



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4739th
Date: Monday, March 25, 2024
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, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Alex Burgess - Manager Ontario Works

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:

The February 26, 2024, Regular Council meeting minutes will be listed for adoption at the next Regular Council meeting.

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 March 25, 2024, be added to the Agenda as printed.

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

5.1 At the March 25, 2024 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Respect in the Workplace – Legal Opinion - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));

4.2 Negotiation of Employee Matters - Labour relations or employee negotiations (section 239.(2)(d)); and Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));

4.3 Shared Services Agreement Extension - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));

5.1 Collective Bargaining Update - CUPE Local 197 (Outside Workers) and CUPE Local 1385 (Inside Workers) - Labour relations or employee negotiations (section 239.(2)(d)).

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Stratford Public Library Board – Grand Trunk Community Hub (COU24-035) 11 - 14

Krista Robinson, CEO of the Stratford Public Library has requested to speak to Council about the Board's request for the Library to be considered as an anchor tenant in the Grand Trunk Community Hub.

Motion by

THAT the delegation by Krista Robinson, CEO of the Stratford Public Library, regarding the request for the Library to be considered as an anchor tenant in the Grand Trunk Community Hub, be heard.

Motion by

Staff Recommendation: THAT the correspondence from the Stratford Public Library Board requesting that the Library be considered as an anchor tenant in the Grand Trunk Community Hub be received;

AND THAT the correspondence be referred to the Ad Hoc Grand Trunk Renewal Committee for consideration of the request and to provide a recommendation for Council's consideration.

7.2 Resolution - Source Separated Organic Processing Agreement (COU24-029) 15 - 17

Motion by

Staff Recommendation: THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the Addendum Agreement for the processing of source separated organics with StormFisher Environmental Ltd. for a one year period from April 1, 2024 to March 31, 2025, at a cost of \$100.39/tonne not including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute a further renewal agreement for the processing of source separated organics with StormFisher Environmental Ltd. for a one-year period from April 1, 2025 to March 31, 2026, subject to the Director of Infrastructure Services approval of the CPI and satisfactory contract performance.

7.3 Resolution - Heritage Permit Approval for 203 Waterloo Street South (COU24-030) 18 - 152

Motion by

Staff Recommendation: THAT Heritage Permit PRM-2024-0010 for the new proposed development of a ten (10) unit stacked townhouse at 203 Waterloo Street South be issued.

- 7.4 Resolution - Road Widening for Consent Application B01-23, 172 Frederick Street and 473 Douro Street (COU24-031) 153 - 156**

Motion by

Staff Recommendation: THAT the conveyance of Part 4 on Reference Plan 44R-6193 from Culliton Corporation to The Corporation of the City of Stratford, be authorized;

AND THAT upon conveyance of Part 4 on Reference Plan 44R-6193 to the City of Stratford, these lands be dedicated public highway forming part of Douro Street.

- 7.5 Resolution - Agriplex Protective Floor Covering Purchase (COU24-032) 157 - 159**

Motion by

Staff Recommendation: THAT Staff be authorized to proceed with the lowest quotation from Athletica Sport Systems to purchase a protective cover for the hardwood flooring at the Agriplex Fieldhouse at the price of \$48,770.80 including HST;

THAT the purchase be funded from unallocated reserve funds for Facilities R-R11-FACI;

THAT the Fees and Charges By-law be amended to add the Agriplex Fieldhouse Flooring Protective Cover removal and installation fee of \$1,500 each;

AND THAT the \$2,400 in reserve contributions per event be directed to the FACI reserve.

- 7.6 Resolution - Subdivision Agreement for Werner Bromberg Limited – 236 Britannia Street Development (COU24-033) 160 - 164**

Motion by

Staff Recommendation: THAT the Mayor and Clerk, or their respective delegates, be authorized on behalf of The Corporation of the City of Stratford to enter into a Subdivision Servicing Agreement, substantively in the form provided and subject to the Director of Building and Planning being satisfied that the owner / developer has satisfied and appropriately addressed any outstanding matters, with Werner Bromberg Limited to subdivide the Lands known as 236 Britannia Street in accordance with

draft plan approval File No. 31T19-001.

- 7.7 Resolution - Communities in Bloom Symposium Event October, 2025– Follow-up (COU24-034) 165 - 167

Motion by

Staff Recommendation: THAT Council authorize staff to work with the Communities in Bloom Advisory Committee regarding details around transit and facility requirements for the 2025 National Symposium;

AND THAT Council authorize the use of the advisory committee reserve to provide \$5,000 for attending the Communities in Bloom 2024 conference.

- 7.8 Proclamation - Pride Month 168

Motion by

THAT Stratford City Council hereby proclaims the month of June as "Pride Month" in the City of Stratford in support of the 2SLGBTQIA+ community and to recognize their contributions in our municipality;

AND THAT Stratford City Council authorizes the flying of the Pride Flag for the month of June to send a message of inclusivity, diversity and acceptance to all members of the 2SLGBTQIA+community.

- 7.9 Proclamation - World Tuberculosis Day 169

Motion by

THAT Stratford City Council hereby proclaims March 24, 2024 as "World TB Day" in the City of Stratford to raise awareness that every year nearly ten million people become ill with Tuberculosis (TB) while over 1,500,000 people lose their lives to the disease.

8. Business for Which Previous Notice Has Been Given:

None noted.

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 March 25, 2024, be adopted as printed.

- 9.1.1 Downtown Stratford Business Improvement Area 224 Draft Budget (FIN24-001) 170 - 177

THAT the draft 2024 budget of the Stratford City Centre Business improvement Area be approved as submitted in the amount of \$325,472.50;

THAT the sum of \$299,472.50 shall be levied on properties located within the boundaries of the Downtown Business Improvement Area for the year 2024;

AND THAT a by-law to levy this special charge upon the rateable property in the Business Improvement Area for the Downtown Stratford Business Improvement Area (BIA) for 2024 be authorized.

9.2 Reports of the Social Services Committee

Motion by

THAT the Reports of the Social Services Committee dated March 25, 2024, be adopted as printed.

9.2.1 2023 Rent Supplement and Housing Allowance Review (SOC24-003) 178 - 180

THAT the report titled, "2023 Rent Supplement and Housing Allowance Review" (SOC24-003), be received for information.

9.2.2 Building Safer Communities in Stratford - Findings and Recommendations (SOC24-001) 181 - 222

THAT the Building Safer Communities in Stratford - Findings and Recommendations Report by Taneja Consulting Inc. be received;

THAT staff be directed to develop a Safer Communities Targeted Task Force that works in collaboration with relevant community partners with a focus on youth;

AND THAT staff be directed to look into co-creating safe spaces for youth to build relationships (with programming to support youth after school hours).

9.2.3 2024 Salvation Army Tax Program – Stratford (SOC24-004) 223 - 225

THAT the entering into of an agreement with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford for 2024, be authorized;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement on behalf of the

municipal corporation.

9.2.4 November 2023 Semi-Annual Report to Council (SOC24-005) 226 - 232

THAT the report titled, "November 2023 SSM Semi-Annual Report to Council" (SOC24-005), be received for information.

10. Notice of Intent:

10.1 Notice of Rescheduled Public Meeting - Accommodation Licensing By-law Fee Implementation 233 - 235

Notice is hereby given that the Public Meeting regarding the Accommodation Licensing By-law Fee Implementation has been re-scheduled and will be held on April 8, 2024, in Council Chambers at Stratford City Hall. For more information about the meeting please review the attached Notice.

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 11.8 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.8 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.8 be read a Third Time and Finally Passed.

11.1 Addendum Agreement Stormfisher Source Separated Organics Processing 236

To authorize the execution of the Addendum Agreement with StormFisher Environmental Ltd. for the processing of organic waste.

11.2 Subdivision Agreement - 236 Britannia Street 237 - 238

To authorize the entering into and execution of a Subdivision Servicing Agreement with Werner Bromberg Limited to subdivide the Lands known as 236 Britannia Street in accordance with draft plan approval File No. 31T19-001.

11.3 Conveyance for the Widening of Douro Street 239

To accept the transfer (conveyance) from Culliton Corporation of Part 4 on Reference Plan 44R-6193.

11.4 Dedication of Part of Douro Street as Public Highway 240

To dedicate Part 4 on Reference Plan 44R-6193, as public highway forming part of Douro Street in the City of Stratford.

11.5 Amend Fees and Charges By-law - Use of the Agriplex Fieldhouse Flooring Protective Cover 241 - 242

To amend the Fees and Charges By-law 117-2023, as amended, for The Corporation of the City of Stratford, to include a fee for the installation and removal of the Agriplex Fieldhouse flooring protective cover.

11.6 Appoint Deputy Clerk 243

To appoint Audrey Pascual as Deputy Clerk for The Corporation of the City of Stratford effective March 25, 2024, and to repeal By-law 112-2020.

11.7 Downtown Stratford BIA 2024 Budget 244 - 246

To levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2024.

11.8 Income Tax Program Agreement 247 - 248

To authorize the entering into and execution of an Agreement with The Governing Council of the Salvation Army on behalf of The Salvation Army Stratford – St. Marys Regional Community Ministries in Canada to deliver the income tax program in Stratford.

12. Consent Agenda: CA-2024-024 to CA-2024-047 249 - 263

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 April 8, 2024 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];
- Community Services Committee [7:15 P.M. or thereafter following the Regular Council meeting]

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

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 March 25, 2024 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 5.2 and 5.3 of the Finance and Labour Relations Committee meeting dated March 25, 2024 be adopted as follows:

5.2 2023 statement of Council Renumeration and Expenses (FIN24-011)

THAT the Report titled, "2023 Statement of Council Remuneration and Expenses" (FIN24-011), be received for information.

5.3 Long-Term Debt Update and Borrowing By-law (FIN24-012)

THAT a by-law to authorize the borrowing in the form of a bank loan(s) in the principal amount of \$9,230,915 towards the cost of the Queen Street Storm project be adopted;

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

15.3 Reading of the By-laws (reconvene):

264 - 267

The following By-laws require First and Second Readings and Third and Final Readings:

By-law 11.9 Long-term Borrowing By-law

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

By-law 11.10 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on March 25, 2024.

Motion by

THAT By-laws 11.9 and 11.10 be taken collectively.

Motion by

THAT By-laws 11.9 and 11.10 be read a First and Second Time.

Motion by

THAT By-laws 11.9 and 11.10 be read a Third Time and Finally Passed.

15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the March 25, 2024, Regular Council meeting adjourn.



MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and City Councillors
From: Joan Thomson, Chief Administrative Officer
Report Number: COU24-035
Attachments: Letter from Stratford Public Library Board

Title: Stratford Public Library Board – Grand Trunk Community Hub

Objective: To hear the presentation from the Stratford Public Library regarding their request, and to seek direction of Council.

Background: The Board has sent a letter to the City requesting that the Public Library be considered as an anchor tenant in the Grand Trunk Project.

Analysis: Please refer to the correspondence dated December 6, 2023 from the Board.

Along with the Board letter, attached is a link to the Space Needs Assessment dated 2022. [Library Space Needs Assessment 2022](#)

Following the presentation at the March 25 Council meeting regarding the Public Library, it is recommended that the request be forwarded to the Ad Hoc Grand Trunk Renewal Committee for review and to make a recommendation to City Council. The Ad Hoc Grand Trunk Renewal Committee is currently in the first year of its mandate to be a sounding board to Council regarding the Grand Trunk site renewal.

Financial Implications:

Financial impact to current year operating budget:

There are no immediate financial implications to the City 2024 operating budget related to this request from the Library.

Financial impact on future year operating budget:

There will be a financial implication to the City's future operating budgets related to the operating and maintenance of a new public library or satellite as it represents additions to the current service delivery model. As part of the Library 2024 Budget submission, they included the capital costs of a new build in future years of the 10-year forecast, as

well as an ongoing capital budget ask to build the capital reserve fund for this, and future library facility needs.

The correspondence from the Board outlines their approach to a capital fundraising campaign, applying for grants for construction and other potential funding.

Link to asset management plan and strategy:

This proposed project and any works completed at the Grand Trunk site will represent both new assets and rehabilitation of the Grand Trunk building. The exact effects will emerge if the project proceeds.

A larger library or satellite will impact future capital planning forecasts and funding strategies will be updated accordingly as more information becomes available.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Alignment with One Planet Principles:

Health and Happiness

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

Culture and Community

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

Staff Recommendation: THAT the correspondence from the Stratford Public Library Board requesting that the Library be considered as an anchor tenant in the Grand Trunk Community Hub be received;

AND THAT the correspondence be referred to the Ad Hoc Grand Trunk Renewal Committee for consideration of the request and to provide a recommendation for Council's consideration.

Prepared by: Joan Thomson, Chief Administrative Officer

Recommended by: Joan Thomson, Chief Administrative Officer



December 6, 2023

Joan Thomson
Chief Administration Officer
City of Stratford

Dear Joan,

It is with great enthusiasm that I write to you regarding the Grand Trunk Community Hub. Community Hubs are the lifeblood of a community, offering a diverse array of services from health and social support, to recreation, environmental engagement and education, all seamlessly integrated within a single facility. In many ways, this description perfectly encapsulates the essence of public libraries, and in our case, the Stratford Public Library stands as a testament to this alignment.

Libraries serve as vibrant community hubs where people gather, to learn, share, work, reflect, study, collaborate and to socialize, all of this without any financial barriers. The Stratford Public Library is no exception witnessing over 10,000 in-person visitors every month, each with a unique purpose. Our library is held in high regard both within the community and among our peer libraries, celebrated for its innovative programs and being the second most attended library in Ontario within our population range of 30,000 to 50,000 residents. We have cultivated partnerships with numerous local agencies, including the Stratford Perth Museum, the Connections Centre and Perth Community Futures Development Corporation to expand our reach and enriching the breadth of services we provide. Our MakerSpace, though small in size, exudes boundless creativity and serves individuals of all ages, offering invaluable support to entrepreneurs in Stratford. However, we've reached a critical impasse - not due to a lack of resources or staff, but, rather, a severe limitation of space.

In 2022, the Stratford Public Library Board commissioned Lemay to conduct a comprehensive space needs assessment, reinforcing what the Ventin Group's 2003 study concluded: **the library's current 12,472 net square feet is glaringly inadequate for a community the size of Stratford.** According to industry standards, we are short by 20,000 net square feet to meet the needs of our current population, a deficit that will only continue to widen as our community continues to expand. With our current location surrounded by constraints, there are no practical solutions to accommodate our burgeoning needs. To that end, the Library Board has made it a priority in their 2023-2026 Strategic Plan to address the library's space deficit.

With this in mind, the Stratford Public Library Board formally requests to be considered as an anchor tenant in the Grand Trunk Community Hub project. During our recent board meeting on December 5, the Library board unanimously approved a motion to take this step, reflecting our unwavering commitment to the community's betterment:

2023-65 Moved by K. Kochany, Seconded by D. Mackey

That the CEO send a letter to the CAO of the City of Stratford requesting that the Library be considered as an anchor tenant in the Grand Trunk Community Hub.

We believe that a library that is not only equitable but appropriately sized for the future, would be a valuable gathering space for the community. We aim to provide both public and private space for the community: meeting

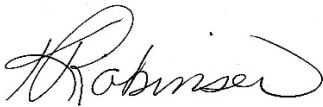
rooms, an auditorium for performances and theatre, and flexible space for people gather and connect. Our vision encompasses ample seating, expanded collection space, and a more accommodating environment for entrepreneurs and local creatives in the MakerSpace. Furthermore, accessibility and parking concerns would become a thing of the past, making our library an even more welcoming destination for all, including those with mobility challenges and young families. Our library would be designed with energy efficiency, sustainability, and environmental awareness at its core, reflecting our commitment to a greener, healthier future.

In conversations with the YMCA of Three Rivers, both our organizations have recognized the immense potential for synergy that a shared presence in the Community Hub would bring. We cater to similar demographics and have cultivated numerous partnerships, which we anticipate will flourish even further in this new setting. This presents a unique opportunity to nurture both minds and bodies within a single, community-focused location.

The Stratford Public Library Board acknowledges that such a venture entails substantial costs. However, we are fully prepared to embark on a capital fundraising campaign and apply for grants from sources such as the Ontario Trillium Foundation and the Green Municipal Fund to cover a substantial portion of the anticipated expenses. Additionally, we firmly believe that this project could be eligible for support from the Canada Community Building Fund. When combined with developmental charges and the sale of our current library building, we are confident that the necessary financial requirements can be met.

Libraries have a transformative impact on communities, fostering health, prosperity, and inclusivity. It would be a tremendous honour to be a part of the Grand Trunk Community Hub, showcasing that at the heart of any thriving community lies the library, a place where possibilities and potential abound.

Thank you for your consideration,



Krista Robinson
CEO, Stratford Public Library





MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and Council
From: Adam Ryan, Manager of Public Works
Report Number: COU24-029
Attachments: None

Title: Source Separated Organic Processing Agreement

Objective: To renew the processing of source separated organics with StormFisher Environmental Ltd. for up to two additional years.

Background: In 2020, Council awarded the competitive bid for source separated organics processing with StormFisher Environmental Ltd., to enable the City to proceed with Green Bin collection services. In 2022, Council agreed to extend the contract for an additional two years, subject to successful contract performance and that the annual contract costs be based on inflation only. As this last contract extension is nearing its term, StormFisher has agreed to honour the 2020 competitive bid pricing with inflationary increase only for an additional two years. The proposed renewal period would commence on the 1st day of April, 2024, and contain the following key considerations:

1. The City, for the duration of the renewal period, shall pay to StormFisher, in accordance with section 3.1, the updated base processing fee as it reflects the consumer price index change from the commencement of the original 2020 agreement.
2. If the original agreement is renewed for any additional year beyond the renewal period, the base processing fee will be adjusted annually by mutual agreement, including in accordance with a consumer price index that will be applied to the subsequent year based on the consumer price index of Canada. All items as published by statistics Canada for the most recent year ending March 30.

Analysis: StormFisher has successfully implemented this service contract since its inception in 2020 and has fit well into Stratford's longstanding waste collections service contracts that are set to expire in 2026. With the proposed changes to the Blue Box Collections program, how waste collections services are facilitated in Stratford will

require an extensive review and adjustments. Staff intend to begin public outreach to discuss future collections services in the Fall of 2024.

It is for these reasons that Staff are recommending that the agreement be renewed for a one-year term from April 1, 2024 to March 31, 2025. Further, staff are recommending an option to renew the contract for an additional one year period from April 1, 2025 to March 31, 2026 be approved, subject to approval by the Director of Infrastructure Services.

Financial Implications:

Financial impact to current year operating budget:

The quoted processing cost for 2024 is \$100.39 per tonne. At an estimated 1,300 tonnes of collected material per year, Staff estimate a total annual service cost at \$147,472.91 including HST, or \$132,725.60 after partial HST rebate.

The 2024 budget for the collection and processing of source separated organics was for a total of \$525,500 (\$130,000 for processing and \$395,000 for collection) but this will be assessed later in the year as the collection costs are also realized. It is expected that the 2024 budget is sufficient for processing and collection.

Financial impact on future year operating budget:

The estimated total annual service is \$147,472.91 including HST, or \$132,725.60 after partial HST rebate for the term of the contract. If an extension is granted after that period, the CPI adjustment would apply.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles:

Material and Products

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

Zero Waste

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

Staff Recommendation: THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the Addendum Agreement for the processing of source separated organics with StormFisher Environmental Ltd. for a one year period from April 1, 2024 to March 31, 2025, at a cost of \$100.39/tonne not including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute a further renewal agreement for the processing of source separated organics with StormFisher Environmental Ltd. for a one-year period from April 1, 2025 to March 31, 2026, subject to the Director of Infrastructure Services approval of the CPI and satisfactory contract performance.

Prepared by: Adam Ryan, Manager of Public Works
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and Council
From: Kelsey Hammond, Chief Building Official
Report Number: COU24-030
Attachments: Heritage Impact Assessment Report
 Heritage Impact Assessment Report Revision Letter
 Proposed Building Drawings

Title: Heritage Permit Approval for 203 Waterloo Street South

Objective: To consider an approval for Heritage Permit PRM-2024-0010, for a proposed ten (10) unit stacked townhouse development at 203 Waterloo Street South, on the corner of Waterloo Street South and Falstaff Street.

Background: The subject site was previously two properties (now merged) and has been vacant since approximately 2004; a fire occurred at the hotel building in 2003, and then the bowling alley building was demolished in 2004.

The subject site resides in the Heritage Conservation District (HCD) and has a Part V designation under the Heritage Act.

Any proposed new development within the HCD or designated properties under the Heritage Act require approval from Council prior to the issuance of any Building Permit(s), as required under the Ontario Building Code (OBC). The Chief Building Official (CBO) has delegated authority to issue permits for alterations to existing buildings but does not have delegated authority to issue permits for demolition of buildings or the construction of new buildings on designated properties. The CBO delegation authority for alteration permits is established under By-law #133-2004, allowing this establishment under the Ontario Heritage Act.

Analysis: The current owners have submitted a Heritage Permit Application (PRM-2024-0010) for a proposed ten (10) unit, 3 storey, stacked townhouse development. The proposed development involves the infilling of a vacant lot within the City's downtown core and HCD. The development's design is brownstone inspired, with street-facing dwelling units and private access.

The applicant has submitted a Heritage Impact Assessment (HIA), that was completed by Bright Past Heritage Consulting Inc., for the proposed development. The HIA was completed in March 2023, and a Heritage Permit was applied for prior to the Building Permit Application. Stratford's Heritage Permit Review Committee approved the original proposal with no objections and recommended that the permit be issued. Upon review of the applicant's Building Permit Application there were items noted that needed to be adjusted for conformance with the OBC. These items required revised drawings and a revised review of the HIA.

The HIA justifies how the proposed building conforms to the City's Heritage Conservation District Standards and provides an opinion that the proposed building will not result in any adverse impacts to the subject lands, adjacent properties or the HCD.

The Building Division circulated this application to Stratford's Heritage Permit Review Committee for comment on both the original and revised proposals and the Committee has commented with no objections and a recommendation that the Permit be issued.

The Building Division has no objections to the issuance of the Heritage Permit (PRM-2024-0010) for the proposed development at the subject property.

Financial Implications:

Financial Impact to current year operating budget:

There are no financial implications to the budget to be reported as a result of issuing the Heritage permit as outlined.

Financial impact on future year operating budget:

Future year impacts could include additional taxable assessment undetermined at this time.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

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.

Culture and Community

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

Staff Recommendation: THAT Heritage Permit PRM-2024-0010 for the new proposed development of a ten (10) unit stacked townhouse at 203 Waterloo Street South be issued.

Prepared by:	Kelsey Hammond, Chief Building Official
Recommended by:	Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services
	Joan Thomson, Chief Administrative Officer



BRIGHT
PAST

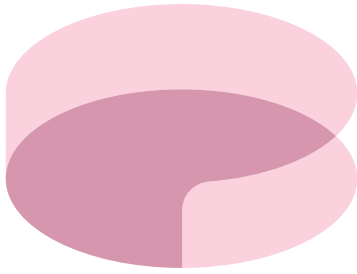
Heritage Consulting Inc.

March 2023

Heritage Impact Assessment and Urban Design Report

203-209 Waterloo Street South
City of Stratford

Prepared for The Bradshaw Towns Inc.



BRIGHT
PAST

Heritage Consulting Inc.

www.brightpast.ca

(548) 288-3152

connect@brightpast.ca

Acknowledgements

Land Acknowledgement

As descendants of settlers to Canada, one of our goals is to inspire others to take action to support Indigenous communities. One of the ways we can help achieve this is through creating a meaningful and intentional land acknowledgement. Therefore, we respectfully acknowledge that the City of Stratford is in the traditional territories / ancestral lands of the Anishinaabe and the Haudenosaunee peoples. It is now home to many diverse First Nations, Inuit, and Métis people and we are grateful to work on this land.

This territory is governed by two treaties. The first is the Dish With One Spoon Wampum Belt Covenant of 1701, made between the Anishinaabe and the Haudenosaunee. The second is the Huron Tract Treaty of 1827 (i.e., Treaty 29 as it is sometimes referred to), an agreement made by Anishinaabek Chiefs and the Canada Company (an agency of the British Crown and colonial settlers of Stratford).

We are all treaty people. Many of us have come here as settlers, immigrants, and newcomers in this generation or our generations past. We would also like to acknowledge and honour those who came here involuntarily, particularly those who are descended from those brought here through enslavement.

Research Assistance

We would like to thank the research assistance and support that was provided from members of the local Stratford community who provided information relating to the history of the property, specifically the Stratford - Perth Archives.

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1

Introduction

Bright Past Heritage Consulting Inc. ("Bright Past") was retained by The Bradshaw Towns Inc. (i.e., the "Owners") to prepare a combined Heritage Impact Assessment and Urban Design Report with respect to a proposed infill development at their property municipally addressed as 203-209 Waterloo Street South, in the City of Stratford, Ontario ("subject site").

The development and related Zoning By-law Amendment ("ZBA") application proposes to infill an existing vacant parcel at the southern periphery of Stratford's Downtown for a 10-unit apartment building in a 3-storey street-facing "brownstone" style, complete with brick veneer and horizontal wood siding for cladding, lower units with separate access, and upper units with a parlor floor and stoops ("proposal"). The proposal requires the submission of a formal ZBA. In the formal comments provided, City staff indicated that a Heritage Impact Assessment ("HIA") and Urban Design Report ("UDR"), prepared by a qualified professional, will be required as part of a complete ZBA application.

The subject site is a "designated" heritage property located within the City of Stratford's Downtown Core Heritage Conservation District ("DC-HCD"), which is a protected area in the City's Downtown under Part V of the Ontario Heritage Act, R.S.O. 1990, c. O.18 (the "Heritage Act"). Heritage Conservation Districts are areas whose cultural heritage value contributes to a sense of place extending beyond individual buildings, structures, and landscapes.

Given the similarities between the City's two guiding documents (i.e., Urban and Landscape Design Guidelines and the Heritage Conservation District Standards), both the heritage and the urban design assessments have been consolidated as a single report. The critical component is understanding how heritage and urban design matters are being addressed in a harmonized manner, especially given that there are several overlapping categories in the guiding documents on both. Providing both subjects under one cover provides an opportunity to address heritage and urban design separately while allowing for a more fluid comparison between the two. Therefore, the title of this report is a Heritage and Urban Design Impact Assessment ("HUDIA").

The purpose of this report is to assess the impacts of the proposal on the site and the surrounding DC-HCD and recommend mitigative measures or alternative development approaches to conserve any heritage attributes, as applicable. Furthermore, this report also assesses the proposed development's built-form, massing, location, and general design and articulates the overall urban design vision and principles for the proposed development in the context of the City's Urban Design and Landscape Guidelines. This report is intended to provide guidance to the Owners and the City in implementing that vision. Both heritage and urban design matters will be discussed and meshed where applicable. The report will result in conclusions and recommendations on both heritage and urban design mitigation, and strategy.

2

Site & Surroundings

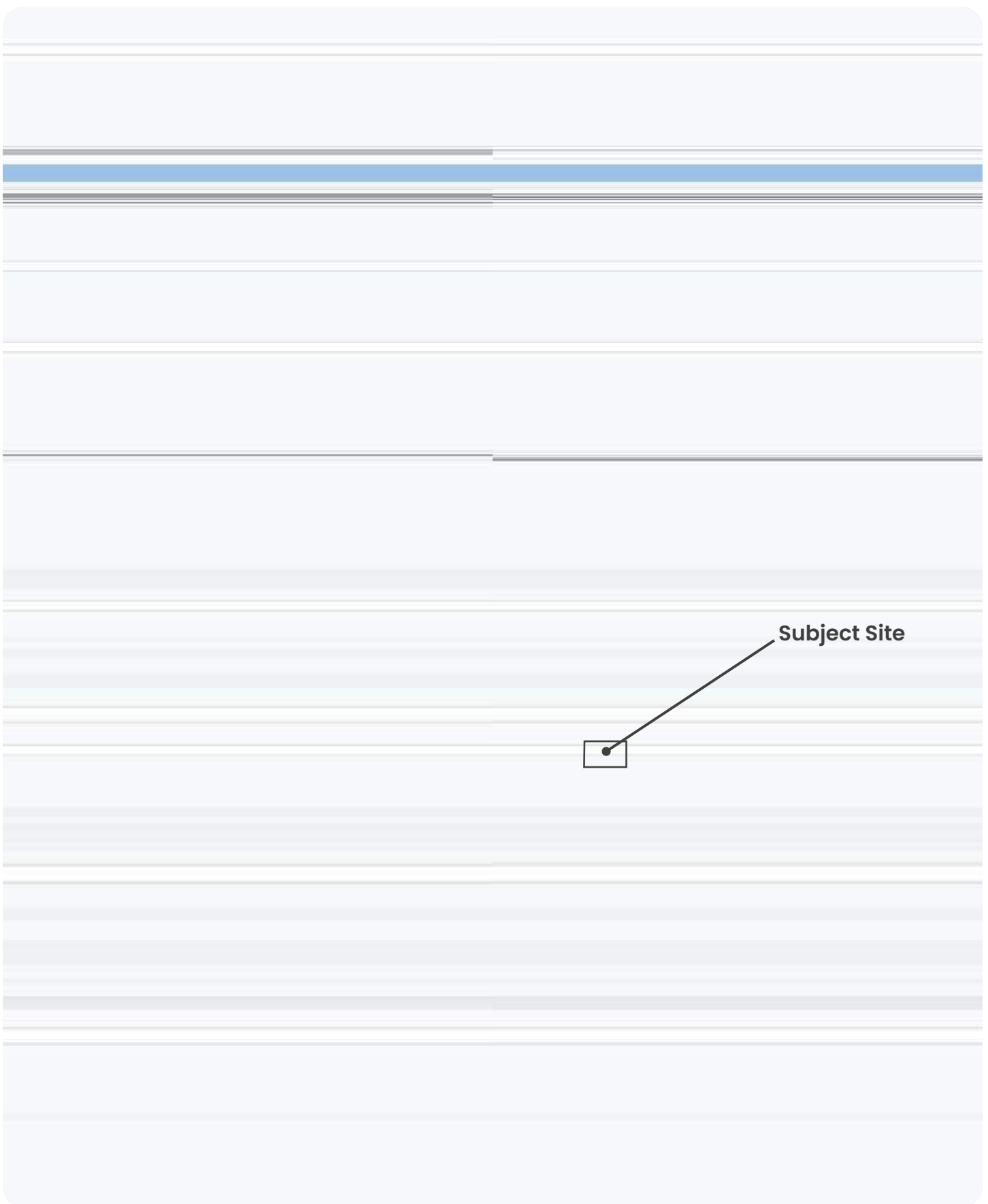


Figure 1 - Location Map

2.1 Subject Site

Although one parcel now, the subject site has two municipal addresses: 203 and 209 Waterloo Street South. The ranged addressing is due to the ownership registration under a single name which automatically merged the previously separate parcels on title in 2013. The site is located on the east side of Waterloo Street South at the corner with Falstaff Street and Downie Street. The site is located at the southwest corner of a block that is bounded by Douro Street to the north, Nile Street to the east, Falstaff Street to the south, and Waterloo Street South to the west. The site is near the southern edge of the City's Downtown, approximately 395 metres southeast of Stratford City Hall, and represents the southernmost tip of the DC-HCD. The site has an overall land area of about 1,229 square metres (0.123 hectares) with about 24.5 metres of frontage along Waterloo Street South and 49.3 metres of frontage along Falstaff Street, which is, the exterior side lot of the site. The subject site is legally described as:

"Part Lots 3 and 5, and all of Lot 4, Registered Plan 75, As In R231419; T/W R231419; Subject to Interest In R231419 & Part Lots 4 and 5, Plan 75, As In R359200; Subject to R359200; City Of Stratford."

The subject site has been vacant since about 2004, but historically, has been used for several different businesses over the years including a bowling alley, automotive garage, and a hotel, among others. The last buildings on site, which included a bowling alley and a hotel. The hotel burned down in 2003, and the bowling alley building was demolished sometime in 2004. Currently the site is used as a gravel parking lot, mostly as overflow parking for a variety of surrounding uses. During a site visit, it was noted that the site was used by the public for free parking in proximity to surrounding uses and the Downtown and is very flat.

In terms of the urban fabric, the site's vacancy has created a hole in Downtown for 18 years.



- Heritage Conservation District ("HCD") Boundary
- 245 Downie Street (an individually designated property under Part IV and is outside of the Heritage District.)

- Heritage Conservation District - Part IV, V
- Heritage Conservation District - Part V

- # Landmarks
- 1 City Hall
- 2 Market Square
- 3 Avon Theatre
- 4 Studio Theatre
- 5 Rheo Thompson Candies

Figure 2 – Aerial Context Map

Waterloo Street South and Downie Street, where they intersect at the site are identified as *Arterial* roads on Schedule "D" – Road Network of the City of Stratford's Official Plan. Falstaff Street is identified as a *Local* road. The ultimate planned right-of-way ("ROW") width for arterial roads in the City is 30 metres and are intended to serve regional and local travel demand by carrying large volumes of all types of vehicular traffic with direct access from abutting properties potentially restricted. The ROW width of Waterloo Street South, where it abuts the subject site is irregular, as it forms a triangular cross section merging with Downie Street. The approximate ROW of Waterloo Street South just northwest of the site is about 20-metres-wide with paid on-street parking and sidewalks on one side, consistent paving, and lighting. Sidewalk widths along this portion of Waterloo Street South, including those along the subject site's frontage range from around 1.5- to 3.0-metres wide, plus a grassy landscaping strip resulting in a standard pedestrian boulevard.

At the corner of Waterloo Street South, Downie Street, and Falstaff Street, the sidewalks are at their widest, in some places around 4- to 4.5 metres. At this corner, the entire radius is paved with concrete.

