn, Jo-Dee Burbach, Bonnie Henderson, Mark Hunter, Larry McCabe, Harjinder Nijjar, Cody Sebben and Geza Wordofa.

STAFF PRESENT: Joan Thomson - Chief Administrative Officer, John Paradis - Fire Chief, Taylor Crinklaw - Director of Infrastructure and Development Services, Tim Wolfe – Director of Community Services, Kim McElroy – Director of Social Services, Anne Kircos - Director of Human Resources, Karmen Krueger – Director of Corporate Services, Tatiana Dafoe – City Clerk, Chris Bantock – Deputy Clerk, Danielle Clayton – Recording Secretary, and Robyn McIntyre – Planning Consultant for the City of Stratford.

ALSO PRESENT: Tracey Pillon-Abbs – Baker Planning Group, members of the public and media.

REGRETS: None provided.

Mayor Ritsma called the meeting to order and stated the purpose of the meeting is to give Council and the public an opportunity to hear all interested persons on the proposed Zone Change Application, Z01-23, and Official Plan Amendment Application, OPA01-23, for the property with the municipal address of 198 Mornington Street, Stratford.

The Mayor explained the order of procedure for the public meeting.

STAFF PRESENTATION

Robyn McIntyre, Consulting Planner for the City of Stratford, referring to a PowerPoint presentation, provided an overview of the applications. The Consulting Planner stated that

the proposed Zone Change Application and Official Plan Amendment was for the property located at 198 Mornington Street, Stratford. The application was submitted by Baker Planning Group on behalf of the applicant.

The subject lands are located west of the intersection of Duke Street and Mornington Street and is directly north of Waterloo Street. The site currently contains a vacant institutional building that was previously used as a long-term care facility. The subject applications look to accommodate the conversion of the existing building into a seventeen-unit apartment building. The conversion would create nine (9) two-bedroom units and eight (8) one-bedroom units inside the existing building. There are no exterior renovations or additions proposed. All required renovations would take place inside the building.

The Consulting Planner advised that the subject lands are designated Residential Area in the City's Official Plan. The Residential designation permits both low-density residential uses, such as single detached dwellings, and medium-density residential uses, such as the conversion of the existing building into an apartment building. Medium-density residential uses are generally limited to a maximum of 65 units per hectare, and a maximum of three-stories in height. The proposed Official Plan Amendment looks to increase this maximum density from 65 units per hectare to 75 units per hectare. This is a difference of one dwelling unit for the proposed development. The proposal would not increase the height of the building.

Under the City of Stratford Zoning By-law (Zoning By-law), the subject lands are zoned Residential Second Density Two, with Special Provisions 5 and 38. These special provisions allow a nursing home as a permitted use and allow for a maximum of 10 off street parking spaces to be partially located at 25 Duke Street, as the site currently exists. The Zoning By-law amendment looks to rezone the property to Residential Fifth Density Two with site specific provisions regarding setbacks, densities, and parking requirements.

The Consulting Planner stated that the setback amendments would recognize the existing location of the building by:

- reducing the front yard setback from 10 metres to 7.5 metres;
- reducing the exterior side yard width from 10 metres to 8 metres; and
- reducing the interior side yard setback from 6.6 metres to 6 metres.

The requested setbacks would be to the base of the existing building, and no exterior renovations are proposed. The requested site-specific provision for density would increase the maximum density from 65 units per hectare to 75 units per hectare.

The requested site-specific parking amendments would recognize the existing parking lot through a series of seven amendments outlined in the staff report. Originally, the applicant requested to recognize all parking stalls under one provision. City staff have recommended a series of individual amendments to recognize the existing parking lot.

The Consulting Planner stated that on April 6, 2023, all required agencies were contacted for comments on the application. The Building Division noted that building permits would be required for the renovations, and that development charges would apply.

The Clerk's Office noted that no on-street parking is currently permitted on either of the abutting streets. All remaining agency comments expressed no concerns with the applications.

The Consulting Planner advised that public comments on these applications were received after the staff report was finalized. The Consulting Planner provided the following summary of the comments received, and advised the comments will be reviewed in the subsequent report to Council:

- Celia and Michael McConville indicated their support for both the Official Plan Amendment and Zoning By-law Amendment applications. They noted that Stratford needs more mixed density housing options and that they are pleased with the exterior landscaping of the building.
- Jennifer Birmingham indicated support for the proposed development. It was noted that her business has lost employees due to a lack of reasonable market rentals in the City. Ms. Birmingham noted that her only concern was that these units would end up in the short-term rental market and urged that they should remain long-term rental units.
- Elizabeth Kerr expressed concern that a traffic study was not required and that the intersection of Mornington, Duke, and Waterloo Streets is problematic. Ms. Kerr also expressed concern with raising the density from 65 to 75 units per hectare for the existing building.
- David Blandford noted concerns with reducing setbacks and the allowable height on site.
- Gregg and Paula Bentley indicated that they are not in favour of the request to increase the density and questioned how units would be lost if the development was kept to 65 units per hectare. The Bentleys also expressed concerns with potential for the building to be demolished and rebuilt as a much taller building.

QUESTIONS FROM COUNCIL

Councillor McCabe questioned if these proposed rental units would be used as short-term rental accommodations. The Consulting Planner advised that the agent on behalf of the applicant was in attendance and would be best suited to answer this question.

Councillor Hunter requested clarification of the aerial photo of the site and the red line of the outline of the property. The Consulting Planner advised that the red outlined area is accurately placed on the site map. During the site-specific provisions, one of the provisions allows for ten parking spaces to be partially located at 10 Duke Street which is reflected on the site map on the north side which is included in the subject lands. Councillor Hunter noted that on the aerial photograph one of the red lines on the photo went through an existing driveway. The Consulting Planner stated that she will confirm the exact location of the red line and provide information in the follow up report to Council.

Councillor Burbach requested clarification on whether these units would be rental units and not condominiums. The Consulting Planner advised that the agent on behalf of the applicant was in attendance and would be able to provide additional confirmation. The Consulting Planner stated that it is their understanding, at this time, that the units would be rental units.

In response to Councillor McCabe's question, Councillor Burbach advised that the Short-Term Accommodation By-law would not allow short term accommodations in either rental units or condominiums of this sort.

APPLICANT PRESENTATION

Tracey Pillon-Abbs, Agent for the application from Baker Planning Group, referring to a PowerPoint presentation, stated that the site is at 198 Mornington Street, located in the northwest corner of Mornington Street and Duke Street. The Agent advised that there are no proposed changes to the layout of the property. The parking layout will be the same and entrances and exits will remain the same from Duke Street and Mornington Street. The Agent noted that there are only interior renovations that are required, new landscaping and windows that will be required to develop the conversion of the existing two-story building. This building is being developed for 17 residential units.

The Agent advised that this conversion of the building is an adaptive reuse of the former nursing home which contained approximately 60 beds that has been vacant for several years. The conversion of this property will provide 17 residential dwelling units to help with affordable housing targets.

The proposed development will be maintaining the existing site and parking area. The dwellings will range from 1 to 2 bedrooms per unit. The Agent advised that the intended use of the development is for rental units and that there are no intentions for short-term rentals. As well, 1.25 off-street parking spaces per dwelling unit has been taken into consideration for this development along with bicycle parking.

The Agent stated that the Official Plan Amendment is required to address the density of units per hectare. The Zoning By-law amendment is to rezone the property from an R2 site specific to a R5 with site specific provisions to recognize the existing setback to Mornington Street and Duke Street to permit a maximum density of 75 units per hectare.

The Agent advised that the owner held a neighbourhood open house on January 23, 2023, with area residents to review the proposal. There were approximately 50 residents in attendance. The owner committed to the following which was based on comments received by the neighbours:

- additional landscaping on site to provide buffering;
- locate any designated smoking areas away from adjacent residential uses; and
- to screen any garbage areas.

The Agent advised that the owner also received comments regarding the safety of pedestrian movements external to the site including crosswalks which would require the help of the municipality. The owner received concerns regarding the traffic that may be generated by the proposed development. The Agent advised that the Traffic Impact Study was not required due to the size of the proposed development.

The Agent provided the following overview of the proposed redevelopment:

- the site is centrally located and is on an existing transit route to accommodate new rental dwelling units;
- the development represents an adaptive reuse of a building that has been vacant for a number of years;
- the site and existing infrastructure can accommodate the proposed number of dwelling units, including sufficient on-site parking;
- the specific zoning provisions are intended to permit residential uses in conformity with the Official Plan and to address existing setback deficiencies; and

- the proposed amendments do not result in any increase in the size of the building.

The Agent stated that this proposed development follows the intent of being able to provide affordable housing for the municipality.

QUESTIONS FROM COUNCIL

Councillor Henderson questioned the reasoning for the accessible parking spaces being located near parking spot number 18. The Agent advised that the existing layout was subject to site plan control which was reviewed by the municipality. The goal of barrier free parking is to have the accessible parking spaces located as close to the entrances.

Councillor Henderson questioned if access to the building is along the side and the front of the building. The Agent stated that there is one principal entrance and multiple exits as the exterior of the building will not be changing from the previous use.

Councillor Burbach questioned if there were any plans for installing electric vehicle charging stations on the property. The Agent advised that there are no plans at this time, but it would be subject to any building permit approvals, if required by the Zoning Bylaw.

Councillor Sebben requested further clarification on the reasoning for the requested increase from 65 to 75 units per hectare. The Agent stated that the purpose of having a policy within the Official Plan is to help guide some targets regarding minimum and maximum density targets. As this is an adaptive reuse, the size of the building does not change just the interior.

Councillor Sebben questioned if there was any thought given to having 3-bedroom units. The Agent advised that the applicant tried to maximize space and use as much square footage as possible.

QUESTIONS FROM THE PUBLIC

Donna Sobura raised concerns about the intersection at the front of the property as it can be difficult to navigate. She noted that there are no crosswalks in the area to help pedestrians navigate Duke Street or Mornington Street.

Jane Marie Mitchell provided the following comments:

- happy to see that it is going to be an adaptive reuse of the building;
- hoping that it will stay residential units and not be advertised as short-term rentals;

- affordable housing is needed and happy to see that one and two-bedrooms units will be available;
- will the snow be removed from the property with the amount of vehicles that will be located on the property;
- accessibility access to and from the building needs to be considered;
- crosswalks with lights should be installed on Mornington Street;
- electric vehicle charging stations should be installed; and
- hoping that the front wooden staircase can stay intact.

Gregg Bentley, who lives next door to the property, stated that he is happy to see the site being developed. Mr. Bentley stated that he would prefer the zoning to remain as an R2 zone. Mr. Bentley questioned why an amendment cannot be made to the existing zoning instead of changing the zoning. Concerns were raised that if it is changed to an R5 zone that future property owners may not keep the building as is.

Sandra Warner, current property manager of 198 Mornington Street, noted that the neighbourhood is supportive of this reuse. Ms. Warner has received feedback from various citizens who are supportive of this reuse as it provides many opportunities for people looking to downsize or enter the rental market. This location provides an opportunity for citizens of the neighbourhood to be able to stay in their community and be able to downsize.

QUESTIONS FROM COUNCIL

Councillor Briscoe questioned where this proposed landscaping would fall under Bill 23 approvals. The Director of Infrastructure and Development Services advised that as this development exceeds 10 units, the normal process would be followed for approvals and reviewed by the City as needed.

Councillor Briscoe questioned if there were any traffic concerns raised when the building was fully operational as a nursing home. The Director of Infrastructure and Development Services stated that the intersection data will be brought forward at the next meeting.

Councillor Briscoe requested clarification on the definition of affordable housing that is being used for this development. The Agent stated that rent will be competitive in an affordable housing market. The applicant will be targeting a mix of tenants including seniors, first time renters, and students.

Councillor Briscoe questioned if there were any interior accessible features that would be considered. The Agent advised that there will be two units that are fully accessible and the ramp at the side of the building will remain.

The Consulting Planner, for the City, advised that all comments will be addressed in the next report to Council. The Consulting Planner noted that items such as snow storage, stairs, exterior entrances, and sidewalks will be addressed through the site plan process.

The Consulting Planner provided the following information in response to questions asked by members of the public:

- the site is required to have 1.25 spaces per unit;
- the parking requirement equates to 22 spaces for 17 units;
- the proposal meets the parking requirements;
- should a future road widening be required, it would reduce the area of the property and would be restricted to 17 units; and
- currently the site is allowed to have 65 units per hectare which is 16 units; and
- as the site currently sits, 75 units per hectare would result in 19 units and once daylight triangles and road widenings are taken, the lot will be smaller and the density of 75 units per hectare would result in 17 units.

Councillor Burbach requested clarification on the site plan approval process and if Council can approve it. The Consulting Planner confirmed that City staff will approve the site plan and it does not require Council's approval.

The Mayor noted that this matter will be considered at a future Regular Council meeting and that a video recording of the meeting would be posted to the City's website.

The Mayor adjourned the meeting at 7:49 p.m.

There were no requests to receive further information from the public meeting on June 26, 2023.

*Please give to Clerk's***Lindsay Van Gestel**

From: Stephen Covey <stephen.covey@cn.ca>
Sent: July 20, 2023 1:51 PM
To: Martin Ritsma
Subject: Rail Safety Week 2023 | Proclamation request
Attachments: RSW2023_EN_Resolution_Canada.pdf; RSW2023_FR_Resolution_Canada.pdf

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.



cn.ca

Dear Mayor Ritsma;

Every year, more than 2,100 North Americans are killed or seriously injured because of unsafe behaviour around tracks and trains. By adopting the attached draft proclamation, you can help raise awareness for rail safety in your community.

Working safely is, by far, the most important thing we do each day at CN. Every employee deserves to go home safely. Every community needs to know they will not be put in harm's way. At CN, we aspire to zero – zero fatalities, zero serious injuries, zero harm. We need your help. We firmly believe that all crossing and trespassing related incidents are preventable. By working together, we can help save lives.

Rail Safety Week will be held in Canada and the United States from September 18-24, 2023. This is an opportunity for us all to educate the public on rail safety. As a leader in your community, your council plays a key role in improving public awareness about the dangers around tracks and trains.

Rail safety is a shared responsibility. We are asking you to engage with your communities about rail safety and to sign the enclosed proclamation highlighting your community's commitment to rail safety. We would like to publicly recognize your commitment. For us to do that, we ask that you please return the signed proclamation by e-mail to Marie-Pier.Triganne@cn.ca.

If you have any questions or concerns, please contact Daniel Salvatore, your local CN Public Affairs representative, at Daniel.Salvatore@cn.ca

For more information:

- Questions or concerns about rail safety in your community, contact our Public Inquiry Line at 1-888-888-5909
- For additional information about Rail Safety Week 2023 visit cn.ca/railsafety or operationlifesaver.ca
- Let us know how you promote rail safety in your community by visiting www.cn.ca/RSW2023

Janet Drysdale

Stephen Covey

Senior Vice-President and Chief

Chief of Police and Chief Security

Stakeholder Relations Officer

Officer



RESOLUTION
IN SUPPORT OF RAIL SAFETY WEEK

WHEREAS *Rail Safety Week* is to be held across Canada from September 18 to 24, 2023;

WHEREAS, 232 railway crossing and trespassing incidents occurred in Canada in 2022; resulting in 66 avoidable fatalities and 43 avoidable serious injuries;

WHEREAS, educating and informing the public about rail safety (reminding the public that railway rights-of-way are private property, enhancing public awareness of the dangers associated with highway rail grade crossings, ensuring pedestrians and motorists are looking and listening while near railways, and obeying established traffic laws) will reduce the number of avoidable fatalities and injuries cause by incidents involving trains and citizens; and

Whereas Operation Lifesaver is a public/private partnership whose aim is to work with the public, rail industry, governments, police services, media and others to raise rail safety awareness;

Whereas CN has requested City Council adopt this resolution in support of its ongoing efforts to raise awareness, save lives and prevent injuries in communities, including our municipality;

It is proposed by Councillor _____

seconded by Councillor _____

It is hereby **RESOLVED** to support national *Rail Safety Week* to be held from September 18 to 24, 2023.



www.operationlifesaver.ca



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Brent Raycraft, Supervisor of Fleet
Report #: COU23-092
Attachments: Bid Summary

Title: Tender Award T-2023-34 Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and Attachments

Objective: To obtain Council approval to award tender T-2023-34 for a Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and Attachments to Jade Equipment Company Ltd.

Background: The Fleet Division, along with the Public Works Division, currently operate a fleet of six Hydrostatic Articulating Sidewalk Tractors. The oldest unit, a 2010 Trackless MT6, has been in service over 13 years and was approved for replacement in the 2023 budget.

Analysis: A tender was issued with a closing date of July 19, 2023. Five tender submissions were received with Jade Equipment having the lowest tender price that met the required equipment and attachment specifications.

As the City of Stratford continues to search for efficiencies and environmentally friendly initiatives, this tractor and its attachments will be a versatile replacement within the Fleet Division. This 2023 tractor has the best-in-class Kohler three-cylinder turbo diesel engine with Diesel Oxidation Catalysts (DOC) and Diesel Particulate Filters (DPF) emission control systems which will reduce our carbon footprint in both operation and reduce required preventative maintenance costs including fuel efficiencies.

Along with the environmental benefits there will be improved fuel economy, reduced equipment downtime, and lower maintenance costs as it is replacing a 2010 unit. The tender price includes a 2-year warranty. This new 2023 unit will allow staff to maintain sidewalks in winter months with plow, sander, and blower units and with a 72" deck mower and in the summer months, a Simex grinder can be used for concrete sidewalk grinding as well as asphalt.

This unit was the lowest bid on the tender summary and matches and exceeds required specifications.

Financial Implications: The tender had a budget expenditure of \$325,000.00 for the tractor and attachments to be funded from the fleet reserve fund. This lowest tender for \$140,600.00 plus HST for the tractor and \$82,850.00 for the attachments totals \$223,450.00 plus HST, or \$252,498.50 HST included. The amount allocated within the budget but not utilized for this purchase will remain in the reserve fund for future fleet needs.

Financial impact to current year operating budget:

There is an expected reduction in maintenance costs and fuel consumption in 2023. Any major defects will be covered under warranty for the first two years, only regular preventative maintenance will be required.

Financial impact on future year operating budget:

Reduction in fuel consumption is expected, and maintenance costs will be nominal during the warranty period.

Link to asset management plan and strategy:

Based on the estimated future timing and replacement cost of this unit, there should be an annual impact on future year operating budgets of approximately \$30,000. This is captured during the budget process, in the transfers to capital reserves to set aside funds for the eventual replacement. The original unit had a lifecycle of 10 years, and the new unit will have a similar life cycle of 10 years.

Alignment with Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

Developing our Resources

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

Alignment with One Planet Principles

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.

Land and Nature

Protecting and restoring land for the benefit of people and wildlife

Travel and Transport

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

Staff Recommendation: THAT the Tender (T-2023-34) for the supply and delivery of one (1) Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and attachments, be awarded to Jade Equipment Company Ltd. at a tender price of \$252,498.50, including HST.

Prepared by: Brent Raycraft, Supervisor of Fleet
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer

T-2023-34**SUPPLY AND DELIVER ONE (1) HYDROSTATIC ARTICULATING FOUR-WHEEL DRIVE SIDEWALK TRACTOR AND ATTACHMENTS**

Closing Date: Wednesday, July 19, 2023

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Unofficial Value or Notes</u>	<u>Attachement Submission</u>	<u>Total Submission</u>
Jade Equipment Company Ltd.	Oro-Medonte, ON	Submission 1	\$158,878.00	\$93,620.50	\$252,498.50
Holder Tractors Inc.	Embrun, Ontario	Submission 1	\$185,170.39	\$67,764.15	\$252,934.53
Work Equipment Ltd.	Courtland, Ontario	Submission 1	\$197,750.00	\$78,331.60	\$276,081.60
York Region Equipment Centre	Scarborough, ON	Submission 1	\$214,587.00	\$88,682.40	\$303,269.40
Cubex Ltd.	Brantford, Ontario	Submission 1	\$222,437.38	\$92,095.00	\$314,532.38

Witness (Print Name) *Signature* *Date*

Witness (Print Name) *Signature* *Date*

Witness (Print Name) *Signature* *Date*



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Tatiana Dafoe, City Clerk
Report #: COU23-093
Attachments: None

Title: Appointments to the Downtown Stratford Business Improvement Area Board of Directors

Objective: To consider an appointment to the Downtown Stratford Business Improvement Area Board of Directors for the 2022-2026 term of Council.

Background: The Downtown Stratford Business Improvement Area is Stratford Ontario's only Business Improvement Area (BIA). The Board of Directors of the Downtown Stratford BIA consists of up to eight (8) volunteers who are business owners or representatives in the Stratford BIA boundaries, in addition to a City Council representative. The positions are for a four year term that runs concurrently with city council terms.

Eligibility

1. Every person who owns a commercial or industrial property within an area where a business improvement area (BIA) is established, who is shown on the last revised assessment roll of the City of Stratford is responsible for paying the BIA levy, is subject to receiving notices and therefore eligible to be appointed to the Board of Directors.
2. In the BIA, every person who operates a business, either owning the business premises or holding them under a lease requiring the payment of property taxes, is subject to receiving notice and therefore is eligible to be appointed to the Board of Directors.
3. Every person operating a business in leased space under a gross lease entered into on or before June 11, 1998 is a member of the (BIA) City Centre whether or not the landlord has exercised the right to make the business owner responsible for the (BIA) City Centre levy.
4. Incorporated members shall be represented only by a named person so designated in the corporation's official designation letter for that purpose filed with the City of Stratford.

Notwithstanding Paragraph 3 above, every person operating a business in leased spaced under a gross lease that was entered into between January 16, 1997 (the date of the introduction of the *Fair Municipal Finance Act, 1997* which repealed the business occupancy tax) and June 11, 1998 (the date *the Small Business and Charities Protection Act, 1998* took effect) is eligible for appointment if the landlord and tenant took the elimination of the business occupancy tax into account when determining the rent. Every person who is not subject to notice, is therefore, not eligible for appointment.

Every person operating a business in leased space under a gross lease that was entered into after June 11, 1998 is not subject to notice, are therefore, not eligible for appointment.

Analysis:

Appointments

City Council, when making appointments and reappointments to City advisory and ad-hoc committees, boards, outside boards and agencies, local boards and joint boards, may take into consideration at their sole discretion, the following factors, including but not limited to:

- Experience and/or skill set of an applicant or member that may help to guide the work of the committee or board;
- Awareness of the community and local issues on the agenda by an applicant or member;
- Degree of project knowledge a member has acquired while on the committee or board, where retention of such project knowledge would be of assistance in the completion of the project;
- Number of applications received for the vacant position(s) on a committee or board;
- Years of service on the committee or board [for citizens applying for reappointment to the same committee or board];
- Attendance at committee or board meetings [for citizens applying for reappointment to the same committee or board].

Following initial recruitment for the Downtown Stratford Business Improvement Area Board of Management, seven representatives were appointed leaving one vacancy on the Board.

For two of the persons appointed, being Shawn Malvern and Meghan Miller, they were required to complete and submit the Business Improvement Area Declaration by May, 31, 2023. The declaration was completed by Shawn Malvern but was unable to be

completed by Meghan Miller. As Meghan Miller was unable to complete the declaration, staff are seeking direction to amend By-law 4-2023 accordingly.

Following advertisement by the BIA for the vacant positions one (1) application was received from Melissa Orr. This application was complete.

Staff are seeking direction on additional appointments to the BIA Board.

Financial Implications:

Financial Implications to Current and Future Years Budgets:

The costs for recruitment of citizen representatives to advisory committees and local boards is included in the annual budget.

Alignment with Strategic Priorities:

Not applicable: This report does not directly relate to one of Council's Strategic Priorities.

Alignment with One Planet Principles:

Not applicable: This report does not directly relate to one of the One Planet Principles.

Staff Recommendation: THAT By-law 4-2023, as amended, be further amended by removing Meghan Miller as a representative appointed to the Downtown Stratford Business Improvement Area Board of Management;

AND THAT direction be given on the appointment of a member to the Downtown Stratford Business Improvement Area Board of Management for a four-year term to November 14, 2026, or until successors are appointed by Stratford City Council.

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



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Mike Mousley, Manager of Transit
Report #: COU23-095
Attachments: None

Title: Community Transportation – Legal Partnership Agreements, 2024 Financial Information and Ridership Data

Objective: The objective of this report is twofold:

To seek Council approval to enter into a transit agreement between the City of Stratford and the County of Perth, and renew a local partnership agreement (LPA) between the City of Stratford, Town of St. Marys, and the Municipality of North Perth to continue to financially support the continuation of the Community Transportation Pilot Project known locally as PC Connect, until March 30, 2025; and

To Acknowledge that this represents pre-budget approval for the PC Connect Project in 2024 at an estimated cost of \$160,000.

Background: PC Connect is an equal partnership with the City of Stratford and the County of Perth. The two entities were originally the lead co-applicants for the Community Transportation Funding that was applied to the Ministry of Transportation Ontario (MTO) collectively and are both bound by a Transfer Payment Agreement (TPA). Along with the TPA, a separate Transit Agreement was developed between the two partners. This agreement to operate 5 total routes expires September 30, 2023.

The City of Stratford, Town of St. Marys and the Municipality of North Perth also entered into a Local Partnership Agreement (LPA) to support servicing three of the five routes servicing centres such as Stratford, London, Kitchener-Waterloo, Listowel and St. Marys to name just a few. This LPA amongst the 3 partners also expires September 30, 2023.

The City continues to advocate for increased program funding for community transportation but does not anticipate any further funding commitments from the Ministry of Transportation (MTO). Therefore, substantial municipal investment from all

partners will be required in 2024 to extend the program until 2025 and to make the service sustainable in the long term.

Analysis: This report includes information on monthly ridership numbers to date, the MTO funding schedule for 2024, and potential next steps.

Ridership to Date:

Funding Period	Route A: Perth County North	Route B: Perth County South	Route 1: KW to Listowel	Route 2: KW to St. Marys	Route 3: London to Stratford	Totals
Funding Year 3: Nov 2020-Mar 2021	342	87	55	186	94	764
Funding Year 4: Apr 2021-Mar 2022	1116	578	872	978	1127	4671
Funding Year 5: April 2022	128	37	128	102	106	501
May 2022	143	38	110	168	64	589
June 2022	203	49	188	210	160	810
July 2022	320	120	209	335	227	1211
August 2022	250	104	140	296	252	1042
September 2022	258	112	136	362	153	1021
October 2022	211	96	140	297	189	933
November 2022	236	77	129	326	240	1008
December 2022	197	84	130	284	167	862
January 2023	213	76	146	328	201	964
February 2023	214	59	140	345	194	952
March 2023	342	123	269	460	276	1470
April 2023	304	97	228	363	299	1291
May 2023	335	163	285	361	320	1464
June 2023	342	168	389	509	315	1723
July 2023	343	193	488	442	319	1785

The ridership chart above shows increases from month to month over the duration of the project. As there is no previous historical ridership data to compare to the new service, the measurement for success is observing the gradual increase in ridership over time.

Community Transportation Expected MTO Funding stream

Installment #	Date	Amount Expected	Amount Received
4.D	31 March 2022	\$95,309.50	\$98,366.30
5.A	30 June 2022	\$97,616.00	\$97,663.71
5.B	30 September 2022	\$97,616.00	\$97,663.72
5.C	31 December 2022	\$97,616.00	\$97,663.72
5.D	31 March 2023	\$97,616.00	\$97,663.72
6.A	30 June 2023	\$76,492.12	\$78,748.99
6.B	30 September 2023	\$76,492.11	
6.C	31 December 2023	\$76,492.11	
6.D	31 March 2024	\$76,492.11	
7.A	30 June 2024	\$152,984.23	
8.A	30 June 2025	\$152,984.23	

There is a desire amongst our partners (North Perth and St. Marys) to continue the service into 2024 based on our preliminary discussions, however, this is still subject to the respective Council approvals. The extended 2-year financial commitment from the MTO to cover the period March 2023 to March 2025 is much less than the 5-year funding commitment originally approved. Just over \$611,000.00 has been approved for the 2-year extension to an operating budget of just over \$1.4 million. Payment schedules above are highlighted to show the scheduled payments in 2024. The payment schedule is included to illustrate the timing of cash receipts from the Ministry, but this is different than the financial accounting treatment which matches the revenue to the expenses incurred in each period. The payment noted for June, 2025 is funding that was made available to those in the pilot project that agreed to the extension of service to March, 2025. This has been included in the total cost requirements to arrive at the 2024 pre-budget amount.