Directly in front of the subject site, Waterloo Street South merges and terminates with Downie Street creating an extra wide road cross section, and a ROW width from around 22- to 32-metres. At this road interface, there is a small park (Battery Park) located just 26 metres to the northwest of the site, creating a pedestrian area and island between Downie Street and Waterloo Street South. There are sidewalks along the west edge of Battery Park adjacent to Downie Street, and the park provides benches for seating, is grass covered, and contains mature trees.

Falstaff Street also has a ROW width of 20-metres, and there are some free on-street parking options along certain sections. The nearest fire hydrant is located along Falstaff Street on the west side of the road within the boulevard, just to the east of the subject site.

The sections of the boulevards that run adjacent to the subject site is not tree-lined, and trees only start further to the east along Falstaff Street and within Battery Park to the northwest. Street lighting is provided along Waterloo Street South, Falstaff Street, and Downie Street within the pedestrian boulevard comprised of standard single-pole down-firing light fixtures, but there is limited street lighting on the subject site. As there are no street trees with limited site lighting, and because the site is vacant, the site creates a broken street frontage within the outer limits of the downtown.



Subject Site looking North



Subject Site looking Northeast



Edge of Subject Site looking East along Falstaff St



Subject Site Looking North from Corner



Subject Site looking south towards Bradshaw Lofts



Subject Site looking West



Rear of Subject Site looking West



Entire Site looking Northwest from Bradshaw Lofts

2.2 Adjacent and Surrounding Context

The subject site forms part of the southern limits of the City's Downtown, which is the centre for commerce and civic interaction in the City. The site forms part of a block of mixed uses with institutional uses to the north and west, mixed residential / commercial uses to the north and south including the Bradshaw Lofts at 245 Downie Street, and residential uses to the east. Building heights in the neighbourhood range in height from 1- to 3-storeys, and building typologies vary all around the site, with the most prominent structures being the Bradshaw Lofts to the south (4-storey street appearance), a 3-storey red-brick mixed-use building to the north, St Paul's Church further to the north, and the YMCA building to the west. The YMCA building across the street to the west is a 3-storey concrete structure built with brutalist and post-modern architectural influences. The Bradshaw Towns building was a former industrial building built in 1903 in the Edwardian style for the Mooney Biscuit and Candy Company. Although this building has 3 complete storeys, the grade-level entrance provides a half level, and the overall appearance from the street is more like 4-storeys. This is apparent when comparing the two building masses at 245 Downie (i.e., The Bradshaw Lofts) and the mixed-use red brick building at 195 Waterloo Street South to the north. The Bradshaw Lofts buildings is clearly taller than the red brick building to the north. Heights decrease towards the east, which transitions into a primarily residential neighbourhood.

In terms of its block profile, the subject site forms the southwest corner of a City block that is bounded by Douro Street to the north, Nile Street to the east, Falstaff Street to the south, and Waterloo Street South to the west. For the purposes of this report, the block will be referred to as "St. Paul's Block" for the church in the northwest corner. Most of St. Paul's Block is comprised of residential properties that are heavily treed, interspersed with some quasi-commercial uses such as a bed and breakfast. The western edge of the block, which contains the subject site, contains the most variability in terms of land uses. This portion containing St. Paul's Church (an institutional use), two mixed-use commercial / residential buildings (i.e., 189 and 195 Waterloo Street South), and the subject site, which is vacant but zoned for commercial and mixed uses including apartment buildings. It is also worth noting the parcel to the east and abutting the subject site, 22-24 Falstaff Street, has an upgraded residential zone when compared to the remainder of the residential portion of the St. Paul's Block. While most of the residential portion of the block is zoned Residential Third Density "R3", 22-24 Falstaff Street is zoned Residential Fifth Density "R5(1)". In the R5(1) zone, apartment buildings are permitted uses at heights up to 12 metres (i.e., about 3.5-storeys).

A detailed breakdown of the specific surroundings follows:

North: is comprised of 2- to 3-storey mixed-use commercial / residential buildings including a 3-storey red brick building at 195 Waterloo Street South (addressed as 193-197 Waterloo Street South according to the City's online mapping), and a 2-storey brick building painted light pink at 189 Waterloo Street South. Further to the north, at 9 Douro Street, is the site of St. Paul's Church. This church is a 3-storey structure with a bell tower, constructed of dark grey with gothic influences, including lancet window with pointed arches and large stained-glass windows. The roof of the church has several slopes but is generally a gable roof which has been recently cladded in bright red steel.



Building North of Subject Site along Waterloo St S



St. Paul's Church North of Subject Site



Single-Detached Dwelling North of Subject Site along Douro St



Lot Under Construction North of Subject Site



St. Paul's Church North of Subject Site along Douro St



Another Single-Detached Dwelling North of Subject Site along Douro St

East: is a driveway which seemingly blends in with the balance of the subject site. This driveway belongs to the property at 195 Waterloo Street South, providing street access to the rear and side of the 3-storey red-brick building to the north. Further to the east, at 22-24 Falstaff Street, is a 1.5-storey semi-detached residential building, which may have been renovated for multiple apartment dwellings. Based on the appearance from the street, 22-24 Falstaff Street may share driveway access with 195 Waterloo Street South. Several of the buildings to the east are former residential houses that have been converted in apartments, including 28 Falstaff Street, which is a 2.5-storey red brick detached dwelling. Generally, all the uses to the east of the subject site form part of a mature residential neighbourhood, of most single-detached residential homes, at height from 1- to 2.5-storeys.



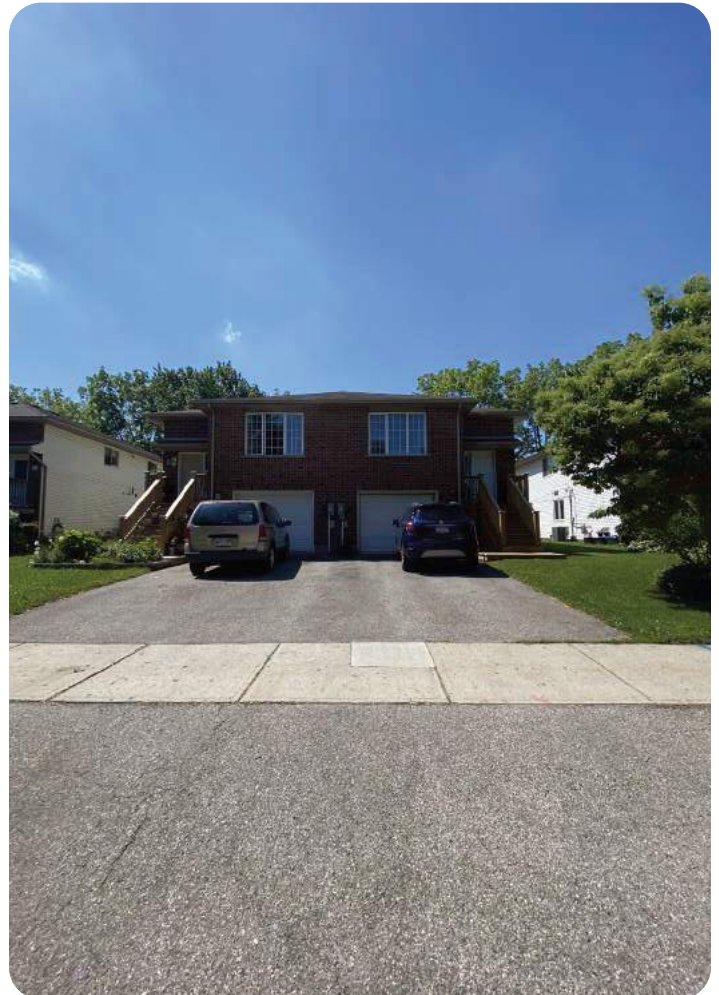
Single-Detached Dwelling East of Subject Site along Falstaff St



Other Angle of Single-Detached Dwelling East of Subject Site

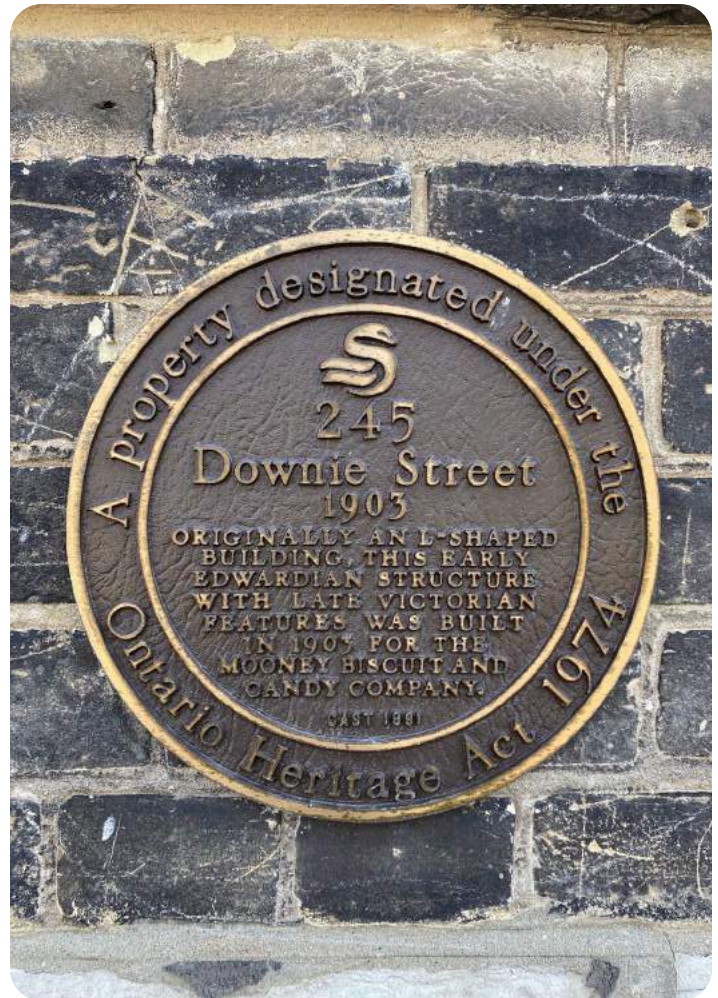


Dwellings East of Subject Site along Fallstaff St



Semi-Detached Dwellings East of Subject Site

South: is the Falstaff Street ROW, and beyond that is the location of the Bradshaw Lofts at 245 Downie Street. The Bradshaw Lofts building is a 3-storey yellow brick building with limestone foundation, that has a street appearance of 4-storeys due to its half level at grade, and tall building top. The Bradshaw Lofts building is an individually designated heritage property under Part IV of the Ontario Heritage Act (By-law No. 94-91). The building and property at 245 Downie Street are large enough that the subject site has no other neighbours to the south. Further to the south are several single storey commercial buildings that appeared vacant during the site visit on June 11, 2022.



Bradshaw Lofts South of Subject Site

Bradshaw Lofts Heritage Plaque South of Subject Site



Non-residential Uses South of Subject Site along Downie St



More Non-residential Uses South of Subject Site along Downie St



Cooper Bus Terminus Southwest of Subject Site



Basketball Court Southwest of Subject Site



Remaining Portions of Cooper Building West of Subject Site

West: is the location for the YMCA at 204 Downie Street. This large parcel contains a 3-storey grey concrete structure along with a large amount of surface parking, grassed boulevards, and basketball court. The surface parking for the YMCA blends in with more surface parking associated with Cooper Terminus transit terminal approximately 115 metres to the southwest of the subject site. The Cooper Terminus is a primary transit hub in the City and the convergence of all bus lines (i.e., Route 1 – Huron, Route 2 – East End, Route 3 – McCarthy, Route 4 – Queensland, Route 5 – Devon, and Route 6 – Downie). This means that the subject site has access to all bus routes in the City within less than a 5-minute walk. Even further to the east, is the site of the former Cooper building, a railway hub and former locomotive repair centre, partially responsible for the growth of Stratford.



YMNC West of Subject Site along Downie St

2.3 Heritage Context

In order to confirm the heritage context for the subject site and the adjacent properties a variety of resources and databases were consulted including the City of Stratford's Designated Properties Register, the City of Stratford's Non-Designated Properties Register, the City of Stratford's Heritage Conservation District and related Standards, the City of Stratford's online interactive web-mapping application, the City of Stratford Official Plan, the Ontario Heritage Act Register ("Ontario Heritage Trust"), the Canadian Register of Historic Places ("CRHP"), and the Canadian National Historic Sites ("CNHS") register.

Heritage Status

The subject site is a designated heritage property within the Downtown Core Heritage Conservation District ("DC-HCD"), which is a Part V designation under the Heritage Act (see **Figure 3** – Downtown Core Heritage Conservation District). The DC-HCD applies protections to all properties within its limits which is generally bounded by the Avon River (Lake Victoria) to the north, Waterloo Street South to the east, St. Patrick Street to the South, and the Shakespeare Gardens to the west. In a general sense, the DC-HCD applies to the entire Downtown of Stratford, except for the subject site which exists at the southern periphery of the Downtown.

The DC-HCD was designated in 1997 by By-law 173-97. The designation enables Stratford's Council the right to manage and guide future change in the district, through adoption of a district plan with policies and guidelines for conservation, protection and enhancement of the area's special character and heritage resources¹. Stratford DC-HCD plan and related guidelines are comprised of the Downtown area and the buildings within it, whereby the protections in place are related to real properties. The guidelines for the implementation of the Heritage Conservation District were brought into effect through By-law No. 174-97. Prior to the granting of any building permit or site plan approval in the DC-HCD, the designation requires owners to obtain a heritage permit from the City of Stratford. Based on a review of the heritage permit application, City staff will determine if the proposed alteration is significant enough to require Municipal Heritage Committee and/or Council review of the application. A copy of the Part V designating By-laws are attached as

Appendix A.

As the buildings previously occupying the subject site have since been removed, and the subject site is now a vacant lot, the purpose of this report will be to assess the impacts (if any) of the proposed development against the surrounding land uses and the broader standards outlined in the City of Stratford Heritage Conservation District Standards.

With respect to surrounding land uses, all properties abutting the subject site are also designated properties of cultural heritage value or interest as part of the DC-HCD.

Specifically, the City's Official Plan requires that HIAs assess for potential impacts on properties that are adjacent. In this instance, the term "adjacent" means besides, behind and abutting, as well as across a street from a property. In this regard, the adjacent heritage properties are 193-197 Waterloo Street South (signed as 195 Waterloo Street South) which is also within the DC-HCD, and 245 Downie Street which is protected with a Part IV (individual property) designation under the Ontario Heritage Act.

Therefore, the focus of this HIA will be on the potential impacts to these two parcels, north and south of the subject site. It is also noted that Battery Park, which is included within the DC-HCD, is near to the subject site (diagonally to the northwest by about 26 metres) but, in our opinion, does not meet the City's definition for adjacent, and is therefore not assessed as part of this HIA.

¹ **Built heritage resource:** means a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an Indigenous community. Built heritage resources are located on property that may be designated under Parts IV or V of the Ontario Heritage Act, or that may be included on local, provincial, federal and/or international registers.

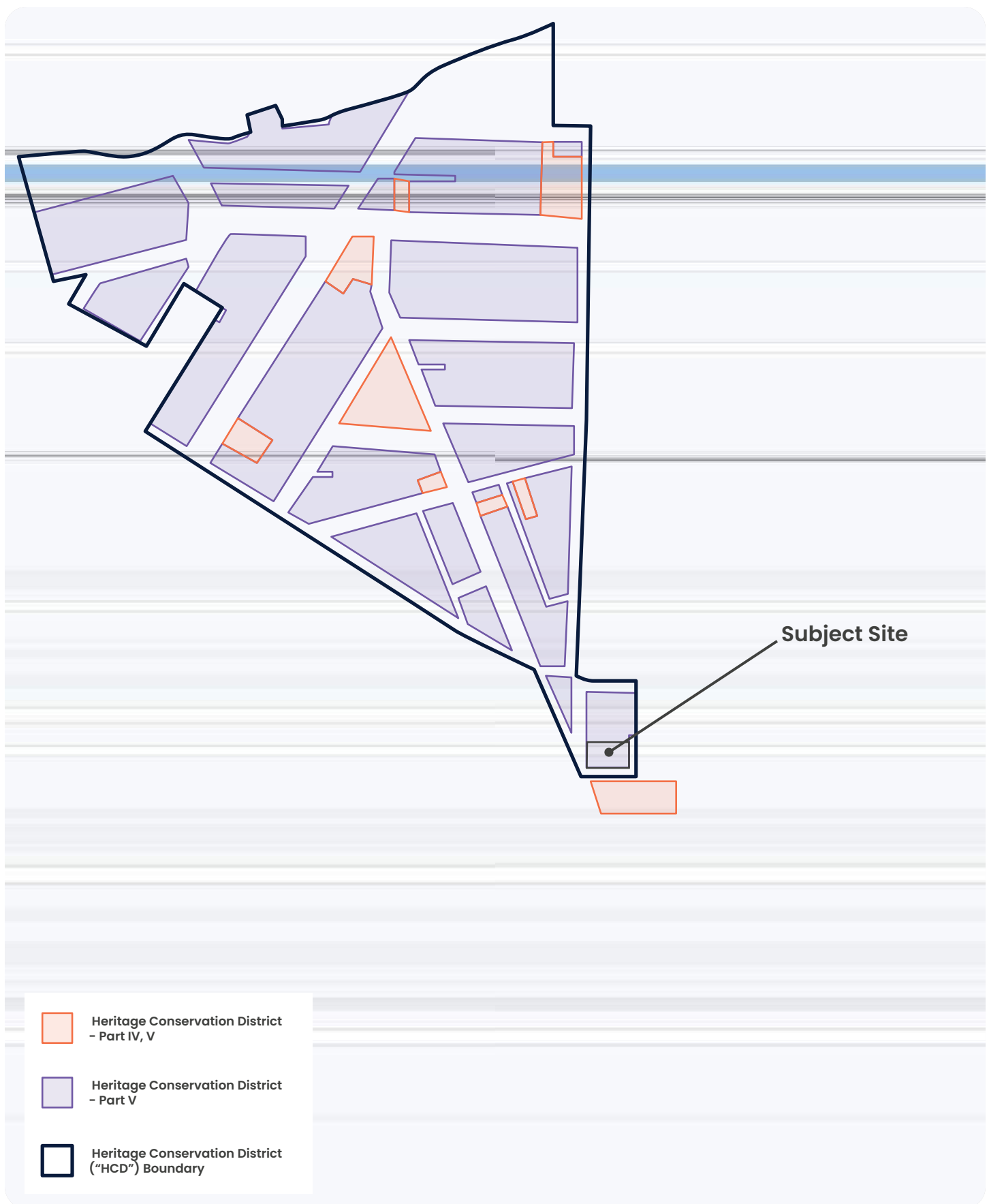


Figure 3 – Downtown Core Heritage Conservation District Map

Surrounding Land Uses and Built Form Character

A site visit was completed on June 11, 2022, during which time a visual assessment and photo documentation of the heritage character and surrounding area was undertaken.

Along Waterloo Street South and Falstaff Street between Douro Street, Downie Street, and Nile Street, there are a wide variety of building typologies, heights, and massing.

The mixed-use buildings to the north at 189 and 195 Waterloo Street South contain grade-related commercial uses oriented towards the street. Building heights here range from 2- to 3-storeys. Interestingly, 195 Waterloo Street South also presents back-of-house uses to the south facing the subject site. Given that 195 Waterloo Street South is also accessed via a driveway off Falstaff Street, and there are active back-of-house uses (e.g., fire escape) and building openings (e.g., windows and doors), we assume that this parcel will never fully allow for a consistent building frontage along the street. The opening and accesses will need to continue to function, and therefore, there may always be a gap in the buildings along Waterloo Street South between whatever is built on the subject site and 195 Waterloo Street South. Generally, the northeast corner of the subject site functions a back-of-house use with 195 Waterloo Street South and 22-24 Falstaff Street.

All buildings along Falstaff Street are low-rise residential dwellings with typical street facing entrances, except for the Bradshaw Lofts building, which is an exterior side yard for the building, and includes a couple of building exits. Buildings along this section of Falstaff range in height from 1- to 2.5-storeys, again, except for the Bradshaw Lofts building, which is a 3-storey apartment building with a street appearance of 4-storeys.

As a vacant parcel, the subject site lends itself to a less significant and non-continuous heritage frontage, essentially breaking up the building presence along the street, creating a gap in the context. This becomes especially evident when compared to other more significant continuous heritage frontages such as the “Gordon Block” or the Victorian commercial buildings along Downie Street, or other examples along Ontario Street, or Wellington Street, which generally lend to a continuous historic building wall.

Materials utilized in the area around the subject site also vary. The predominant material is brick and stone, but there are also samples of concrete (e.g., the YMCA), stucco, and vinyl siding. Special to the Bradshaw Lofts, is the mix of brick, stone, glass, and wood accents, making it a unique example for the area. There is also variation in floor-to-floor heights for at-grade uses, with generally limited consistency along this section of Waterloo Street South and Falstaff Street. Again, the exception is the Bradshaw Lofts, which utilize a half level at grade. This half level, maybe just over 2-metres, creates a grade-related window pattern along Falstaff Street, with floor-to-floor heights above that appear to be about 4.5-metres tall between the 1st and 3rd levels. When viewed from the street, the floor-to-ceiling height of the first level of the Bradshaw Lofts appears taller than 4.5-metres, and presents taller, at around 6.5 metres or more. The mixed commercial / residential buildings at 189 and 195 Waterloo Street South have the typical retail commercial floor-to-ceiling heights at-grade of around 4.5 metres.

Architectural styles also vary along this section of Waterloo Street South. Buildings along Waterloo Street South and Downie Street have influences from styles such as Late Victorian (Commercial), Edwardian, and Industrial. While the church at 9 Douro Street contains some Gothic and Gothic Revival architectural influences. Architectural styles of the houses along Falstaff street also widely vary.



195 Waterloo St S



189 Waterloo St S



St. Paul's Church at 9 Douro St



39 Douro St



28 Falstaff St



Bradshaw Lofts, Former Cooper Building, and YMCA

Existing Identified Attributes

We note that at the time of writing, the original 1994 Stratford Downtown Heritage Conservation District Study and Plan was not readily available. The Heritage Conservation District Standards is the current guiding document for understanding the significance within the Downtown Core Heritage Conservation District.

It is further noted that the Heritage Conservation District Standards do not contain any specific identified attributes for areas, streets, views, or buildings within the district, but rather, focus on providing standards for additions, renovations, maintenance, alteration, rehabilitation, conversions, and new construction. In this regard, the focus in the Heritage Conservation District Standards is recommendations with respect to general conservation, location and massing, architecture, masonry, cladding, building openings, roofs, and streetscapes.

The exception is 245 Downie Street (i.e., the Bradshaw Lofts) which has its own Part IV Designating By-law (No. 94-91). The attributes listed in the designating by-law include “the original building, or what is there today” [...] which includes “the exterior of the building; the original windows; the original doorway on Downie Street, and the original masonry. The landing on the south wall is not included.” Furthermore, the City’s architectural description of 245 Downie Street is as follows (paraphrased for conciseness):

Downie Street façade; three storey yellow brick; foundation is limestone with two multi paned windows on the left side; a door beside these on the left and three blocked up windows on the right side; first floor; blocked up round headed door in the centre and three round headed windows that are blocked up on the left side; three round headed windows on the right side of the door are blocked up except for the one on the left and the right of the centre window that have four panes in the lower portion of the window; all the first floor windows have multiple rows of brick voussoirs forming a pointed arch above them; the second and third floors are identical with seven rectangular windows in each floor all of which are blocked up.

The left side has three stories; first storey has twenty-one windows that are almost all blocked up except for the four on the right-hand side; two of these on the right have the original six over six panes; there are brick pilasters in between each set of two windows; the second and third storey are the same as the first except all the windows are blocked up. The right side has a flat roof over an entrance porch to a business; the second and third floors have two brick pilasters and no windows; a large rectangular four storey brick projection with a window blocked up on the first floor at the right divides this façade from the rest of the building; the first floor has an irregular arrangement of doors and windows some of which are blocked up; second floor; and third floor have all the windows blocked up; generally there are pilasters between every two windows.

2.4 Built Form and Design Context

The following provides an overview of the urban design context of the subject site and surrounding lands uses along Waterloo Street South, the St. Paul's Block, and a portion of Downie Street.

Lot Fabric, Block and General Street Pattern

The subject site forms part of what is being labelled, for the purposes of this report, the St. Paul's Block; a generally rectangular block approximately 2.6 hectares in size, oriented east to west. The streets surrounding the block (i.e., Douro Street, Nile Street, Falstaff Street, and Waterloo Street South) generally follow a grid pattern.

The western edge of the block has the widest boulevards, especially due to the presence of Battery Park just west of the block which extends the pedestrian realm between Waterloo Street South and Downie Street. Generally, all the surrounding streets have typical residential neighbourhood characteristics: two-lane roads with alternating traffic, 1.5-metre-wide sidewalks along both sides, grassed boulevards, and front yards. The exception is at the subject site and all the other properties along Waterloo Street South between Douro Street and Falstaff Street, which have grade-related uses and no front yards. The buildings along Waterloo Street South and St. Paul's church (which has a Douro Street address) all lend to a continuous building wall, helping to activate the street. In terms of context, the western edge of the Block, is the closest to the Downtown at the southern periphery. There are some street trees, but most trees along the Block's perimeter exist within residential front yards. Free on-street parking is permitted along some of the Block's streets, with paid on-street parking (like the rest of Downtown) being provided along Waterloo Street South.

The Block is generally arranged in a perimeter block format that concentrates buildings along its outermost – or public – edges. The innermost portion of the block accommodating back-of-house uses for the mixed-use and institutional buildings along Waterloo Street South and Douro Street, and the backyards of the residential properties throughout the remainder of the Block. The subject site is the only large vacant parcel in the Block and happens to have one the most prominent street frontages. From the street, the subject site appears as a hole in the urban fabric.

The St. Paul's Block contains 31 parcels of land with multiple addresses and varying sizes. There are three predominantly large lots which include the subject site, 193-197 Waterloo Street South, and 9 Douro Street – all focused at the western edge of the Block.

A summary of the lot fabric is provided in the table below. 34 George Street East has been omitted from the table due to the lot being a large outlier and home to the two theatres taking up nearly an entire block:

Municipal Address	Use	Approx. Lot Size	Approx. Front Yard Setback	Height (Storeys)
203 / 209 Waterloo St S (Subject Site)	Vacant	1,229 m²	5.0 m (Proposed)	3 (Proposed)
193-197 Waterloo St S	Mixed-Use	1,096 m ²	0 m	3
189 Waterloo St S	Mixed-Use	268 m ²	0 m	2
245 Downie St	Mixed-Use	3,254 m ²	0 m	3 (4 Visually)
204 Downie St	Institutional (YMCA)	6,172 m ²	0 m	3
9 Douro St	Institutional (Church)	906 m ²	0 m	2 – 3
23 Douro St	Residential	409 m ²	1.1 m	1.5
27 Douro St	Residential	343 m ²	7.5 m	1.5
29 Douro St	Residential	367 m ²	7.5 m	1.5
33 Douro St	Residential	355 m ²	5.2 m	2.5
37 Douro St	Residential	340 m ²	3.4 m	2.5
39 Douro St	Residential	359 m ²	5.3 m	1.5
43 Douro St	Residential	336 m ²	4.6 m	1.5
47 Douro St	Residential	387 m ²	4.2 m	1.5
51 Douro St	Residential	430 m ²	5.6 m	2.5
55 Douro St	Residential	603 m ²	2.2 m	1.5
63 Douro St	Residential	710 m ²	6.2 m	1.5
67 Douro St	Residential (Bed & Breakfast)	710 m ²	5.7 m	2

Municipal Address	Use	Approx. Lot Size	Approx. Front Yard Setback	Height (Storeys)
73 Douro St	Residential	597 m ²	7.4 m	1
154 Nile St	Residential	377 m ²	2.7 m	1.5
162 Nile St	Residential	439 m ²	2.6 m	1.5
168 Nile St	Residential	357 m ²	1.5 m	2
172 Nile St	Residential	360 m ²	3.3 m	1
66 Falstaff St	Residential	709 m ²	4.3 m	1.5
62 Falstaff St	Residential	709 m ²	4.9 m	1.5
56 Falstaff St	Residential	354 m ²	4.0 m	1.5
52 Falstaff St	Residential	354 m ²	4.0 m	1.5
48 Falstaff St	Residential	708 m ²	3.5 m	1
42 Falstaff St	Residential	707 m ²	5.4 m	1.5 (Split-Level)
38 Falstaff St	Residential	353 m ²	5.4 m	2
32 Falstaff St	Residential	353 m ²	3.6 m	1.5
28 Falstaff St	Residential	706 m ²	3.3 m	2.5
22 / 24 Falstaff St	Residential	705 m ²	3.4 m	1.5
Range	–	268 m ² – 6,172 m ²	0 m – 7.5 m	1 to 3 (4 Visually)

As observed in the table above, there is a mix of land uses in the area, and a wide variety of lot sizes and frontages in the surrounding lot fabric. All non-residential and mixed uses have a very limited front yard setback or no setback, and all strictly residential uses have a front yard setback that ranges from 0 metres to 7.5 metres. Building heights for the Block and surrounding uses range from 1- to 3-storeys (with the Bradshaw Lofts building having a visual appearance of 4-storeys).

Surrounding Colour Palette

A large number of photographs were taken during the site visit. In addition, several historic photographs of the area were recovered which identified both existing and historic colours surrounding the subject site. Based on the digital photographs taken, we were able to capture solid colours from the surrounding buildings and materials. Using a digital editing tool to create a local colour palette that is primarily composed of neutrals and earth tones (i.e., natural tones of orange, beige, grey, white, or black). There were also a few outlier colours such as the bright red roof from the church, a light pink pastel colour (i.e., the painted brick of 189 Waterloo Street South), and some light blue colours from nearby houses. A visualization of this synthesized local colour palette along with colour swatches are provided below in **Figure 4** and **5**.

Relationships and Linkages

The subject site is generally not connected to other part of the City via specific trail connections or bicycle routes. However, the sidewalks along the east side of Waterloo Street South connect pedestrians to the Downtown via a quick crossing to Battery Park and along Downie Street, which is about a 5-minute walk to City Hall and to Market Square and includes all the available services and business in that area. Downie Street has sidewalks along both sides of the street all the way from the subject site to the Downtown. The subject site is within a 5 minute (400 metres), or 10 minute (800 metres) walk of a wide variety of community services and facilities and parks and open spaces, including the Cooper Bus Terminus, Avon River / Lake Victoria, the entire Downtown, the Shakespearean Gardens, and the new Tom Patterson Theatre.

The site has walking access to all bus routes within the City via the Cooper Terminus just a 2-minute walk to the southwest. There is also a planned future bicycle lane and signed route just 60-metres to the northwest of the site at the corner of Waterloo Street South and Douro Street, with several post and ring and grid rack bicycle parking spaces along Downie Street and St. Patrick Street within 5-minutes or less from the site.

The site can be described as an area at the southern terminus of the Downtown. Surrounded by typical sidewalk connections, with access to the Downtown, surrounding residential neighbourhoods and civic institutions. All City bus routes via the City's transit hub, and planned bicycle infrastructure – all within 5-minutes or less of the site.



Figure 4 – Surrounding Colour Palette

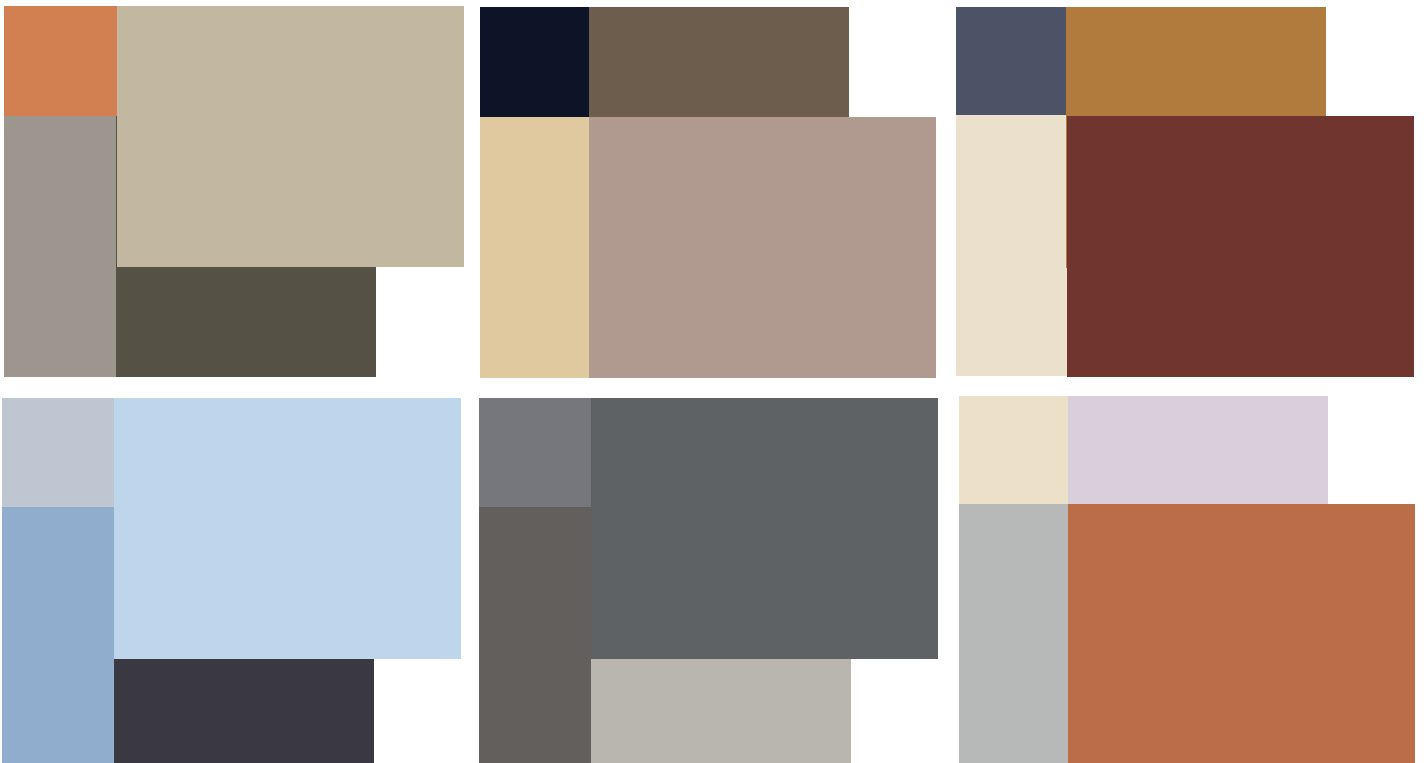


Figure 5 – Local Colour Swatches



3

Proposal



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-storey residential apartment building ("the proposal"). Should the ZBA be approved, 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-storey residential apartment building ("the proposal"). 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).