The next step is to enter into further agreements with the County of Perth, Town of St. Marys, and the Municipality of North Perth. Staff are also seeking pre-budget approval for the PC Connect project in the amount of \$160,000. This financial commitment is an equal Municipal contribution amongst all 3 partners to make up the MTO funding shortfall in 2024.

Financial Implications:

Financial impact to current year operating budget:

Funds for the PC Connect program were included in the 2023 budget.

Financial impact on future year operating budget:

It is estimated that, based on the highlighted MTO funding schedule above for 2024, an estimated equal share between the three partners is approximately **\$160,000** each. This is based on the estimated costs to finance the service of **\$720,000**.

Should Council approve the recommendations in this report, \$160,000 will be included in the 2024 budget to continue this project to the end of 2024 and there will be a nominal additional amount required in 2025 that will be sought during the 2025 budget process, currently estimated at less than \$10,000. The reason for the nominal additional amount in 2025 is that the pilot project is scheduled to end in March 2025.

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 Principle:

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.

Travel and Transport

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

Staff Recommendation: THAT the Mayor and Clerk, or their respective delegates, be authorized to execute a Transit Agreement with the County of Perth for the Intracommunity Transportation Project (PC Connect) to March 30, 2025;

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute an extension agreement to the Local Partnership Agreements with the Town of St. Marys and the Municipality of North Perth for the Intercommunity Transportation Project (PC Connect) to March 30, 2025;

AND THAT pre-budget approval for 2024 be authorized for the PC Connect Project in 2024 of \$160,000.

Prepared by: Michael Mousley, Manager of Transit
Recommended by: Tim Wolfe, Director of Community Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Kehlar Hillyer, Policy & Program Coordinator
 Alex Burgess, Manager of Ontario Works
 Michael Mousley, Manager of Transit
 Kim McElroy, Director of Social Services
 Tim Wolfe, Director of Community Services
Report #: COU23-096
Attachments: None

Title: Proposed Free Transit Day

Objective: To consider utilizing the Community Grant Program to provide free bus services within the City of Stratford for a period one (1) business day, on Friday, September 8, 2023.

Background: Recently, the City has been supporting the Stratford Business Improvement Area (BIA) initiative of Car-Free Fridays to advertise and promote the travelling without use of carbon emissions and promoting healthy lifestyle choices of walking, biking, or other physical means of transportation. Offering transit services without cost supports the use of environmentally friendly transit options by removing the cost barrier.

At the June 13, 2023, Social Services Sub-committee meeting, a delegation was heard from the EPIC Advocacy group of The Local Community Food Centre. The delegation requested that the City of Stratford make transit passes free, on an opt-in basis, for residents who are in receipt of Ontario Disability Support Program (ODSP) or Ontario Works (OW).

At the June 13 meeting, the Social Services Sub-committee recommended and on July 10, 2023 Council adopted the recommendation that staff come back to Sub-committee with a report outlining existing programs where bus passes are provided to recipients, existing costs of those programs, and information and analysis regarding an opt-in free transit pass program with associated projected costs of that program.

Analysis: The initiative to make transit free for one day would provide staff an opportunity to test ridership and assess required process changes should the option of free transit for a portion of the community be further considered. To appropriately measure the potential estimated financial impacts of providing a free transit system and provide meaningful data to the Mayor and Council, staff are suggesting the use of a free transit day. Holding this on the same day as a planned, Car-Free Friday event could provide some useful data as to impacts to revenue and potential usage of a free transit system. Car-Free Fridays serve a dual purpose of supporting green initiatives as well as providing an opportunity to measure transit usage when there is no cost barrier. This could then help inform potential future programming. The anticipated outcome is that data could be extrapolated to support further review of existing programs as requested from the delegation presented by EPIC Advocacy Group. September 8 represents the last planned Car-Free Friday date for 2023 so this report is now before Council for consideration due to timing.

Financial Implications:

Financial impact to current year operating budget:

The estimated impact to the 2023 revenues, if the recommendation is adopted, is \$5,000 in the form of reduced transit fare revenue. This loss of revenue is estimated from analyzing 2022 daily transit fares on the second Friday in September. The actual revenue impact may vary due to the variety of transit fare options such as monthly fare vouchers and variants in demand which can be impacted by other variables, like weather or concurrent events.

It is recommended that funds from the Community Grant program be used to cover the cost of the free transit day so that Community Services Department is not impacted by this initiative.

Financial impact to future year operating budget:

As this is a one-time proposal, there are no direct impacts to future year budgets. Should further analysis result in changes to the fare structures at a later date, these impacts would be outlined at that time.

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.

Travel and Transport

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

Zero Waste

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

Staff Recommendation: THAT Council authorize free bus services within the City of Stratford for a period of one (1) business day, on Friday, September 8, 2023;

AND THAT Council authorize utilizing the Community Grant program to cover the \$5,000 estimated loss in revenue to the Community Services Department Transit Division.

Prepared by:

Kehlar Hillyer, Policy & Program Coordinator
 Alex Burgess, Manager of Ontario Works
 Michael Mousley, Manager of Transit

Recommended by:

Kim McElroy, Director of Social Service
 Tim Wolfe, Director of Community Services
 Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: August 14, 2023
To: Mayor and Council
From: Adam Betteridge, MCIP, RPP – Director of Building and Planning
Report #: COU23-099
Attachments: Housing Accelerator Fund Pre-Application Guide

Title: Canada Mortgage and Housing Corporation – Housing Accelerator Fund

Objective: To provide an overview of the Canada Mortgage and Housing Corporation ('CMHC') – Housing Accelerator Fund ('HAF'), a new funding program available to municipalities intended to increase the supply of housing across Canada. Staff are seeking Council endorsement to proceed with eight (8) initiatives included within an "Action Plan" for submission to the CMHC. The application deadline is August 18, 2023.

Background: The CMHC recently released guidelines for their Housing Accelerator Fund (HAF) program which aims to increase the supply of housing through incentives and accelerated processes.

The key objectives of the HAF program are to accelerate and increase the supply of housing and provide greater certainty in the development approvals process, and to support the development of the following:

- Complete communities that are walkable, consisting of appropriate residential density and a diverse mix of land uses, providing access to a wide variety of amenities and services through public and active transportation;
- Affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum; and,
- Low-carbon and climate-resilient communities.

The HAF program is intended for local governments across Canada that have delegated authority over land use planning and development approvals. It is expected to result in permits being issued to create an additional 100,000 more housing units across the country by 2026.

To apply, the City of Stratford must develop a framework "Action Plan", using a prescribed form, and identify a minimum of 7 initiatives with milestones that outlines

how the City will increase the average annual rate of housing growth by at least 10% and the housing growth rate by at least 1.1%.

More information is provided on the attached Housing Accelerator Fund Pre-Application Guide.

Analysis: The core of the HAF application is an "Action Plan", which is required to include several components, including a comprehensive list of potential initiatives which may assist in increasing the local housing supply. The Action Plan must demonstrate how the identified initiatives will increase the City's housing supply, including growth targets tied to a 10% unit increase threshold.

The City has completed other housing-related studies which show the ongoing commitments Stratford has been making to housing, and can provide input to the Action Plan. Such studies include: the Stratford, Perth County and St. Marys 10-Year Housing and Homelessness Plan, Five-year Update (2020-2024); The Stratford Housing Project: A Road Map for Attainable Market Housing Development (2021); and, The Stratford Attainable Housing Project (2023).

These studies recommend implementation of several of the initiatives that are sought by CMHC's funding program. The full list of initiatives is provided on pages 5 and 6 of the attachment (CMHC Pre-Application Guide). The Building and Planning Director has consulted with other City departments, as well as investStratford. The following eight (8) initiatives are recommended to be applied for in the City's Action Plan:

- **Incentive Programs / Community Improvement Plan ("CIP")** (HAF Initiative Type: Implementing incentives, costing or fee structures, for example density bonusing, to encourage such things as affordable housing and conversions from non-residential to residential)

The City's recently completed "Attainable Housing Project" recommends the approval of a housing-focused Community Improvement Plan ("CIP") with the inclusion of a Community Incentive Toolkit ("CIT"). A CIP/CIT is a tool to address challenges in the availability and attainability of suitable and adequate housing in the City, through a variety of incentive programs. Any financial incentives would have specific financial limits on a project-by-project basis.

- **Development Approvals e-Modernization & Housing Concierge** (HAF Initiative Type: Implementing new/enhanced processes or systems such as case management, e-permitting, land and building modelling)

As supported by the "Attainable Housing Project" report, this initiative contains 3 pieces: (1) implementation of e-permitting software/platforms to transform the approvals processes. Here, the City can minimize delays and accelerate the timeline from proposal/permit to groundbreaking. (2) To complement this digital transformation, an enhancement of the City's interactive mapping tools would be completed, catering to

the housing and development community and the public. (3) A notable aspect that accompanies these technological advancements would also be the introduction of a dedicated "housing concierge" position. If successful in the funding, this customer-focused service would provide guidance and support to individuals and organizations with housing proposals throughout the application and approval journey. The housing concierge would serve as a single point of contact, ensuring that developers receive expert guidance and timely updates, thereby expediting the process and facilitating shovels in the ground more quickly, and embodying the City's commitment to nurturing a collaborative and responsive environment, wherein all stakeholders are equipped with the tools and support necessary to bring their housing visions to life.

- **Repurposing City-owned Lands** (HAF Initiative Type: Create a process for the disposal of City-owned land assets for the development of affordable housing as-of-right (not requiring rezoning))

This initiative would aim to unlock the potential of City-owned land assets, including lands on Vivian Line and McCarthy Road, as well as other underutilized or brownfield sites that present exceptional opportunities for transformative mixed-use redevelopment, inclusive of affordable housing.

- **Community Partnerships for Affordable Housing** (HAF Initiative Type: Partnering with non-profit housing providers to preserve and increase the stock of affordable housing)

Here, the City can further foster collaboration and explore valuable partnership opportunities with a wide array of stakeholders, including local housing agencies, non-profit housing providers, institutions, businesses, and the development community, to facilitate the delivery of affordable and alternative housing projects.

- **Streamlining the Housing Approval Process** (HAF Initiative Type: Implementing changes to decision making such as delegating development approval authority to municipal staff based on established thresholds or parameters)

This initiative seeks to enhance and streamline development review processes to accelerate housing supply timelines effectively. As part of this endeavor, the City could expand the delegated planning approval authority currently vested in staff. Moreover, the City could revamp and optimize all aspects of the pre-consultation process, providing comprehensive guidance, valuable preliminary comments, and constructive feedback.

Recognizing the significance of constructive input from the home building and development community, the City could prioritize meaningful consultations to ensure that system improvements strike a balance and prove effective for all stakeholders.

- **Encouraging Detached Additional Residential Units** (HAF Initiative Type: Encouraging Accessory Dwelling Units—a second smaller unit on the same property as a primary unit)

Although the City's Official Plan already acknowledges the existence of "Second Suites," there is a strong commitment to expanding and refining policies to facilitate the implementation of such units further. To achieve this vision, comprehensive zoning provisions would be established, and a user-friendly "How-To for Homeowners" could be made available to provide essential information and resources, making the process more accessible and manageable for property owners.

- **Encouraging the "Yes In My Backyard": Bringing Back the Missing Middle Units in Existing Neighbourhoods** (HAF Initiative Type: Allowing increased housing density (increased number of units and number of storeys) on a single lot including promoting "missing middle" housing forms typically buildings less than 4 stories)

Stratford has predominantly witnessed growth in housing supply through low-density residential development. However, the City could encourage house-scale infill options in lower density built-up areas. This approach holds the potential to significantly boost the housing supply, foster a more diverse and inclusive housing mix, and pave the way for the creation of vibrant, walkable, and complete communities. Committed to upholding Provincial legislation and changes to the Planning Act, which have already come into effect, Stratford, like all municipalities in Ontario, is mandated to implement policies that permit the incorporation of a third additional residential unit within detached, semi-detached, or townhouse dwellings. Embracing this initiative, the "Attainable Housing Project" (2023) report underscores the necessity of establishing a proactive "Yes in My Backyard" initiative aimed at addressing any public concerns related to the 'missing middle' in housing options and promoting a more diverse range of attainable housing developments. To further bolster the efforts in support of the 'Missing Middle,' the City would deploy CIP (Community Improvement Plan) tools, which would lend additional support to this progressive housing approach.

- **Zoning for the Downtown Core** (HAF Initiative Type: Promoting high-density development without the need for rezoning (as-of-right zoning), e.g., for housing developments up to 10 stories that are in proximity (within 1.5km) of rapid transit stations and reducing car dependency)

Here, the City would undertake a downtown housing and land use study with a focus on higher-density development and as-of-right zoning. The study would have several key considerations. Firstly, with a growing population and increasing urbanization, there is a pressing need for more housing options within the downtown core. By promoting higher-density development, such as allowing housing developments with building height beyond current maximum building heights, the City could optimize land use efficiency and accommodate more residents without encroaching into suburban areas or

farmland. This approach not only addresses the current housing demand but also sets the foundation for sustainable growth in the future.

Stratford's downtown is within proximity to rail lines and rail shunting yards. In such study, incorporating a downtown noise and vibration assessment of nearby railway operations could further support streamlined development processes and enhance efficiency. By conducting a comprehensive assessment, housing proposals would not be burdened with conducting independent noise and vibration studies, reducing hurdles and potential delays in project approvals. This approach fosters a business-friendly environment, attracting investment in our downtown with greater ease.

All possible initiatives available were considered, however the short timeline requires the City to move swiftly on an application. As noted earlier, the above eight (8) initiatives have been identified as "application-worthy" given existing council policies (e.g. housing studies, strategic priorities, and the Official Plan).

Financial Implications:

Financial impact to current year operating budget:

There are no financial implication to the City's budget as a result of making application to the subject grant funding program.

Financial impact on future year operating budget:

Implications for future years will be provided in subsequent reports and subject to determination of the grant by CMHC. If successful, the City will need to develop a more comprehensive financial strategy to assess the full effect of investing in initiatives that could provide an estimated average funding of \$32,320 per unit.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Alignment with One Planet Principles:

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT Council authorize Staff to finalize the Action Plan as presented and in support of an application to the Canada Mortgage and Housing Corporation – Housing Accelerator Fund;

THAT the Chief Administrative Officer, in consultation with the Director of Corporate Services, Director of Social Services, and Director of Building and Planning Services, be authorized to approve the Action Plan, including the refinement of the proposed initiatives, in support of the City’s application for the Housing Accelerator Fund prior to finalizing the application to the Canada Mortgage and Housing Corporation;

THAT the Chief Administrative Officer be authorized to sign all necessary Housing Accelerator Fund application related documents in support of the City’s submission;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute all documents to affect a transfer to the City of the Housing Accelerator Fund on terms acceptable to the Director of Corporate Services and in forms acceptable to the City Solicitor.

Prepared by: Adam Betteridge, MCIP, RPP – Director of Building and Planning

Recommended by: Adam Betteridge, MCIP, RPP – Director of Building and Planning
Joan Thomson, Chief Administrative Officer

Pre-application Reference Material



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1. PURPOSE OF THIS GUIDE

This reference document will help applicants to get ready to apply to the Housing Accelerator Fund (the HAF) administered by the Canada Mortgage and Housing Corporation (CMHC). It informs applicants about program requirements and information that they will need to submit as part of their application. Potential applicants are local authorities as described in section four (4).

Through the provision of incentive funding, the HAF is intended to drive transformational change within the sphere of control of the local government regarding land use planning and development approvals with the overall objective to “accelerate supply” of housing.

As part of the application process, applicants must outline the actions that they will take to increase housing supply and reflect these initiatives in an action plan. Given the time that it may take to prepare the application, including the mandatory action plan and to obtain the necessary local approvals, CMHC is providing this document well in advance of the application intake portal opening.

For greater certainty, the formal application form for the HAF will be made available later in 2023 in support of the launch of the initiative when CMHC is ready to accept applications. It is possible that certain information will be requested within the application form that is not referenced in or that differs from this document.

2. PROGRAM BUDGET

With the launch of the HAF, \$4 billion in funds may be available to local authorities (see definition in section four (4)) to incentivize the implementation of local actions that remove barriers to housing supply, accelerate the growth of supply, and support the development of communities that are aligned with several priorities as described in section three (3).

3. OBJECTIVES

The primary objectives of the program are to create more supply of housing at an accelerated pace and enhance

certainty in the approvals and building process, while also supporting the following priorities:

- Supporting the development of complete communities that are walkable, consisting of appropriate residential density and a diverse mix of land uses, providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

As a result of investments towards these objectives and priorities, the HAF is expected to result in permits being issued for 100,000 more housing units than would have occurred without the HAF.

4. ELIGIBLE APPLICANTS

Local governments within Canada, including First Nations, Métis and Inuit governments who have delegated authority over land use planning and development approvals are eligible to apply to the HAF.

In the absence of a municipal-level authority, a regional district or province or territory that has authority for land use planning and development approvals may also apply to the HAF.

5. APPLICATION STREAMS

There are two application streams, as follows:

- **Large/Urban:** A jurisdiction located anywhere in Canada with a population* equal to or greater than 10,000, excluding those within a territory or an Indigenous community.
- **Small/Rural/North/Indigenous:** A jurisdiction located anywhere in Canada with a population* less than 10,000 or within one of the territories or an Indigenous community.

*Population based on 2021 census data.

6. MINIMUM REQUIREMENTS

To be eligible for incentive funding, the applicant must:

- Develop an action plan as part of their HAF application, including satisfying the prescribed minimum number of initiatives as outlined in section seven (7). The purpose of the action plan is to outline a housing supply growth target and the specific initiatives that the applicant will undertake to grow housing supply and speed up housing approvals.
- Commit to a housing supply growth target within their action plan that increases their average annual rate of growth by at least 10%. The growth rate must also exceed 1.1%*. Formulas for these calculations are available in Appendix A of this guide – refer to row 9 and row 8.
- Complete or update a housing needs assessment report** and include a reoccurring scheduled review date within the report to ensure that the needs assessment is kept current.
 - The requirement to complete or update a housing needs assessment report may be waived if the applicant recently completed or updated their housing needs assessment. Applicants that have completed or updated their housing needs assessment within two years of the 2022 federal budget announcement (April 7, 2022) can request that this requirement be waived. If there is no reoccurring scheduled review date on this existing housing needs assessment report, there remains a requirement to add a reoccurring scheduled review date.
- Submit periodic reports to CMHC in the form and timelines prescribed. See section 12 for additional details. This includes:
 - Progress reporting on the initiatives and commitments within the action plan.
 - Micro-level permit data for residential buildings for all permitted units.
 - Details that support that HAF funding was used for a permitted purpose.

*CMHC may consider growth targets that fall outside these program guidelines on a case-by-case basis considering actual applications received. Applicants are encouraged to put forward the strongest application possible. Refer to section nine (9) for details on the evaluation criteria.

**For those that need to complete or update their housing needs assessment, resources are available on CMHC's website. The report is not required to be completed at the time of application submission, but it must be completed within the prescribed timeframe (i.e., the third reporting period). See section 13 for details on the reporting schedule.

7. ACTION PLANS

Applicants must provide an action plan as part of their application, which will assist CMHC in selecting applicants. If selected by CMHC, the action plan will form part of the contribution agreement. Refer to Appendix A for details on the type of information required as part of the application, including the action plan.

Each applicant must assess its own housing needs, challenges, and opportunities in considering whether to apply under the HAF. Applicants are encouraged to consider regional matters in developing their action plans. Applicants may wish to consult the information available on the Statistics Canada website as part of its assessment. [Table 98-10-0002-02](#) provides information on population and dwelling counts for provinces, territories, and census subdivisions.

Housing supply growth target

Within the action plan submitted as part of the application for HAF, the applicant will be required to provide two projections to CMHC as outlined below. The applicant must calculate their own projections based on reasonable assumptions and data sources, including Statistics Canada and/or its own administrative data. There is no prescribed formula; however, projections should be based on a three-year period ending September 1, 2026.

- The total number of permitted housing units projected **without** HAF.
- The total number of permitted housing units projected **with** HAF. This second projection is what is referred to as the "housing supply growth target."

For the purpose of determining if the committed growth rate satisfies the minimum 10% increase and exceeds 1.1%, the following formulas will be used by CMHC:

- The annual projected growth rate without HAF: the total number of permitted housing units projected without HAF/3 years/current total number of dwellings *100%.
- The annual projected growth rate with HAF: the total number of permitted housing units projected with HAF/3 years/current total number of dwellings *100%.

The current total number of dwellings should be consistent with the applicant's 2021 census data adjusted for additional dwellings built since that reporting period.

Additional targets

Applicants will also be able to set targets based on the type of housing supply that is projected to be permitted with the support afforded by the HAF program. These additional targets will increase the amount of funding available to the proponent if selected to participate in the program. The targets can be set for housing types that align with the priorities of the HAF program, which include:

- Multi-unit housing (in close proximity to rapid transit)
- Multi-unit housing (missing middle)
- Multi-unit housing (other)
- Affordable housing units.

Refer to section 10 for an overview of the funding methodology and definitions for each type of housing.

Action plan initiatives

The action plan must include initiatives that will help the applicant achieve their committed housing supply growth target and any additional targets. The action plan items must support enhancements achievable within the program's timeframe, but the intent is for changes to outlive the HAF.

The minimum number of initiatives depends on the application stream, as follows:

- **Large/Urban:** A minimum of seven initiatives.
- **Small/Rural/North/Indigenous:** A minimum of five initiatives.

All initiatives included within the action plan should be new initiatives that have not yet started. In exceptional circumstances, CMHC may be willing to consider initiatives that started after the 2022 federal budget (April 7, 2022), which announced the Housing Accelerator Fund, in cases where an applicant may be challenged to meet the prescribed minimum number of initiatives.

The applicant must indicate how each initiative will increase the supply of housing and associated timelines, as well as any other expected results.

The applicant must identify and explain how each proposed initiative supports at least one of the objectives of the program (see section three (3)).

The following list of initiatives are aligned with the objectives of the HAF program and reflect common practices in urban planning, contributing to more housing supply. Applicants are encouraged to select from this list where it makes sense to do so given the local context. There is flexibility for CMHC to consider alternative initiatives proposed by applicants. Actions that do not support the objectives of the program will not be considered.

- Promoting high-density development without the need for rezoning (as-of-right zoning), e.g., for housing developments up to 10 stories that are in proximity (within 1.5km) of rapid transit stations and reducing car dependency
- Allowing increased housing density (increased number of units and number of storeys) on a single lot including promoting "missing middle" housing forms typically buildings less than 4 stories
- Encouraging Accessory Dwelling Units—a second smaller unit on the same property as a primary unit
- Enable mixed-use redevelopment of city-owned properties, while where appropriate maintaining the current government use, e.g., building housing on top of a library or office space
- Promoting infill developments (adding new units to existing communities) with increased housing density and a variety of unit types (e.g., duplexes or secondary suites)
- Implementing rental only zoning
- Implementing land use changes mandating a minimum number of family units (units with more than two bedrooms) or allowing for office conversions to residential with minimum family unit requirements
- Implementing revised parking requirements such as reduced or eliminated parking spaces for new developments
- Implementing disincentives, costing or fee structures to discourage such things as unit vacancy, underdeveloped/ idle land, and low-density forms of housing
- Ensuring that development and amenity charges – fees that cover necessary infrastructure to support new housing and amenities such as libraries and recreation centres in and adjacent to the communities where development is occurring – are clear, transparent and pre-determined (not subject to negotiation)

- Aligning development charges with the costs of infrastructure and servicing
- Implementing incentives, costing or fee structures, for example density bonusing, to encourage such things as affordable housing and conversions from non-residential to residential
- Waiving public hearings on all affordable housing projects that conform to the official community plan
- Implementing measures to address or prevent flood plain or climate change risk for example making flood plains park land and/or creating relocation programs to move housing units out of at-risk areas
- Incorporating a climate adaptability plan into Official Community Plan
- Promoting and allowing more housing types that serve vulnerable populations
- Promoting regulated multi-tenanted housing forms (e.g., boarding houses or single room occupancy)
- Implementing inclusionary zoning (the requirement that a developer builds a certain percentage of their units at affordable (below market) prices or rents) in ways that foster development
- Encouraging alternative forms of housing construction such as modular housing, manufactured housing, and prefabricated housing
- Create a process for the disposal of city-owned land assets for the development of affordable housing as-of-right (not requiring rezoning)
- Implementing new/enhanced processes or systems such as case management, e-permitting, land and building modelling
- Implementing changes to decision making such as delegating development approval authority to municipal staff based on established thresholds or parameters
- Partnering with non-profit housing providers to preserve and increase the stock of affordable housing
- Updating infrastructure planning to align with official community plans, growth targets, and housing needs assessment

- Reducing and streamlining urban design and character guidelines, i.e., elimination of height restrictions, visual character requirements, view cones, setbacks, etc.

It is the responsibility of the applicant to determine and confirm that it has the requisite authority, expertise, capacity, and resources to implement any and all chosen initiatives. The contribution agreement shall include a representation and warranty by the applicant confirming the above and CMHC will be relying on the representation and warranty without any independent investigation. All action plans must be approved by elected Council (or equivalent, including delegated authority) and include an attestation of the applicant's Chief Financial Officer (or equivalent) on the viability of the plan using the prescribed form. The attestation must be obtained by the applicant before applying to the HAF. The approval may be obtained by the applicant before applying to the HAF and is required before the contribution agreement is signed.

Note: CMHC may provide successful applicants with an opportunity to propose additional initiatives and increase their housing supply growth target in the event there is unused funding in the later years of the program.

8. INCENTIVE FUNDING AND PERMITTED USES

The HAF is about driving transformational change and creating the conditions for more housing supply over the short and longer term. The HAF is intended to incent applicants to commit to change, show progress and be provided with funding in return.

For clarity, HAF is not directly underwriting specific housing projects or reimbursing proponents for specific costs incurred. Rather, HAF funding can be used in support of housing under any of the following four categories. For further details on how HAF funding would be advanced refer to section 13.

Permitted uses of HAF funding:

- Investments in Housing Accelerator Fund Action Plans
 - any initiative included in the proponent's action plan and approved by CMHC.
- Investments in Affordable Housing
 - construction of affordable housing
 - repair or modernization of affordable housing
 - land or building acquisition for affordable housing.
- Investments in Housing-related Infrastructure
 - drinking water infrastructure that supports housing
 - wastewater infrastructure that supports housing
 - solid waste management that supports housing
 - public transit that supports housing
 - community energy systems that support housing
 - disaster mitigation that supports housing
 - brownfield redevelopment that supports housing
 - broadband and connectivity that supports housing
 - capacity building that supports housing
 - site preparation for housing developments.
- Investments in Community-related Infrastructure that supports housing
 - local roads and bridges
 - sidewalks, lighting, bicycle lanes
 - firehalls
 - landscaping and green space.

Proponents will be asked to estimate how much of their funding will be allocated to each category as part of their application (% of total estimated funding). If approved to participate in the program, proponents must report on how HAF funding was used in the form and timelines prescribed. Additional information on reporting requirements can be found in section 12.

Subject to the permitted uses outlined above, HAF funding can be used in conjunction with other CMHC or federal government programs, unless expressly prohibited under the terms of such initiatives. Please note that funding from the HAF will not be considered as local or PT (Provinces & Territories) cost-matching under the existing CMHC-PT NHS bilateral agreements, which exclude contributions from Government of Canada sources or from CMHC.

9. EVALUATION CRITERIA

CMHC will review all applications to determine if they meet program requirements of the HAF. The evaluation of the application will be based on the criteria listed in Table 1. All applications will be assessed and scored.

All initiatives outlined in the action plan will be individually assessed and scored; however, for prioritization purposes only the top five initiatives under the Small/Rural/North/Indigenous stream or top seven initiatives under the Large/Urban stream will be considered. While only the top five or seven initiatives will be used for prioritization purposes, additional initiatives should still be put forward within the action plan as required to support the committed housing supply growth target and alignment with HAF priorities.