The typical brownstone format, common in New York City, was a 4-storey townhouse building built of brown stone. Historically, each unit was owned by one family with the lower access being reserved for house staff (e.g., maid or butler) and the upper levels, starting at the parlour floor, being reserved for the owners. In the proposed configuration, the building will be only 3-storeys tall, but will include the parlour floor, which gives a street appearance of just more than 3 storeys. The other difference is in how the units within the building are divided. Each unit will have access via the stoop and parlour floor, with each section of the building divided into two units. The lower-level units will occupy the parlour floor and basement level, while the upper-level units will occupy the second and third floors. Each unit will occupy the entire depth of the building from street front to the rear of the building.

There are no non-residential or commercial uses proposed on the site.

Each of the units are quite large consisting of one or two-bedrooms with a full suite of features including ensuite washrooms, offices / dens, living rooms, dining rooms, and storage. The lower-level units will have access to a small patio on the street-facing side that is slightly below grade and a small rear-oriented balcony. The upper-level units will have rear-oriented balconies and larger terraces on the third floor. Overall, the building is comprised of 8 one-bedroom units (80%) and 2 two-bedroom units (20%). Although the bedroom counts are limited, the actual floor areas for each unit are quite large. The resulting density on site will be 81.4 units per hectare.

Access to the site is proposed in two locations, both of which are located off Falstaff Street. The primary entrance is located furthest east along down Falstaff Street at the eastern edge of the site, via a one-way entrance 3.2-metres wide, which circulates traffic internally in a crescent back around to Falstaff Street via a 6.0-metre-wide driveway.

All parking is proposed internal to the site as surface parking, and a total of 15 parking spaces have been provided including 2 barrier-free spaces abutting the building at the rear. The overall parking ratio is proposed at 1.5 spaces per dwelling unit. Parking along the rear of the building will be separated from the building itself using bollards.

Waste and snow storage are both proposed to the rear of the building. For the most part each unit will have waste storage under a building overhang to the rear of the building at grade. Residents will, at their leisure, be able to carry waste towards the northeast corner of the site to two deep-well refuse bins (Moloks) within a boulevard near to the drive aisle. These deep-well garbage bins will help ensure waste is appropriately managed on site while lending to a cleaner aesthetic and overall better odour control. The rear yard of the site includes a landscaped edge treatment to provide adequate space for tree planting or other landscape treatments.

The subject site is zoned Central Commercial "C3" with a site-specific exception "7". The site-specific exception for the site permits dwelling units on the ground floor without a commercial use (i.e., stand-alone residential), and a reduced parking rate of 0.55 parking spaces per dwelling unit, among other things.

The zoning requires ground floor floor-to-ceiling heights of 4.5 metres for mixed-use buildings and apartment buildings. The proposal has adopted a 4.5-metre-tall ground floor floor-to-ceiling height. This 4.5-metre-tall ground floor floor-to-ceiling height begins at the parlour floor, which is raised up from grade by about 2.1 metres (7 feet). As a result, the first floor will be quite grand in terms of visibly high ceilings and doors and will result in a striking street appearance. It is also a simple way of avoiding a potential minor variance requirement in terms of the minimum ground floor floor-to-ceiling height set out in the new Zoning By-law, which in this case, did not account for parlor floors and stoops such as is proposed.

The building has also adopted an exterior side yard setback of 3.0 metres, that together with the interior side yard setback, comply with the Zoning By-law. However, an exception to the Zoning By-law ("ZBL") is required to accommodate a front yard setback of up to 5.0 metres between the property line along Waterloo Street South (post widening) and the front main building wall. This is required so that a parlour floor and stoop can be accommodated in the design of the building (i.e., space for the stairs), which the ZBL does not account for. As well, the ZBA also seeks relief from the ZBL to allow for an exception to permit the encroachment of the parlour floor stairs into the front yard, to allow for a pedestrian connection to the sidewalk using the Brownstone building style. Lastly, the ZBA is required to permit dwelling units within an apartment to each have individual exterior entrances, in keeping with the Brownstone design language. From the street, the building will maintain a semi-continuous streetwall, and will offer a unique street appearance.

The site is proposed to have an overall lot coverage of 22.7% landscaped open space of 9.5%, and snow storage during the winter months will occur within a designated snow storage area in the northeast corner of the lands, and within grassed areas beside boulevards capable of accommodating the snow load. Landscaping is proposed to include grassed areas, trees, and a rain garden.

From a pedestrian circulation perspective, the site has integrated sidewalks with the design connecting to existing sidewalks along Waterloo Street South and Falstaff Street and enhancing those connections through a new internal sidewalk system internal to the site within the surface parking lot. Loading for the site during moving days or deliveries will be provided along the street, with an option area designed as an internal layby just west of the main entrance driveway at the east edge of the site. The proposed Concept Site Plan is illustrated in **Figure 6** followed by coloured renderings.

The building is proposed to be constructed out of predominantly modern construction materials with concrete foundation and walls, and a brick veneer cladding. The colour of the brick is proposed as a mixed red / brown brick in keeping with the surrounding colour palette. The front façade has been designed in a manner that compliments the other facades along Waterloo Street South, with the height generally in line with that of 193-197 Waterloo Street South and 245 Downie Street. The floor separation is consistent with the neighbouring Bradshaw Lofts at 245 Downie Street which matches the half level of the former industrial building using the parlour floor of the proposed building. When viewed from the street looking north, the building will provide an entrance line only incrementally taller than the neighbouring buildings at 189 and 193-197 Waterloo Street South. When viewed from the street looking south, the building entrance line will be very consistent.

Since the proposed parlour floor is raised from grade by about 2.1 metres, the street appearance of the ground floor (from grade to the top of the parlour floor) will have a total height of around 7.0 metre (comprised of stoop height + joist height + parlour floor height). The parlour floor (1st level above grade) has a floor-to-ceiling height of 4.5 metres, the 2nd floor has a floor-to-ceiling heights of about 3.0 metres and the upper level (3rd floor) has a floor-to-ceiling heights of about 4.2 metres to the roof line. Each floor has about 0.3 metres (1 foot) of separation to accommodate joists and other construction materials.

The design language of the front façade is rectilinear with a brick masonry wall (brick veneer) and generally symmetrical openings towards the street including tall windows and doors. The first level is accessed via a stoop off Waterloo Street South, where tall 10-foot doors with single side lights create a prominent entrance into units with ceiling height over 14 feet on the parlour floor. The upper level on floors 2 and 3 adopt a more traditional floor-to-ceiling height of 8-feet and the 2nd floor features tall vertically oriented windows that align with the doorways below them. The 3rd floor is a little more unique in that it has a partial half-storey on the street side (sloping ceiling) with dormer windows that project in five locations along the front façade generally alternating with the openings of the 1st and 2nd levels. The roof transitions from its single slope to flat as you move east towards the rear of the building. The rear of the building is broken up through the use of horizontally articulated lines in the form of balconies and terraces at parlour floor, 2nd floor, and 3rd floor. The lower level of the building to the rear is recessed from the main building wall creating an overhung area beneath of the parlour floor balcony, which ostensibly can be used for storage, waste, or other residential items. There is some overlap with parking spaces at this overhung location as well, but bollards protect against any interference from vehicles and ensure pedestrian safety.

All lighting proposed for the building is to use energy-efficient light emitting diodes ("LED") that are wall-mounted and down firing.

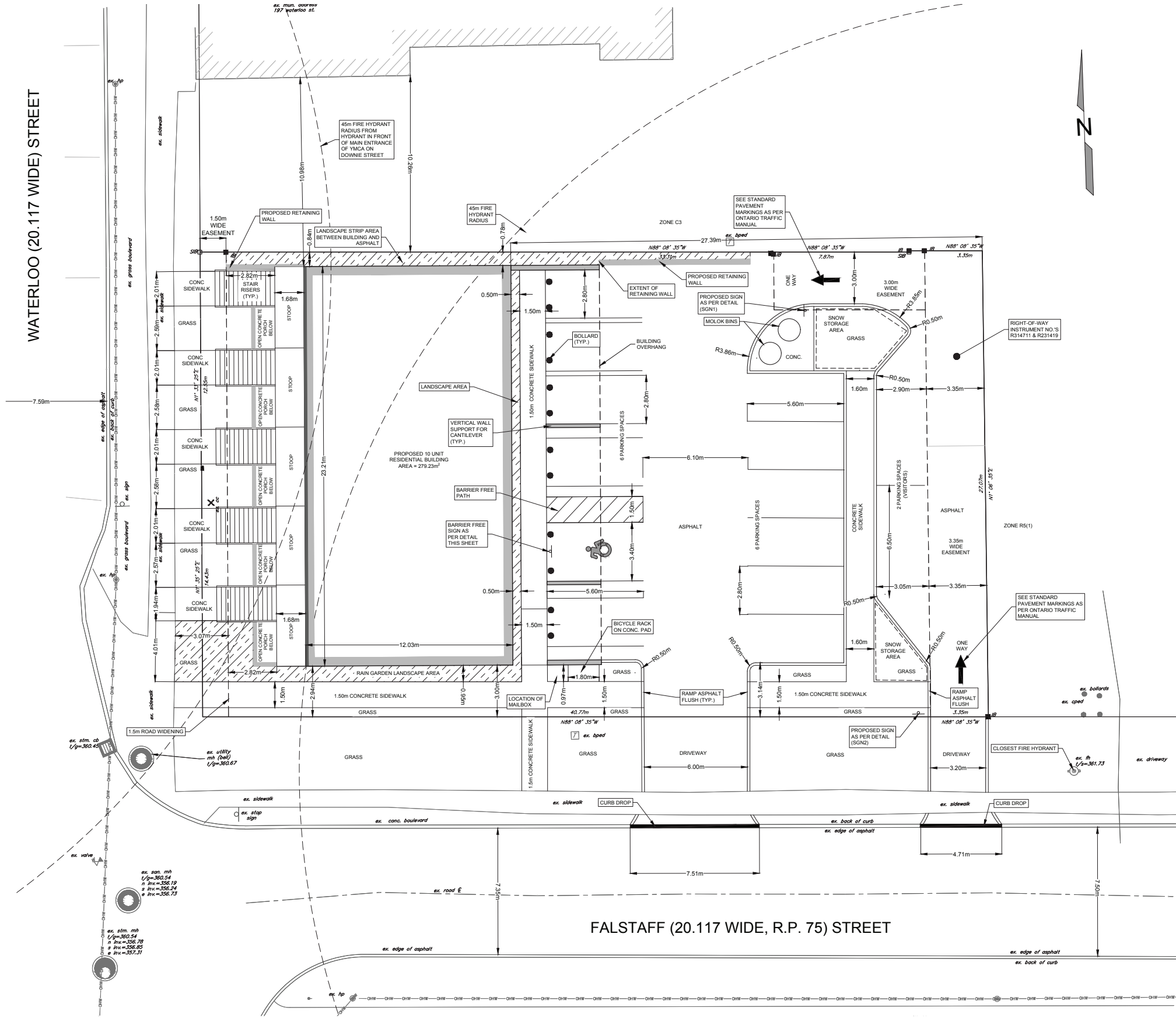


Figure 6 – Concept Site Plan for ZBA



Lastly, the proposed building will incorporate rooftop solar photovoltaic (PV) system to reduce the energy consumption of building and site systems and to offset electricity costs. The PV system will be located on the flat portion of the roof and will be comprised of one or more solar panels combined with an inverter and other electrical and mechanical hardware that use energy from the sun to generate electricity. Elevation drawings of the proposed building are provided in **Figures 7 to 10**.



Figure 7 - West (Front) Elevation

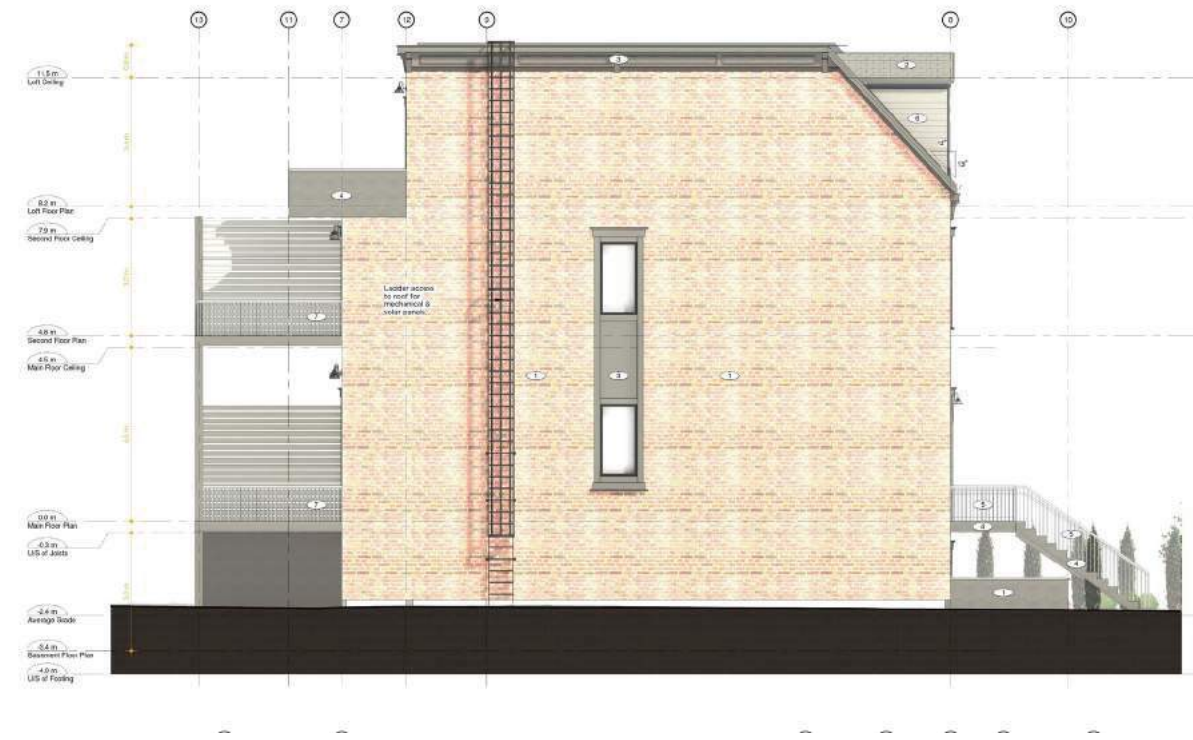


Figure 9 - North (Interior Side) Elevation



Figure 8 - East (Rear) Elevation

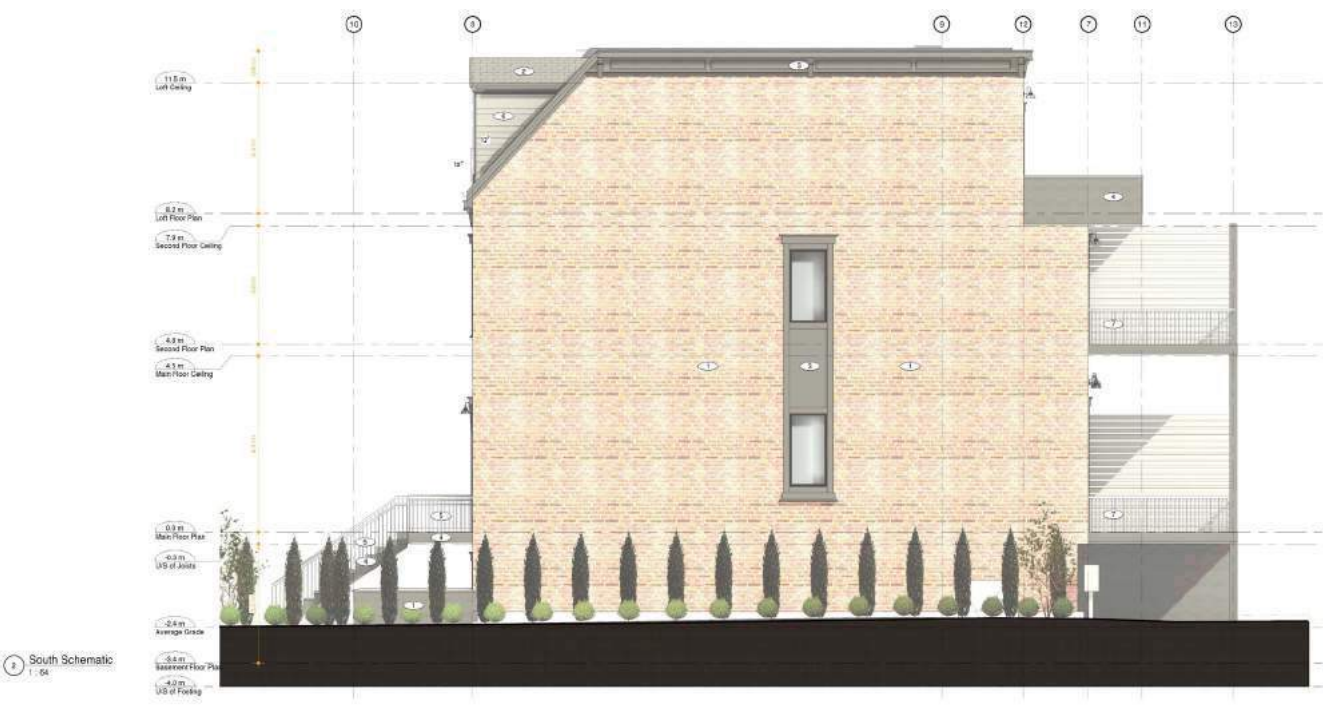


Figure 10 - South (Exterior Side) Elevation

4

Policy & Regulatory Context

The following section provides an overview of the applicable legislative, policy, regulatory, and guiding framework for the subject site as it relates to matters of cultural heritage, conservation of resources, and urban design.

4.1 Planning Act

The Planning Act, R.S.O. 1990, c. P.13 (the “Planning Act”) is provincial legislation that sets out the ground rules for land use planning in Ontario. It describes how land uses may be controlled, and who may control them. The Planning Act includes several sections that speak to matters relating to cultural heritage, including those matters of provincial interest in Section 2, which among other matters, states that:

2 The Minister, the council of a municipality, a local board, a planning board and the Tribunal, in carrying out their responsibilities under this Act, shall have regard to, among other matters, matters of provincial interest such as,

(d) the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest; [...].

To refine the matters of provincial interest described in Section 2 of the Planning Act, the Minister of Municipal Affairs and Housing, or the Minister together with any other minister of the Crown, issues policy statements on matters relating to municipal planning that are of provincial interest. In this regard, the in-force 2020 Provincial Policy Statement was prepared, which sets the rules for land use planning in Ontario.

4.2 Provincial Policy Statement

The 2020 Provincial Policy Statement (“PPS”) covers policies about managing growth, using, and managing natural resources, protecting the environment, and public health and safety. The PPS provides policy direction on matters of provincial interest including the wise use and management of cultural heritage resources.

Section 2.6 of the PPS provides specific policy direction with respect to cultural heritage and archaeology. Specifically, Policy 2.6.1 provides that significant built heritage resources and significant cultural heritage landscapes shall be conserved.

Part of the purpose of the DC-HCD is to conserve the heritage resources within Stratford’s Downtown, in keeping with Policy 2.6.1 of the PPS. In this regard, Policy 2.6.3 states that:

Planning authorities shall not permit development and site alteration on adjacent lands to protected heritage property except where the proposed development and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved.

The proposed infill development and related ZBA application is being submitted supported by this report, which evaluates and demonstrates how the adjacent heritage resources will be conserved.

4.3 Heritage Act

The Ontario Heritage Act, R.S.O. 1990, c. O.18 (the “Heritage Act”), is provincial legislation that sets out the ground rules specifically for the protection of heritage properties and archaeological sites in Ontario. The Heritage Act came into force in 1975, was amended in 2005 to strengthen and improve heritage protection in Ontario, and then was amended again in July 2021 through Bill 108 together with implementation Regulation 385/21. The 2021 amendments included several new process related changes for owners, applicants, and municipalities, including among other changes:

- › Providing owners whose properties are newly included in a heritage register a notice and the opportunity to object;
- › Requiring property owners of designated sites to provide municipal Council at least 60 days’ notice in writing of the intention to demolish or remove a building or structure or to permit the demolition or removal of building or structure;
- › Establishing a new timeline of 60 days for a municipality to respond to a property owner about the completeness of their application for alteration of, or demolition or removal affecting, a designated heritage property; and
- › Allowing applications for alteration or demolition to be approved should Council not decide within specified time periods.

This Heritage and Urban Design Impact Assessment has been guided by the criteria provided within the applicable implementing regulations.

4.4 Ontario Heritage Tool Kit

Through the 2021 amendments to the Heritage Act together with implementation Regulation 385/21, the province also proved updates to the Ontario Heritage Toolkit, which are comprised of five guides forming the core guidance material for users of the Heritage Act.

The five Tool Kit guides explain step-by-step how municipal councils and their associates can undertake the identification and conservation of heritage properties using powers under the Heritage Act. They also describe roles community members can play in municipal heritage conservation, as participants on municipal heritage committees, or through local research conducted by groups with an understanding of heritage.

This Heritage and Urban Design Impact Assessment has been written with guidance provided in both the former and the amended applicable Tool Kit guides, including the Heritage Conservation Districts Tool Kit, the Heritage Property Evaluation Tool Kit, and PPS Info Sheet No. 5 – Heritage Impact Assessments and Conservation Plans.

4.5 City of Stratford Official Plan

The City of Stratford's Official Plan ("OP") is a policy document that provides policies on how land in the City should be used. The OP contains guiding principles, objectives, and policies to guide development in the City, and includes specific policy direction on matters related to cultural heritage and urban design.

Land Use Policies

Schedule A – General Land Use Plan of the City's OP establishes the planned land uses for properties within the City and designates the subject site as "Downtown Core" (see **Figure 11** – Schedule A General Land Use Plan).

The OP describes the Downtown Core as a compact, multi-use and multi-functional area characterized by compactness and more intense development. Accordingly, the Downtown Core defines the City, establishing the identity and image of the City for both residents and visitors. The Downtown Core is also the centre of government and business, a public gathering place, a place for shopping and conducting business, and a place for entertainment, dining, and enjoyment.

The OP describes the Downtown Core as distinctive character by its centrality, its architecture and historic buildings, its converging street pattern, its compactness, and its diversity of uses and activity. Specifically stating that "the range of land uses in the Downtown Core is much wider than that of any other location in the City, ensuring that the Downtown area can function as the true "central place" for the community".

Permitted uses in the downtown core designation include: all types of retail uses; business, professional and administrative offices; business and personal services of all types, including hotels, conference facilities and other similar uses; culture, entertainment, dining and accommodation; governmental facilities, public administration and other institutional uses; facilities for community and indoor recreation activities and parks and open space; and residential uses in the upper storeys of commercial buildings, as a component of mixed use developments.

Therefore, from an urban design perspective, the proposed residential development is both generally permitted and is a desirable use for the Downtown Core.

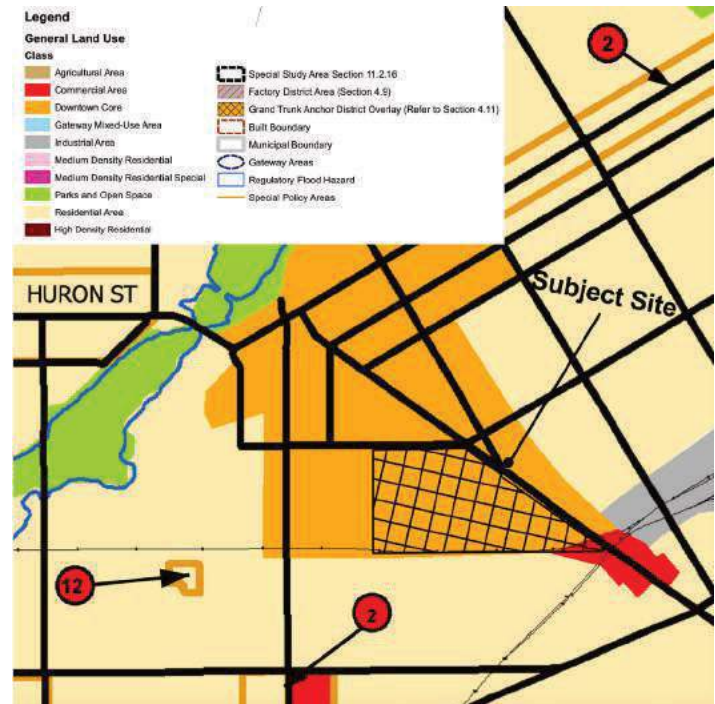


Figure 11 – Schedule A General Land Use Plan

Heritage Policies

Section 3.5 of the City's OP provides policy direction with respect to heritage conservation in the City. Policy 3.5.4 provides specific policy direction on Stratford's Heritage Conservation Districts and provides that all development in the Downtown Core Heritage Conservation District ("DC-HCD") must be evaluated based on conformity with the Heritage District Plan and where appropriate Parks Canada Guidelines for the Conservation of Historic Places in Canada.

The subject site is located within a heritage area of the City as per Schedule E – Heritage Areas and Corridors and is within the DC-HCD as per Appendix I – Downtown Core Heritage Conservation District (see **Figure 12** and **13**).

Policy 3.5.4.ii) requires that:

In considering the designation of additional Heritage Districts, the City, in consultation with Heritage Stratford, shall have regard for the following criteria for establishing such Districts:

- a group of buildings, features and spaces that reflect an aspect of local history, through association with a person, group or activity;*
- Buildings or structures that are of architectural or vernacular value or interest; and/or,*
- Important physical and aesthetic characteristics that provide a context for heritage resources or associations with the district, including features such as buildings, structures, landscapes, topography, natural heritage and archaeological sites.*

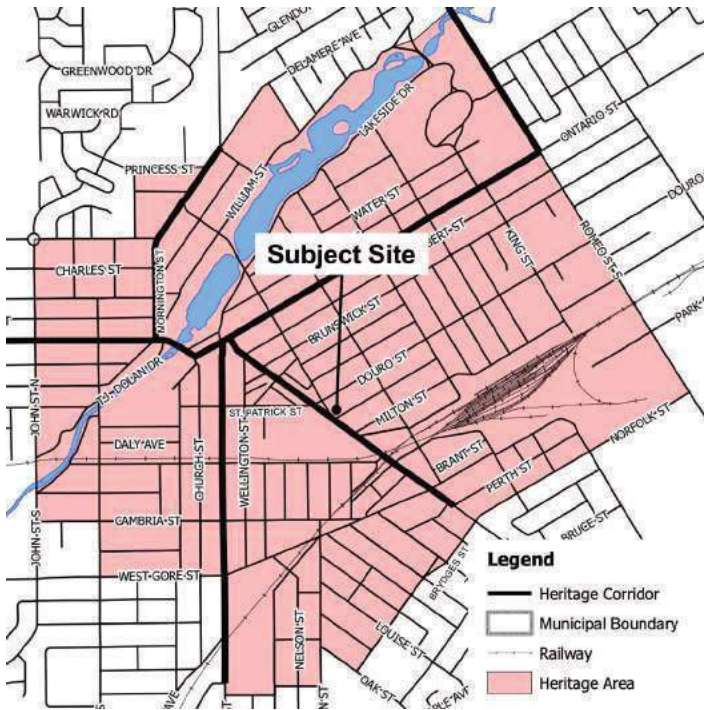


Figure 12 – Schedule E Heritage Areas and Corridors

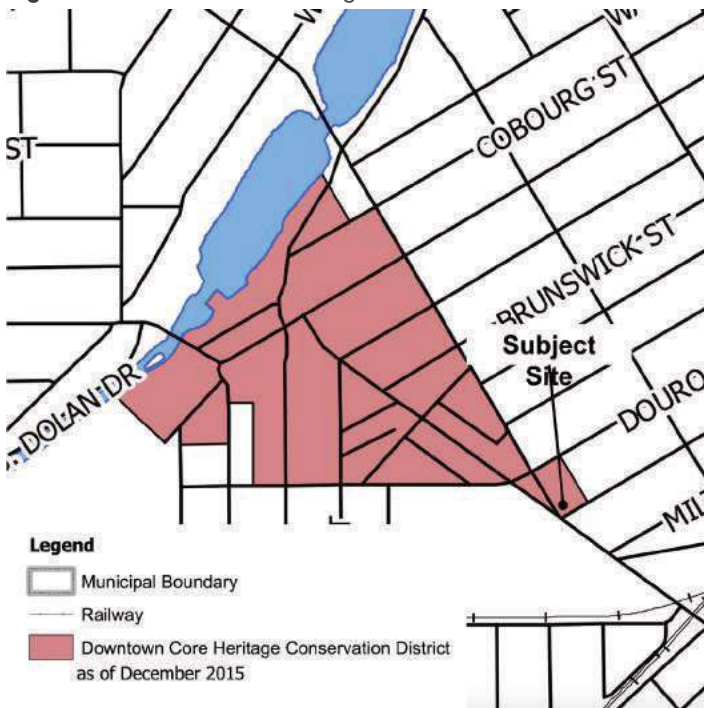


Figure 13 – Appendix I Downtown Core Heritage Conservation District

This Heritage and Urban Design Impact Assessment has had regard for the guidance provided for in the Standards and Guidelines for the Conservation of Historic Places in Canada, and the impact assessment below considers the criteria identified in Policy 3.5.4.ii). In addition, all development in the DC-HCD, must conform to Policy 3.5.4.v) which states that:

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.*

Development shall also require a heritage permit if it involves an application for financial assistance.

With respect to infill and intensification, direction is provided in Policies 3.5.4.vi) and 3.5.8. Policy 3.5.4.vi) states that, intensification is limited in the DC-HCD and must conform with any applicable Heritage District Plan and Heritage Conservation District Guidelines, and where appropriate Parks Canada Guidelines for the Conservation of Historic Places in Canada. Furthermore, Policy 3.5.4.vi) b) requires that a Heritage Impact Assessment ("HIA") be prepared for infill applications where there will be no demolition, destruction, or loss of heritage resources.

The proposed development represents an infill of the subject site, and therefore, this Heritage and Urban Design Impact Assessment has been prepared in keeping with the requirements set out in Policy 3.5.4.vi) b).

Section 3.5.7 of the OP provides policy direction with respect to the implementation of heritage conservation policies and protections in the City. In this regard, Policy 3.5.7.viii) requires the preparation and submission of a HIA for development applications that are on lands adjacent to designated heritage properties or heritage conservation districts. Furthermore, said development will not be permitted unless the proposed development and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved.

Section 3.5.8 of the OP provides policy direction with respect to the "Heritage Areas" of the City. According to Policy 3.5.8, where infilling is proposed, the inherent heritage qualities of the area or corridor will be retained, restored, and ideally enhanced unless overriding conditions of public health and safety warrant otherwise.

Part of the goal of this Heritage and Urban Design Impact Assessment will be to demonstrate how the proposed infill development on the subject site will ensure that the surrounding area will not be negatively impacted in keeping with Policy 3.5.8.

Policy 4.4.10 provides policy direction with respect to heritage buildings and streetscapes in the Downtown. It provides that, certain buildings, groups of buildings and streetscapes within the 'Downtown Core' contribute to the identity and character of the Downtown, and as a result, the City as a whole. Specifically, the OP identifies some of the most noteworthy buildings / streetscapes which includes City Hall, the Perth County Court House, Festival Square, Market Square, Ontario Street and York Street. The conservation measures identified above in Section 3.5 of the OP have been established to help protect the continued existence and integrity of these specific resources and streetscapes, and encourage their restoration, maintenance, and functional use; and to enhance their surroundings.

It is noted that the subject site, although located in the "Downtown Core" is not directly adjacent / contiguous to any of these specifically mentioned heritage buildings or streetscapes.

Urban Design Policies

The urban design policies of the OP applicable to the subject site and the proposed development are found in Sections 4.4 and 6.0.

As mentioned above, Section 4.4 provides policy direction for developments within the “Downtown Core”. Policy 4.4.3 provides specific policy direction regarding compactness and intensity, stating that:

The City recognizes the importance of compactness and intensity of development as critical elements in maintaining the distinctive character of the ‘Downtown Core’, its ‘people-friendly’ environment and in its continued ability to fulfill its multi-functional role. Proposals, therefore, which would serve to undermine the compactness of the ‘Downtown Core’ by resulting in or leading to a proliferation of development beyond its boundary, or which would not constitute an intensive use of land, or which would not be conducive or convenient to pedestrian activity will be discouraged.

The proposal is an infill project in the “Downtown Core”, and from an urban design perspective, will contribute to the compactness and intensity of the area.

Policy 4.4.4 provides policy direction with respect to design, form, and scale of new development in the “Downtown Core”. It provides that the design, form, and scale of new development respects the 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.

Policy 4.4.5 speaks to the resident population in the “Downtown Core” and provides that there is recognition of the importance and benefits of an increased resident population. From an urban design perspective, Policy 4.4.5 also states that the conversion of upper storey floor space and obsolete buildings to residential purposes as well as new residential construction in the form of free-standing structures towards the periphery of the core or as a component of mixed-use development projects is encouraged.