The evaluation criteria are used to assess the application and to determine which applicants are selected to participate in the HAF. It will **not** dictate funding amounts. There is a separate funding framework for those that are selected to participate in the program. Refer to section 10 for the funding methodology.

Table 1: Evaluation criteria

Criteria	Assessment and Prioritization
<p>The commitment to increase housing supply</p> <p>Total available points: 10</p>	<p>Strong proposals will demonstrate a commitment to increase the supply of housing above the minimum requirements of the program.</p> <ul style="list-style-type: none"> • Annual growth rate: <ul style="list-style-type: none"> – over 2.5% - 5 points – 1.5% to 2.5% - 3 points – 1.1% to 1.4% - 1 point. • Annual growth rate percentage change: <ul style="list-style-type: none"> – over 20% - 5 points – 15% to 20% - 3 points – 10% to 14% - 1 point.
<p>The relevance of the initiative outcome(s) to one or more of the objectives of the HAF</p> <p>Total available points: NA (pass/fail)</p>	<p>Proposed initiatives within the action plan will be assessed to confirm if they support one or more of the following objectives, including priority areas:</p> <ul style="list-style-type: none"> • Creating more supply of housing at an accelerated pace and/or enhancing certainty in the approvals and building process. • Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation. • Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum. • Supporting the development of low-carbon and climate-resilient communities.
<p>The effectiveness of the initiative on increasing the supply of housing</p> <p>Total available points: 20</p>	<p>Proposed initiatives within the action plan will be assessed based on:</p> <ul style="list-style-type: none"> • Implementation: The time it will take to complete the initiative. <ul style="list-style-type: none"> – within 1 year - 5 points – within 2 years - 3 points – over 2 years - 1 point. • Supply Impact: The extent to which the initiative will improve housing and community outcomes. <ul style="list-style-type: none"> – high degree of improvement - 5 points – medium degree of improvement - 3 points – low degree of improvement - 1 point. • Timeliness: The time it will take to start to achieve additional permitted units as a result of the initiative. <ul style="list-style-type: none"> – within 1 year - 5 points – within 2 years - 3 points – over 2 years - 1 point. • System Impact: The extent to which the initiative increases stability and predictability in the housing system. <ul style="list-style-type: none"> – high degree of stability and predictability - 5 points – medium degree of stability and predictability - 3 points – low degree of stability and predictability - 1 point.
<p>The need for increased housing supply</p> <p>Total available points: 5</p>	<p>While not a mandatory requirement at the time of application submission, strong proposals will demonstrate housing needs as evidenced by a current housing needs assessment report.</p> <ul style="list-style-type: none"> • Yes, a current report is available - 5 points • No, a current report is not available - 0 points.

There is only one planned intake window. CMHC will consider take-up across jurisdictions and may adjust application rankings to support a national distribution. CMHC will make formal recommendations to the Minister of Housing and Diversity and Inclusion. Once approvals and final funding decisions are made, CMHC will advise applicants of the outcome.

10. FUNDING METHODOLOGY

For those applicants that are selected for participation in the HAF program (see section nine (9)), a funding framework will be used to determine the amount of funding per successful applicant.

There are three components of the funding framework: (1) base funding, (2) top-up funding and (3) an affordable housing bonus. For the base funding, the per unit amount will be higher for applications pertaining to the territories or Indigenous communities.

While the funding envelope is determined on the basis of per unit amounts, the HAF incentive funding is designed to support the costs associated with the initiatives within the action plan, as well as any other permitted use of funds in order to accelerate the supply of housing in Canada (see section eight (8) for permitted uses of funds). The proponent will have flexibility in how HAF funding is used provided it is for a permitted use.

Components of the funding framework:

- 1. Base funding** is designed to incent all types of supply across the housing spectrum. Base funding is estimated at \$20K* per HAF incented unit (\$40K* per HAF incented unit for applications pertaining to the territories or an Indigenous community). The per unit amount will be multiplied by the number of HAF incented units. HAF incented units refers to the difference between two

projections: (1) the number of permitted units that are anticipated **without** the support afforded by the HAF program and (2) the number of permitted units that are anticipated **with** the support afforded by the HAF program. The latter would establish the housing supply growth target, which would be included in the action plan and reflected in the contribution agreement.

- 2. Top up funding** is designed to incent certain types of housing supply. Top up funding will depend on the type of housing and the associated projected increase in the number of permitted units. There is no top up funding available for single detached homes. The value ascribed to each category will be multiplied by the associated projected increase in the number of permitted units. The targets established for each unit type would be included in the action plan and reflected in the contribution agreement.
- 3. Affordable housing bonus** is designed to reward an applicant that can increase its share of affordable housing units relative to the total projected permitted units with the support afforded by the HAF. The percentage growth will be multiplied by the ascribed value and then by the total projected permitted units with the support afforded by the HAF. The target would be included in the action plan and reflected in the contribution agreement.

*All per unit amounts for the base funding, top up funding and affordable housing bonus are estimated amounts that may assist potential applicants for budgeting purposes. CMHC may adjust these amounts and this flexibility is to help ensure that CMHC can support higher than anticipated housing supply growth targets and outcomes across Canada within the overall program funding.

The following tables provide an illustrative example of the funding framework.

Table 2: Base Funding

	Total projected permitted units without HAF	Total projected permitted units with HAF	HAF incented units	Per unit amount	Base funding amount
Base funding	5,500	6,000	500	\$20,000*	\$10,000,000

A total of 500 HAF incented units * \$20K per unit = \$10M.

*All per unit amounts for the base funding, top up funding and affordable housing bonus are estimated amounts that may assist potential applicants for budgeting purposes. CMHC may adjust these amounts and this flexibility is to help ensure that CMHC can support higher than anticipated housing supply growth targets and outcomes across Canada within the overall program funding.

Table 3: Top-up Funding

	Total projected permitted units without HAF by type of housing	Total projected permitted units with HAF by type of housing	Increase in housing type (#)	Per unit amount	Top-up funding amount
Single detached homes	2,000	2,100	100	\$0	\$0
Multi-unit housing (in close proximity to rapid transit)	400	450	50	\$15,000*	\$750,000
Multi-unit housing (missing middle)	1,000	1,250	250	\$12,000*	\$3,000,000
Multi-unit housing (other)	2,100	2,200	100	\$7,000*	\$700,000
Total units	5,500	6,000	500		
Top up funding					\$4,450,000

For example, an increase of 250 missing middle housing units * \$12K per unit = \$3M.

*All per unit amounts for the base funding, top up funding and affordable housing bonus are estimated amounts that may assist potential applicants for budgeting purposes. CMHC may adjust these amounts and this flexibility is to help ensure that CMHC can support higher than anticipated housing supply growth targets and outcomes across Canada within the overall program funding.

Table 4: Affordable Housing Bonus

	Total projected affordable units permitted without HAF (%)	Total projected affordable units permitted with HAF (%)	Increase in the share of affordable housing units (%)	Per unit amount	Affordable housing bonus amount
Affordable housing bonus	2.00%	3.50%	1.50%	\$19,000*	\$1,710,000

An increase in the share of affordable housing units of 1.50% * 6,000 total projected permitted units with HAF * \$19K per unit = \$1.71M.

*All per unit amounts for the base funding, top up funding and affordable housing bonus are estimated amounts that may assist potential applicants for budgeting purposes. CMHC may adjust these amounts and this flexibility is to help ensure that CMHC can support higher than anticipated housing supply growth targets and outcomes across Canada within the overall program funding.

Total Incentive Funding: \$16,160,000

Base funding (\$10M) + top up funding (\$4.45M) + affordable housing bonus (\$1.71M) = \$16.16M

The average amount for each HAF incented unit is: \$32,320

Total incentive funding of \$16.16M / the number of HAF incented units of 500 = \$32,320

Definitions

- Single-detached homes refers to a building containing 1 dwelling unit, which is completely separated on all sides from any other dwelling or structure. This includes link homes, where 2 units may share a common basement wall but are separated above grade. It also includes cluster-single developments.
- Multi-unit housing in close proximity to rapid transit refers to any form of multi-unit housing in close proximity (1500m) to rapid transit, which operates frequent service with high capacity and priority over other modes of transportation typically achieved through an exclusive right-of-way.
- Multi-unit housing characterized as missing middle refers to ground-oriented housing types. This includes garden suites, secondary suites, duplexes, triplexes, fourplexes, row houses, courtyard housing, low-rise apartments (4 storeys or less).
- Other multi-unit housing refers to all multi-unit housing excluding missing middle and multi-unit housing in close proximity to rapid transit.
- Affordable housing refers to housing units that are intended for households whose needs are not met by the marketplace. The local definition will be used for the purposes of HAF or in the absence thereof the provincial/territorial definition.

11. MINIMUM DOCUMENTATION REQUIREMENTS

To support their application, applicants will be asked to submit the following minimum documentation:

- Completed application form, including action plan
- Signed integrity declaration
- Most recent audited financial statements (if not available publicly)
- Current housing needs assessment report (if available at time of application)
- Attestation letter signed by the applicant's Chief Financial Officer (or equivalent) using the prescribed form on viability of the action plan.

The action plan template will provide applicants with an opportunity to outline stated goals, objectives, and expected results. The applicant should be able to provide analysis or statistics to support the initiatives put forward in the action plan. This supporting information could be referenced directly in the application or be submitted as supporting documentation, for example, the applicant may wish to refer to a recent housing needs assessment, or other report outlining needs or opportunities for increased housing supply growth.

12. REPORTING REQUIREMENTS

There are three main reporting obligations under the HAF. The proponent will be required to adhere to specific reporting requirements, which include:

- Progress on the initiatives and commitments outlined in the action plan.
 - Actual start and completion date of each initiative
 - Percentage complete for each initiative
 - Overall status for each approved initiative (i.e., Completed, On Track, Delayed, Not Started)
 - Start and completion date of the milestone(s) for each initiative
 - Overall status for the milestone(s) for each initiative (i.e., Completed, On Track, Delayed, Not Started)
 - Rationale for the status of each initiative and/or milestone. Where there are delays and/or milestones have not been met, the applicant must provide a detailed rationale, including a proposed plan to get the initiative back on track
 - Number of net new units permitted for residential buildings during the reporting period*.

*Permitted unit refers to units for which building permits for new housing construction were issued during the reporting period for residential buildings. The reference to "net" is to consider any demolitions or conversions that may have also taken place during that period. i.e., any units that are lost to the housing stock by way of demolitions or conversions from residential to non-residential will be subtracted from the number of permitted residential units to arrive at the net total.

- Permit data for all housing units permitted during the reporting period. CMHC plans to leverage the data points consistent with Statistics Canada Building Permits Survey for consistency purposes.
 - Permit number
 - Submission date of permit request
 - Issue date of permit
 - Construction/demolition location (site address)
 - Type of building code
 - Type of work code
 - Dwelling units created (if applicable)
 - Dwelling units lost (if applicable)
 - Units demolished (if applicable)
 - Secondary suite
 - Number of stories.
- Details on how HAF funding was used during the reporting period.
 - Category and sub-category of incentive funding (see section eight (8) of this document)
 - Annual dollar amount per category and sub-category
 - Cumulative dollar amount per category and sub-category.
 - Details on capital projects facilitated with HAF funding.

There may be additional data points required as part of the reporting requirements listed above. Explanations for the data points will be made available for each reporting requirement in support of the HAF application intake opening later in 2023.

Proponents will be required to make progress reports and how funds were used public through normal governance mechanisms or other means deemed appropriate by the proponent.

13. ADVANCING AND REPORTING SCHEDULES

There will be a total of four advances to successful applicants (referred to herein as proponents), with one advance planned for each year of the program. Each advance will be subject to conditions including those noted below.

The reporting obligations for proponents will be outlined in the contribution agreement. Reporting will be required at the following intervals: (i) a report on a prescribed form due no later than 6 months following the date the agreement is signed; and (ii) for each subsequent advance, reports on a prescribed form due within 60 days of the anniversary of the agreement. A final report on the use of the HAF funds will be due within 90 days of the fourth anniversary of the agreement.

The reports provided below must be accompanied by an attestation of the applicant's Chief Financial Officer or equivalent (on a prescribed form), which confirms that the proponent remains in compliance with the terms and conditions of the contribution agreement and that the proponent's representations and warranties remain true. Requests for annual payments are dependent on meeting applicable reporting obligations.

Advance	Conditions
<p>Year 1 First advance: 25% of total approved funding*</p>	<p>An upfront advance will be provided to the proponent. The upfront advance is intended to enable the proponent to start the initiatives outlined in their action plan and to pursue other investments in housing provided the funds are used for a permitted use(s).</p> <p>First reporting period (first 6 months of agreement): No later than 6 months following the agreement date the proponent must submit to CMHC a letter (in a prescribed form) attesting that it is on track to undertake items outlined in its action plan and otherwise fulfil its reporting obligations under HAF. No supporting details are required to be submitted unless expressly requested by CMHC at that time.</p>
<p>Year 2 Second advance: 25% of total approved funding</p>	<p>Second reporting period (first year of agreement): Within 60 days of the first anniversary of the agreement the proponent must submit to CMHC the following:</p> <ul style="list-style-type: none"> • A progress report on the action plan initiatives and commitments. This report will be on a prescribed form. • A report that includes micro-level permit data for residential buildings for all permitted units issued during the annual reporting period. This report will be on a prescribed form. • A report that outlines how HAF funds were spent by the proponent during the annual reporting period. This report will be on a prescribed form. • A letter attesting that the proponent is on track to completing the items outlined in their action plan and has fulfilled its annual reporting obligations. This letter will be on a prescribed form.
<p>Year 3 Third advance: 25% of total approved funding</p>	<p>Third reporting period (second year of agreement): Within 60 days of the second anniversary of the agreement the proponent must submit to CMHC the following:</p> <ul style="list-style-type: none"> • A progress report on the action plan initiatives and commitments. This report will be on a prescribed form. All initiatives are required to be completed in support of the request for the third annual advance, including the housing needs assessment, as applicable. • A report that includes micro-level permit data for residential buildings for all permitted units issued during the annual reporting period. This report will be on a prescribed form. • A report that outlines how HAF funds were spent by the proponent during the annual reporting period. This report will be on a prescribed form. • A letter attesting that the proponent has completed the initiatives outlined in their action plan, is on track to achieving growth targets and has fulfilled its annual reporting obligations. This letter will be on a prescribed form.