Section 6.0 of the OP provides policy direction with respect to urban and community design in the City. The purpose is to ensure that the City’s distinctive identity, visual quality and urban character is maintained and enhanced. Accordingly, Section 6 outlines general design policies for the City, as well as specific policies related to streetscapes, views, landscape design, safe community design, accessibility and visibility, active transportation, external building design, signage, Downtown Core and Gateways.

Section 6.2.1 of the OP provides policy direction with respect to sustainable community design. The City recognizes that elements of community design, including street networks, land uses, and roadway design (among other elements), play a collective role in ensuring that developments are sustainable and resilient and that residents can make sustainable transportation choices. In particular, development is encouraged to be designed to, among other strategies:

- › Provide for a mix of land uses where appropriate;
- › Ensure a street system which maximizes connectivity and is designed to promote active transportation; and
- › Use locally sourced materials.

Section 6.2.2 of the OP provides policy direction with respect to the City’s street system. Many of the policies in this section are more directly related to land use planning matters; however, Policy 6.2.2.ii) provides that street patterns in existing areas will not be modified except, among other reasons, to:

- › mitigate the visual impact of existing wide rights-of-way through the introduction of boulevards, wide sidewalks, landscaped medians, or other techniques on arterial and collector roads; or

introduce bicycle paths and lanes, as appropriate to the function of the road.

It is noted that the subject site is located along Waterloo Street South which has sidewalks on one side of the road with connections to Downie Street, is supported by surface transit (i.e., all bus routes via the Cooper Terminus), and there are plans for future bike lanes just north of the site at the intersection of Waterloo Street South and Douro Street.

Section 6.2.3 of the OP provides policy direction with respect to streetscape design in the City, focusing on the layout of streets, configuration of lots and the siting of buildings. Specifically, the layout of streets, configuration of lots and the siting of buildings in Stratford must ensure that, among other mechanisms:

iv) pavement, sidewalk and right-of-way widths, as well as the provision of bicycle lanes and paths, reflect the function of the street and minimize the paved area;

v) the siting of parking areas, and the siting and massing of buildings and structures on all streets, but particularly on arterial and collector streets, shall generally assist in the creation of high-quality streetscapes and, in particular, regard shall be had to providing a sense of enclosure to the street by situating building mass adjacent to the street, and particularly at intersections, to frame the street space;

viii) landscaping and/or architectural features provide for the definition of the street and public open space, framing of views and focal points, direction of pedestrian movement and demarcation of areas with different functions as appropriate through features such as low masonry walls/ metal fences, rockery, special building and roofline treatments, landmark features (e.g. clocks, towers, cupolas, bays, pergolas, weather vanes, art), outdoor activity areas (e.g. patios, plazas, squares), extensive plant material and other identifiable features; and;

ix) the coordinated design and integration of service infrastructure and utilities will contribute to the visual quality of the streetscape and, in particular, service and open storage areas and utilities and services should be sited away from prominent views from the street to minimize impacts, alternative design options for locating such facilities should be considered, and only where there is no alternative should they be sited in view sensitive locations, in which case decorative screening shall be required.

Section 6.2.4 of the OP provides policy direction with respect to views related to community and urban design. Specifically, the City requires that new development will be designed to preserve, enhance and/or create significant views of important institutional buildings, structures, and facilities such as City Hall which can be seen when standing on the sidewalk in front of the subject site.

Section 6.2.5 of the OP provides policy direction with respect to landscape design in the City. Most of the policies in this section are not applicable to the proposed development given that the Proposal is for an infill site in the City's Downtown, and precedence is generally given to active street frontages over landscaping in the Downtown. However, Policy 6.2.5.i) provides that new development and redevelopment must maintain and enhance the character of existing developed areas, which in terms of hardscaping and built form, will be achieved with the Proposal.

Section 6.2.6 of the OP provides policy direction with respect to safe community design, often referred to as Crime Prevention through Environmental Design ("CPTED"). Specifically, to promote safety and security and minimize the potential for crime, urban design should result in clear, unobstructed views of areas such as parking lots, parks, public institutions, and open spaces, while streetscapes should be designed to encourage active public use and natural surveillance opportunities. In particular, the following measures which reflect the principles of CPTED must be followed:

- i. the design and siting of new buildings and structures shall provide opportunities for visual overlook and ease of public access to adjacent streets, parks and open spaces;*
- ii. clear, unobstructed views to parks and open spaces shall be provided from adjoining streets;*
- iii. appropriate lighting, visibility and opportunities for informal surveillance shall be provided for all walkways, parking lots, parking garages and open space areas;*
- iv. landscape elements shall be selected and sited in order to maintain views for safety and surveillance;*
- v. the sharing of such facilities as parking and walkways shall be encouraged to increase use and public presence in such areas;*

- vi. design which promotes a sense of community ownership for public spaces by maximizing use, control and surveillance opportunities by occupants of adjacent buildings and frequency of use by the public shall be encouraged;
- vii. the provision of views into, out of, and through, publicly accessible interior spaces shall be encouraged; and,
- viii. design which precludes entrapment or the perception of entrapment through properly identified exits and signage shall be encouraged.

Section 6.2.7 provides policy direction with respect to accessibility and “visitability²” in Stratford. One of the City’s goals is equal access for all persons to public buildings and facilities, and to encourage the public and private sector to adopt similar goals with respect to their facilities as required to implement the relevant Provincial legislation. Similarly, Section 6.2.8 provides policy direction regarding active transportation and considers features that contribute to enhancements of pedestrian movements and bicyclists and other active transportation modes, as well as individuals with mobility challenges. It is understood that there is a need for balance in Heritage Conservation Districts.

All decisions regarding active transportation will be consistent with the directions in the City’s Bike and Pedestrian Master Plan (“BPMP”). These include additions to the City’s multi-use trail system, the use of wide sidewalks, and the provision of bicycle parking and other facilities for bicycles. In this regard, the BPMP identifies the intersection of Waterloo Street South and Douro Street as the location for intersection improvements and a primary (spine) bike route. This intersection is located just northwest of the site between a 1 and 2-minute walk. The installation of a bike lane would enhance opportunities for pedestrian connections from the site and with adjacent sites and other areas within the Downtown and the rest of the City.

Section 6.2.9 provides policy direction with respect to the external design of buildings and is perhaps the most applicable urban design related policy to the proposed development. The City accounts for all the policies of OP, particularly the policies of the community design strategy section when considering the external design of buildings and the design of the adjacent streetscapes as part of site plan approvals. Given that the legislative changes set out in Bill 23 no longer require site plan control for residential

development with 10 units or less and establishes limits to a municipality’s ability to regulate exterior design and appearance of buildings through the site plan process, the following section is provided as reference with respect to best practices. In addition, the external design of buildings must be evaluated against the guiding directions in the City’s Urban Design and Landscape Guidelines. In particular, the City evaluates whether the proposal:

- i. *includes sustainable building practices such as the use of green roofs and solar panels with the achievement of LEED or Energy Star or other similar certification or equivalent being encouraged;*
- ii. *complements the massing patterns, rhythms, character and context of adjacent existing development, while recognizing that built form evolves over time and that new buildings should not necessarily replicate existing buildings;*
- iii. *clearly defines public and private spaces;*
- iv. *is designed to incorporate the principles of universal design to ensure access and visitability for all individuals, while recognizing the need for balance where designated heritage properties and properties in Heritage Conservation Districts are involved;*
- v. *is in scale with surrounding development;*
- vi. *is designed to ensure that all buildings, and, in particular, any commercial, mixed-use or institutional buildings are designed to animate and create a positive interface with the street through:*
 - a. *the use of architecture and facade treatment (e.g., landmark features, recesses, projections, canopies) of the buildings, including appropriate variation in materials and textures and colours of building materials to reflect the heritage of the community;*
 - b. *front doors and generous real windows, or in some cases three-dimensional display windows, on any major walls facing streets;*
 - c. *strong pedestrian connections to the street for all development; and,*
 - d. *the location of outdoor activity areas (e.g., patios), landscaping and other site design elements.*

² **Visitability** is a measure of a place’s ease of access for people with disabilities.

Section 6.3 of the OP provides specific community design related policy direction regarding the City's "Downtown Core". Specifically, the OP provides that the Downtown Core is, and will continue to be, the focal point of the community for residents and visitors. It is considered a mixed-use area with its own unique heritage character which is recognized through its designation as the DC-HCD. Again, given that site plan control is no longer required for residential development with 10 units or less, the following section is provided as reference with respect to best practices. To ensure that this character is reflected in new development, the City carefully reviews the general design of new buildings and structures through the site plan process to ensure that the development reflects the general design policies of this Plan as appropriate and in particular that:

- i. *the scale and massing of new construction is consistent with surrounding buildings;*
- ii. *the existing building setback from the street line is generally maintained;*
- iii. *pedestrian oriented uses are encouraged to locate at grade level particularly along Ontario and Downie Street Streets;*
- iv. *development reflects the directions in the Heritage District Conservation Plan and the related policies in Section 3.5 of this Plan.*
- v. *For the reasons set out in Sections 6.0 to 8.0 of this report, we are of the opinion that, from a heritage and urban design perspective, the proposed development conforms to the applicable policies of the City's Official Plan.*

4.6 City of Stratford New Comprehensive Zoning By-law

Stratford City Council recently adopted a new comprehensive Zoning By-law ("ZBL") which is now in force and effect. The new ZBL replaced Zoning By-law No. 201-2000 and implements the policies of the City's Official Plan, providing updated zoning and development standards that reflect new policy and regulatory initiatives at the provincial and City level.

Under the new ZBL, the subject site is zoned Central Commercial (C3-7) with a site-specific exception on Map 5, which is a continuation of the zone category from former Zoning By-law No. 201-2000, albeit, with new regulations and special exceptions.

Permitted uses in the proposed new C3 zone continue to include a wide variety of mixed uses including residential uses such as apartment buildings, boarding house dwellings, converted dwellings, dwelling units, and group homes.

The site-specific exception was passed through By-law No. 99-2013, applies to the entirety of the subject site, and provides specific exceptions for uses and regulations. Specifically, the site-specific exceptions allow for:

- › Dwelling units on the ground floor without a commercial use along with all uses permitted in the parent C3 zone;
- › A specific road allowance width for Waterloo Street South of 11.5 metres measured from centreline of the road;
- › A reduced minimum parking requirement of 0.55 spaces per dwelling unit; and
- › Permissions for both on-site parking and off-site parking through a Site Plan Agreement and cash in lieu of parking to be provided to an amount equal to 1 space per dwelling unit.
- › Under the new ZBL, the proposed residential development is a permitted use as of right, however, site-specific exceptions are required for an increased front yard setback, encroachment into the front yard, and private unit access to facilitate the redevelopment proposal.

4.7 City of Stratford Heritage Conservation District Standards

The subject site is located within the City of Stratford's DC-HCD (refer to Figure 3 above). As such, the associated Heritage Conservation District Standards ("HCDS") must be applied to the proposed infill development. Under the Heritage Act, any new construction or alteration in the DC-HCD requires a Heritage Permit from the City of Stratford. According to Section 1.0 of the HCDS, following the recommendations outlined in the standards is a generally acceptable basis for property development and maintenance in the Heritage Conservation District ("HCD"). As well, the HCDS also states that *"it is possible that an excellent design solution may even disregard some of the recommendations usually appropriate to such renovations"*.

In general, most of the standards provided in the HCDS are related to repair, replacement, or alterations. However, some of the standards also apply to new construction, which is most applicable to the proposed development since the resulting building would constitute an infilling of a vacant property within the DC-HCD. The following section focuses on the applicable standards for new development while also having regard for the other general conservation standards in the HCDS. Note that the HCDS is written as series of recommendations and suggestions. In reviewing the designating By-law (No. 174-97), the HCDS do not seem to be provided as statutory requirements that need to be conformed with, especially with respect to new development. Specifically, By-law 174-97 states that "

"BY-LAW NUMBER 174-97 OF THE CORPORATION OF THE CITY OF STRATFORD Being a By-law to establish certain guidelines for the implementation of a heritage conservation district in the of Stratford.

WHEREAS Council of The Corporation of the City of Stratford has by by-law designated a defined area in the City of Stratford as a heritage conservation district;

AND WHEREAS Council intends to regulate the demolition or removal of buildings and structures within the heritage conservation district through the establishment of guidelines; [...]"

Notwithstanding, this report has been prepared to demonstrate how the proposed development, has been reviewed in the context of the applicable HCDS, and as such, is treating the HCDS as a guiding document.

General Standards

Owners of buildings in the DC-HCD are encouraged to rehabilitate and restore the front facades of buildings, in accordance with the detailed conservation guidelines in the Ontario Heritage Foundation's manual, Well Preserved and in the Stratford Heritage Conservation District Study and Plan. The two documents referenced above were prepared in 1992 and 1994, respectively, and in our opinion, are out of date. In both instances, there are more modern versions of these guiding conservation documents including the recently updated Ontario Heritage Tool Kit, and the December 2012 version of the Heritage Conservation District Study for the Downtown Core Heritage Conservation District (Galvin, 2012).

One of the elements discussed in the general standards sections of the HCDS is the regard for the inherent "industrial" character of Stratford. In this regard, the HCDS recommends that the rear treatments for buildings in the Downtown not be treated with the elements of "high-style main-street frontages", but rather keeping the backs of buildings modest and functional in the HCD, and in good repair.

The other sections of the HCDS speak to standards for repair and replacement. The proposed development is not representative of either type of interventions, at it is an entirely new built form on a vacant lot, and policy directives speak to land use planning themes such as more efficient use of land, compact built form, and mixed uses. Although the proposed development is not a repair or replacement, the general principles in these sections speak to architectural details such as decorative wood detail, for example: cornices, canopies, and brackets.

Location and Massing

Section 2.1 of the HCDS provides guidance on building location and massing in the DC-HCD. Specifically, the following relevant recommendations and suggestions would apply to the proposed development:

- › All new construction and additions are to be designed with the pedestrian as the primary focus at the street level.
- › The side yard on each side of a development must be the same as the side yards on the rest of the street.
- › The ratio of the height to the width of the façade of a building must be within 10% of the ratio of the height to the width of the facades of nearby buildings.
- › Where all buildings are on the same line, new buildings must do the same.
- › In the case of very wide lots, the façade needs to be divided to look like separate buildings.
- › The amount of window area in the front of a building and size of windows must be the same as nearby buildings (within 10%).
- › The direction, pitch and arrangement of a roof must be the same as the predominant streetscape of the downtown core.
- › The height of a development cannot be less than 80% and not more than 120% of the average height of the 2 highest buildings in the block.

Architecture

Section 2.2 of the HCDS provides guidance on architecture in the DC-HCD. Specifically, the following relevant recommendations and suggestions would apply to the proposed development:

- › Whether the relation of the addition/new construction to the original building is deferential or assertive, new work must acknowledge either the original or the predominant streetscape of the downtown core. Historic details and patterns must be addressed in the design of new work. New elements or configurations must not clash with or trivialize the old.
- › New work shall maintain the rhythm, orientation, and proportions of either the original or the predominant streetscape of the downtown core, especially where visible from the street.
- › New additions and infill construction shall be compatible (able to co-exist) in terms of materials, size, proportions, mass, height, setback, texture, color, plan configuration, surface configuration and other details to adjoining and/or surrounding significant buildings.
- › New work shall be distinguishable from the old.
- › New work shall be harmonious and sympathetic with the significant features of the structure. This can be achieved by making the new material slightly recessed, a different material to the old, a different texture, surface treatment or by aging the new. The contrast shall not be harsh or visually obtrusive.
- › Design shall consider the relationship between openings such as windows, doors and solid walls and the continuation of horizontals such as string courses and plinths.
- › Design shall pick up on shapes, mass, scale, heights above the ground of cornices, key moldings, materials, colors, and other details.
- › Existing openings shall be used to facilitate access between the old and the new to minimize the amount of demolition required.
- › New roofs shall relate to the existing roof form or follow traditional options for additions.

Masonry Walls

Section 3.1 and 3.3 of the HCDS provides guidance on masonry walls in the DC-HCD. Specifically, the following relevant recommendations and suggestions would apply to the proposed development:

- › The original masonry must be retained wherever possible. If repair and/or reconstruction is necessary, the new brick or stonework shall match the appearance of the original as closely as possible, in color, shape and/or pattern.
- › Unpainted stone and brick shall remain unpainted. An already painted brick wall may be repainted, but only with a masonry paint that breathes. Many types of paint and silicone can create a surface coating on masonry that traps moisture and can result in the outer surface of brick spalling off.
- › When repainting, it is best to match the original color of the masonry or apply a neutral color (i.e., natural tones of red, beige, grey or white).

Cladding

Section 3.4 of the HCDS provides guidance on cladding in the DC-HCD. Specifically, the following relevant recommendations and suggestions would apply to the proposed development:

- › The application of new surfaces or coatings that alter the appearance and character of the heritage building's original cladding shall not be utilized. The use of metal and synthetic sidings such as vinyl is not supported.
- › The removal of siding considered to be unsympathetic to the District is encouraged (i.e., aluminum and vinyl siding, asbestos tile, etc.) Once removed, the heritage building should be restored to its original state using available physical and archival evidence. If the original cladding material is unknown, a siding material appropriate to the style of the building and commonly used in the District shall be introduced.
- › Wood siding shall be sealed and protected, not stripped bare.

Building Openings

Section 3.5 of the HCDS provides guidance on building openings (windows and doors) in the DC-HCD. However, the two subsections which speak to windows and doors are only applicable to repairs and replacements.

Roofs

Section 3.6 of the HCDS provides guidance on roofs in the DC-HCD. Specifically, the following relevant recommendations and suggestions would apply to the proposed development:

- › Regular inspection and maintenance are essential, including annual cleaning of gutters and drainpipes, as well as inspection of flashing, chimneys, and other parts.
- › Original roof forms shall be conserved and maintained. Elements such as the original roof configuration, roofing material and associated architectural details shall be maintained.
- › Roofs visible from the ground shall be repaired wherever possible to preserve the original materials, color, and texture. If replacement becomes necessary, then the same material or as close a match as possible shall be used.
- › Functional and decorative metalwork including but not necessarily limited to eaves trough, soffits, fascia, flashings, and downspouts, shall be repaired, or restored if possible and original materials maintained. If the components need to be replaced, then comparable profiles and colors shall be used.

Lighting

Section 4.4 of the HCDS provides guidance on lighting in the DC-HCD. Specifically, the following relevant recommendations and suggestions would apply to the proposed development:

- › Replacement lighting maintained by private property owners in the core area must be consistent with the heritage style used by the City of Stratford when placed in an area affecting the streetscape.
- › For the reasons set out in Sections 6.0 to 8.0 of this report, we are of the opinion that, from a heritage perspective, the proposed development provides appropriate consideration and implementation off the City's HCDS.

4.8 City of Stratford Urban Design and Landscape Guidelines

The City of Stratford's Urban Design and Landscape Guidelines ("UDLG") provide a tool to help review and assess development proposals in both the public and private realm. The UDLG help ensure that developments promote the highest quality of urban design, are well integrated within Stratford's context, and conform to the OP. The UDLG are intended as a series of recommendations that support the scale, cultural heritage, natural environment, and public open spaces that define the City. They also provide recommendations that represent important design goals and are expected to be interpreted by the City, residents, and development professionals with a degree of flexibility, to encourage creativity and excellence in design.

The following section outlines the urban design guidelines that are applicable to the proposed development.

Streets and Streetscapes

Section 3.5.1 of the UDLG provides a series of recommendations with respect to the hierarchy and treatments of the street network in the City of Stratford which is primarily laid out in a compact grid pattern comprised of arterial roads, collector roads and local roads. The UDLG describe how important it is to ensure that the street network continues to evolve to support active transportation, including pedestrians, cyclists, and transit users, beyond their primary function as vehicular transportation corridors.

Collector Roads are medium capacity transportation roads that connect and provide connections within neighbourhoods that have a higher level of design than Local Roads through the integration of boulevards that include wide sidewalks on both sides, consistent paving, lighting, and public art where appropriate.

Sometimes working in conjunction with collector roads, "Boulevards" are another important component to the City's street network. Boulevards are intended as community places intended to accommodate the safe movement of pedestrians, but also provide areas for social interaction. The City's Downtown Core, Commercial Area and Mixed-Use Area sidewalks are typically designed to be wider, accommodating the highest number of pedestrians, a variety of commercial activities and street amenities such as trees, lighting, bike parking, seating, etc. These streets should focus on creating a complete, safe, intimate pedestrian environment for walking, cycling, and socializing.

With respect to streets and streetscapes the following design guidelines apply to the proposed development:

- › The boulevard (between curb edge and building face) in the Downtown Core should generally have a minimum width of 4.0 metres and be comprised of a 1.5-metre-wide sidewalk and 2.5-metre-wide boulevard that is constructed of a hard paved surface and/or landscaping on both sides of the street.
- › Sidewalks should be coordinated with the design of feature paving across boulevards, intersections, crosswalks, and driveways to ensure visibility and accessibility of the pedestrian network.
- › Street trees should be located within the paved boulevard and planted in an adequate pit under a metal grille.
- › Sidewalks should connect with adjoining recreational trail networks.
- › All sidewalks should be barrier-free. Sidewalk clutter (i.e., newspaper boxes, signage), should be minimized to enable safe and efficient movement of pedestrians.

Pedestrian and Bicycle Connection

Section 3.5.2 of the UDLG provides recommendations with respect to pedestrian and bicycle circulation in the City. In this regard, the guidelines speak to encouraging alternative modes of transportation throughout the City of Stratford to promote healthy lifestyles and support a variety of land uses. Accordingly, the UDLG states that “good circulation supports mixed land use and a concentrated population, reducing auto dependency and supporting local goods and businesses”.

Downtown Core / Commercial Area

Section 3.5.3 of the UDLG provides specific recommendations with respect to street furniture, including benches, bicycle racks, waste receptacles, lighting, and bollards within the Downtown Core/Commercial Area. In this regard, the Downtown Core/Commercial Area is intended to be designed with a consistent style to promote a pedestrian orientation on Downtown Core/Commercial and Mixed-Use Area streets. Two specific areas of focus that apply to the proposed development in the Downtown Core are lighting and public safety.

Lighting

Generally, sustainable lighting practices are encouraged to reduce light pollution, conserve energy, and reinforce pedestrian priority. Although this section of the UDLG generally applies specifically to street lighting (i.e., light standards), some of the following recommendations also apply to the subject site and the proposed development:

- › The design and location of lighting should consider sustainability and the impacts of light pollution, including energy efficiency; directional lighting that reduces wasted energy, and/or solar power, among others.
- › All pedestrian and street lighting should be “dark sky” friendly to minimize light pollution.
- › Private property lighting should ensure safe and well-lit pedestrian areas, including parking areas and building entrances.

Public Safety

The UDLG provide a series of recommendations with respect to public safety that are intended to ensure building and site design adhere to the principles of Crime Prevention through Environmental Design (“CPTED”), including techniques such as natural surveillance, natural access control, territorial reinforcement, and maintenance. Many of the recommendations in the UDLG are related to public spaces, buildings, and streets when it comes to public safety and CPTED measures; however, the following design guidelines are applicable to the proposed development:

- › Buildings and main entrances should front on to the public street to encourage a pedestrian-orientated streetscape and maximize public surveillance of the street.
- › Sight lines between buildings along designated pedestrian walkways should be unobstructed and well lit.
- › Particularly after dark, streetscapes should provide users with informed choices for alternative pedestrian routes.

Parking

Section 3.6 and 4.3 of the UDLG provide recommendations with respect to parking in the City. In a general sense, and in the public realm, the City permits parking on streets, wherever possible, to animate the street, reduce vehicle speeds and serve as a buffer between pedestrians and vehicles. In addition, vehicular parking is not encouraged as a dominant element in the City of Stratford. In this regard, existing surface parking areas in Stratford provide key opportunities for infill in which future buildings can be sited at the street edge to improve pedestrian comfort and encourage improvements to the public realm.

The other applicable type of parking in the City is for bicycles and scooters. The UDLG provide that convenient parking for bicycles and scooters is essential to sustainable and healthy transportation options. Specifically, it is recommended that bike racks be placed in highly active pedestrian areas throughout the City in areas that will not impede pedestrian movement or snow clearing. Generally, these are locations of high pedestrian activity, and close to building entrances. The actual parking installations are encouraged to be post-and-ring style, constructed of aluminum or galvanized steel.



Sustainability

Section 4.1 of the UDLG provides recommendations with respect to sustainable design for private developments. It is intended that new development within the City demonstrate a high level of responsibility to the environment. In this regard, the following guidelines provide applicable recommendations for sustainable design within the private realm, including buildings and their surrounding sites.

- › New buildings are encouraged to reduce the energy consumption of building and site systems using appropriate mechanical and construction technology.
- › Vegetated or “green” roofs are recommended, especially in areas with minimal landscaping, to minimize water runoff, improve building insulation, and provide additional outdoor amenity areas.
- › Waterusereductiontechnologiesareencouraged, including water-efficient appliances, such as aerators, low-flow shower heads, dual-flush toilets, front-loading washers, waterless urinals, and high-efficiency dishwashers.
- › Wastewater technologies, such as rain barrels or cisterns, are encouraged in new buildings to collect and filter rainwater to be recycled for non-potable domestic uses.
- › Density bonusing may be provided, at the discrimination of the City of Stratford, for projects which demonstrate a high level of sustainable building and site design.
- › If there are no salvageable materials available from an existing development site, efforts should be made to purchase materials from building demolition sales, salvage contractors and used materials dealers.

General Land Use and Site Design

The relationship of buildings to one another and to open spaces influences the character of Stratford, the comfort of pedestrians at street level and the quality of interior and exterior spaces. Section 4.2 provides a series of recommendations with respect to general land use and site design, including specific recommendations on site layout and building orientation, landscaping, and storage, servicing, and loading.

Site Layout and Building Orientation

With respect to site layout and building orientation, the following specific guidelines are applicable to the subject site and the proposed development:

- › Buildings should be located and designed to define the public realm and frame streets, internal drive aisles, sidewalks, parking areas and amenity spaces.
- › Main building entrances should face public streets and be directly accessible from public sidewalks.
- › Where commercial retail uses are desirable, but not feasible at the time of development, the design of ground floor uses should consider the flexibility to allow for conversion to commercial uses, including appropriate floor-to-floor heights of 4.5 metres and appropriate treatments of entrances and façades.
- › On streets where mixed use or commercial development is provided, building setbacks should generally be reduced to minimize distances between building entrances and abutting public street and sidewalks to create a semi continuous streetwall. This consistency will give a sense of enclosure to pedestrians on the street and promote the regular placement of shops and public uses. Variations in the streetwall are recommended where building forecourts, courtyards, and other forms of public or semiprivate open space are desired.

Landscaping

With respect to landscaping, the following specific guidelines are applicable to the subject site and the proposed development:

- › Landscaping should mitigate expansive or blank building façades in the form of clustered trees or other forms of planting, which can have a softening effect.
- › Shrub and fencing heights should not obscure views through to private or public development to preserve sight lines and safety
- › Rear yards should generally provide, as a minimum, a landscape edge treatment to include adequate space for tree planting or other landscape treatments, particularly where a non-residential use abuts a residential use.

- › Fencing may be used as an alternative to landscaping for the purpose of screening utilities or other features.

Storage, Servicing and Loading

The UDLG recommend that views of service and delivery areas on private properties be minimized. Acceptable measures include landscaping and other treatments to provide additional screening to service area enclosures. Open storage, where permitted, should be located at the rear of lots, screened by building placement or by landscaping or other screening. With respect to landscaping, the following specific guidelines are applicable to the subject site and the proposed development:

- › Loading docks, outside storage and service areas should be in areas of low visibility such as at the side (non-street side) or rear of buildings.
- › Service and refuse areas should not encroach into the exterior side or front yard setback.
- › Service and refuse areas should be screened to a minimum height that ensures they are not visible.
- › Service and refuse areas should be paved with an impervious surface of asphalt or concrete.
- › Service and outside storage enclosures should be constructed of materials to match or complement the main building material. No enclosure should be made of any form of chain link or other non-opaque fencing. Waste enclosures should enclose an area large enough to accommodate the peak needs of the various potential users of the building.
- › Service areas for delivery, loading and garbage pickup are encouraged to be coordinated to reduce the number of curb cuts along the public street.
- › Service areas should be separated from pedestrian amenity areas and walkways. Separate service driveways are not encouraged.
- › Service driveways should be coordinated with those of parking areas to reduce curb cuts along the streetscape.
- › In ground refuge containers are encouraged.

Building Design

Section 4.4 of the UDLG provides a series of recommendations with respect to building design guidelines and includes specific sections on building heights and mixed-use building types.

Heights

Accordingly, the UDLG provide that buildings in the City of Stratford are predominately low-rise (2-4 storeys) and new development should be complementary and integrated with the existing built form. Low-rise is defined as buildings that are 1-3 storeys (3-9 metres) in height. The UDLG clarify that low-rise does not necessarily imply low density and that a variety of higher density low-rise buildings are recommended to create a more urban character as the City evolves. These developments include small lot (frontages less than 12 metres) single and semi-detached dwellings, townhouses, stacked townhouses, walk-up apartments, and other multiunit residences.

As the City evolves, it is intended that mid-rise buildings between 3-4 storeys (9-12 metres) will be appropriate in key areas (such as the Downtown Core and Commercial and Mixed-Use Areas) to create a more vital, urban character and promote transit use. Building articulation, orientation and ground floor façade design are important elements in creating architectural quality and a pedestrian oriented environment at the building base.

Residential Buildings

Stratford's housing recent housing activity indicates a gradual shift toward a moderately higher proportion of medium and high-density units. The following guidelines pertain to the full range of individual buildings with a specific focus on apartment style developments, as those building typologies most similarly match that of the proposed. Residential buildings are intended to create a strong public face with dual frontages on corner lots, while ensuring creative, high-quality, and diverse design. Automobile storage should be subordinate for residential buildings, and the design should be context sensitive while ensuring a variety in housing choice and pedestrian safety.

With respect to residential buildings, the following specific guidelines are applicable to the subject site and the proposed development:

› Apartments

- » Apartment developments should conform to the regulations identified for front, side, and rear yard setbacks as outlined in the City of Stratford Zoning Bylaw.
- » Individual unit entrances should be provided for at-grade units.
- » Setback requirements will reinforce privacy and security through a landscaped transition area.
- » A variety of design elements should be used to break-up larger façades and express individual units.
- » Balconies should be provided above the ground floor where possible and incorporated into the building design.
- » Balconies should be large enough to function as amenity spaces.
- » Parking and servicing areas should be located to provide clear views from residential units and communal building spaces.
- » Semi-public mid-block walkways (minimum width of 3.0 metres) are encouraged within apartment development blocks.

Heritage and Urban Design

Section 4.4.6 of the UDLG provides recommendations with respect to urban design in the DC-HCD, which is a focal point for the City. Heritage buildings help define the contextual character of the neighbourhood, with the preferred approach being that all heritage features are retained or restored. The intent of Section 4.4.6 of the UDLG is to provide recommendations that will result in the conservation of the heritage character of the City and to ensure that new buildings are sensitive to the existing heritage context and character.

The following urban design guidelines, are applicable to the subject site and the proposed development, and are generally applied to all designated heritage properties:

- › Respect for Documentary Evidence: Conservation work should be based on historic documentation such as photos, drawings, and physical evidence.
- › Respect for Historic Material: Repair/conservate rather than replace building materials and finishes, except where necessary.
- › Legibility: New work should be distinguished from the old. Buildings should be recognized as products of their own time, and new additions should not blur the distinction between old and new.
- › The height of an addition to a heritage building should generally be limited to its existing height, not including the cornice or parapet, to encourage the retention of these building features.
- › Changes to existing heritage buildings should match the pre-established setback of adjacent buildings provided a continuous streetwall is the result.

Heritage Infill

The subject site is current vacant and represents an opportunity for infill development in the Downtown Heritage Conservation District. The surrounding heritage buildings have been considered in the design of the proposed mixed-use building, with specific aspects forming the inspiration for determining the mass, scale, rhythm, and materiality appropriate for the site. With respect to infill, the following recommendations are applicable to the subject site and the proposed development:

- › For new developments, a balance between heritage character and creative, context-sensitive architectural design should be sought.
- › New infill buildings should complement yet be distinguishable from existing heritage buildings.
- › New infill buildings constructed on adjacent heritage sites should not mimic the heritage structure but use sympathetic massing, height, alignment of windows, roofline, location of entrances, treatment of the ground floor and materials.
- › On blocks with significant continuous heritage frontage, the height/width ratio of new development façades should not vary by more than 10 percent of the height/width ratio of the existing heritage frontage.
- › On blocks lacking continuous building frontage, consideration should be given to match heights/widths of neighbouring blocks.
- › In infill situations, new development should reference the height, streetwall setback, and massing of adjacent heritage buildings and/or reintegrate those aspects of heritage design that have been lost in a particular street segment.

For the reasons set out in Sections 6.0 to 8.0 of this report, we are of the opinion that, from an urban design perspective, the proposed development provides appropriate consideration and implementation off the City's Urban Design and Landscape Guidelines.

5

History & Evolution

203-209 Waterloo Street South
City of Stratford

The following section provides a brief history of the subject property starting from the colonial settlement the City of Stratford to the current ownership, use, and state of the subject site. The intent of this section is to paint a picture of the evolution of the subject site to understand what the subject site was historically used for and who owned it, within the more modern context of colonial settlement.

5.1 Canada Company and the Huron Tract

We acknowledge that the modern-day settlement of Stratford, was predated by various Indigenous communities and formed part of the traditional territory of the Anishinaabe, the Haudenosaunee, and other First Nations.

On October 7, 1763, the Royal Proclamation of 1763 was issued by King George III of Britain. This Royal Proclamation was issued following the British conquest of New France and included provisions for the negotiation of treaties with the Indigenous inhabitants of large sections of Canada (Aldridge, & Fenge, 2015; and Hall, 2006). The proclamation stated that Indigenous peoples held title to their territory until it was ceded by a treaty. Since its issuance in 1763, the Royal Proclamation has served as the basis of the treaty-making process throughout Canada (Walters, 2015; and Aboriginal Affairs and Northern Development Canada, 2013).

In 1826, the Canada Company was formed, and was given its own charter by royal assent via King George IV, who was the reigning monarch in Britain at the time (Lee, 2004). In the simplest terms, the Canada Company was essentially a large-scale surveying and land acquisition / settlement company established by the British to aid colonization of a large part of Upper Canada. The Canada Company was largely established by a man named John Galt, who was entrusted as the first superintendent of the Canada Company (Lee, 2004; and Coleman, 1978).

Land in Upper Canada that was acquired from the Indigenous was allocated for different settlement purposes, including the sale of approximately 404,686 hectares (1,000,000 acres) of land, as a settlement, to the Canada Company, which would form what is referred to as the Huron Tract. The Huron Tract included land from the southeastern edge of Lake Huron to as far north as modern-day Goderich (Huron County), and as far south / southwest as modern-day Sarnia (Lambton County). The Tract also stretched east towards modern-day Perth County (see **Figure 14**). The Canada Company, to establish settlements within the Huron Tract agreed to sell land to prospective settlers for 10 Shillings an acre. The agreement included payment of wages to settlers ranging from £2 to £3 per month and housing, why lands were cleared for settlement. In today's Canadian Dollar value, that would equate to roughly \$3.43 to \$5.15 per month.

On July 10, 1827, the Huron Tract lands were, according to colonization records, “surrendered” by Indigenous peoples through the signing of what is known as “Treaty 29”. The treaty was an indenture signed in part by various First Nations Chiefs and the current British monarch, King George IV (Government of Canada, 2016).

Once the Huron Tract was established, the Huron Road was surveyed in 1828, and built as a means of providing travel from Guelph to Goderich (Coleman, 1979; and Lee, 2004). It was a way for settlers to get to the land they bought from Canada Company. Several Townships were established within the Huron Tract, including Ellice, Downie, North Easthope, and South Easthope (Coleman, 1979; and Lee, 2004). It was at the confluence of these townships, along the Huron Road, where the settlement of Stratford was established besides the banks of the Little Thames River (Coleman, 1979; and Lee, 2004). The route of the Huron Road is now followed by Ontario Highway 8 from Goderich to Waterloo Region (Ontario Heritage Trust, n.d.).

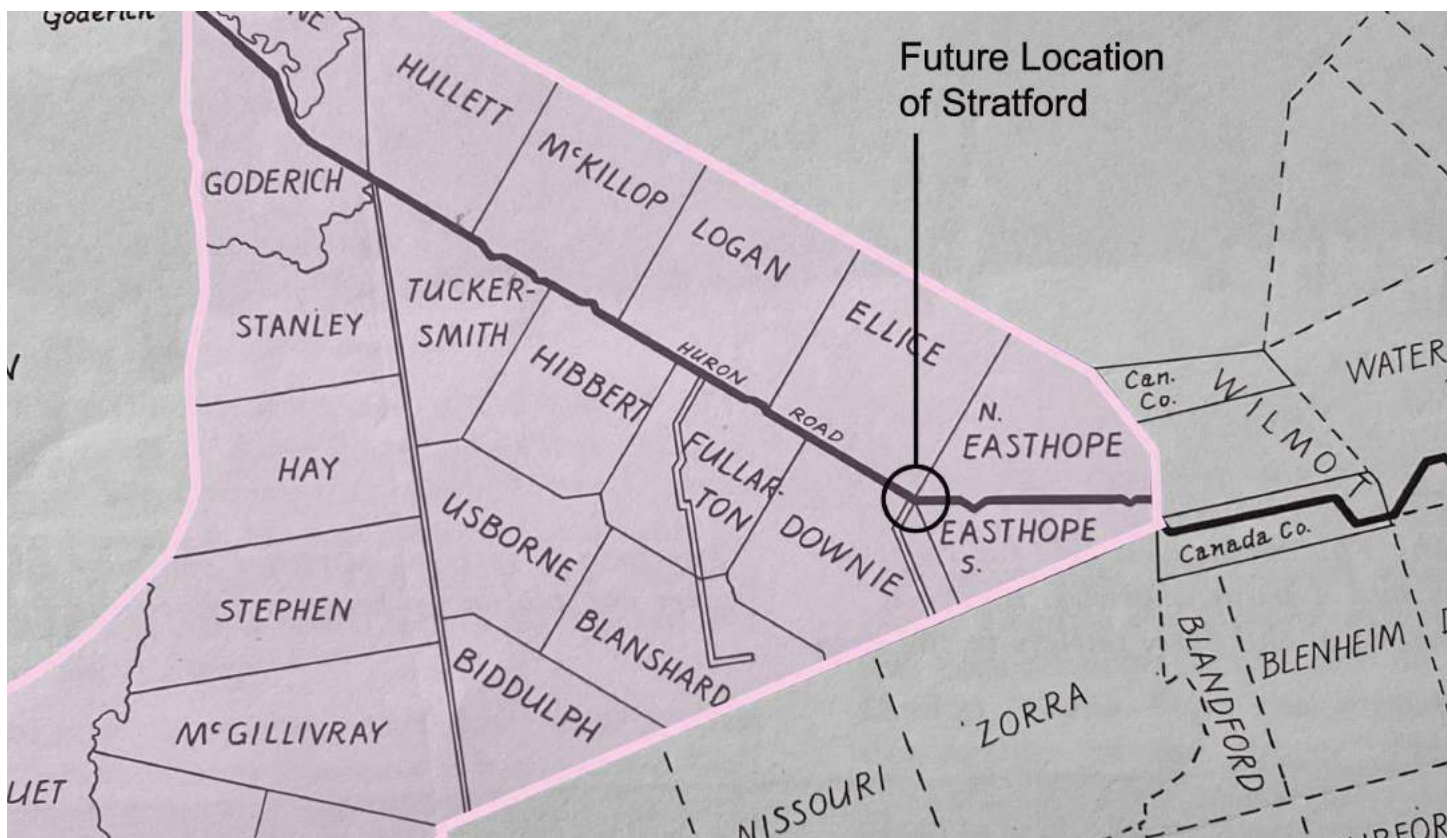


Figure 14 – The Huron Tract in Pink Showing the Huron Road and Future Location of Stratford (Source: Coleman, 1978, p. 46)

5.2 Perth County

Perth County was first laid out through the establishment of eight townships in 1827 as part of the Huron Tract belonging to the Canada Company. According to Perth County (2022) the townships were included North Easthope, South Easthope, Ellice, Logan, Downie, Fullarton, Hibbert, and Blanshard, and were named after directors in the Canada Company. An additional three townships to the north were later added, known as the “Queen’s Bush”, that lay between the Huron Tract and Georgian Bay, which were Wallace, Elma, and Mornington (see **Figure 15**). By 1850, Huron and Perth Counties official become separate counties.

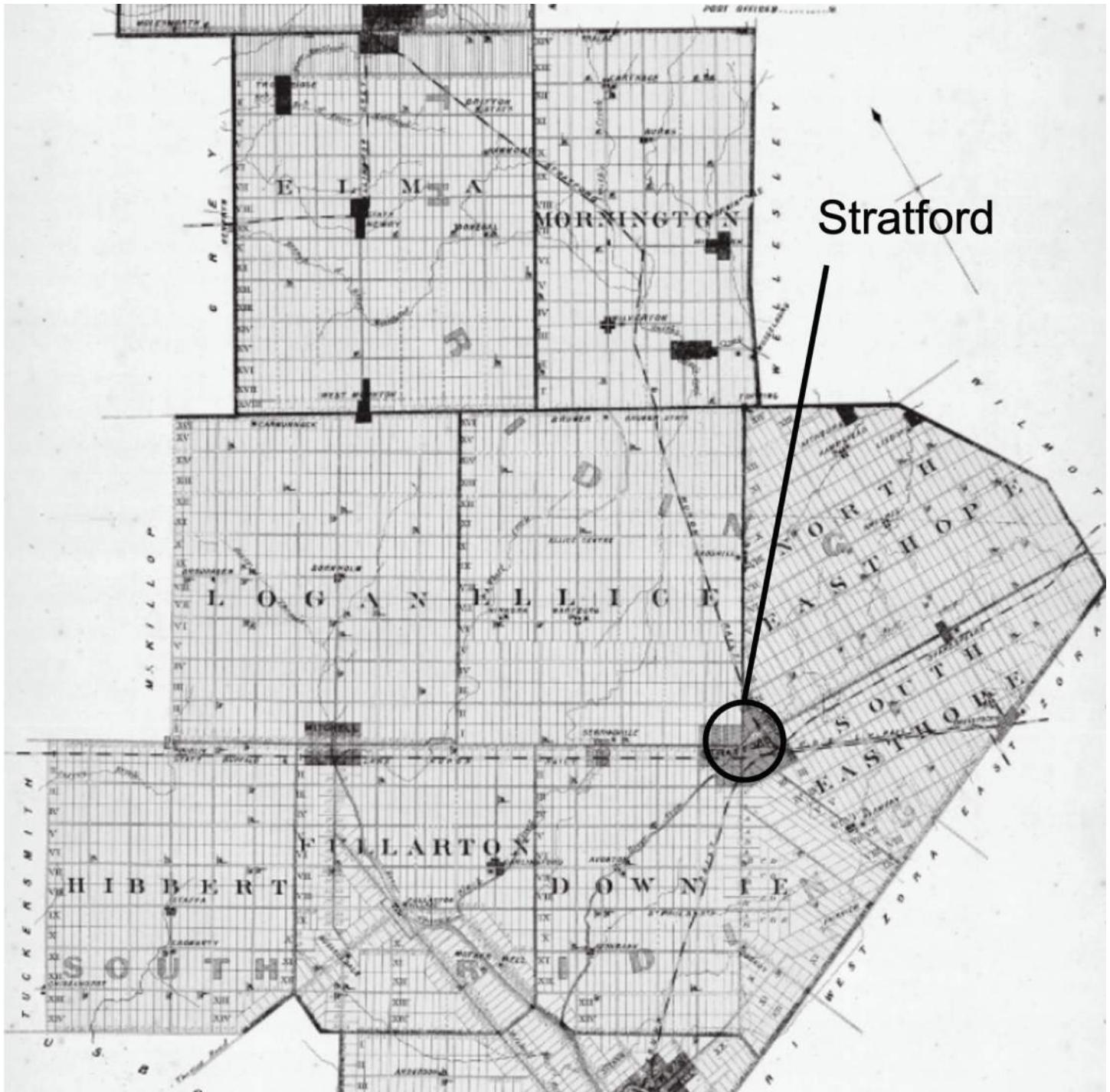


Figure 15 – Map of Perth County, 1879 (Source: H. Belden & Co. (1879). Illustrated Historical Atlas of the County of Perth)

The site that would become Stratford was highly regarded during its surveying for its location along the river, where the Huron Road crossed. By 1832, the location had only been established with open shanties for workmen to rest up and were also used by travellers. The shanties were eventually taken over by squatters until a man named Anthony Van Egmond acquired the land surrounding the junction which was expropriated from him in exchange other land in the Huron Tract. The surveyor John McDonald was called back to lay out the Town boundaries, which included five township boundary roads. Three of boundary roads were named after the lakes to which they led: Huron, Erie, and Ontario. According to Coleman (1978), Stratford had no founding family in the usual sense. The first official settlers were the Sargints (“Sergeant” to some) “who came to operate a hotel in the first permanent building completed in 1832. William Sargint and his gracious wife were the first proprietors and two of William’s brothers were with them” (Coleman, 1978). The year 1832 was a big year for the settlement of Stratford, with the Shakespeare Hotel getting erected as the first permanent building in Stratford (Coleman, 1978). The hotel was constructed with assistance by the Canada Company for the family of William Sargint.

According to Bart-Riedstra, & Riedstra (1999), the original survey of the community was lost, two drawn copies from 1839 still exist. One of the copies, drawn by Stout Mac included street names for, which were ostensibly based on names belonging to the British royal family, including Albert, Brunswick, Guelph, Cobourg, Victoria, George, etc. (Bart-Riedstra & Riedstra, 1999).

By 1856, the Grand Truck Railway (“GTR”) made its way to the Town of Stratford and started what would become a booming railway centre for the area and the GTR (Robinson, 1989). In 1885, Stratford was upgraded and incorporated to “City” status following the extremely lucrative rail operations that brought the population of the community up from 200 in 1846 to around 9,000 that year (Smith’s Canadian Gazetteer, 1846; and Robinson, 1989). In 1909, new “Shops” were opened to great excitement, which would be the home of locomotive repair and service for the GTR and eventually Canadian National Railway, and then Cooper. The map below shows the City of Stratford circa 1879 and is zoomed in to show Waterloo Street South and Falstaff Street and the approximate location of the subject site (see **Figure 17**). Interestingly, the original lot fabric shows the first lotting of the City and identifies the subject site as Lot 4.

In the 1950s, the railway industry pulled out of Stratford. Understanding that the City needed a new economic driver, a journalist and Stratford local named Tom Patterson, had the idea to establish a festival of Shakespearean theatre. According to the Stratford Festival (n.d.), on January 22, 1952, City Council gave Mr. Patterson a grant of \$125 (CAD) to seek artistic advice in New York City, New York. Mr. Patterson managed to attract the attention of Canadian theatre pioneer Dora Mavor Moore, who connected Mr. Patterson with a British director named Tyrone Guthrie.

The Stratford Festival was legally incorporated on October 31, 1952, with Tyrone Guthrie as the first Artistic Director, and a concrete amphitheatre was constructed to host some of the first performances. Since 1952, the Stratford Festival has grown to become North America’s largest classical repertory theatre company and has helped transform what was otherwise an industrial rail centre into a world-renowned arts and cultural destination.

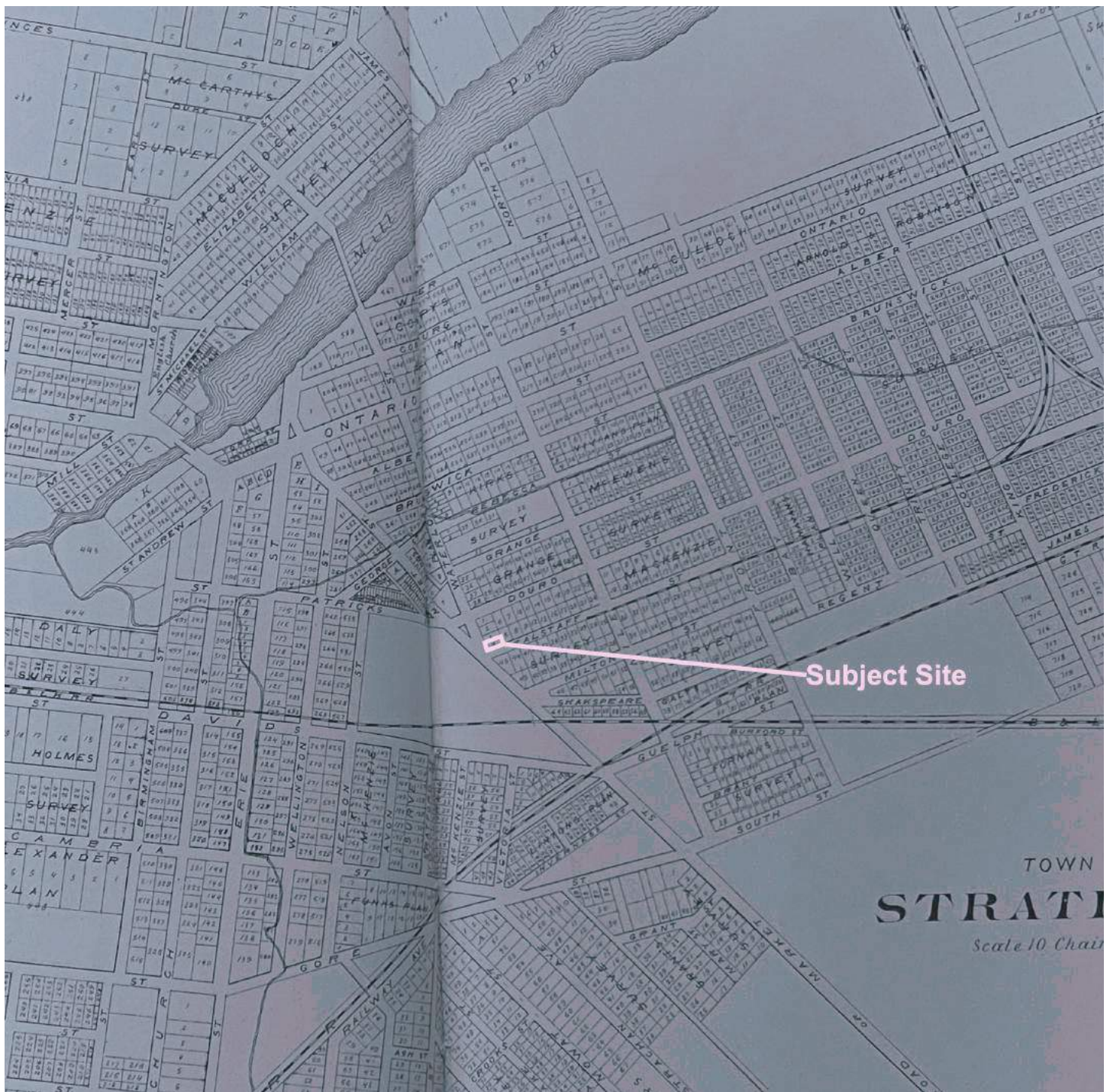


Figure 17 - Map of Stratford, 1879 (Source: H. Belden & Co. (1879). Illustrated Historical Atlas of the County of Perth)

5.4 History of the Subject Site

The following section provides a more direct history associated with the subject site. Given that the original structures on site have since burned down or been removed, the focus for this section is on the ownership of the subject site and its uses up until time of writing this report (October 2022).

The subject site consists of original Lot 4 on Plan 75, and part of Lots 3 and 5 on Plan 75, of the City of Stratford. The block previously described above as the “St. Paul’s Block” included lots 1 to 24 on Plan 75. Today, the subject site, which is municipally addressed as 203 – 209 Waterloo Street South, is a combination of Lot 4 and Part of neighbouring Lots 3 and 5 to the north and east, respectively. This is also confirmed by the legal description attached to the property’s parcel register.

Based on the historic records available, the site may have been developed as early as 1840 and has been used for a variety of different commercial uses, including a stable, hotel, automotive repair garage, bowling alley, and vacant land. Important to note is that the subject site was historically operated as two separate parcels (i.e., 203 and 209 Waterloo Street South), and therefore, the uses listed here are a combination of the two parcel’s previous histories.

According to Farmer (n.d.), an archival technician with the Stratford-Perth Archives, the most prominent use on the lands, and specifically at the corner (i.e., 209 Waterloo Street South) was a hotel. Apparently, the hotel at the corner was first constructed in 1872 by a man named John Carey. At that time, it was called the “Crown Hotel”. The hotel received additions in 1888 to the front and lower two storeys, and then a rear addition was added in 1900. According to Farmer (n.d.), “when it originally opened, the second floor was reserved for boarders and the third floor was for travellers.”

According to Ancestry records (2022), John V. Carey was born in 1850 in Stratford, Ontario. Ostensibly, this may have been same John Carey who help construct the Crown Hotel, however, records are unclear. Ancestry records provide that Mr. Carey married Catherine Rudolph in 1892 and died in March of 1932 at the age of 82 – buried in his hometown. According to an article in the Stratford Beacon Herald (Belton, 2022), John Carey was one of several recipients of the Canada General Service Medal following efforts with either the Stratford Rifles or the Stratford Infantry company during the Fenian raids of 1866.

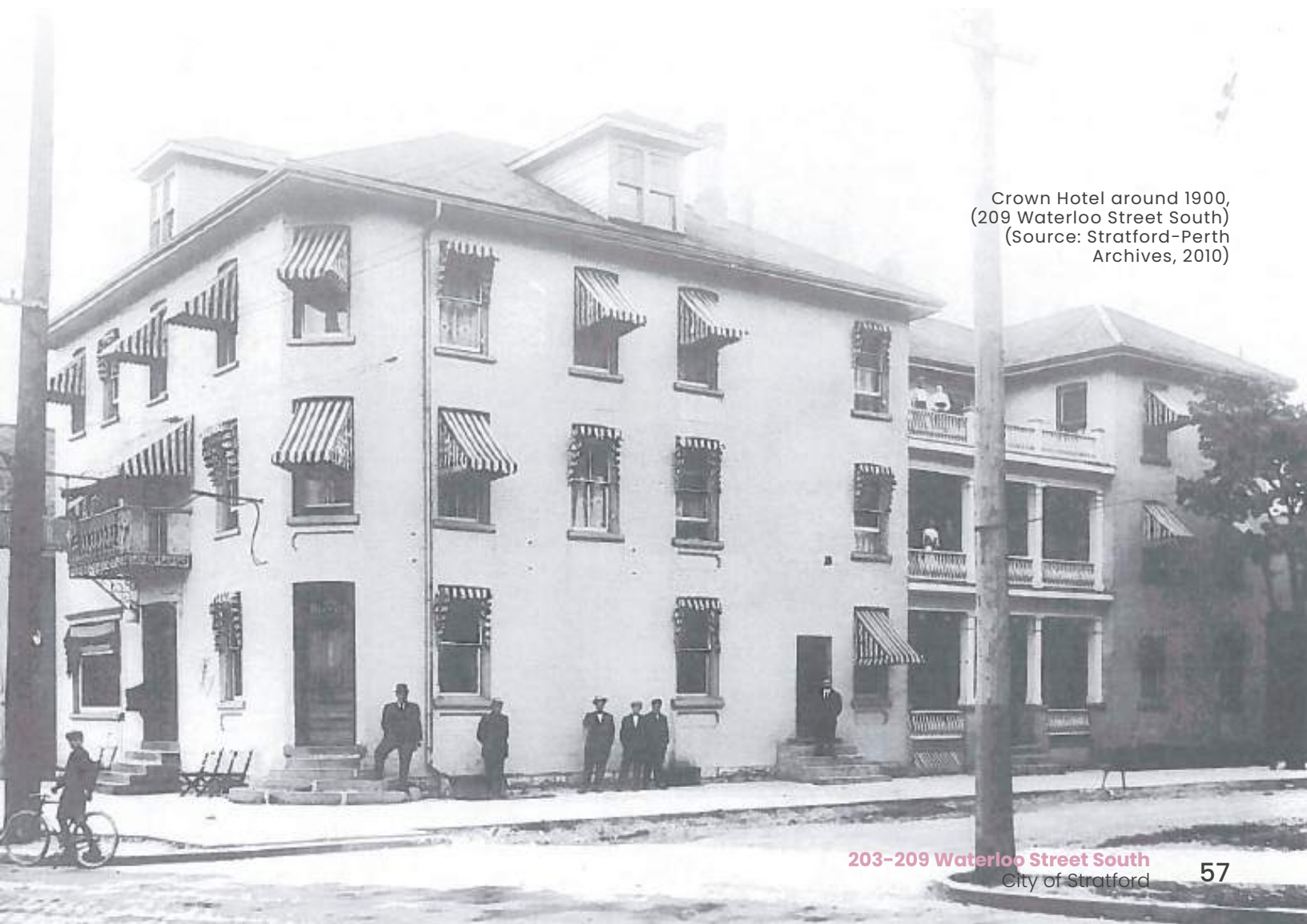
Not many other records of Mr. Carey are available, but a photo of him receiving the Canada General Service Medal is provided showing what he looked like on the steps of Stratford City Hall circa 1922.



John Carey circa 1922 (Circled in Pink)
(Source: Belton, 2022)

Over the years, the hotel was used for a variety of businesses within the lower level including, what ostensibly may have been a couple of bars and adult entertainment establishments ("Stone Haven," "Mugs and Jugs", and "Madam T's Night Club"). In 1928, the "Crown Hotel", was renamed to the "New Crown Hotel", and around 1940, it was renamed again to the "Kent Hotel" (Farmer, n.d.). In 2003, the hotel burned down, leaving the corner parcel vacant.

The northern portion of the subject site (i.e., 203 Waterloo Street South) was developed until around 2004. The earliest uses on 203 Waterloo Street South, were varied and included a wood working shop, livery / stable, a garage (including automotive sales business), and a body shop. Between 1944 and 2004, 203 Waterloo Street South was developed with a 2-storey commercial building (visually 3-storeys) and used as a bowling alley. From 1944 and 1948, the bowling alley was called "Graham's Bowlaway", then from 1948 to around 1959, the business was called "Mike's Bowling Alley", and then from 1959 to 2004, the business was either re-purposed or re-named to "Bowl-Mor Lanes". In 2004, the bowling alley building was demolished. After 2004, all the buildings on the lands were gone, and the lands were left in their current vacant condition.



Crown Hotel around 1900,
(209 Waterloo Street South)
(Source: Stratford-Perth
Archives, 2010)

The fire insurance plan below provides a visualization of the subject site in the context of the Block circa 1908 (revised 1925) and includes the full footprint of the uses on the site at that time along with information about setbacks and construction materials (see **Figure 18**). It is noted that the buildings to the north and south along Waterloo Street South and Downie Street were used for mostly commercial and industrial purposes at that time, apart from the church at the corner of Waterloo Street South and Douro Street (an institutional use). The remainder of the Block to the east was residential, as it exists today. The fire insurance plan also confirms a couple of other interesting details about the historic uses on site, specifically that:

- › Setbacks along Waterloo Street South were 0 metres;
- › The construction materials of the structures on site were comprised of either brick or brick veneer over frame;
- › There were gaps between the buildings as evidenced by the presence of windows and entrances along both the north and south building walls;
- › Uses were oriented towards Waterloo Street South only, even at the corner with Falstaff and did not create a full dual frontage;
- › Both the “Crown Hotel” and the factory across the street formed buildings at corners with no real activation along Falstaff Street;
- › The building heights on site were between 1.5- to 2.5-storeys, with the neighbouring brick building to the north listed as 3-storeys; and
- › There were 3 other smaller structure located between the subject site and the existing 3-storey brick building at 195 Waterloo Street South, which have since been removed and replaced as open space for back-of-house uses related to 195 Waterloo Street South.

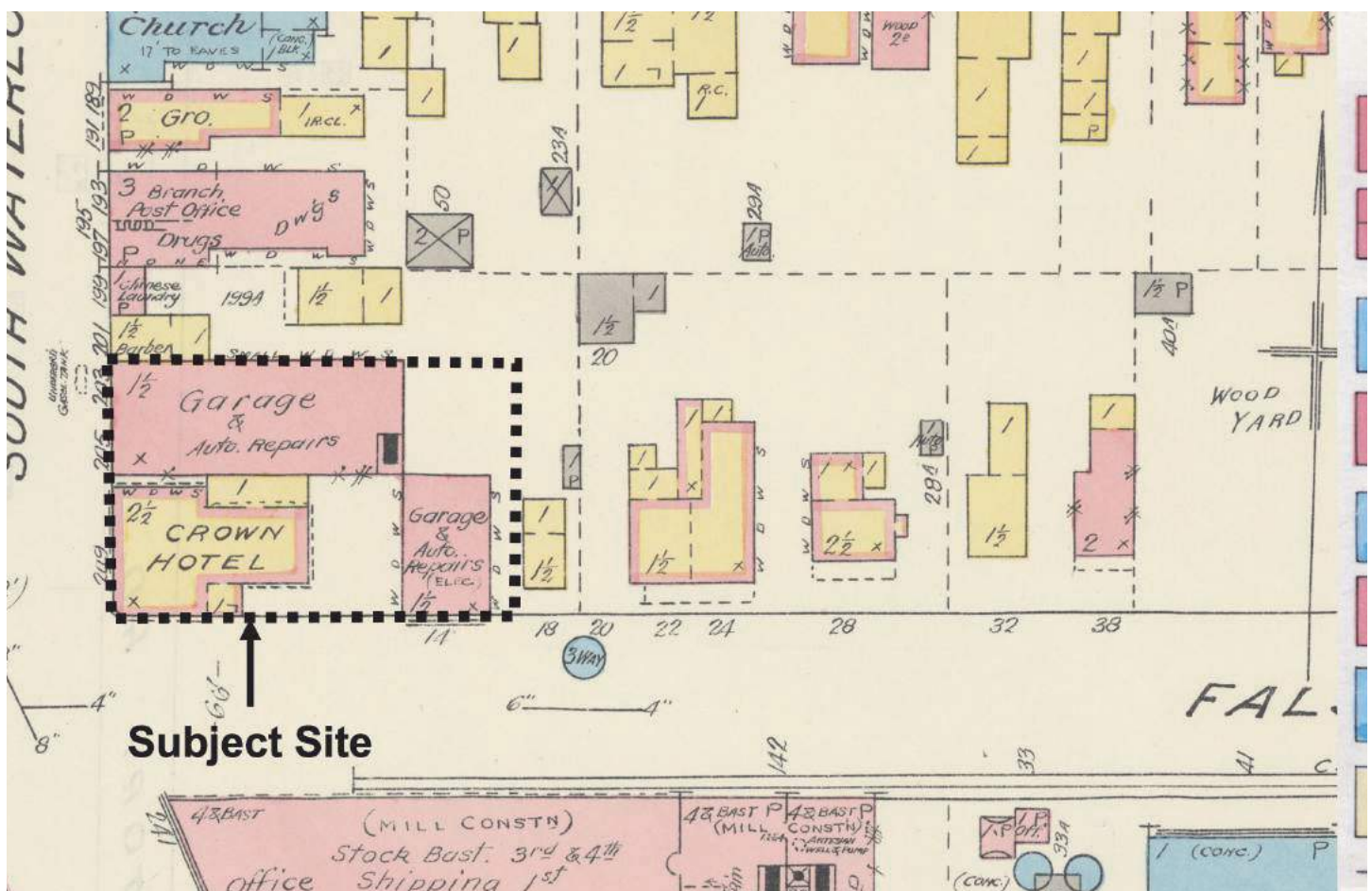


Figure 18 – Fire Insurance Plan circa 1908, Revised 1925 (Source: McMaster Digital Archives, 1925)

In 1925, the Garage at 203 Waterloo Street South seen on the fire insurance plan would have been the “Ford Sales & Service / Abra-Kerr, Ltd”.



Kent Hotel circa 1982, (209 Waterloo Street South)
(Source: Stratford-Perth Archives, 1982a)



Kent Hotel circa 1984, (209 Waterloo Street South)(Source: Stratford-Perth Archives, 1984)



Bowl-Mor Lanes circa 1982 (View 1), (203 Waterloo Street South) (Source: Stratford-Perth Archives, 1982b)



Bowl-Mor Lanes circa 1982 (View 2), (203 Waterloo Street South) (Source: Stratford-Perth Archives, 1982c)



Kent Hotel and Bowl-Mor Lanes circa 1998, (203 & 209 Waterloo Street South) (Source: Stratford-Perth Archives, 1998)



Subject Site circa 2004 (View 1) (Source: Stratford-Perth Archives, 2004a)



Subject Site circa 2004 (View 2) (Source: Stratford-Perth Archives, 2004b)



Subject Site circa 2004 (View 3) (Source: Stratford-Perth Archives, 2004c)

In the 1980s, the parcel at 209 Waterloo Street South, home of the then “Kent Hotel”, was owned by a person named Ken Vinen. Research on Ken Vinen identified him as popular local “Music Man”. Mr. Vinen was known as a jack of all trades locally, with an earnest love for all things music. Most notably, Mr. Vinen was esteemed for his rather large and unique collection of music and musical instruments. The collection was significant enough to warrant its sale at Miller and Miller Auctions Ltd on September 19, 2020. According to Sewell (2020), Ken Vinen managed and owned the Kent Hotel which burnt down shortly after he sold it, and then became known as a “bed and breakfast operator, and entertainer extraordinaire”. Mr. Vinen’s legacy in Stratford is best conserved through his esteemed musical collection and his former Bed and Breakfast establishment “Woods Villa”, which, ostensibly, is located as 62 John Street North, Stratford, now operating as the Stewart House Inn Stratford.



Ken Vinen, Former Owner of Kent Hotel at 209 Waterloo Street South
(Source: Sewell, 2020)



Subject Site circa 2009 (Source: Google, 2009)



Subject Site circa 2021 (Source: Google, 2021)



Subject Site circa June 11, 2022 (Source: Original Photo)

Based on the Vernon's City Directories ("Directories") found online, we have been able to piece together a chronology for the subject site in terms of land use, owners, and addressing between 1857 and 2022.

Between 1857 – 1906/1907, municipal addresses (sometimes referred to 911 addresses) were not included in the description of the site in the City. However, the Directories can be referenced by Street name and direction, which provide a good estimate of the subject site prior to its address assignment in 1906 or 1907. By 1907, street numbers were assigned to the severed lots by the City.

The following table provides a chronology of the subject site in terms of apparent ownership and uses. It is noted that the following is based on available records from OnLand, the Stratford Directories, and other previous research projects. The following does not constitute a comprehensive legal chain of title and may have some gaps in the information as well as names that could be misspelled due to discrepancies in gleaning hand-written records within scanned historical books. As such, the following provides as close to a chain of title as possible, with accuracies in the uses on the lands provided through the historical Stratford Directories.