*CMHC may on a case-by-case basis consider a higher first advance.

(Continued)

Advance	Conditions
<p>Year 4 Fourth advance: 25% of total approved funding</p>	<p>Fourth reporting period (third year of agreement): Within 60 days of the third anniversary of the agreement the proponent must submit to CMHC the following:</p> <ul style="list-style-type: none"> • A report confirming achievement of the housing supply growth target and any other targets established in the action plan. This report will be on a prescribed form. • A report that includes micro-level permit data for residential buildings for all permitted units issued during the annual reporting period. This report will be on a prescribed form. • A report that outlines how HAF funds were spent by the proponent during the annual reporting period. This report will be on a prescribed form. • A letter attesting that the proponent has achieved the housing supply growth target and any other targets outlined in the action plan and has fulfilled its annual reporting obligations. This letter will be on a prescribed form.
<p>NA</p>	<p>Fifth reporting period (fourth year of agreement): Within 90 days of the fourth anniversary of the agreement the proponent must submit to CMHC the following:</p> <ul style="list-style-type: none"> • A report that outlines how HAF funds were spent by the proponent during the annual reporting period. It is expected that all funds be spent before this final report is submitted and fully accounted for in the report. This report will be on a prescribed form.

CMHC will consider all relevant circumstances when determining whether to approve a request for advance during the prescribed timelines. CMHC will work with the proponent to address situations where achievement is delayed or not progressing as planned. If satisfactory arrangements to rectify the situation are not implemented, then CMHC may reduce or withhold payment of advances. CMHC will communicate funding decisions in writing.

14. CONTRIBUTION AGREEMENT

To participate in the program, approved applicants will be required to enter into a contribution agreement with CMHC in which it agrees to the commitments and to undertake the initiatives set out in the action plan. The form of contribution agreement will be made available closer to when the portal will be opening later in 2023.

15. APPLICATION PROCESS

The following provides a high-level overview of the application process:

- CMHC publishes program parameters and pre-application reference material, including an action plan template on its [website](#)
- Applicants assess their own local context, including housing challenges and opportunities
- Applicants develop an action plan unique to their needs in support of HAF, aligned with the prescribed action plan template
- Applicants obtain appropriate approvals
- CMHC invites applicants to apply/portal opens for application submissions
- Applicants submit their application to CMHC, including their action plan
- CMHC will evaluate and prioritize applications
- CMHC will advise the applicant on the status of their application
- For approved applications, CMHC will confirm the total amount of funding available to incent new housing supply, expectations on progress reports, and the planned schedule of payments
- If approved, the proponent signs the contribution agreement. If not already obtained, Council approval (or equivalent) of the action plan is required before the proponent enters into the contribution agreement
- The action plan will form part of the contribution agreement between CMHC and the proponent.

16. IMPORTANT DATES

The following provides an overview of planned activities. Some modifications may be required as CMHC prepares for implementation. CMHC will provide further details as they become available.

- Detailed program parameters published by CMHC March 2023
- Potential applicants consider the program and develop their action plans if interested in applying
- Launch and opening of the application intake portal Summer 2023
- All HAF participants selected Summer/Fall 2023
- First advances processed Summer/Fall 2023
- First reporting period is 6 months following the date the agreement is signed
- Second reporting period is the first anniversary of the agreement, reports due within 60 days
- Second advances processed Summer/Fall 2024
- Third reporting period is the second anniversary of the agreement, reports due within 60 days
- Third advances processed Summer/Fall 2025
- Fourth reporting period is the third anniversary of the agreement, reports due within 60 days
- Fourth advances processed Summer/Fall 2026
- Fifth reporting period is the fourth anniversary of the agreement, final use of funds report due within 90 days.



MANAGEMENT REPORT

Date: July 24, 2023
To: Finance and Labour Relations Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report #: FIN23-025
Attachments: 2023 Budget Survey

Title: Proposed 2024 Budget Process and Tentative Schedule

Objective: To establish the process and tentative timelines for approval of the 2024 budget, and to provide Council with preliminary assumptions when preparing 2024 draft budgets.

Background: Until recent years, historic practice in some municipalities, including the City of Stratford, had been to seek Council direction for a budget target prior to staff putting together a draft budget. The intent was that with a clearly defined budget target, staff could endeavour to return a budget that meets requested guidelines and simplifies deliberations.

This historic practice has proven ineffective, as it does not allow for factors that are outside of Council or staff control, such as provincial downloading, inflation, or supply chain cost considerations. Further, impacts to approved levels of service and new initiatives to support and advance the strategic priorities of this Council cannot effectively be considered or presented in this type of framework. This approach often results in a lesser array of options and forced reductions in services rather than a more fulsome discussion of any changes to levels of service.

A method that has been adopted by many municipalities in recent years is for staff to present a responsible draft budget based on the current established levels of service and approved initiatives. It includes the operating costs, as well as capital requirements to ensure those established levels can continue without interruption. The draft budget presented is the cost to deliver these approved services and includes previously provided direction and implications of decisions provided in the previous year(s).

This methodology shift has occurred because line items no longer contain significant contingencies or 'what-if' values. The costs to deliver the services are analyzed in detail by professional department staff and managers and reviewed by the senior leadership

team and accredited finance staff. The City of Stratford has taken this approach in the past two budget years.

Department staff consider whether efficiencies can be found without impacting services and present a budget that is 'zero-based' – that is, includes only the costs and revenue assumptions to maintain the status quo level of service that has been established and approved by Council.

Some pricing contingencies and assumptions are included for things such as anticipated wages where a union contract is under negotiation, or where an agreement for services is expected to be renewed at a different cost from current. Inflation is considered, but not blanketly assumed. Staff use known market information for inflation and consumption levels are built into things like fuel, hydro, heat, materials, and supplies. Considerations are also given to potential efficiencies that can be recognized due to reduced fuel consumption, the switch to more efficient equipment and so on. Inflation assumptions for 2024, where applicable, will likely be 2-3% at this time. In cases where material costs more accurately mirror non-residential building indices (including capital projects), higher assumptions will be used, sometimes in the range of 7-10%. Note that while inflation estimates in late 2022 and early 2023 were significantly higher than this, actual expenditure results have remained within expected levels due to the careful analysis performed by the department staff.

Other factors and effects that departments will be asked to provide additional detail on and that will impact 2024's draft budget include:

- Bill 23 impacts of phasing in/waiving DCs
- Implementing CIP incentives (Housing, Heritage, other)
- WSIB adjustments required to self-fund (increases due to increased claims and changes to presumptive legislation)
- Capital /Infrastructure/Asset management pressures to replace existing assets
- Rising insurance costs (both premiums and costs of claims management)
- Labour markets/recruiting and retaining and the financial impact of that/wage review
- Uncertainty of Community Transit funding (effect likely deferred to 2025)
- Municipal Shared Services increases for various County-run programs but also Huron Perth Public Health changes to municipal share of funding, and Spruce Lodge effects from historic use of reserves
- Implementation/continuation costs of initiatives that have been approved/are in progress
 - Cultural Plan
 - Sport Tourism Plan
 - Cooper Site development
 - Other Industrial Land servicing requirements
 - Accessibility (included in the 10-year capital program)
 - Climate change effects (included in the 10-year capital program) to meet 2030 and 2050 milestones (note that many of these initiatives

are capital intensive in the initial stages and will result in some savings through the life of the investment, however, these operational benefits are harder to estimate in the very short-term, so these initiatives do have a larger impact)

- Any Council or other initiatives not yet identified

Timely budget approval is critical to ensure that planning and procurement for operating activities and capital works occurs early on to ensure competitive pricing and timing can occur within the year where possible.

In past years this budget timeline has been presented at Sub-committee, with a subsequent pre-budget meeting scheduled with Council to further review strategy and direction, however, given the timing and election activities in late 2022, this process did not include a pre-budget meeting.

Analysis:

1. Overview of Timeline

- The 2024 budget process will begin shortly with Departments first reviewing the fees and charges by-law, which will inform many of the fee revenue lines in the 2024 budget.
- Departments will use guidelines and budget assumptions for wages (based on collective agreement information), benefit rates (based on an analysis of claim history and estimated changes from collective agreements), utilities (based on consumption levels, estimated savings due to climate change investments where possible, hedging agreements and pricing trends), and corporate administrative costs, such as property taxes, IT costs and inter-functional allocations. Finance staff will provide information to departments so that budgets are developed with consistent assumptions for items that affect all departments.
- The Treasurer will hold a budget training/review session for Managers and Directors in late July to review general budgeting principles and ensure a smooth process. This session will augment the updated budget instruction manual that is provided to departments each year.

After preparing their own draft budgets by the deadlines established for September 2023, each Department Head will meet with the Treasurer and/or Chief Administrative Officer (CAO) during September and October to review and assess individual budget proposals. This is to ensure accuracy, completeness, and consistency.

Once these budget component reviews are completed and compiled, the draft budget will be discussed in its entirety by Corporate Leadership Team led by the Treasurer and CAO, and then compiled into a comprehensive Draft Budget package that is expected to be released mid-November.

- It is at this stage that it is expected that the budget survey will be released with commenting open for 3 weeks to allow staff time to summarize and compile comments into themes and provide at one of the earlier budget meetings. In 2024, less time will be dedicated to reviewing basic budget processes and terminology, but time will be available for questions throughout the process for those requiring more information.
- The 2023 budget meetings consisted of a half-day orientation, plus 4 evening meetings. Staff would like to suggest the idea of the following structure, for the Finance Committee's consideration:
- Preliminary budget presentations and overview - 1 evening meeting at the end of November to provide big-picture overview, along with brief departmental overviews, including outside boards, if/as required
- Capital Program and Operating budget - 1 full day meeting at the beginning of December to cover the 10 year capital forecast and the departmental operating budgets
- Expansion Requests, Deliberations and Council directions – either a full day, part day or evening meeting before the holiday break in December to further deliberate the items covered
- 1 contingency evening meeting to schedule in mid-January 2024 in the event there are further items, and to finalize all recommendations to bring forward to Council
- January 22 or February 12, 2024, adoption of the 2024 Budget at regular Council by by-law
- It is staff's intent to schedule all of these meeting dates over the next month, with Council's input
- The plan would be to move through the discussion topics in a similar fashion as in previous years, with no intention to rush discussions, but to keep momentum and ensure efficiency of everyone's time. Should a full day option not be feasible, the structure would likely require the full day to be replaced with 2 evening meetings.

The timeline staff is proposing is to hold most/all meetings in the period November 27 – December 22, 2023. The final contingency meeting, if required could be in early January, with the intent to pass the budget before the end of January 2024.

Members of the Corporate Leadership Team will provide department and division overviews to outline their specific areas of responsibility, programs and services provided, and any significant impacts expected in 2024.

It is hoped that the public engagement component can occur in November 2023, which includes the survey to residents. All budget meetings are open to the public as well, where interested parties can observe the proceedings and if they wish, delegate on specific matters.

The 2023 budget survey that was undertaken was more successful than in previous years, and staff will continue to tweak the questions to solicit useful feedback. A copy of the 2023 survey is attached to this report, and staff welcome suggestions from Council.

Some comments were received in previous years that the public wants to see a copy of the draft budget before completing the survey. For this reason, staff are planning to make the survey available when the draft budget package becomes available, with an expected time available for completion/comment until early December.

The high-level preliminary draft budget will be presented to the Finance Committee on November 21, 2023, for information. Instead of a departmental presentations day only staff expect that reviewing departmental operations at the time the departments present their draft budgets will be more meaningful to members of Council. A component including some of the outside boards will be kept ensuring the new members are familiar with these services.

Staff intend to bring forward a rates and fees report for 2024 and the accompanying by-law to the October 23, 2023, Council meeting for Council's consideration in advance of these proposed timelines, to ensure that the process can move forward in a timely manner with fees that have been reviewed. This is to have the baseline for fee revenues in place for the budget preparation and to ensure there are no interruptions to the planned water and wastewater rates, facility rates and others, for the first part of 2024.

2. Budget Target

- Staff are not recommending Council provide direction as to a specific budget target percentage increase at this time. As mentioned previously, this restricts Council's ability to assess all the current service levels objectively.
- There will be an opportunity to have a more in-depth discussion of service levels at the budget meetings, once scheduled.
- With much of the detailed work being done by staff to achieve a budget based on the current services, the Finance Committee can focus on incorporating initiatives that support their strategic priorities, as well as the consideration of changes to existing service levels.

3. A Common Approach

- Department staff will be building their 2024 budgets in detail by reviewing all individual revenue sources and individual expense lines. These details are analyzed for accuracy and reasonableness and compared to the expenses from the previous year to determine if changes are due to general inflationary pressures, contractual obligations or increases in demand for services.
- Staff recognize the need to be fiscally responsible, while also maintaining services that support each department's established mandates, legislative requirements, and deliver on Council's stated priorities and expectations for levels of service.

4. Service Enhancements, New Initiatives and Staffing, and Strategic Priorities

The 2024 Draft Operating Budget and Capital Programs will be developed to maintain current service levels and approved initiatives only.

Traditionally, any recommended service level changes, new initiatives, new staffing, or activities to implement strategic priority goals have been identified separately in the Draft Budget documents provided to Council. Each request of this nature is costed separately and supported by a detailed business case that considers the justification and ongoing consequences of the requested enhancements.

The Finance and Labour Relations Committee will determine whether these 'enhanced' items will be added and will either direct reallocation of existing resources or add incremental funds.

New for the 2024 presentation is to continue this separation between current and new initiatives, but to have all items included in the preliminary numbers to better depict what would happen if the draft budget were to be approved as presented. Council members can still direct cuts or reductions from this to effect changes.

As has been experienced in the past two budget years, a significant contributor to any budget increases is expected to be the Transfers to Reserve Funds (for capital purposes). The required investment in our assets still far exceeds our current contributions. Using a combination of Reserve Funds, Long-term Debt, and sourcing grant funding where possible continue to be the primary funding sources.

Council members should consider what the legislated services are and what the discretionary services in the context of strategic priorities. These are the difficult concepts that will continue to be part of the budget processes for 2024 and beyond.