203-209 Waterloo Street South			
Year	Use and Owner		
2022-Present	Vacant – The Bradshaw Towns Inc.		
2016-2022	Vacant – Rambri Management Inc.		
2013-2016	Vacant – Kitty-Corner Properties Ltd.		
Year	203 Waterloo Street South	Year	209 Waterloo Street South
2013	Vacant – Kitty-Corner Properties Ltd. <i>(Properties Merge on Title)</i>	2013	Vacant – Kitty-Corner Properties Ltd. <i>(Properties Merge on Title)</i>
2004-2013	Vacant – Dion Lach	2003-2012	Vacant – Nadia Troezka
2001-2004	Bowl-Mor Lanes – Dion Lach <i>(Demolished 2004)</i>	1997-2003	Kent Hotel – Nadia Troezka <i>(Burned Down 2003)</i>
1981-2001	Bowl-Mor Lanes – Walter & Sheila Brown	1980-1997	Kent Hotel – Ken Vinen
1961-1980	Bowl-Mor Lanes – Vernon Tuer	1977-1979	Kent Hotel – Victor Hayler & Sheldon Arron
1945-1960	Mike's Bowling Alley / Sub-Tenants – Mike Gornyczki	1969-1975	Kent Hotel – Kosta Radulovich
1942-1945	Graham's Bowlaway / Graham's Body Shop – Donald Graham	1963-1967	Kent Hotel – Elsie Harrington
1940	Vacant	1957-1961	Kent Hotel – Leo Harrington
1939	Hudson Cars / International Trucks – Pauli & Zinn (Wilfd Pauli, Herbt Zinn)	1948-1955	Hotel Kent – W.H. Graham
1937	Stratford Hudson Terraplane Motors (Garage)	1939-1944	Hotel Kent – Ruf, Emil S.
1933-1936	Stratford Hudson-Essex Motors	1936-1937	New Crown Hotel – Eiehenberger, H
1931	Vacant	1931-1935	New Crown Hotel – Baldwin, Wm
1927-1930	Ford Sales & Service – J D Kerr Ltd.	1930	Vacant

203-209 Waterloo Street South			
Year	203 Waterloo Street South	Year	209 Waterloo Street South
1924-1926	Ford Sales & Service – Abra-Kerr Ltd.	1929	New Crown Hotel – Donohue, Leo
1923	Newell's Garage / Distributors Durrant and Star Sutomobiles, and Beaver Trucks – Newell T.H.	1928	New Crown Hotel – A.J. Haigh
1922	Newell's Garage – Newell T.H.		
1921	Gray Port Garage / Gaul & Schrader Auto Repairs – W.F. Newell	1924-1927	Crown Hotel – James McArdle
1916-1920	John McDonald & Co. / Garage (Ford Car Dealers)	1920-1924	Crown Hotel – Headley Cook
1907-1915	Livery, H Easson & Co.	1907-1920	Crown Hotel – Richard McArdle
* Addresses Not Yet Assigned			
1904-1906	Livery, H Easson & Co.	1897-1906	Crown Hotel – Richard McArdle
1900-1904	Wood Carver, Ed Fitzgerald	1896-1897	Crown Hotel – Eliza Quinn
1896-1900	Wood Working Shop, Eliza Quinn	1882-1896	Crown Hotel – Maurice Quinn
1886-1896	Wood Working Shop, Maurice Quinn	1877-1882	Crown Hotel – William Marshall
1885-1886	Wood Working Shop, Harriet Jacobs		
1876-1885	Wood Working Shop, Arnold T Schner	1867-1877	Crown Hotel – John Carey
1867-1876	Wood Working Shop, Adam Krantz		
1857-1867	Wood Working Shop, Francis Shanly		

As shown in the table above, the subject site has been the location for a variety of commercial and or industrial type uses over the years. The most common use at 209 Waterloo Street South (i.e., corner parcel) was a hotel, while the most common use at 203 Waterloo Street South was a bowling alley or garage.

The following figures provide topographic maps of Downtown Stratford, with the subject site approximately located on each. Between 1927 and 1972, the general road patterns have not changed. Most of the changes are in the land uses; however, since the subject site is located at the periphery of the Downtown, not a lot of difference can be seen by examining these topographic maps, as the area was generally built up by 1927.

Generally, the topographic maps leave out a lot of detail for the site in terms of building footprints and specific land uses. The evolution of the City’s Downtown and the site can be better assessed through an examination of historic air photos of the subject site. The following is taken from 1954, and the development of the subject site can just barely be made out (see **Figure 23**).

By the 1960s the City had built up significantly, with much of Downie Street and Waterloo Street South looking how it does today. An air photo was taken of Downtown Stratford in 1963, which also shows the subject site and the buildings on site at that time (see **Figure 24** and **25**).

In 2003 a fire broke out in the hotel at 209 Waterloo Street South (i.e., the hotel). After the fire, the remnants of the building were demolished, and the parcel left vacant. In 2004, the building previously housing the bowling alley was demolished, leaving the other parcel vacant as well, and creating the current site condition. In 2013, the owners of the two parcels sold the land to Kitty-Corner Properties Limited, who registered their ownership on title under that name, effectively merging the two parcels on title.



Figure 19 – 1927 Topo Map (Source: Department of National Defence, 1927)



Figure 20 – 1933 Topo Map (Source: Department of National Defence, 1938)

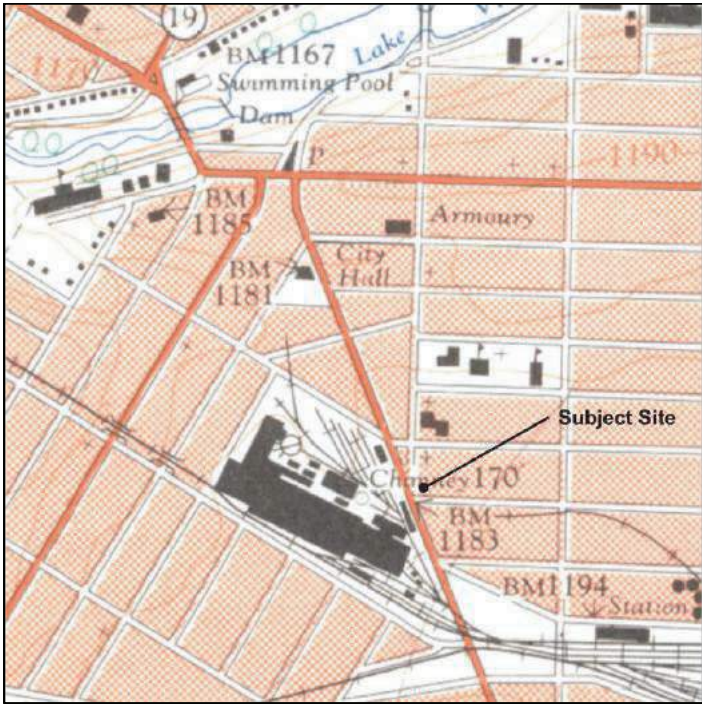


Figure 21 – 1959-60 Topo Map (Source: Department of National Defence, 1959-60)



Figure 22 – 1972 Topo Map (Source: Department of National Defence, 1972)



Figure 23 – Air Photo circa 1954 (Source: University of Toronto, n.d.)

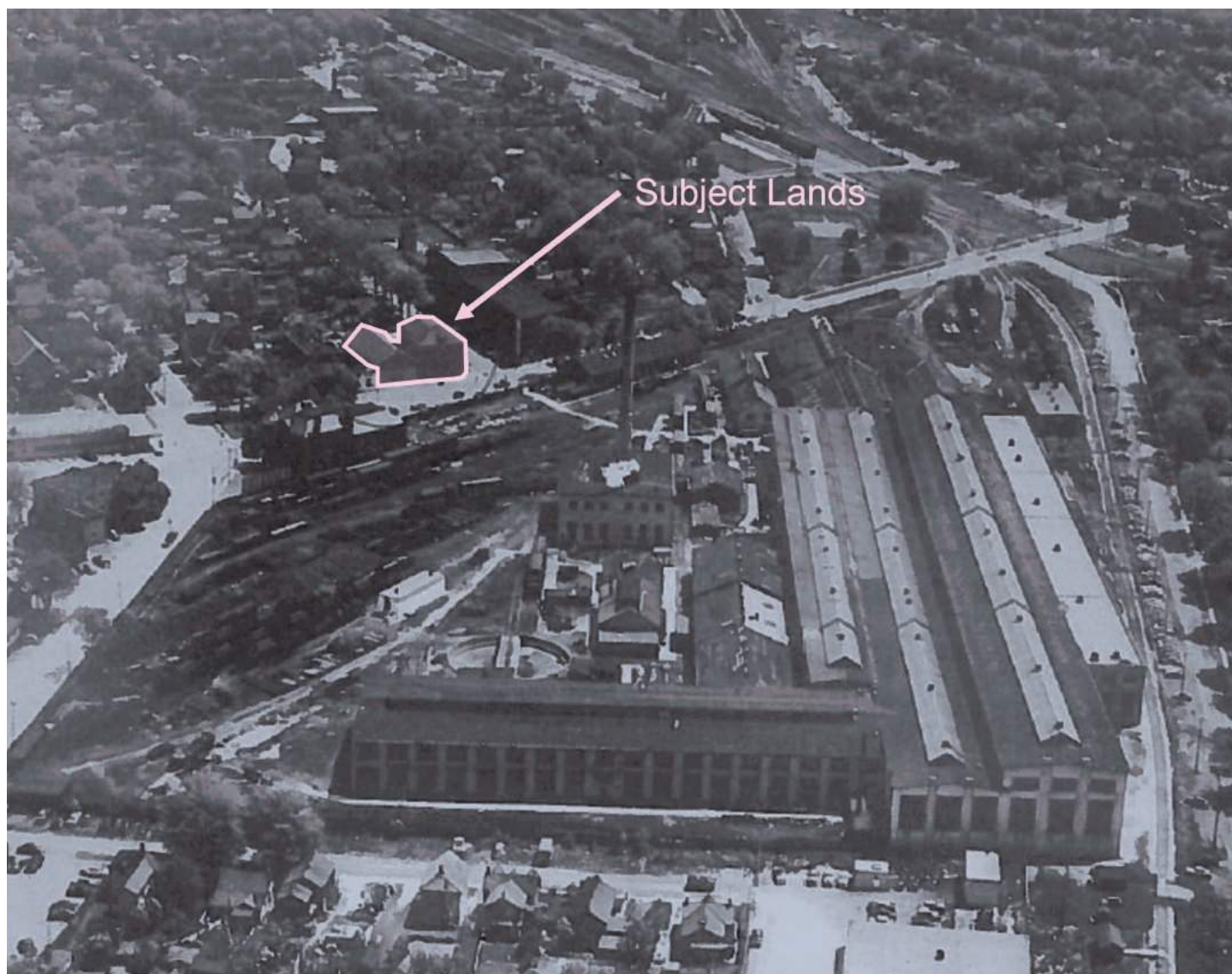


Figure 24 – Air Photo circa 1963 (View 1) (Source: Stratford-Perth Archives, 2022)

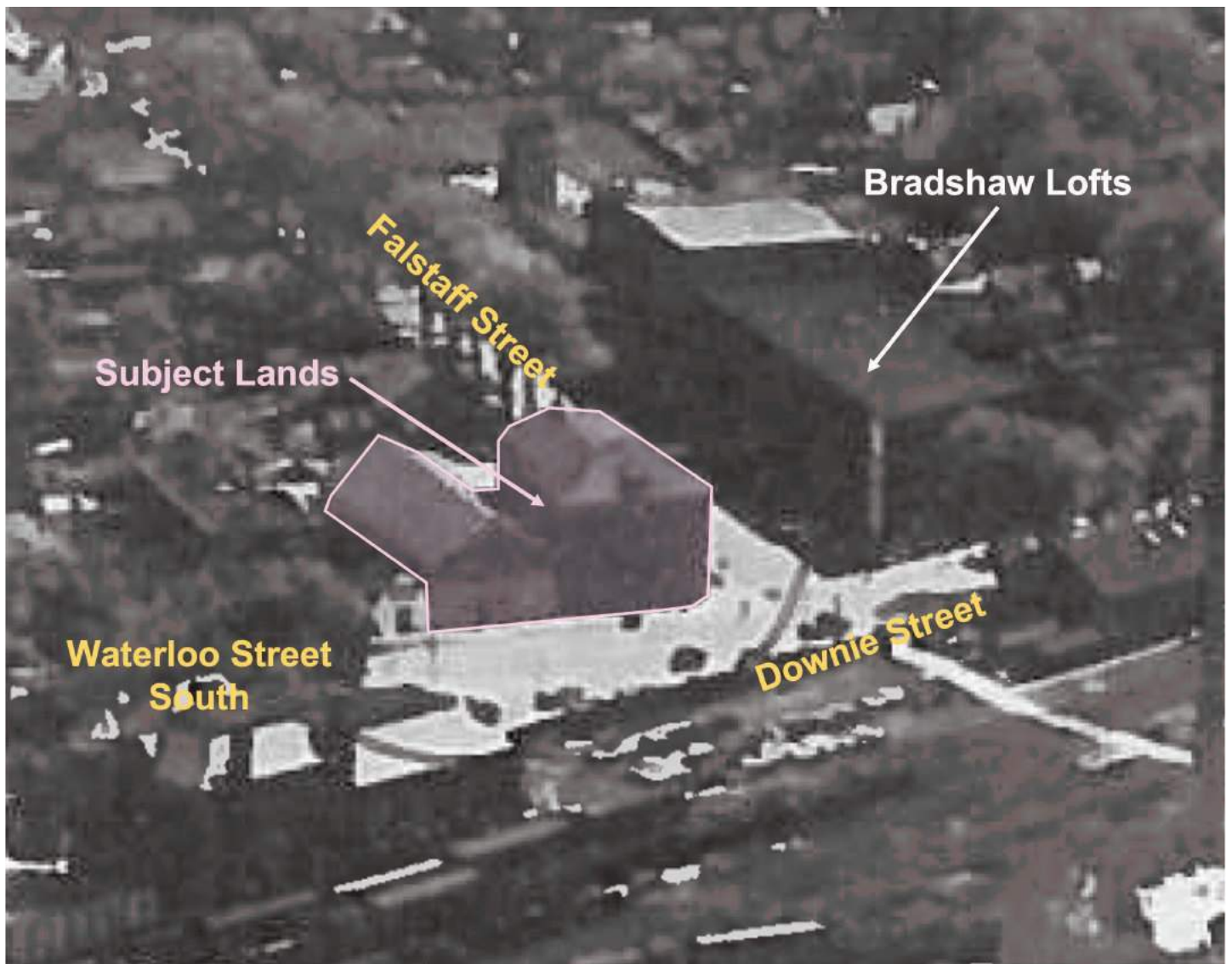
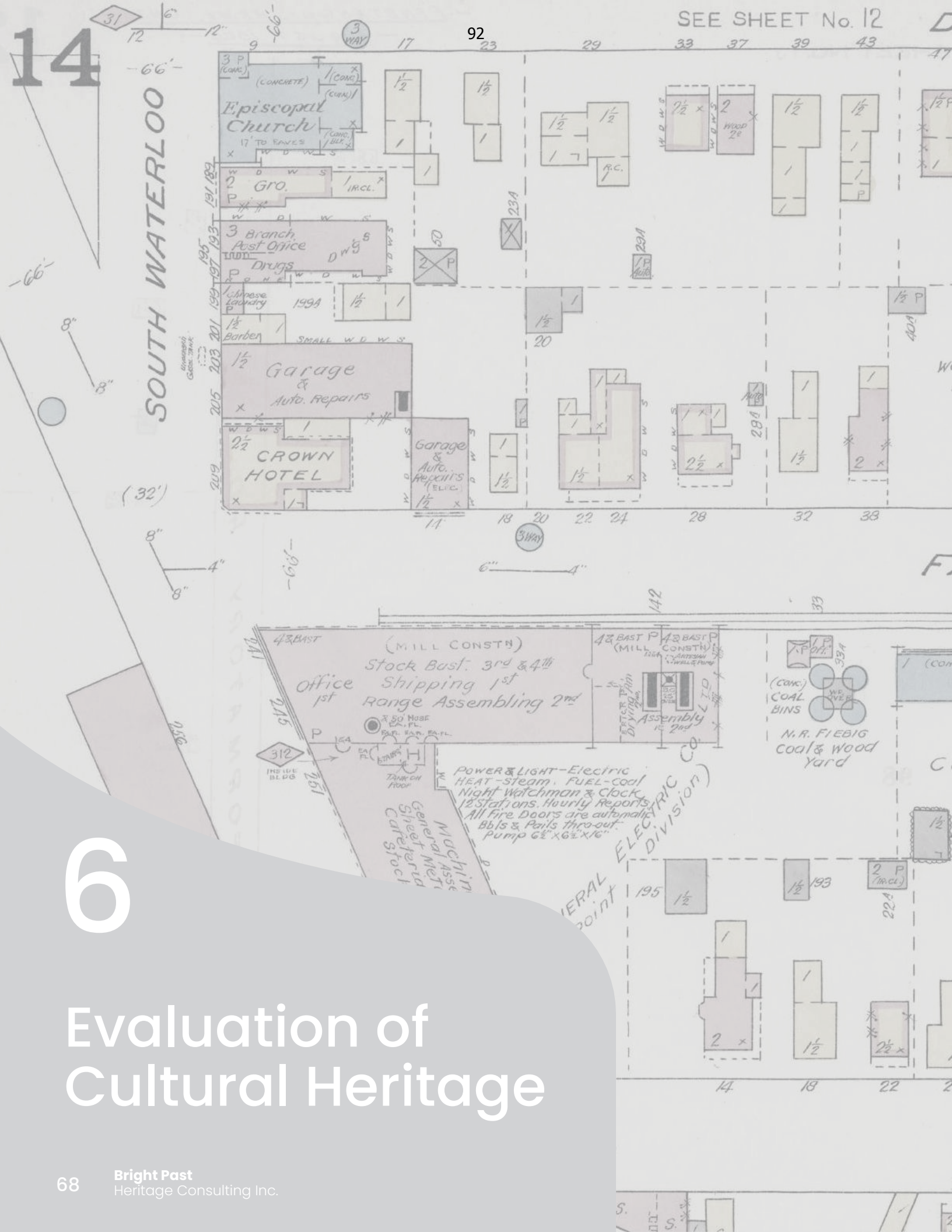


Figure 25 – Air Photo circa 1963 (View 2) (Source: Stratford-Perth Archives, 2022b)



14

SOUTH WATERLOO

6

Evaluation of Cultural Heritage

The following section provides an evaluation of the remaining potential cultural heritage value of the subject site as per O. Reg. 9/06: Criteria for Determining Cultural Heritage Value or Interest under the Ontario Heritage Act, R.S.O. 1990, c. O.18.

O. Reg. 9/06 is the legislated criteria for determining cultural heritage value or interest and is related to design and/or physical values, historical and/or associative value, and contextual values as follows.

6.1 Evaluation Criteria

The criteria for determining Cultural Heritage Value or Interest ("CHVI") under O. Reg 9/06 is as follows:

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

6.2 Evaluation Against Ontario Regulation 9/06

It is noted that the subject site is already identified as a property of CHVI due to its location within a designated heritage conservation district. The purpose of this evaluation is to determine what, if any, specific CHVI remains on the now vacant parcel that is 203–209 Waterloo Street South. Given that the structures on the subject site have either since burned down or been removed, the evaluation is strictly related to the vacant land.

Design / Physical Value

There are no remaining structures, remnant structures (such as foundations) or built / designed elements left on the subject site that provide any design and/or or physical value. All design and/or physical value was lost when the former structures burned down and subsequently demolished.

Historical / Associative Value

The original lots (i.e., Lots 3, 4, and 5 on Plan 75), have since been altered and or severed, with the subject site existing today as all of Lot 4, and part of Lots 3 and 5 on Plan 75. As well, given that the site exists on the southern periphery of the Downtown, its association with the establishment and settlement of Stratford and the evolution of the Downtown Core is limited. Any real historical and/or associative value was removed with the removal / loss of the former structures. Therefore, the site does not yield information as it relates to the early settlement pattern of the Downtown, and ultimately, there is no historical and/or associative attributed to the subject site.

6.3 Heritage Attributes

Given the above evaluation, there are currently no heritage attributes associated with the subject site as a vacant parcel within the City's DC-HCD.

As well, the only records found for people who may have previously been related to the site was that which referenced Mr. John Carey, builder, or owner of the original Crown Hotel, and Mr. Ken Vinen, manager, and owner of the Kent Hotel. While Mr. Carey did receive a medal for his efforts with either the Stratford Rifles or the Stratford Infantry company during the Fenian raids of 1866, Mr. Carey is not noted in any other records. Mr. Vinen was regarded in an article published by an auction house, which gave a brief biography of his life, as an esteemed "Music Man". However, Mr. Vinen's legacy is better represented and conserved through his musical collection, which went up for auction in 2020 and through his former bed and breakfast at what was likely 62 John Street North. Since the hotel has since burnt down, there is no historical or associative value tied to former owners, and generally no historical or associative value tied to the site. Any associative value related to previous owners is either non-significant or there are better existing representations of their legacy elsewhere in the City.

Contextual Value

The subject site could be important in helping to maintain or support the character of the Downtown in terms of a continuous heritage frontage. However, the subject site has been vacant for some time and has resulted in a hole within this heritage frontage. As well, several structures, historically constructed north of the site between the site and 195 Waterloo Street South have also been removed, and the original building fabric along Waterloo Street South between Douro Street and Falstaff Street is, therefore, not representative of the original streetwall. As a vacant parcel of land alone, the subject site is not physically, functionally, visually, or historically linked to its surroundings, nor is it a prominent landmark in the City. The vacancy of the subject site tends to detract from the heritage value of the Downtown Core HCD. The subject site is currently a hole in the contextual heritage fabric and should be filled in to maintain its contextual value as part of a continuous heritage frontage. Ultimately, there is no contextual value currently associated with the subject site.



7

Heritage Impact Assessment

203-209 Waterloo Street South

The following section is intended to assess the potential impacts of the proposed 3-storey residential development at 203-209 Waterloo Street South against three things:

1. The potential impact to the subject site itself;
2. The potential impact on surrounding adjacent / contiguous buildings and properties; and
3. The potential impact on the broader Downtown Core HCD.

Development impacts can be direct or indirect, and they can affect resources and landscapes differently over time. The construction process itself can affect resources and landscapes during a pre-construction phase when preparing a site for construction, during the construction phase, and or once construction is completed (e.g., removing protective barriers). Impacts to a cultural heritage resource may also be site-specific or widespread, and any impacts can have different degrees of severity from low, moderate, or high.

In order to respond to the three areas of impact identified above, the following sub-sections will assess the proposal against several potential impact categories, some of which are special to the Downtown Core HCD and related standards.

7.1 Architectural Details

Since the subject site is currently vacant, there are no impacts in terms of architectural details to the subject site. In terms of the surrounding structures, the assessment is limited to only 193-197 Waterloo Street South and 245 Downie Street, since Battery Park is too far removed, and 204 Downie Street (i.e., the YMCA) and 22-24 Falstaff Street are not heritage properties.

Overall, the proposed 3-storey residential building has been designed to help animate Waterloo Street South and create a positive interface with the heritage context of the other buildings along Waterloo Street South to the north and within the DC-HCD. The general architectural style incorporates both functional and decorative elements into the building design, including the use of construction type and materials (i.e., brick veneer) that is in keeping with the historic construction methods along this portion of the Waterloo Street South.

The building will result in a harmonious blend with the other architectural styles along this section of Waterloo Street South in terms of materiality, colours, building heights, and built form synthesis. The brownstone style of architectural design coupled with the parlour floor feature, is reminiscent of an older urban architectural style, and will maintain the general rhythm, orientation, and proportions of the predominant streetscape. Although a front yard has been introduced, this setback is an acceptable deviation from the other buildings along this section of Waterloo Street South and is unique to a brownstone style apartment building, which must provide enough separation from the street to accommodate the stoop and raised parlour floor. As well, the 3.0-metre exterior side yard setback proposed complies with the zoning provisions for apartment buildings in the C3 zone, and the proposed (up to) 5.0-metre front yard setback is strictly a technical exception to permit a raised parlour floor. The building wall along this section of Waterloo Street South, will generally remain consistent with other buildings in the area.

Ultimately, the introduction of a front yard, is one option of introducing an entirely residential use and is an improvement to the context over a vacant lot. As well, the proposed design with tall 4.5-metre-high parlour floor, 10-foot doors, window symmetry, 3-storey overall height, brick veneer, and upper-level dormers is compatible with not only the surrounding mixed-use buildings, but the nearby residential dwellings within the Block as well. Furthermore, the proposed design will not clash with or trivialize the other existing buildings along Waterloo Street South, even though the two mixed-use buildings at 195 and 189 Waterloo Street and the church at the corner have no front yards.

As a corner lot, building orientation is treated more uniquely. The introduction of both a front and exterior side yard on site, is not only appropriate for a site at the edge of the Downtown, but complies with the zoning regulations, and is generally preferential for a stand-alone residential use, especially when near to other residential uses to the east. The setbacks from the streets lend to a sense of privacy for units which are accessed directly from the street and give opportunity for residential-focused streetscape improvements such as landscaping.

Strong pedestrian connections to the street will be provided via the entrances directly onto Waterloo Street South, and the character of the DC-HCD will be reinforced through the brownstone design and choice of colour and material.

In terms of the proposal's impact on 245 Downie Street, there are several factors which were considered. First, the height of the proposed building is subordinate to that of the presence of 245 Downie Street, which is technically 3-storeys tall, but has a 4-storey street presence. Second, the proposal adopts an exterior colour that is in keeping with the local colour palate, of which, was created using visible colours from 245 Downie Street. Third, the proposal has taken into consideration the fact that 245 Downie Street has a half storey at grade, giving the street-level view of the building an appearance of a tall ground floor. The proposal adopts a similar built form by utilizing the brownstone style which introduces a raised parlour floor via a stoop off the street. The parlour floor will be raised from the street by about 2.1 metres and the parlour floor itself will have a floor-to-ceiling height of 4.5-metres. The effect will be a similarly tall ground floor appearance that is compatible with 245 Downie Street, thereby, maintaining the rhythm of this individually designated heritage building across the street.

In our opinion, the proposal appropriately introduces an entirely residential built form with a front yard onto a corner lot at the southern periphery of the DC-HCD. The overall building design is compatible with the rest of the DC-HCD character due to the brownstone design, 3-storey building height, floor-to-ceiling heights, colour choice, and materiality – all of which are appropriate for the site and surrounding context. The design while complimentary to the surrounding original brick, stone, or stucco masonry wall buildings, 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, and height. Lastly, and in our opinion, the proposed design adopts elements from other existing surrounding building designs and shapes and utilizes key decorative elements such as moldings, materials, and other details, and combining them to create a compatible built form.

Therefore, there are no anticipated negative impacts to surrounding structures or buildings in terms of architectural detail.

7.2 Location and Massing

Most of the buildings along Waterloo Street South between Douro Street and Falstaff Street are 2- to 3-storeys in height and are situated abutting the boulevard with little to no front yards. This helps to create a continuous heritage frontage along the street.

The current vacancy of the subject site detracts from this continuous heritage frontage along this section of Waterloo Street South and should be mitigated with a proposal that fills in this hole. However, all the other buildings along Waterloo Street South are mixed-use or institutional, and the build out of the subject site had to reflect two different rhythms. The first being the buildings to the north, and the second being 245 Downie Street to the south. By default, the buildings to the north form part of the heritage context of the City because they are within the DC-HCD. The Bradshaw Lofts on the other hand is a building that is individually designated, and therefore uniquely important to the immediate context. Therefore, it was elected that the proposed design matches the rhythm and proportions of 245 Downie Street. In this regard, the brownstone style was elected as entirely residential built form, which includes a raised parlour floor and a tall floor-to-ceiling height for the first level. This massing creates a similarity in massing with the former factory across the street, which also has a partial level at grade and a visibly tall first floor when viewed from the street.

As well, the site is unique in that it represents the southernmost limits of the DC-HCD, is surrounded by a variety of uses including residential, commercial, and institutional, and is a rather large corner lot. The proposal takes advantage of these unique site circumstances by introducing a residential use with a front yard while still filling in the broken frontage along this section of the street. The proposal will not only fill in the gap but will continue to create an active frontage along this section of Waterloo Street South by orienting the main building entrances along the street. Although a front yard has been proposed, this decision will help create a transition between the periphery commercial uses to the north, and the mature residential neighbourhood to the east, creating a street interface that is both residential and urban in nature.

The proposal would help fill in what is otherwise a gap in the heritage frontage along this section Waterloo Street South and will help repair the broken streetwall at this corner.

In addition, in our opinion, the proposed building has been designed with pedestrians in mind, in that the building will provide a façade that creates a focus at the street level. According to the DC-HCD Standards, the ratio of the height to the width of the façade of a building must be within 10% of the ratio of the height to the width of the facades of nearby buildings. The adjacent lots (north, east, and south) of the subject site (i.e., 193–197 Waterloo Street South, 22–24 Falstaff Street, and 245 Downie Street) have frontages that range from around 21 to 40 metres. The buildings on the adjacent lots east and west, have heights between 2 – 3 storeys (4-storeys visually). The ratio of the height to the width of the façades of the adjacent buildings east and west of the subject site, therefore, averages around 0.1 storey for every metre of lot width.

The subject site has a frontage of about 24.5 metres along Waterloo Street South and proposes a building height of 3-storeys, which equates to a façade height to width ratio of roughly 0.12 storeys for every metre of lot width. Therefore, the proposed building matches the façade height to width ratios surrounding the site.

The amount of window area in the front of the proposed building and size of windows is generally in keeping with the window areas and sizes of windows in abutting and nearby buildings. The direction, pitch, and arrangement of the proposed single sloped roof with dormers leveling out to a flat roof is acceptable for an entirely residential built form, and given the height of the proposal, is generally consistent with the predominant streetscape.

Lastly, the height of the proposed development at 3 storeys is compatible with the surrounding buildings in that it falls within the existing height range of 2 to 4 storeys found within the Block and across the street.

In our opinion, there are no negative heritage impacts in terms of location and massing resulting from the proposed development on the subject site, on the surrounding buildings, and to the general heritage context of the Downtown Core HCD including the Waterloo Street South frontage.

7.3 Façade Treatments

The proposed building will be constructed of modern materials including a brick veneer in keeping with the historic buildings that occupied the site. The general design will be rectilinear and adopt similarities from the brownstone style of apartment architecture common in New York City, complete with raised parlour floor, stoop, lower-level entrances, decorative elements, and separating features between each level of the building. The differentiating feature from the typical brownstone style is that of the upper-level dormer, which lends a uniquely residential feel to the proposal. The proposed masonry material is brick and, in our opinion, matches the appearance of other surrounding brick masonry walls as closely as possible.

The colour of the masonry wall should adopt the “Surrounding Colour Palette” identified above in Section 2.4.2 of this report to ensure that the new building matches the neutral and/or earth tones of the surrounding buildings. The entire building will be clad using a brick veneer, which will match the appearance of the surrounding brick buildings in the area, lending to a consistent aesthetic when viewed from the public ROW.

The proposed building openings (i.e., windows and doors) generally match those of surrounding structures in terms of proportions, symmetry, divisions, depth of inset into the wall, and detail of framing elements. The first level is accessed via a stoop off Waterloo Street South, where tall 10-foot doors with single side lights create a prominent entrance into units with ceiling height over 14 feet on the parlour floor. The upper level on floors 2 and 3 adopt a more traditional floor-to-ceiling height of 8-feet and the 2nd floor features tall vertically oriented windows that align with the doorways below them. The 3rd floor is a little more unique in that it has a partial half-storey on the street side (sloping ceiling) with dormer windows that project in five locations along the front façade generally alternating with the openings of the 1st and 2nd levels. The height of the first floor and its opening have taken inspiration from the Bradshaw Lofts building across the street which also has tall windows above a tall ground floor level.

Given the current vacancy of the subject site, the proposed building will fill in a gap within the heritage frontage along this section of Waterloo Street South, and will overall be an improvement to the neighbourhood, repairing a broken frontage.

Overall, in our opinion, 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 tall and rectilinear) and other decorative elements. So long as the colour selection for the brick veneer adopts from the “Surrounding Colour Palette” identified above in Section 2.4.2 of this report, then there are negligible impacts anticipated to the built heritage context in terms of façade treatments. The only real difference will be the upper floor building line which includes a single-pitched roof with dormers instead of a flat roof. However, in our opinion, as the proposal is not a mixed-use building, the single-pitched roof with dormers that levels out to flat, is a much better expression of residential architecture on the periphery of the core and is more compatible with the other residential uses to the east which are outside of the DC-HCD.

7.4 Destruction or Alteration

The subject site is currently vacant, and therefore destruction or alteration is not possible. Furthermore, the development does not propose to destroy or alter any of the surrounding buildings forming part of the Downtown Core HCD or the individually designated building at 245 Downie Street. Therefore, there are no impacts in terms of destruction or alteration that are anticipated.

The subject site is only physically adjacent to one designated heritage building – the 3-storey red brick building at 193-197 Waterloo Street South. This building must be protected from any activities that could cause them damage or destruction, including construction. To ensure that activities during construction do not result in the damage or destruction to any of these existing heritage properties, it will be a recommendation of this report that a construction management plan be prepared to demonstrate how the buildings will be properly conserved pre-, during, and post-construction activities, including a truck turning and heavy equipment monitoring and management, and a blasting management plan should any blasting operations be required during construction. A blasting management plan, if required, should also consider protections from vibration-caused impacts.

7.5 Shadows

The proposed building is 3-storeys in height and will align with the existing streetwall along this section of Waterloo Street South. Furthermore, the proposed building width is in keeping with the existing height to lot width ratio of the abutting buildings to the north, east, and south. The height will generally be level with if not lower than existing buildings to the south. Shadows produced from the proposed building will be incremental in nature, casting only slightly different shadows than what was previously existing on site prior to the original structures being removed. Given the building’s proposed height in line with neighbouring structures, the shadows are anticipated to be incremental in nature and the impacts minor or negligible. Furthermore, the building height and use is permitted as of right through the established zoning. In creating zoning standards for sites, matters such as sun, shadows, and privacy are all considered. Land uses to the north will not be impacted since the building will generally match the heights of the abutting structures. Just north and east of the site is the paved back-of-house area shared by the other buildings on the block and is not shadow-sensitive space.

Overall, the size, shape, and articulation of the proposed building will create incrementally different albeit 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. Lastly, there are no shadow-sensitive uses in the area or within this portion of the Downtown Core HCD. Shadow-sensitive include things like designed landscaping features that require a certain amount of sunlight to survive, or stained-glass windows, or historic school yards and playgrounds, etc. Since the nearest shadow-sensitive use, may be the church at 9 Douro Street. However, since the proposed building has proposed height equal to that of the church and is twice separated by other building, there will be no impacts to any stained-glass attributes. Therefore, overall, shadows are not anticipated to have a negative impact on the surrounding heritage context of the Downtown Core HCD or the adjacent property at 245 Downie Street. The incremental shadows produced on the Waterloo Street South ROW will be incremental in nature, with zero to minor increases in the shadows cast.

7.6 Isolation

The proposed building will not isolate any specific features or buildings within or adjacent to the subject site, nor will it isolate any of the components of the Downtown Core HCD. Therefore, there are no impacts anticipated in terms of isolation.

7.7 Direct or Indirect Obstruction of Views

As a stand-alone parcel, the subject site does not comprise a significant identified view or heritage corridor. In its current vacant state, the subject site detracts from what could otherwise be a partially continuous heritage frontage along Waterloo Street South. The proposed building will, therefore, not result in a direct or indirect obstruction of views. Rather, once built out, the proposed building will help contribute to the creation of a more continuous heritage frontage along this section of Waterloo Street South and will help repair the streetwall at this corner. It will improve the view along Waterloo Street South towards the Downtown when viewed from the intersection of Falstaff Street and Downie Street.

7.8 Change in Land Use

The proposed building does not require a change in land use to permit the proposed use. Standalone residential apartment buildings are permitted through the applicable and in-force site-specific Zoning By-law. Furthermore, the introduction of an entirely residential building is compatible for the neighbourhood, as the Block contains a variety of uses, including a wide range of residential dwellings to the east.

7.9 Land Disturbance

Land disturbance impacts are typically associated with archaeological matters below grade. The subject site has been developed on for over 182 years, with only the most recent portion of history seeing it as vacant. Over the years, the site would have been subjected to numerous construction activities that significantly disturbed the soil, including the digging of basements, installation of servicing and utility trenches, and/or the installation of septic systems prior to the arrival of municipal services, among others. In our opinion, any below-grade archaeological potential would have been removed by now. Furthermore, there is no historic evidence of post-European settlement uses, such as churches or cemeteries, having existed on the subject site, which are sometimes associated with burial plots. Therefore, the proposed building is not anticipated to result in any land disturbance impacts beyond what would have already occurred over the 180-year period the site has been developed.

It will be a recommendation of this report that if any human remains, or pre-European settlement artifacts or structures are found during construction, that construction should cease temporarily until an archaeological assessment can be completed.

8

Urban Design Impact Assessment

The following section assess the impacts of the proposed development from an urban design standpoint following the policy directives outlined in the City's Official Plan, and the guidelines set out in the City's City of Stratford's Urban and Landscape Design Guidelines. Many of the below urban design matters relate to and overlap with heritage matters discussed above. Since this is a joint report whereby heritage and urban design are interrelated topics, some of the assessments have been carried forward.

Urban design can impact public health and safety, physical activity, traffic accident risk, access to resources, context, desirable, visitability, accessibility, and aesthetics.

8.1 Site Layout and Building Orientation

The proposed building is generally oriented in a north-south direction on the site, with the front of the building and access to each unit oriented towards Waterloo Street South. The portion of the building along Falstaff Street will be an exterior main wall of the building. The proposed lot coverage is 22.7%, with the building front taking up 23.2 metres of the 24.5-metre-wide lot width along Waterloo Street South (about 95%), resulting in a compact infill development at the periphery of the Downtown, and an efficient use of currently vacant parcels.

There is a crescent-shaped driveway proposed off Falstaff Street that provides an entrance to the site at the furthest easterly point along Falstaff Street and exits back onto Falstaff Street central to the site's frontage. This driveway provides simple, mostly one-way traffic circulation, to the proposed surface parking lot at the back of the site. By having the driveway and parking lot oriented to the back of the site, parking and service areas will always be within clear view from the residential units, and traffic will be directed away from Waterloo Street South. As well, the drive aisle will continue to function as it does today, in its parking lot role, with a similarly located access from Falstaff Street.

The siting and massing of the proposed building adjacent to both Waterloo Street South and Falstaff Street will help frame the street space at this corner by creating a pedestrian-only use while ensure no parking is provided between the building and the street. By siting the building as close as possible along the Waterloo Street South frontage (while accounting for a raised parlour floor), the building will help contribute to the repair of the streetwall, thereby, filling in a vacant and underutilized land assembly at the periphery of the Downtown and helping to create a more active street frontage. The design and siting of the building will provide new residents with ease of access to Waterloo Street South and will result in a clearly defined public versus private space.

Each unit of the apartment building will have its own walk-up off Waterloo Street South and will be directly accessible from public sidewalks. Since the building is proposed as an entirely residential development, both front and exterior side yard building setbacks have been introduced. The exterior side yard setback is in compliance with the zoning provisions, but the building, which had to accommodate stoops introduces a slightly greater front yard, yet still minimizes the distances between building entrances and abutting public street and sidewalks as much as possible, to create a semi-continuous streetwall. This consistency will help contribute to the pedestrian-scale of the block and a sense of enclosure to people on the street.

Overall, the proposed building, with a 3.0-metre exterior side yard setback, mildly greater front yard intended to accommodate a parlour floor, street-orientated building face, and roughly 95% lot coverage is appropriately established on the lands and represents a more efficient use of currently vacant parcels. The proposal will contribute to the compactness and intensity of the neighbourhood at the periphery of the Downtown. The scale is appropriate for and complimentary to the surrounding built form, and to the creation of a semi-continuous streetwall along Waterloo Street South. In our opinion, the 5.0-metre front yard setback is an acceptable and minor change to the existing building line and will help accommodate a unique residential building typology with a raised parlour floor. Given the existing hole in the street frontage, the new building will represent an overall repair to the building line along Waterloo Street South, and will feature a front yard setback in keeping with the range of front yard setback found in the area, showcasing a new building that is distinguishable from the old.

8.2 Streetscape

Waterloo Street South is one of Stratford's arterial roads and it serves regional and local travel demand by carrying large volumes of all types of vehicular traffic. Direct access from properties along arterial roads in Stratford may be restricted.

The proposed driveway and parking for the proposal would be entirely accessed off Falstaff Street, which is a local road intended to serve local travel demands by providing direct access from abutting properties to the road system. Therefore, the proposed site access to and from Falstaff Street is an ideal approach to parking and access for property as a corner site at the intersection of an arterial and a local road.

All proposed interaction at the interface of with Waterloo Street South and the subject site will be pedestrian in nature. In this regard, the site has been designed to repair the existing streetscape along Waterloo Street South by filling in a currently vacant parcel, by creating visual interest along the street in the form of stoops, some landscaping elements, and unique building design, and by introducing pedestrian interaction.

In our opinion, the proposed development has had appropriate regard for the streetscape provisions in the City of Stratford Urban Design and Landscape Guidelines.

Façade Design and Treatments

As stated above, the building is proposed to be constructed out of predominantly modern construction materials with concrete foundation and walls, and brick veneer cladding. The building also proposes to adopt from the local colour palette, will use asphalt shingles in keeping with other nearby residential buildings, and will feature other modern elements such as glass panel railings and horizontal wood siding on any non-brick elements. The combination of these fabricated and natural elements will provide a complimentary and modern building appearance with the other buildings along Waterloo Street South and the surrounding neighbourhood. As well, the height of the proposed building complies with the zoning standards and is generally in line with and proportional to that of its nearest neighbouring buildings at 195 Waterloo Street South and 245 Downie Street. The proposed floor separations are consistent with other buildings within Stratford's Downtown and particularly with its neighbour across the street at 245 Downie Street. Together, both the Bradshaw Lofts at 245 Downie Street and the proposed building will give a consistent "grand" street appearance.

The design language of the front façade is rectilinear with a brick veneer wall and generally symmetrical openings oriented towards the street with tall glass doors with single side lights, tall and large single-paned windows on the 2nd floor, and tall centrally located dormer windows on the upper level. The levels are separated with horizontal design expressions including moulding between the 2nd floor and 3rd floor, and an eye-line separation created between the top of the parlour floor and the 2nd floor because of the tall front doors and side lights.

The raised portion of the building between grade level and the bottom of the parlour floor, is broken up using several design traits including the stoop, and a horizontal banding that forms a prominent visual interest separating the bottom of the parlour floor from the lower-level units.

The brick veneer is proposed consistently around the entire building, only separated by the introduction of horizontal wood siding. Both brick and wood siding are higher end materials and will lend to the prominence of the building at the corner.

The roof line is generally flat when viewed from Waterloo Street South and is generally in keeping with the roof lines of the neighbouring buildings. There is a portion of the roof which features a single slope from the edge of Waterloo Street South, east towards the rear of the site. This single sloping portion was introduced to provide visual interest to the front of the building, and to create a distinctly residential building presence incorporating dormers. The remainder of the building's roofline is flat in keeping with its neighbours to the north and south.

The proposed architectural features including the entrance location, stoops, raised parlour floors masonry wall, horizontal banding, moulding, decorative features, dormers, local colour palette, and roofline will all contribute to the definition of the street, helping to frame both Waterloo Street South and Falstaff Street at the corner. By locating service infrastructure and utilities, parking, and drive aisles to the rear of the subject site, the development will minimize visual impacts along Waterloo Street South.

In our opinion, the proposed design treatments provide a high quality of design that contribute to the visual quality of the streetscape, complementing the massing patterns, rhythms, character, materiality, and context of adjacent existing development.

Colours

The surrounding colour palette is a mixture of neutrals (e.g., greys, whites, blacks), and earth tones (e.g., browns, yellows, beiges, and muted reds). There are also a few brighter and unique colours in the area including blues, pinks, and bright red. The colours selected for the cladding and roof of the proposed development have not yet been finalized, but the Applicant has advised that the local colour palette will be respected. It will be a recommendation of this report that, given the heritage context of the site, colour selection for the brick veneer, stoop colour, horizontal wood siding, and decorative elements should take from the identified "Surrounding Colour Palette" in Section 2.4.2 of this report.

Lighting

Lighting details have not yet been finalized as part of the proposal. It will be a recommendation of this report that, lighting be designed to ensure that there is no light spillage or glare cast over adjacent uses. Light fixtures and bulbs should utilize energy efficient LED bulbs, with directional (downcast) fixtures, and consistent lighting in certain areas including above entrances, to the rear of the building, and along the proposed drive aisle. Lighting should ensure that there is no or limited light spillage or glare cast over adjacent uses, with all light fixtures emitting the same colour profile (e.g., warmer, safer color temperatures).

Signage

Currently, the only signage proposed is the addressing signs on either side of the front doors. It will be a recommendation of this report that any signage including addressing numbers and other decorative signs (e.g., development names signs) use wood, brass, or bronze with historic lettering to comply with the Downtown Core HCD Standards.

8.3 Landscaping

With respect to landscaping, the subject site is located at the periphery of the Downtown, and have been vacant some time, sharing a built-up block with a range and mix of uses. The site will be landscaped to further refine the functionality of the build out, and to create visual interest for the lands.

The proposed landscaping includes grassed and planted areas in several locations throughout the site including along Falstaff Street and portions of the front yard, a rain garden, sidewalks, and dedicated snow storage areas. The rear yard mostly features a driveway, which bring vehicular traffic internal to the lands. It is our understanding that this driveway will share an edge with the owners / tenants at 195 Waterloo Street South, which currently features active back-of-house uses and parking. Therefore, a landscaped edge treatment along the eastern edge of the lands (i.e., the rear yard) is not absolutely feasible, as it may conflict with the site function of the neighbouring property to the north. Furthermore, the proposal is for a residential use, and landscaped edge treatments are more typically applied when a non-residential use abuts a residential use.

There will be a small gap between the proposed building and 195 Waterloo Street South on the north interior side yard. This gap will help ensure that the proposed building's ladder access to the roof can be accessed and to allow for window openings along the north building wall. As well, the neighbouring building to the north also features active back-of-house uses and parking. The proposed interior side yard setback from the north property line will help ensure the site to the north can continue to function as it does today (i.e., its doors, windows, fire escape, parking, etc.).

In our opinion, the proposed development has had appropriate regard for the landscaping provisions in the City of Stratford Urban Design and Landscape Guidelines.

8.4 Storage, Servicing, and Loading

The rear of the building will hold the service and refuse areas which will be in the form of deep well waste receptacles (i.e., "Moloks") at the northeast corner and screened from view of Falstaff Street. The internal parking lot is quite large with a surplus of parking spaces. While there are no dedicated loading spaces proposed, loading can occur in several locations including in any of the free surplus parking spaces, internally to the eastern portion of the site within the proposed parking /layby area, or from the street along Falstaff Street.

In our opinion, the proposed development has had appropriate regard for the storage, servicing, and loading provisions in the City of Stratford Urban Design and Landscape Guidelines.

8.5 Parking

Parking for the subject site and the proposal is located to the rear of the lands and accessed off Falstaff Street. The number of parking spaces exceed the minimum required number of parking spaces set out in the Zoning By-law, resulting in a surplus of parking. All parking will be hidden from view of Waterloo Street South, which is the most active frontage for the lands and for the block. This proposed parking configuration is ideal for sites that do not feature below-grade parking, and where there is sufficient room to accommodate both building and surface parking on one site. Some on-street parking is possible along Falstaff Street to the side of the subject site, which could accommodate overflow parking during times of high demand, such as holiday gatherings.

In our opinion, the proposed development has had appropriate regard for the parking provisions in the City of Stratford Urban Design and Landscape Guidelines and complies with the City's Zoning By-law.

8.6 Building Height

The building is proposed at 3-storeys (14.8 metres). In our opinion, 3-storeys are an appropriate building height for this location and will be consistent with the roof line of surrounding land uses along this section of Waterloo Street South. Furthermore, at 14.8 metres, the building complies with the maximum building height as set out in the Zoning By-Law, which allows for 15 metres.

In our opinion, the proposed development has had appropriate regard for the building height provisions in the City of Stratford Urban Design and Landscape Guidelines and complies with the City's Zoning By-law.

8.7 Apartment Format

The development proposes a 3-storey apartment building with 10 units adopting architectural similarities from the "brownstone" style of architectural design.

In the proposed configuration, the building complies with the zoning regulations identified for front, side, and rear yard setbacks as outlined in the City of Stratford Zoning Bylaw. As well, there are individual unit entrances provided for all units, and a variety of design elements have been used to break-up larger façades along Waterloo Street South and to the rear, clearly expressing the individual units within the building.

Front, exterior side, and rear yard areas reinforce privacy and security through the introduction of some landscaping and landscaped transition areas, particularly along Falstaff Street.

All balconies provided are located above the ground floor and incorporated into the building design, and each balcony is large enough to function as an outdoor amenity space for residents.

All the parking and servicing areas have been located to provide clear views from residential units and communal building spaces, with semi-public mid-block walkways that can be accessed off Falstaff Street.

In our opinion, the proposed development has had appropriate regard for the residential apartment provisions in the City of Stratford Urban Design and Landscape Guidelines.

8.8 Public Safety

The subject site is located at a corner. Waterloo Street South has sidewalks along one side, and an easy connection to Downie Street to the west, which does have sidewalks along both sides and provides a direct connection north to the Downtown. Falstaff Street has sidewalks on both sides in a typical 1.5-metre-wide residential neighbourhood format. The entrances for the residential units will be oriented towards Waterloo Street South, rather than the rear, to help create an interesting street frontage and to encourage a pedestrian-orientated streetscape. The building entrances are unique in that they feature steps going down to lower-level units or stoops going up to upper-level units. These entrances are not level with the sidewalk.

It will be a recommendation of this report to consider providing or giving access to a portable wheelchair ramp to accommodate those who use wheelchairs or other mobility devices to enter the building to the parlour floor or lower levels. It should be noted that ramps are not an ideal solution to accessibility and there should be a warning clause added to all rental leases or agreements of purchase and sale that informs all tenants or owners (depending on final tenure of the building) that the upper-level units are not accessible for persons in wheelchairs or who require mobility devices.

It will also be a recommendation of this report to install appropriate lighting to enhance opportunities for informal surveillance on all facades of the building and to ensure appropriate CPTED measures are implemented. In addition, video surveillance and related discrete signage will be recommended to be installed in appropriate locations to provide active security measures for the drive aisle on the west side of the building and for the shared back-of-house area to the rear of the building.

In our opinion, the proposed development has had appropriate regard for the public safety provisions in the City of Stratford Urban Design and Landscape Guidelines.

8.9 Heritage Infill

The details relating to heritage infill were more comprehensively addressed in the section above. Notwithstanding, the proposed infill development will be constructed adjacent to existing designated heritage properties in the Downtown Core HCD and one individually designated property of cultural heritage value or interest. The building was designed to not mimic nearby heritage structure. Instead, the design proposes sympathetic massing, height, alignment of windows, roofline, location of entrances, treatment of the ground floor and materials to be compatible and consistent with the Downtown Core HCD Standards.

The current vacancy of the lands along Waterloo Street South and Falstaff Street represents a significant hole in what could have otherwise been a partially or continuous heritage frontage. Many of the buildings along this section of street contain variations in building typology, height, and massing. There are several back-of-house uses for buildings that front along this portion of Waterloo Street South, which further detracts from the overall heritage character of the area. The proposed residential apartment building will help fill in the gap along the street and will repair the frontage at the corner of Waterloo Street South and Falstaff Street at the southern periphery of the DC-HCD. The infilling of the subject site for the proposed use is appropriate and will contribute to the repair and continuation of the heritage frontage along this section of Waterloo Street South and Falstaff Street.

In our opinion, the proposed development has had appropriate regard for the heritage infilling provisions in the City of Stratford Urban Design and Landscape Guidelines.

8.9 Sustainability

The proposed development has demonstrated a high level of responsibility to the environment through the introduction of sustainable building elements. In this regard, the building will incorporate rooftop solar photovoltaic (PV) system to reduce the energy consumption of building and site systems and to offset electricity costs. The PV system will be located on the flat portion of the roof and will be comprised of one or more solar panels combined with an inverter and other electrical and mechanical hardware that use energy from the sun to generate electricity.

9

Conclusions & Recommendations

Since there is no cultural heritage value or interest attributed to the subject site, and since there are no anticipated impacts to the cultural heritage value or interest on the surrounding heritage properties, and generally to the Downtown Core HCD, alternative development options are unnecessary.

The following outlines a series of recommendations that work together under the lenses of both heritage and urban design. Since both the City of Stratford Urban and Landscape Design Guidelines and the Heritage Conservation District Standards work in conjunction with each other, compiling the recommendations together is the most appropriate approach.

9.1 Recommendations

1. The current proposed building location abutting the public right-of-way along Waterloo Street South will help to activate the street and will contribute to the repair of the streetwall. As well, the 3.0 metre exterior side yard setback complies with the City's Zoning By-law and the slightly extended front yard is a way to introduce an entirety residential development in a brownstone format, which includes a raised parlour floor and stoop (i.e., the space is needed to accommodate the front steps). Therefore, the maximum 3-metre exterior side yard setback is preferred, and the proposed 5.0-metre front yard is acceptable because of the architectural style selected, which is compatible with the area. It is recommended that these setbacks not be exceeded.
2. The current proposed building massing, and 3-storey height complements the massing patterns, rhythms, character, and context of adjacent existing development and heritage context, and therefore, is preferred and recommended to proceed as proposed.
3. The building has been designed to animate and create a positive interface with Waterloo Street South using interesting yet compatible architecture and facade treatments. These include appropriate variation in building materials and textures to reflect the heritage context, adoption of natural and high-end building materials such as brick veneer and wood siding, glass panel railings, front doors and generous real windows on the street-facing wall, and strong pedestrian connections to the street. Therefore, the proposed design is preferred and recommended to proceed as proposed.
4. The colour scheme of the brick masonry wall, horizontal wood siding, and decorative elements should adopt similar or complimentary colours from the "Surrounding Colour Palette" identified above in Section 2.4.2 of this report.
5. For any signage, the use of wood, brass, or bronze with historic lettering is preferred.
6. Any exposed utilities (e.g., transformer boxes, gas metres, etc.) should be screened from public view using discrete and complementary building materials. Use landscaping where possible, and where not possible, use black steel or cast-iron fencing or solid wood fencing dark. Chain-link fencing or plastic construction fencing, mesh fencing should not be used.
7. Lighting should be designed to ensure that there is no or limited light spillage or glare cast over adjacent uses. Energy efficient LED bulbs, directional (downcast) fixtures, lighting over entrances, and evenly lit spaces is preferred. All light fixtures emit the same colour profile (e.g., warmer, safer color temperatures).
8. The layby area and two parking spaces adjacent to the eastern most driveway is surplus and should not be explicitly reserved for tenants or owners of the building. These two spaces could be signed as "Temporary Loading Area" to help facilitate moving days when needed.
9. Bicycle parking should utilize post-and-ring or rack design and should be constructed of aluminum or galvanized steel.

10. The subject site is adjacent to two other protected heritage properties. The first at 193-197 Waterloo Street South (signed as 195) is within the DC-HCD, and the second at 245 Downie Street, is an individually designated heritage property (Designation By-law 94-91). This means that these existing buildings must be protected from any activities that could cause them damage or destruction, including construction, especially to the specifically identified heritage attributes of 245 Downie Street.

To ensure that activities during construction do not result in the damage or destruction to any of these existing heritage properties, it will be a recommendation of this report that a construction management plan be prepared and submitted as part of building permit application to demonstrate how the buildings will be properly conserved pre-, during, and post-construction activities, including a truck turning and heavy equipment monitoring and management, and a blasting management plan should any blasting operations be required during construction. A blasting management plan, if required, should also consider protections from vibration-caused impacts. Options to protect windows, doors, and brick include wood coverings and fencing, as an example.

Construction protections for 193-197 Waterloo Street South are more relevant as construction activities will be closer to the building to the north than to 245 Downie Street to the South. Notwithstanding, protections for 245 Downie Street should include traffic control to ensure truck movement bringing equipment into and out of the site, and haulage throughout the day will not result in damage to the building. Any blasting would need to include a blasting plan to ensure appropriate protective barriers are in place to ensure 193-197 Waterloo Street South and 245 Downie Street are not damaged during blasting operations. A blasting management plan, if required, should also consider protections from vibration-caused impacts.

11. The property manager or condominium board (depending on final tenure) should consider having a portable wheelchair ramp available on site or by arrangement to accommodate those who use wheelchairs or other mobility devices to enter the building to the parlour floor or lower levels. It should be noted that ramps are not an ideal solution to accessibility and, as such, a warning clause should be added to all rental leases or agreements of purchase and sale that informs all tenants or owners (depending on final tenure) that the units are not accessible for persons in wheelchairs or who require mobility devices.
12. If any human remains, or pre-European settlement artifacts or structures are found during construction, construction should cease temporarily until an archaeological assessment can be completed.

Considerations for Building Permit and Construction Stage

The following considerations are secondary to the recommendations and are related to the sustainability directives and guidelines set by the City. Most of these considerations are related to the building permit or construction stage.

1. At the building permit stage, consider constructing building with high-efficiency HVAC, hot water, high-efficiency appliances, lighting systems, and low-flow or dual-flush toilets / water fixtures.
2. At the building permit stage, consider wastewater technologies, such as cisterns, to collect and filter rainwater to be recycled for non-potable uses.
3. At the construction stage, consider purchasing materials from building demolition sales, salvage contractors and used materials dealers.
4. At the construction stage, consider the use of locally sourced materials for new building construction.
5. At the construction stage, consider the use of low energy use light fixtures and bulbs such as LEDs.

9.2 Conclusions

Heritage Matters

This report concludes that the subject site does not have any cultural heritage value or interest, is are 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. As such, there are no anticipated impacts to the subject site themselves.

The impacts assessed were that which may result from the development proposal on the adjacent heritage properties which included 193-197 Waterloo Street South (signed as 195) which is within the DC-HCD, and 245 Downie Street, which is an individually designated heritage property (Designation By-law 94-91).

There are no anticipated impacts to the surrounding adjacent / contiguous heritage buildings and properties, or to the broader DC-HCD.

In our opinion, 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. Lastly, and in our opinion, 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.

Given the current vacancy of the subject site, the proposed building will fill in a gap in the heritage frontage. 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. So long as the colour selection for the proposed brick masonry wall takes from the "Surrounding Colour Palette" identified above in Section 2.4.2 of this report, then there are no impacts anticipated to the built heritage context in terms of façade treatments.

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 also no shadow-sensitive uses in the area or within this portion of the Downtown Core HCD. Overall, shadows are not anticipated to have a negative impact on the surrounding heritage context of the Downtown Core HCD, and the incremental shadows produced on the Waterloo Street South ROW will be incremental in nature, with zero to minor increases in the shadows cast.

There are no anticipated impacts resulting from destruction or alteration since neither of those interventions are proposed, and the recommendations above provide solutions for protection of the surrounding buildings pre-, during-, and post-construction.

There are no anticipated impacts with respect to isolation, direct or indirect construction of views, changes in land use, or land disturbance.

The proposed building, once built out, will help contribute to the creation of a more continuous heritage frontage and improve the view and pedestrian experience along Waterloo Street South towards City Hall and Market Square when viewed from the centreline of the ROW, in front of the site and at the intersection with Waterloo Street South and Downie Street.

Overall, the proposed development is acceptable and appropriate in terms of good heritage conservation. The recommendations above will help ensure the build out of the site maintains that good design and compatibility within the Downtown Core Heritage Conservation District. In our opinion, the proposal is appropriate and should be approved.

Urban Design Matters

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 exterior side yard setback, mildly greater front 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. In our opinion, the 5.0-metre front yard setback is an acceptable and minor change to the existing building line and will help accommodate a unique residential building typology with a raised parlour floor. Given the existing hole in the street frontage, the new building will represent an overall repair to the building line along Waterloo Street South, and will feature a front yard setback in keeping with the range of front yard setback found in the area, showcasing a new building that is distinguishable from the old. Furthermore, the encroachment into the front yard is proposed to accommodate the stairs for the front stoop, and in our opinion, is an appropriate encroachment that will allow for a unique design along the street and will accommodate pedestrian access to the building.

In our opinion, the proposed design treatments provide a high quality of design that provide an interesting design, contribute to the visual quality of the streetscape, and complement the massing patterns, rhythms, character, materiality, and context of adjacent existing development.

Matters related to colours, lighting, public safety, signage, and landscaping have been addressed in the recommendations above, and will result in a functional and safe design. Some accessibility issues are experienced with the brownstone style

of building access (i.e., stairs and stoops), which can be partially mitigated through good site management, portable ramps, and proper warning clauses / notices.

The rear of the building will hold the service and refuse areas which will be screened from view of Falstaff Street through a deep-well waste management receptacle.

Parking for tenants/owners and visitors can be accommodated entirely on the subject site in a surface parking lot to the rear, which will have a surplus of parking. Some parking can also be accommodated along Falstaff Street during high demand periods, such as holiday gatherings.

The residential apartment function of the building is a permitted land use typology in the Zoning By-law, and the proposed design incorporates elements of good apartment design as per the City's Urban and Landscape Design Guidelines. Appropriate floor-to-ceiling heights for each level above the first floor have been adopted including a 4.5-metre-tall floor-to-ceiling height for the parlour floor, which exceeds the minimum, especially visually, when viewed from the street. Furthermore, pedestrian access directly onto Waterloo Street South is provided contributing to the active frontage of this section of the street at the periphery of the Downtown.

Overall, the proposed residential apartment building helps to repair a broken street frontage, on a large corner site at the periphery of the Downtown and makes for a much more efficient use of land, which permits standalone residential apartment buildings.

In our opinion, the proposed 3-storey residential development is appropriate for the subject site and the surrounding built context, will contribute to the quality of both Waterloo Street South and Falstaff Street, and should be approved.

Respectfully submitted,

Bright Past Heritage Consulting Inc.



Evan M. Sugden, HBASc, MA, CAHP, RPP, MCIP
President | Heritage Planner

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A

Part V Designating By-laws No. 173-97 & 174-97, and Part IV Designating By-law 94-91



An agency of the Government of Ontario



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CITY of STRATFORD

*Office of the City
Clerk-Administrator*

City Hall, P.O. Box 818
Stratford, Ontario N5A 6W1
(519) 271-0250
Fax (519) 273-5041

December 9, 1997

(Paul) ✓
Mary huc ✓

RECEIVED

DEC 15 1997

CULTURAL PROGRAMS
HERITAGE & MUSEUMS UNIT

Return to Fred.

Ontario Heritage Foundation
10 Adelaide Street East
Toronto, Ontario
M5C 1J3

Dear Sirs:

This is to advise that Stratford City Council in session on Monday, October 27, 1997 passed the following by-laws:

1. By-law No 173-97 designating a defined area within the downtown core of Stratford as a heritage conservation district;
2. By-law No. 174-97 establishing certain guidelines for the implementation of a heritage conservation district in the City of Stratford.

Enclosed are copies of the by-laws for your information. On November 6, 1997, we forwarded the by-laws to the Ontario Municipal Board for approval. The Board will advise us further with respect to a hearing date.

Yours truly,

Ronald R. Shaw
City Clerk-Administrator

/cw
Encs.

cc: Fred Cane, Ministry of Citizenship, Culture & Recreation



**BY-LAW NUMBER 173-97
OF THE CORPORATION OF
THE CITY OF STRATFORD**

BEING a By-law to designate a defined area within the downtown core of Stratford as a heritage conservation district.

WHEREAS Section 41 of the Ontario Heritage Act, R.S.O. 1990, C. O18, authorizes the council of a municipality to designate by by-law the municipality or any defined area or areas thereof as a heritage conservation district;

AND WHEREAS the Official Plan of The Corporation of the City of Stratford contains provisions relating to the establishment of heritage conservation districts;

AND WHEREAS the council of The Corporation of the City of Stratford has defined a study area to be examined for designation as a heritage conservation district and has received a study and report on that matter;


AND WHEREAS the council of The Corporation of the City of Stratford has consulted with its Local Architectural Conservation Advisory Committee (LACAC);


NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. There is designated an area of the City of Stratford within the downtown core as shown on the attached map, Schedule "A" a heritage conservation district.
2. Part 4 designations are excluded from the provisions of this by-law.
3. This by-law shall not come into force without the approval of the Ontario Municipal Board.

Read a FIRST, SECOND and THIRD time and

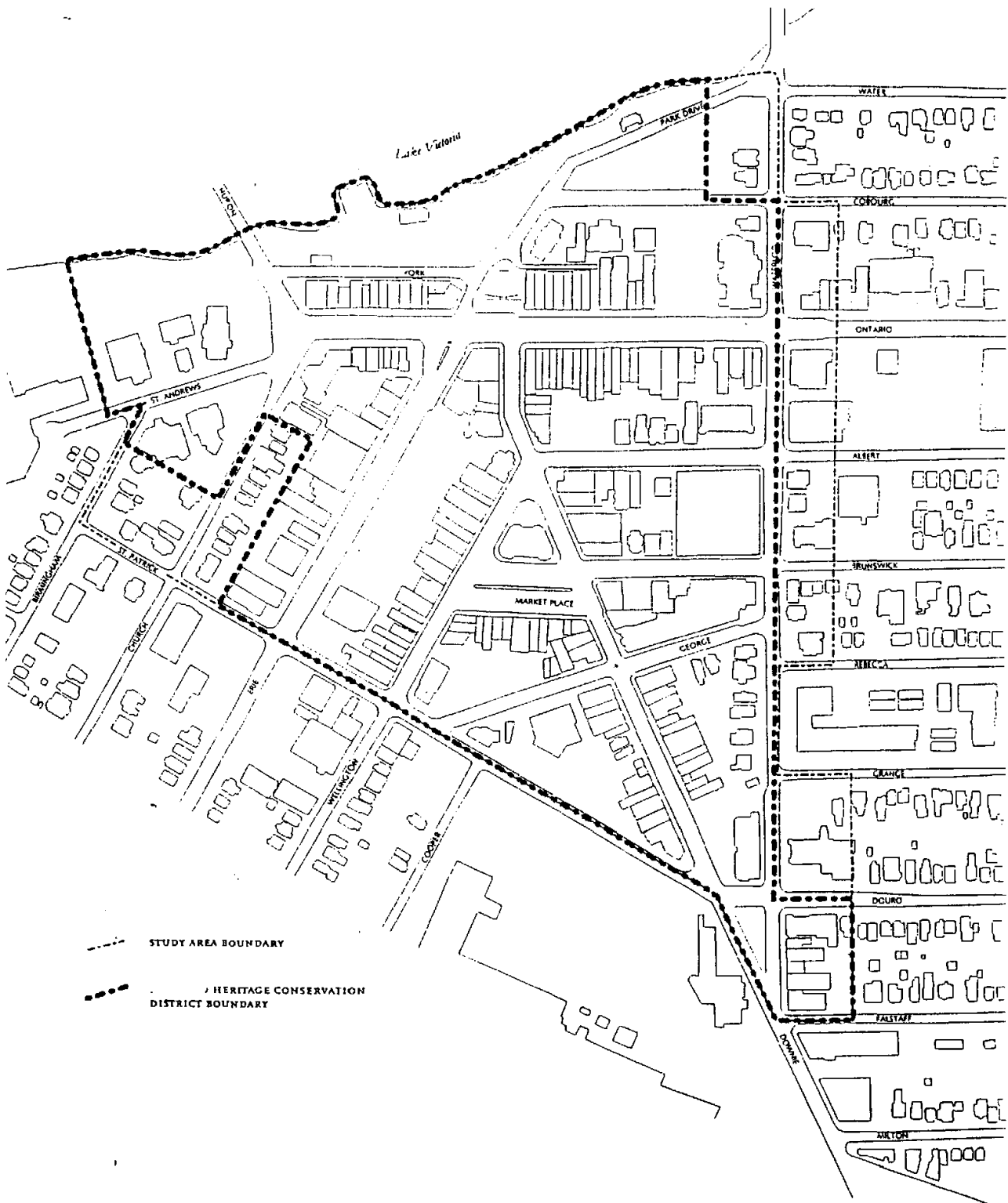
· FINALLY PASSED this 27th day of October, 1997.