Financial Implications: Budget guidelines, service levels, the implementation of strategic priority goals and changes to funding envelopes from the provincial government will be reflected in the 2024 draft budget package.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Proposed 2024 Budget Process and Tentative Schedule" (FIN23-025), be received for information;

THAT staff proceed to schedule four budget meeting dates for Finance Committee as outlined in the report;

AND THAT Council provide staff with any specific known initiatives to be considered at this time, changes or additions to capital projects identified in the 10-year capital forecasts, and changes in service levels or activities to advance the approved strategic priority goals they wish to be considered for the 2024 fiscal year at this time.

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



2023 Budget Survey

The City of Stratford has begun its 2023 budget process, and we want to hear from you through our preliminary budget survey. Please return the survey to the City Hall main floor reception desk or to the Clerk's Office on the ground floor.

Feedback from the budget survey will be provided to City Council, and will assist Councillors in making important budget decisions for our community.

1. I participate in the City's annual budget process:

- Always
- Never
- Sometimes
- Only when something interests me
- Other (please specify)

2. I would be interested in participating or engaging in the following activities related to the annual budget process (select all that apply):

- Completing surveys
- Submitting questions
- Watching budget-related meetings
- Appearing as a delegation at budget-related meetings
- Attending open houses/public information sessions related to the budget process
- Other (please specify)

3. I would describe my knowledge of the municipal budget process as:

- Excellent
- Good
- Fair
- I don't really understand it
- I am not interested

4. I would like to know more about or better understand:

- 5. The City is required by law to balance the budget. A number of strategies are available to accomplish this. Of the following, which would you prefer the City use to balance its annual budget? (select all that apply)**

Reduce the level of services (e.g. reduced hours, frequency)

Increase property taxes

Increase user fees (e.g. ice, room and facility rentals, transit, bag tags)

Introduce new user fees for some City services that currently have no fees

I have an idea or strategy not listed above (please specify)

- 6. Property taxes pay for the delivery of municipal services. This includes maintaining and replacing the assets used to deliver those services. Please choose one of the following statements that you most agree with:**

I support additional tax increases if it means we can take care of our existing assets and keep service levels the same.

I want my taxes to stay the same and I am prepared to accept a reduced service level when taxes cannot keep up with asset deterioration.

I support decreasing taxes, even if it means reduced service levels

- 7. Please rate your overall level of satisfaction with the services that your tax dollars currently support:**

Very satisfied

Satisfied

Neither satisfied nor dissatisfied

Dissatisfied

Very dissatisfied

Other (please specify)

- 8. What municipal services, if any, would you like to see enhanced, or where would you like to see the City dedicate more resources? (Assuming that this could potentially result in a modest tax increase):**

- 9. What municipal services, if any, would you like to see reduced, or where would you like to see the City dedicate fewer resources? (Assuming that this could potentially result in a modest tax decrease):**

10. What municipal services, if any, should be maintained at the current level, or where does the City dedicate the right amount of resources?

11. Thinking about the part of your taxes that go to Stratford (not including the education portion), how would you rate the overall value you receive for your tax dollars?

Excellent
Good
Fair
Poor
Very poor

12. Some services are paid partially by user fees and partially from taxation, such as recreational facility rentals, transit, and waste management. Do you think this combination approach is appropriate?

No. I think all services that have a user fee should be fully user-pay to reduce property taxation subsidization

No, I think all services should be paid by taxation, and user fees reduced or eliminated, which would result in the tax levy increasing further

Yes, I think some subsidization from the tax levy is appropriate, like how it is done now

Other (please specify)

13. The City provides subsidized rates for certain community services, user groups and offers community grants to qualifying organizations. Do you support the use of taxation dollars for this type of community subsidy even though it may mean higher fees or taxes for others?

Yes

No

Other (please specify)

- 14. To maintain levels of service the City has generally increased property taxes at or less than the rate of inflation. With Canada's current 31-year inflation rate high of 7.6%, costs for standard operations have increased. There is an even greater increase in inflation for infrastructure and maintenance at around 17%. Based on your expectations for service levels, what is your acceptable level of tax increase in 2023? Please note this is for illustrative purposes and does not reflect actual property tax changes. For a residential property assessed at \$350,000 (2022 median assessed value), a 1% rate increase equates to approximately \$50.06 per year.**

Decrease Property taxes or 0% increase

Up to 2% increase (\$100.12 for the average home)

3% increase (\$150.18 for the average home)

Other (please specify)

- 15. Do you support increasing your local taxes to fund identified strategic priorities, such as affordable housing, climate change or accessibility initiatives?**

Yes

No

Maybe/Unsure

Other (please specify)

- 16. If there is any other feedback you would like to provide us on the City of Stratford's 2023 budget, please include it below:**



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender from Jade Equipment Company Ltd. for one Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and attachments (T-2023-34).

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-2023-34) of Jade Equipment Company Ltd. for one Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and attachments, be accepted.
2. The accepted amount of the tender (T-2023-34) for one Hydrostatic Articulating 4-Wheel Drive Sidewalk Tractor and attachments is \$252,498.50, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 4-2023, as amended, to amend the appointments to the Downtown Stratford Business Improvement Area Board of Management.

WHEREAS Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Council of The Corporation of the City of Stratford adopted By-law 4-2023 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2022 term of municipal office;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to make further appointments to its Advisory Committees, Committees and Boards;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

1. That By-law 4-2023, as amended, be further amended by deleting Section 2.5 d):
 - d) Meghan Miller is hereby appointed as a Director to the Board of Management of the Downtown Stratford Business Improvement Area (BIA) for a four-year term to November 14, 2026 or until a successor is appointed by City Council, subject to the submission of the required Business Improvement Area Declaration by May 31, 2023.
2. That By-law 4-2023, as amended, be further amended by adding the following new clause to section 2.5:
 - h) (insert name) is hereby appointed as a Director to the Board of Management of the Downtown Stratford Business Improvement Area (BIA) for a four-year term to November 14, 2026 or until a successor is appointed by City Council.
3. All other provisions of By-law 4-2023, as amended, remain in force and effect.
4. That this By-law shall come into force and effect upon final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of a Transit Agreement with The Corporation of the County of Perth for the Intracommunity Transportation Project (PC Connect) to March 30, 2025.

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 the Province of Ontario has established the Community Transportation Grant Program (the “Program”) to fund municipalities to plan, implement and operate intracommunity and local transportation projects;

AND WHEREAS The Corporation of the County of Perth applied and was successful in obtaining funding from the Program and entered into a Transfer Payment Agreement with the Province to assist the County of Perth and the City of Stratford (collectively referred to as the “Parties”) in carrying out the intracommunity transportation project;

AND WHEREAS the transportation project provides intracommunity bus service (the “Intracommunity Transportation Project”) linking the communities of Stratford, Gads Hill, Brunner, Milverton, Newton, Millbank, Listowel, Atwood, Monkton, Mitchell, Sebringville, and Stratford (the “Service Delivery Area”);

AND WHEREAS the County of Perth, the City of Stratford, and the Town of St. Marys previously entered into a Transit Agreement, dated November 16, 2020, and the County and Stratford wish to enter into a new Transit Agreement amending the former Routes and reflecting the extension of the Grant from the Province;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Transit Agreement for the Intracommunity Transportation Project (PC Connect) between The Corporation of the County of Perth 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 Agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Extension Agreement to the Local Partnership Agreement with The Corporation of the Town of St. Marys and The Corporation of the Municipality of North Perth for the Intercommunity Transportation Project (PC Connect) to March 30, 2025.

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 the Province of Ontario has established the Community Transportation Grant Program (the “**Program**”) to fund municipalities to plan, implement and operate intercommunity and local transportation projects;

AND WHEREAS the City applied and was successful in obtaining funding from the Program and entered into a Transfer Payment Agreement with the Province to assist the Parties in carrying out the intermodal transportation project (the “**Funding**”);

AND WHEREAS the transportation project will provide inter-regional bus service from Stratford, St. Marys and the community of Listowel located in North Perth to the agreed upon intermodal transportation hubs located in the Cities of Kitchener and London (the “**Intermodal Transportation Project**”);

AND WHEREAS the Intermodal Transportation Project will enable passengers to access business activities, hospital and medical appointments, government agencies and services, shopping, industry and employment in the City, St. Marys and North Perth and enhance regional transportation links located across Southwestern Ontario;

AND WHEREAS the Intermodal Transportation Project established a regional intermodal service relying on scheduled bus runs to connect the Perth County transportation hubs of the City, the community of Listowel in North Perth, and St.

Marys to intermodal services in the Cities of London and Kitchener ("**Service Delivery Area**");

AND WHEREAS the City shall be responsible for overseeing and managing the Intermodal Transportation Project in accordance with the Transfer Payment Agreement and this Agreement;

AND WHEREAS the service launch date for the Intermodal Transportation Project was November 16, 2020, with the end date projected to be March 31, 2025, in accordance with the Provincial Payment with the specific dates to be determined and in accordance with the Funding;

AND WHEREAS the City, St. Marys and North Perth previously entered into a Transit Agreement, dated September 21, 2020, and the Parties wish to enter into an extension to the Transit Agreement amending the expiry date, amounts to be paid, amount of time required to provide notice, and other administrative amendments;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Extension Agreement to the Local Partnership Agreement between The Corporation of the City of Stratford, The Corporation of the Town of St. Marys, and The Corporation of the Municipality of North Perth for the Intercommunity Transportation Project (PC Connect) to March 30, 2025; be entered into and the Mayor and Clerk, or their respective delegates, be and are hereby authorized to execute the said Extension Agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to appoint (insert name) as Chief Building Official under the Building Code Act for The Corporation of the City of Stratford effective August 15, 2023 and to repeal By-law 71-2018.

WHEREAS the Building Code Act, S.O. 1992 c.23, as amended, provides that the Council of each municipality shall appoint a Chief Building Official and such inspectors as are necessary for the enforcement of the *Building Code Act*, in the areas in which the municipality has jurisdiction;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to appoint a Chief Building Official under the *Building Code Act* to assume the responsibilities of the Chief Building Official;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That (insert name) is hereby appointed as Chief Building Official for The Corporation of the City of Stratford and shall exercise the powers and perform the duties of the Chief Building Official assigned under the *Building Code Act* and Regulations made thereunder.
2. That this appointment shall come into force and take effect on August 15, 2023, and shall remain in effect until such appointment is rescinded or a successor is appointed.
3. That By-law 71-2018 appointing a Chief Building Official is repealed effective August 15, 2023.
4. That any other by-law inconsistent with this by-law is hereby repealed.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 10-2022, as amended, with respect to Zoning By-law Amendment application Z01-23 by Mornington Developments Inc. to amend the zoning at 198 Mornington Street to be Residential Fifth Density Zone Special Four ("R5(2)-28") and implement site specific provisions to reduce the front yard depth from 10m to 7.5m, reduce the exterior side yard setback from 10m to 8m, reduce the side yard depth from 6.6m to 6m, increase the permitted density from 65upnh to 75upnh, and provide various site specific relief for the existing parking lot.

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the City of Stratford Zoning By-law, be further amended;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. THAT Schedule "A", Map 2 to Zoning By-law 10-2022 as amended, is hereby amended by rezoning those lands known as 198 Mornington Street in the City of Stratford from a Residential Second Density Special 5 ("R2(2)-5") Zone and a Residential Second Density Special 38 ("R2(2)-38") Zone to a Residential Fifth Density Special Four ("R5(2)-28") Zone.
2. THAT By-law 10-2022, as amended, be further amended by deleting Sections 15.2.5 and 15.2.38.
3. THAT By-law 10-2022 as amended, be further amended by adding to Section 15.5, being the Exceptions of the Residential Fifth Density R5 Zone, the following:
 - "15.5.28 a) Defined Area (198 Mornington Street)
R5(2) – 28, as shown on Schedule "A", Map 2
 - b) Permitted Use

- shall be limited to a 17-unit apartment building within the existing, two-and-a-half storey brick building
- c) Minimum Front Yard Depth 7.5 m
- d) Minimum Exterior Side Yard Depth 8.0 m
- e) Minimum Side Yard Depth 6.0 m
- f) Maximum Permitted Residential Density 75 units per net hectare;
- g) The minimum planting strip requirement between parking spaces in an R5 zone and other residential zones shall be 0.0 metres for parking spaces;
- h) The minimum parking space width shall be 2.8 metres where the length of a parking stall abuts a fence or lot line;
- i) The minimum length of a parallel parking space that is less than 59 degrees shall be 6.0 metres;
- j) The minimum width of a one-way drive aisle abutting a 0 degree parking stall shall be 3.3 metres;
- k) Parking shall be permitted in the exterior side yard setback;
- l) Parking shall be permitted in the required front yard; and
- m) The minimum planting strip requirement between parking spaces and a lot line shall be 0.0 metres.