Deputy Mayor – Margaret Wade


Clerk – Ronald R. Shaw

THIS IS SCHEDULE "A" TO BY-LAW NUMBER ~~98~~ 173-97
 passed this 27th day of October, 1997

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**BY-LAW NUMBER 174-97
OF THE CORPORATION OF
THE CITY OF STRATFORD**

Being a By-law to establish certain guidelines for the
implementation of a heritage conservation district in
the City of Stratford.

WHEREAS Council of The Corporation of the City of Stratford has by by-law designated a defined area in the City of Stratford as a heritage conservation district;

AND WHEREAS Council intends to regulate the demolition or removal of buildings and structures within the heritage conservation district through the establishment of guide lines;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. Subject to Paragraph 7 herein, no person shall in the area defined in By-law No. 173-97, demolish or remove any building or structure without a permit therefore issued by the Council of The Corporation of the City of Stratford unless;
 - a) the by-law has been deemed to be repealed under Section 41 (8) of The Ontario Heritage Act;
 - b) the Board has issued an order refusing approval of the by-law; or,
 - c) sixty (60) days have elapsed from the date of submission of a complete application as prescribed in Paragraph 2 herein and the Director of Building and Planning has issued a permit under the terms and conditions of Paragraph 7 of this by-law.
2. An application for a permit referred to in Paragraph 1 shall be made to the Council of The Corporation of the City of Stratford and shall contain or be accompanied by such information, drawings, and other material as may reasonably be required by Council to fully consider the application and that Council in its sole discretion shall determine the information, drawings and other material that it requires to fully consider such applications.
3. An application for a permit referred to in Paragraph 2 shall include the owner's or applicant's reasons for demolition of the building or structure.
4. Subject to Paragraph 5, applications for demolition or removal of any building or structure in a heritage conservation district shall be considered by Council and Council, within 60 days of receipt of the completed application or such longer period as is mutually agreed by the applicant and the Council, shall,
 - a) issue the permit as requested; or
 - b) advise the applicant in writing that a permit is refused.
5. Within 7 days of receipt of a complete application, the Director of Building and Planning shall provide a copy of the application, information, material and drawings provided by the applicant to LACAC for its review and comments and LACAC may within the 60 day period prescribed in this by-law, negotiate with the owner or the owner's agent to withdraw the application for a demolition permit, failing which LACAC may within the 60 day period, negotiate with the owner or the owner's agent

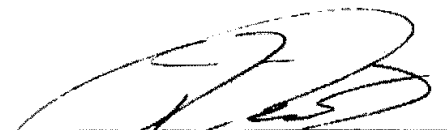
to take photographs of the interior and exterior of the building or structure for the purposes of recording relevant historical aspects of Stratford's heritage and to negotiate to salvage any artifacts that may be of further relevance.

6. Such terms and conditions as Council considers desirable may be attached to a permit issued under subsection a) of Paragraph 4 herein and that such terms and conditions shall be binding on the applicant, including, and the following conditions shall be attached to a permit issued under subsection a) Paragraph 4:
 - i) written confirmation from the appropriate municipal departments and utility companies that utilities and municipal services, including sanitary and storm sewers have been capped or disconnected to the satisfaction of the municipal department and utility company.
7. Notwithstanding the provisions of Paragraph 1 herein, where an application for demolition or removal of any building or structure within a heritage conservation district is refused by Council or Council fails to make a decision thereon within 60 days of receipt of the complete application, the Director of Building and Planning for the City of Stratford is authorized and shall issue a permit for the demolition or removal of such building or structure subject to all other Acts or regulations and municipal by-laws or regulations that are in force, upon receipt of a written request from the applicant for such demolition permit.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 27th day of October, 1997.


DEPUTY MAYOR - Margaret Wade


CLERK - Ronald R. Shaw



An agency of the Government of Ontario



Un organisme du gouvernement de l'Ontario

This document was retrieved from the Ontario Heritage Act Register, which is accessible through the website of the Ontario Heritage Trust at **www.heritagetrust.on.ca**.

Ce document est tiré du registre aux fins de la *Loi sur le patrimoine de l'Ontario*, accessible à partir du site Web de la Fiducie du patrimoine ontarien sur **www.heritagetrust.on.ca**.

BY-LAW NUMBER 94-91 OF THE CORPORATION OF THE CITY OF STRATFORD

BEING a by-law to designate the real property known municipally as 245 Downie Street, Stratford as being of architectural and historical value or interest.

WHEREAS Section 29 of The Ontario Heritage Act, R.S.O. 1980, Chapter 337, authorizes the Council of a municipality to enact by-laws to designate real property including all buildings and structures thereon, to be of architectural and historical value or interest;

AND WHEREAS the Municipal Council of The Corporation of the City of Stratford has consulted with its Local Architectural Conservation Advisory Committee;

AND WHEREAS the Council of The Corporation of the City of Stratford has caused to be served upon The Ontario Heritage Foundation and the owners of the property known as 245 Downie Street, Stratford, notice of its intention to so designate the aforesaid real property and has caused general circulation in the City of Stratford by publication of the notice of intention in a newspaper having general circulation in the municipality once for each of three consecutive weeks;

AND WHEREAS no notice of objection to the proposed designation has been served on the Clerk of the Municipality;


THEREFORE the Council of the Corporation of the City of Stratford ENACTS as follows:

1. There is designated as being of architectural and historical value or interest the real property known as 245 Downie Street, in the City of Stratford for the reasons described in Schedule "A" attached hereto.
2. The Municipal Solicitor is hereby authorized to cause a copy of this by-law to be registered against the property described in Schedule "A" hereto in the proper land registry office which property is legally described in Schedule "B" attached hereto.
3. The Clerk is hereby authorized to cause a copy of this by-law to be served on The Ontario Heritage Foundation and the owner of the property and to cause notice of the passing of this by-law to be published in the Stratford Beacon Herald being a paper having general circulation in the municipality once for each of three consecutive weeks.

READ a FIRST, SECOND and THIRD TIME AND

FINALLY PASSED this 10th day of June, A.D. 1991.


MAYOR - Dave Hunt


CITY CLERK - R. Schulthies

ONTARIO HERITAGE TRUST
APR 05 2019
RECEIVED

SCHEDULE "A"

Reasons for the Designation:

This early Edwardian building with late Victorian features on the west or Downie Street wall was built in 1903 for the Mooney Biscuit and Candy Company and was the original part of the building. This part was demolished in 1934. The Mooney Biscuit and Candy Company employed over 200 people and even had their own railroad cars to deliver their products. Evidence of the track is located on Falstaff Street.

The original building, or what is there today, will be in the designation. This includes the exterior of the building; the original windows; the original doorway on Downie Street, and the original masonry. The landing on the south wall is not included.

SCHEDULE "B"

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Stratford in the County of Perth and being composed of all of Lots Numbers 45, 44, 41 and part of Lot Number 40 according to registered Plan Number 75, that part of said Lot Number 40 being described as follows:

COMMENCING at the north-west angle of Lot 40;

THENCE south along the west limit thereof a distance of 122.10 feet more or less to the south-west angle thereof;

THENCE easterly along the southerly limit a distance of 60 feet more or less to a point, said point being distant 6 feet measured westerly therealong from the south-east angle of said Lot;

THENCE north and parallel to the east limit of said Lot a distance of 28.10 feet more or less to a point, which said point is distant 94 feet south from the north limit of said Lot and measured perpendicular thereto;

THENCE east parallel to the north limit of said Lot a distance of 6 feet to a point in the east limit of said Lot;

THENCE north along the east limit of said Lot a distance of 94 feet to the north-east angle thereof;

THENCE west along the north limit of said Lot a distance of 66 feet more or less to the place of beginning;

SUBJECT TO A RIGHT-OF-WAY over along and upon the east 6 feet of Lot Number 40 running south of uniform width a distance of 94 feet from the north limit of Lot 40;

AND TOGETHER WITH A RIGHT-OF-WAY over along and upon the west 6 feet of Lot Number 37 according to Plan Number 75 running south of uniform width a distance of 94 feet from the north limit of said Lot Number 37. All as described in Instrument Number 174150.

TYPED	JK
COMPARED	MLO
APPROVED	

<p style="text-align: center; font-size: 1.2em;">317631</p> <p>Number CERTIFICATE OF REGISTRATION REGISTERED</p> <p style="text-align: center;">1991 06. 14.</p> <p>at 11:46 Land Registry Office No. 44 <i>J. Williams</i> Land Registrar</p> <p>New Property Identifiers</p> <p>Executions</p>	<p>(1) Registry <input checked="" type="checkbox"/> Land Titles <input type="checkbox"/></p>	<p>(2) Page 1 of 4 pages</p>
	<p>(3) Property Identifier(s) Block Property</p>	
	<p>(4) Nature of Document BY-LAW NO. 94-91</p>	
	<p>(5) Consideration Dollars \$</p>	
	<p>(6) Description All of Lots 45,44,41, and Part of Lot 40 Plan 75, City of Stratford, County of Perth SUBJECT TO AND TOGETHER WITH a right-of-way As in instrument No. 174150</p>	
<p>Additional: See Schedule <input type="checkbox"/></p>	<p>(7) This Document Contains: (a) Redescription New Easement Plan/Sketch <input type="checkbox"/> (b) Schedule for: Description <input type="checkbox"/> Additional Parties <input type="checkbox"/> Other <input type="checkbox"/></p>	

(8) This Document provides as follows:

See By-Law No. 94-91 attached hereto

Continued on Schedule ☐

(9) This Document relates to instrument number(s)

(10) Party(ies) (Set out Status or Interest)	Signature(s)	Date of Signature Y M D
Name(s) THE CORPORATION OF THE CITY OF STRATFORD by its solicitor herein	 KENNY, W. Stirling	1991 06. 13

(11) Address for Service c/o City Hall, Stratford, Ontario

(12) Party(ies) (Set out Status or Interest)	Signature(s)	Date of Signature Y M D
Name(s)		

(13) Address for Service

<p>(14) Municipal Address of Property</p> <p>245 Downie Street Stratford, Ontario</p>	<p>(15) Document Prepared by:</p> <p>BYERS, KENNY, PARLEE & THORN Barristers and Solicitors 25 William Street Stratford, Ontario N5A 6V6</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2">Fees and Tax</th> </tr> <tr> <td style="width: 50%;">Registration Fee</td> <td style="width: 50%;">25 -</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td>Total</td> <td>25 -</td> </tr> </table>	Fees and Tax		Registration Fee	25 -					Total	25 -
Fees and Tax												
Registration Fee	25 -											
Total	25 -											

FOR OFFICE USE ONLY

FOR OFFICE USE ONLY

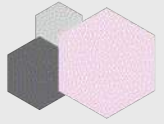
B

Curriculum Vitae & Qualifications of Author



BRIGHT PAST

HERITAGE CONSULTING INC.



Evan Sugden

President

HBASc, MA, CAHP, MCIP, RPP



548-288-3152



705-305-6445



esugden@brightpast.ca



brightpast.ca

Education

Master of Arts (Planning)

- University of Waterloo

Honours Bachelor of Arts & Sciences (Geography)

- Lakehead University

Evan is the President and co-founder of Bright Past and is a registered Heritage Professional with the Canadian Association of Heritage Professionals and a Registered Professional Planner. He provides specialized knowledge in the conservation and stewardship of cultural heritage resources, is a storyteller, and cultural enthusiast. He published a thesis on the adaptive reuse of industrial heritage buildings and brings a wide array of project experience including heritage bridge assessments; heritage screening and evaluation reports, and heritage impacts assessments; due diligence research and historic archival research; heritage conservation plans and designating by-laws; review and wording for conservation easements; heritage permit applications; and adaptive reuse.

Professional Experience

President | Heritage Planner

Bright Past Heritage Consulting Inc.

Aug 2021 – Present

Senior Planner

Bousfields Inc.

Jan 2021 – Present

Heritage Planner

MHBC Planning Ltd.

Oct 2017 – Jan 2021

Planner

Skelton Brumwell & Associates Inc.

Oct 2016 – Oct 2017

Junior Planner

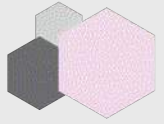
Planscape Inc.

May 2016 – Sep 2016



BRIGHT PAST

HERITAGE CONSULTING INC.

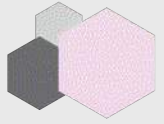


Select Heritage Project Experience

- Heritage Impact Assessment for 203-205 King St S, Waterloo, ON
 - Heritage Impact Assessment for 129 Meadowlily Rd S, London, ON
 - Heritage and Urban Design Impact Assessment for 18 Brunswick Street, Stratford, ON
 - Heritage Planning Opinion for Listed Heritage Property at 201 Water St. S., Cambridge, ON
 - Dare Family Home Heritage Impact Assessment, Waterloo, ON
 - Girven Bridge , MacIntosh Bridge , Deer River Hatchery Bridge, and Burnt Dam Bridge Cultural Heritage Evaluations and Heritage Impact Assessments (Municipal Class EA), Peterborough County, ON
 - Hanlan Street Extension Heritage Evaluation and Heritage Impact Assessment (Municipal Class EA), Town of Essex, ON
 - Jordan's Hollow Bridge Heritage Evaluation and Heritage Impact Assessment (Municipal Class EA), Lincoln, ON
 - Lincoln Historic Culvert Built Heritage and Cultural Landscape Assessment (Municipal Class EA), Lincoln, ON
 - New Vision United Church Cultural Heritage Assessment, Hamilton, ON
 - Cultural Heritage Due Diligence and Planning Opinion for Adaptive Reuse of Heritage Structures (Added High-Rise onto Heritage Fabric), Toronto, ON
 - Cultural Heritage Due Diligence and Planning Opinion for Redevelopment of Peter Hay Knife Co. , Cambridge, ON
 - Heritage Impact Assessment for 40-Storey Luxury Hotel, 1013 Fallsview Boulevard, Niagara Falls, ON
 - Cultural Heritage Impact Assessment, Documentation, and Conservation Plan, 160 Salvation Road, Brampton, Brampton, ON
 - Cultural Heritage Screening Report for the Kelso/Glen Eden Urban Servicing Extension, Milton, ON
 - Town of Grimsby Parks, Recreation and Culture Master Plan (Part of a Project Team)
- Disclaimer: Some of the above project experience was gained during previous/other employment.

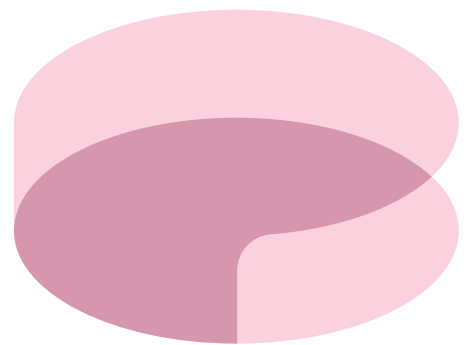


BRIGHT PAST
HERITAGE CONSULTING INC.



Select Urban Design Project Experience

- Heritage and Urban Design Impact Assessment for 18 Brunswick Street, Stratford, ON
- Planning and Urban Design Rationale Report for 49-Storey High-rise, Mixed-Use Residential / Community Services Redevelopment, 307 Lake Shore Blvd E, Toronto, ON
- Planning and Urban Design Rationale Report for Mid-rise, Mixed-Use Residential / Commercial Redevelopment, 399 Greenhill Avenue, Hamilton, ON
- Planning and Urban Design Rationale Report for 2-tower High-rise Redevelopment, 2020 Lakeshore Road, Burlington, ON
- Planning and Urban Design Rationale Report for 3 Mid-rise Residential Buildings, 390-400 Woodsworth Road, North York, Toronto, ON
- Planning and Urban Design Rationale Report for Mixed-use, Mid-rise Commercial / Residential Building, 333 Wilson Avenue, North York, Toronto, ON
- Planning and Urban Design Rationale Report for Mixed-use, High-rise Commercial / Residential Building, Corner of Walnut Street and Victoria Avenue, Niagara Falls, ON
- Planning and Urban Design Rationale Report for Niagara Falls Marriott Fallsview Hotel & Spa, 6740 Fallsview Boulevard, Niagara Falls, ON



BRIGHT
P A S T

Heritage Consulting Inc.



February 15, 2024

File #: 2208

Russell Harley, Municipal Building Official I
AND
Kelsey Hammond, Chief Building Official

Building and Planning Services
City of Stratford
82 Erie Street
Stratford, ON, N5A 2M4

Via E-mail: rharley@stratford.ca and KHammond@stratford.ca

Dear Russell and Kelsey,

**Re: Updates to Heritage Alteration Permit Application & HUDIA Addendum
203-209 Waterloo Street South - The Bradshaw Towns Inc.**

Pursuant to our Heritage Alteration Permit Application submission of January 5, 2024 (filed to Alexander Burnett), we have been informed that some minor changes have been made to the proposed infill development for 203-209 Waterloo Street South ("subject lands") care of The Bradshaw Towns Inc. (the "Owners"). Our understanding is that the changes were required to comply with the Ontario Building Code.

Since the filling of the Heritage Alteration Permit Application and the Building Permit Application by the Owners (under separate cover), several comments were received, which revolved around the design and permit requirements. Specifically, it was provided that the ground floor's height need not meet a specific requirement but should adhere to a maximum height within the Central Commercial "C3-7" Zone of the City of Stratford Zoning By-law.

Accordingly, updates have been requested to the Heritage and Urban Design Impact Assessment to reflect the proposed changes in the building design. Specifically, it was requested that the Heritage Permit Application, focus on items such as elevations, height, and below-grade landing removals.



In our opinion, the Heritage and Urban Design Impact Assessment report does not need to be updated, as the proposed changes to the building are minor in nature, and do not fundamentally change what is proposed on the subject lands. As the application at hand is strictly related to the Heritage Alteration Permit, we offer the following additional rationale and commentary on these changes through this letter, which can serve as an addendum instead.

Summary of Proposed Changes to Building

The proposed development continues to involve the infilling of a vacant lot on the periphery of the City's Downtown Core Heritage Conservation District ("DC-HCD"), constructing a 3-storey residential building. The brownstone-inspired design continues to be advanced with a parlor floor, albeit, in a slightly refined design now without below-grade landings for lower-level units, along with some other minor changes. The building continues to be strictly residential in nature, with no non-residential uses planned. The changes introduced are as follows:

- The overall building height has been reduced, with nearly 0.91 metres (3 feet) taken off the main floor-to-ceiling height (parlor floor).
- The height of exterior doors, serving as entry points to the units, has been reduced from 3.05 metres (10 feet) to 2.74 metres (9 feet).
- The below-grade landings for the basement (lower-level units) have been removed, and double windows will be installed instead, including a window well as they start below grade.
- The windows in the basement ensuites, situated under the back stoops, will be positioned slightly higher than initially shown, above grade.
- The exterior stairs have been flipped, mirrored in each unit bay, so they are now positioned in front of the bed in the basement bedroom.

Background / Status

As you know, a Zoning By-law Amendment has been approved and is now in effect for the subject lands. As part of the amendment process, a combined Heritage and Urban Design Impact Assessment (HUDIA) was prepared and submitted to efficiently address the DC-HCD Standards and City urban design guidelines. The HUDIA assessed the proposal's impacts on the surrounding area, recommending mitigative measures and evaluating the proposed development's design within the urban context. It was intended to guide implementation and offered conclusions and recommendations for both heritage and urban design mitigation strategies.



Overall, the proposed 3-storey residential building was deemed appropriate for the lands and surrounding area, enhancing the streetscape, and supporting a more efficient land use. The HUDIA was accepted without edits, with 12 recommendations and 5 considerations to be reviewed during the building permit stage. A copy of the approved HUDIA was enclosed with our January 5, 2024 Heritage Alteration Permit Application submission.

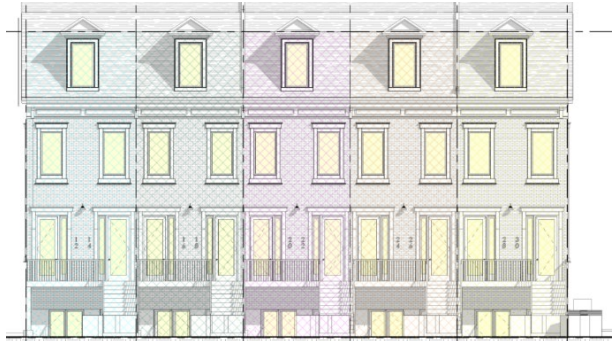
Updated Plans and Renderings

A visual of the updated building design compared with that of the original submission is provided below, where were prepared by BM Architectural Design. The images below are not to scale, are for visual comparison only, and the building permit drawings should be referenced for exact measurements.

Original: Street-Facing Façade Along Waterloo Street South



Updated: Street-Facing Façade Along Waterloo Street South



Original: Rear-Facing Façade

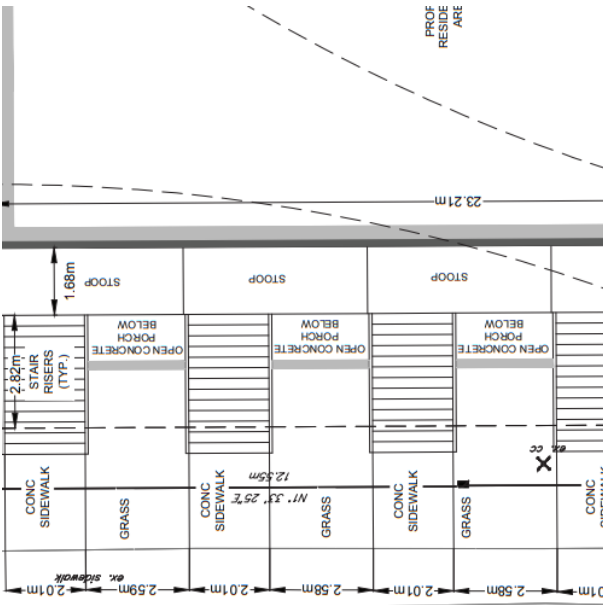


Updated: Rear-Facing Façade

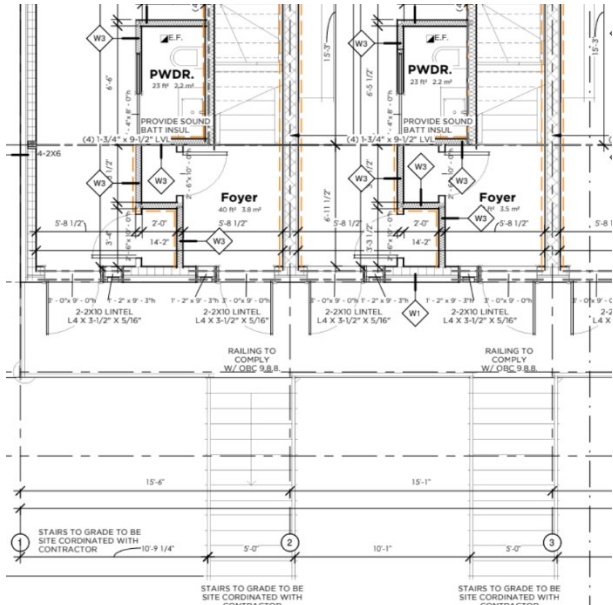




*Original: Main Floor / Site Plan
(with Lower Landings Left-Hand Stairs)*



*Updated: Main Floor / Site Plan
(without Lower Landings Right-Hand Stairs)*



Summary Opinion on Changes and Conclusions

In our assessment, even with the proposed minor changes described above, we maintain our opinion that the proposal will not result in any adverse impacts to the subject lands, adjacent properties, or the DC-HCD. Any impacts considered will be mitigated through our previous recommendations in the original HUDIA.

The proposed design, even with the changes continues to preserve the general rhythm, orientation, and proportions of the predominant streetscape, particularly along Waterloo Street South, while complementing the existing heritage character with distinguishable elements. By filling in a gap in the heritage frontage along Waterloo Street South, the revised proposal will still contribute to a more continuous streetscape.

The design, including the facade's compatibility with surrounding brick and stone masonry, ensures minimal impact on the built heritage context. Anticipated incremental shadow effects and other considerations remain unchanged, and perhaps even more minimal given the slight reduction in overall height and continue to pose no significant concerns. Overall, the slight changes proposed to the building's elevations and height, and the removal of the below-grade landings do not change our original position on the matter of heritage impacts. The revised proposal continues to be a good fit for the DC-HCD and neighbourhood, in our opinion. With the adoption of our recommended solutions for



protection during construction and post-construction (see original HUDIA), no adverse impacts are foreseen regarding destruction, alteration, isolation, views, land use changes, or disturbance. Upon completion, the proposed building is expected to enhance the heritage frontage and pedestrian experience along Waterloo Street South, aligning with good heritage conservation practices.

Hence, we believe the slightly revised proposal continues to be appropriate and deserving of approval, maintaining compatibility within the Downtown Core Heritage Conservation District.

A copy of the final updated Building Permit drawings prepared by BM Architectural Design are included under separate cover. I trust the above provides the appropriate response to the comments received and the changes to the building that have been issued, and kindly request that the Heritage Alteration Permit Application be approved.

Yours very truly,
Bright Past Heritage Consulting Inc.

A handwritten signature in black ink, appearing to read "Evan Sugden". The signature is fluid and cursive, with a long horizontal stroke at the end.

Evan M. Sugden, HBASc, MA, CAHP, RPP, MCIP
President | Heritage Planner

Cc. *The Bradshaw Towns Inc.*
 Caroline Baker (Baker Planning Group)
 Michael Unrau (City of Stratford - Municipal Building Official III)
 Alexander Burnett (City of Stratford – Planner)

STACKED TOWNHOMES

BRADSHAW TOWNS

SCOPE OF WORK:

CONSTRUCTION OF TOWN HOUSE
(10 STACKED UNITS) ON EXTG.
EMPTY PLOT OF LAND. TOTAL
SQUARE METERS OF 700 S.M.
(NOT INCLUDING BASEMENT)

SHEET NO.	SHEET TITLE
A001	Cover Page
A002	Assemblies & Notes
A100	Foundation Plan
A101	Basement Plan
A102	Main Floor Plan
A103	Second Floor Plan
A104	Third Floor Plan
A105	Roof Plan
A201	Elevations
A202	Elevations
A203	Elevations - Spatial Seperations
A301	Building Section
A302	Building Section
A401	Details
A402	Details



QUALIFICATION INFORMATION

I, BENJAMIN MCFADGEN REVIEW & TAKE RESPONSIBILITY FOR THE DESIGN WORK ON BEHALF OF A FIRM REGISTERED UNDER SUBSECTION 3.2.4. OF DIVISION C OF THE BUILDING CODE. I AM QUALIFIED, AND THE FIRM IS REGISTERED, IN THE APPROPRIATE CLASSES/CATEGORIES.

NAME	BCIN
BENJAMIN MCFADGEN	102186
BM DESIGN STUDIO INC.	108614

BM ARCHITECTURAL DESIGN

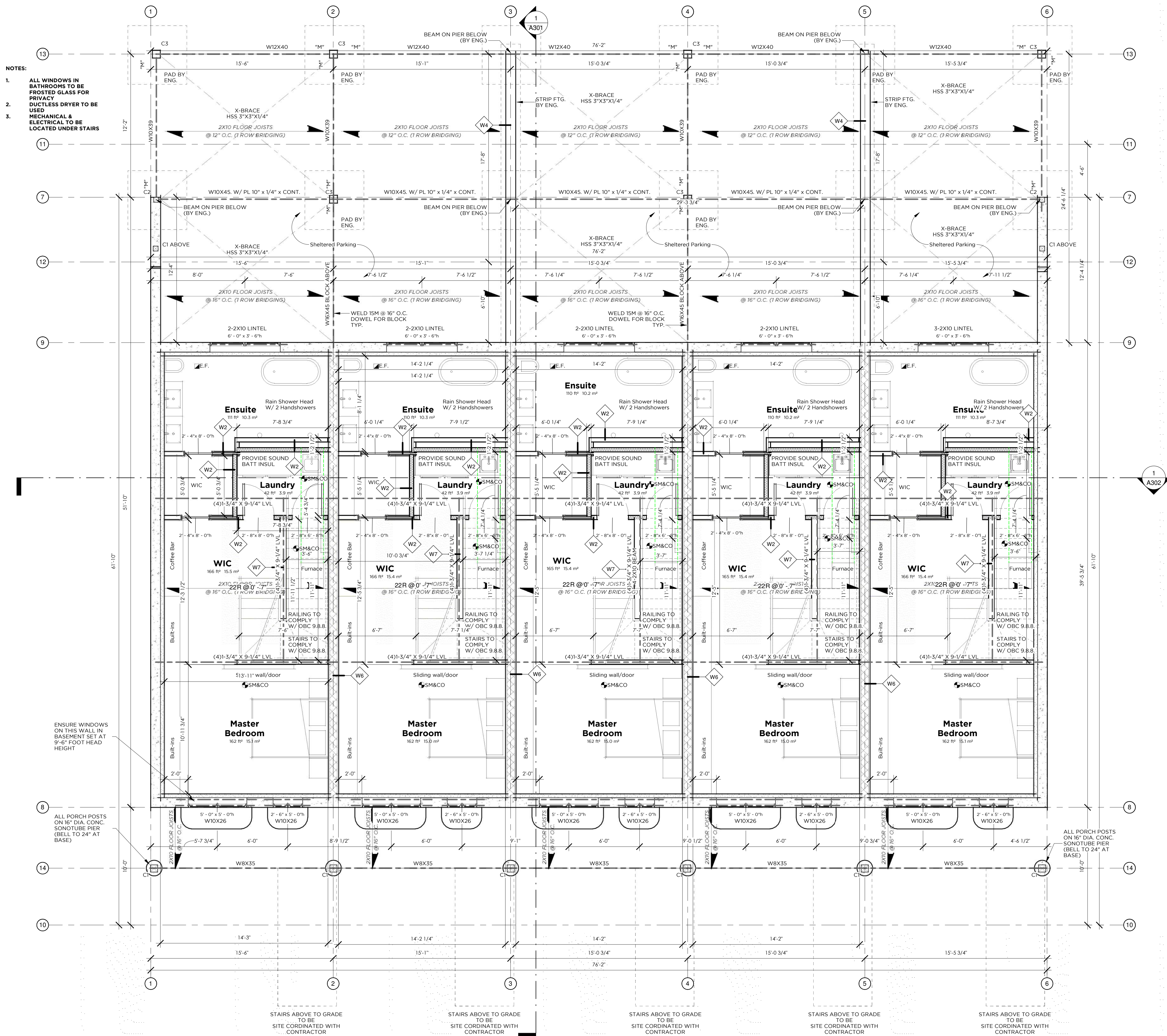
58 Hackney Ridge, Brantford, Ontario
benjamin@bmarchitecturaldesign.com
519.721.4866

PROJECT

Bradshaw Townhomes

Bradshaw Townhomes

DRAWING NAME	DRAWING NO.
Cover Page	A001

**DRAWING NOTES:**

- ALL EXTERIOR OPENINGS TO HAVE 2-2X10 LINTELS UNLESS OTHERWISE ANNOTATED
- ASSUMED 3-1/2" X 3-1/2" X 1/4" BRICK LINTEL FOR ALL EXTERIOR OPENINGS IN BRICK VENEER UNLESS OTHERWISE ANNOTATED.
- GARAGE WALLS & "BUMP OUT" WALLS DO NOT REQUIRE INSULATION. REFER TO A201 & A202 ELEVATIONS FOR FULL EXTENT OF WINDOW DIMENSIONS.

STAIR REQUIREMENTS

- MAX.RISE= 7.87"
- MIN.RISE= 4.92"
- MIN.RUN= 8.267"
- MAX.RUN= 13.976"
- MIN.TREAD= 10.25"
- MAX.TREAD= 13.986"
- MIN.WIDTH= 33.858"
- MIN.HEAD ROOM= 76.77"

Smoke alarms
INTERCONNECTED SMOKE ALARM/CARBON MONOXIDE ALARM CONFORMING TO CAN/CSA-6.19 OR UL2034 SEE CAN/ULC-5531 "SMOKE ALARMS"

GUARDRAIL REQUIREMENTS

- INTERIOR LANDINGS= 35.433"
- EXTERIOR BALCONY= 42.125"
- INTERIOR STAIRS= MIN.34.055", MAX. 37.39"
- EXTERIOR STAIRS= 35.433" MAX. BETWEEN PICKETS= < 3.937"

GUARD @ PATIO/DECK

- GRADE > THAN 70.86= 42.125"
- GRADE < THAN 70.86= 35.433"

QUALIFICATION INFORMATION

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NAME *Benjamin McFadgen* BCIN

BENJAMIN MCFADGEN 107186
BM DESIGN STUDIO INC. 108614

BM ARCHITECTURAL DESIGN

58 Hackney Ridge, Brantford, Ontario
benjamin@bmarchitecturaldesign.com
519.721.4866

PROJECT

Bradshaw Townhomes
Bradshaw Townhomes

DRAWING NAME

Basement Plan

DRAWING NO.

A101

COLUMN LEGEND

C1 HSS 4"x4"x1/4"

C2 HSS 5"x5"x3/8"

C3 HSS 6"x6"x1/2"

ANCHOR BOLTS FOR STEEL COLUMNS

C1 A BOLT 1/2" DIA. 19" EMB.

C2 A BOLT 3/4" DIA. 19" EMB.

C3 A BOLT 1" DIA. 23" EMB.

C1 BASE PLATE 8"x10"x1/2"

C2 BASE PLATE 8"x10"x1/2"

C3 BASE PLATE 12"x12"x3/4"