4. This by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

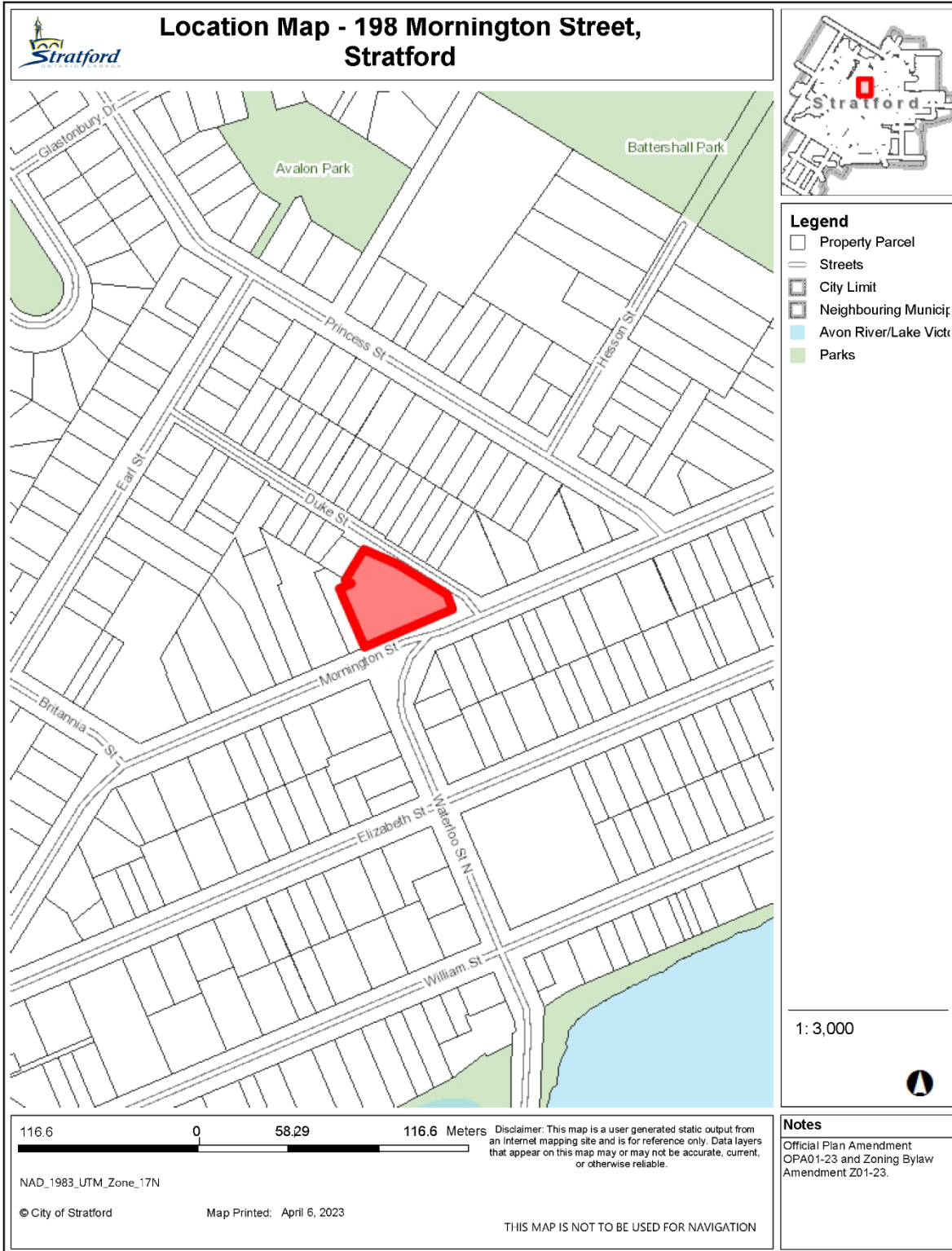
**This is Schedule "A" to By-law XXX-2023
Adopted this 14th day of August, 2023.**

Amending By-law 10-2022

of

The Corporation of the City of Stratford

198 Mornington Street, Stratford





**BY-LAW NUMBER XXX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to adopt Official Plan Amendment No. 33 to maintain the "Residential Areas" designation on the subject lands and add a Special Policy Area to increase the maximum density from 65 units per net hectare to 75 units per net hectare.

WHEREAS Sections 17 and 21 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended, provide that the Council of a municipality may, by by-law, adopt amendments to its Official Plan;

AND WHEREAS the Council has provided adequate information to the public and held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the public interest was considered by Council to the need to adopt an amendment to the Official Plan of the City of Stratford for the subject lands;

AND WHEREAS the Council has determined that the request for an amendment is consistent with the Provincial Policy Statement, conforms with the goals and objectives of the Official Plan, will facilitate development that is appropriate for the lands, is compatible with surrounding lands and is considered to be sound land use planning and will encourage efficient use of land and infrastructure;

NOW THEREFORE the Council of The Corporation of the City of Stratford in accordance with the *Planning Act*, R.S.O. 1990, c.P.13 as amended, hereby enacts as follows:

1. That Amendment No. 33 to the Official Plan of the City of Stratford, consisting of the attached text and schedules, is hereby adopted.
2. The Clerk is hereby authorized and directed to proceed with the giving of written notice of Council's decision in accordance with the provisions of the *Planning Act*.
3. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



City of Stratford Official Plan Amendment No. 33

Adopted: August 14, 2023

AMENDMENT NO. 33 TO THE OFFICIAL PLAN
OF THE CITY OF STRATFORD

Section 1 – Title and Components

This amendment shall be referred to as Amendment No. 33 to the Official Plan of the City of Stratford. Sections 1 to 4 constitute background information and are not part of the formal Amendment. Section 5 constitutes the formally adopted Amendment to the Official Plan.

Section 2 – Purpose of the Amendment

The purpose of this amendment is to add the following special policy to the “Residential Area” designation that applies to the Subject Land:

- a) Permit a maximum residential density of 75 units per net hectare

Section 3 – Location

The Subject Lands are municipally known as 198 Mornington Street within the City of Stratford. 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 are located in the central area of the City, North of Mornington Street and west of Duke Street. The Subject Lands are approximately 2,487 square metres in area with 60.57 metres of frontage on Mornington Street.

Section 4 – Basis of Amendment

The purpose of this Official Plan Amendment is to maintain the “Residential Areas” designation on the subject lands, and add a Special Policy Area to increase the maximum density from 65 units per net hectare (“upnh”) to 75 upnh; a net increase of 10 upnh.

This Official Plan Amendment would accommodate the conversion of an existing, vacant institutional long-term care home into a low-rise residential apartment building with 17 dwelling units.

The Official Plan Amendment is consistent with the Provincial Policy Statement, 2020.

The Official Plan Amendment maintains the general intent of the City of Stratford’s Official Plan.

Section 5 – The Amendment

The Official Plan of the City of Stratford is amended as follows:

- (a) Schedule “A” of the Official Plan of the City of Stratford is amended by adding ‘Special Policy Area Ten’ to the Subject Lands, known as 198 Mornington Street in the City of Stratford, as identified on Schedule “A” to this Official Plan Amendment No. 33; and

- (b) By adding the following Section to the Official Plan:

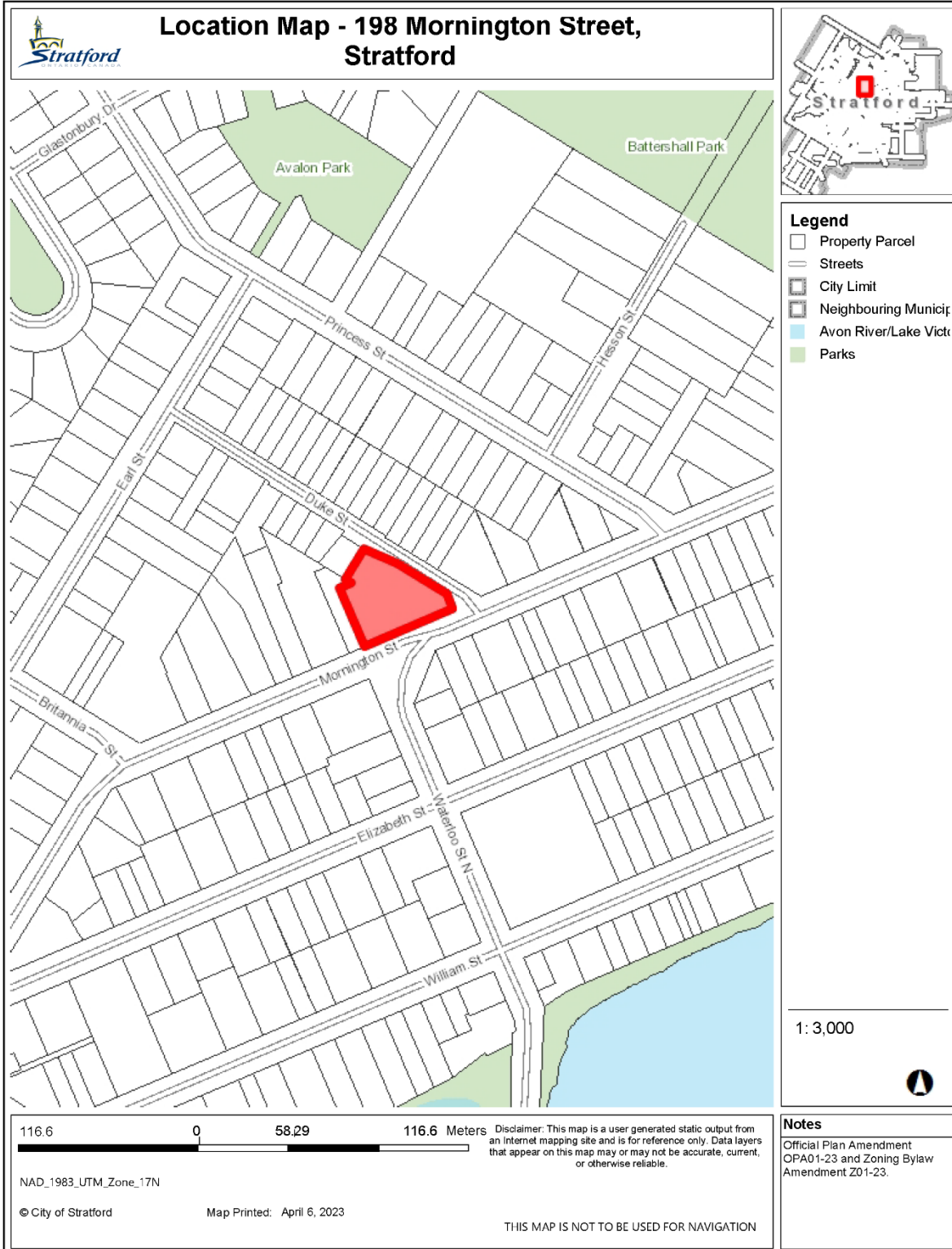
1. “Section 4.5.4.10 - 198 Mornington Street

Notwithstanding any mention to the contrary herein, the maximum density for medium density residential uses within Special Policy Area Ten shall be 75 units per net hectare.”

Schedule "A"
To Official Plan Amendment No. 33



Location Map





STRATFORD CITY COUNCIL
CONSENT AGENDA

August 14, 2023

REFERENCE NO.	CONSENT AGENDA ITEM
CA-2023-092	Notification that the Community Services Department, Transit Division, will be calling tenders for the replacement of the bus wash system, in accordance with the City's Purchasing Policy.
CA-2023-093	<p>In accordance with By-law 135-2017, the Infrastructure Services Department provides notification that the following streets were/will be temporarily closed to through traffic, local traffic only:</p> <ul style="list-style-type: none"> • Albert Street, from Waterloo Street to Nile Street beginning July 25, 2023, up until approximately October 15, 2023 for the Albert Street reconstruction Phase I project. • Intersection at Albert Street and Waterloo Street South on Tuesday, August 8 and Wednesday, August 9, 2023 for the Albert Street reconstruction Phase I project. • Railway Avenue, from Elm Street, to Walnut Street on Tuesday, August 8, 2023, for Sanitary Repair.
CA-2023-094	Notification that the Infrastructure Services Department, Fleet Division, will be calling tenders in accordance with the City's Purchasing Policy for "The Supply and Delivery of Fuel for Three Years".
CA-2023-095	<p>In accordance with By-law 102-2008 and By-law 135-2017, the Infrastructure Services Department provides notification that the following streets were/will be temporarily closed for parades/street events:</p> <ul style="list-style-type: none"> • Erie Street from Ontario Street to Cobourg Street; York Street from Erie Street to east entrance of York Street parking lot; Veterans Drive from Lakeside Drive to Ontario Street (eastbound traffic permitted from Cobourg Street to Lakeside Drive for residents as required when safe to do so); Cobourg Street from Waterloo Street to Veterans Drive (westbound traffic access for residents as required when safe to do so) and Albert Street from Waterloo Street

to Downie for staging on Saturday, November 11, 2023, from 9:30 a.m. to 12:00 p.m. for the 2023 Remembrance Day Ceremony and Parade.

- St. David Street from TJ Dolan Drive to St. Vincent Street South on Friday, August 11, 2023 from 8:00 p.m. to 11:00 p.m. for The Delivery Film Production.
- Portion of Richard Monette Way - Primarily bus parking and parking spaces on Friday, January 26, 2024, at 10:00 a.m. to Saturday, January 27, 2024 at 6:00 p.m. for Winterfest.

CA-2023-096

In accordance with By-law 135-2017, the Director of Community Services granted an exemption from Noise Control By-law 113-79 for the 2023 Stratford Kinsmen Car Show as follows:

- For amplification of sound, for the loading and unloading provision [Schedule 2 clause 4] and;
- From the unreasonable noise provision [Schedule 1 clause 8] on Sunday, September 3, 2023, from 6:30 a.m. to 4:00 p.m.

That the grant of this exemption is subject to change should new information become available prior to the start of the event

All other provisions of Noise By-law 113-79 that are applicable remain in force and effect.

CA-2023-097

Notification that the Infrastructure Services Department intends to call a Request for Proposals in accordance with the City's Purchasing Policy for:

- Lorne Avenue Trunk Storm Sewer Condition Assessment

CA-2023-098

Notification that the Infrastructure Services Department will be calling tenders in accordance with the City's Purchasing Policy for:

- Concrete Sidewalk Installations at Various Locations

CA-2023-099

Notification that the Infrastructure Services Department will be calling tenders in accordance with the City's Purchasing Policy for:

- 2023 Pedestrian Crossovers

CA-2023-100

The following was listed as CA-2023-073 on the June 12, 2023 Consent Agenda. It has been amended to extend the road closure to 4:00 p.m.

- Market Place from Downie Street to Wellington Street on Saturday, August 12, 2023 from 6:00 a.m. to 3:00 p.m. for the Stratford Festival's Family Fair.



**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 lease agreement with Festival Hydro Inc., for space for the City of Stratford Water Division for a further three-year term to August 31, 2026.

WHEREAS Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10.(1) of the *Municipal Act 2001* provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS The Corporation of the City of Stratford requires space for Water Division staff and has previously leased space at Festival Hydro's service centre located at 153/161 Wellington Street;

AND WHEREAS the Council of The Corporation of the City of Stratford and Festival Hydro Inc., have agreed to enter into a lease for space for the Water Division for a further term of three-years effective September 1, 2023;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Commercial Lease Agreement Addendum dated the 20th day of June, 2023 between The Corporation of the City of Stratford and Festival Hydro Inc., for the lease of space for the City's Water Division staff, be entered into and the Mayor and Clerk or their respective delegates be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-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 August 14, 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 August 14, 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 14th day of August, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe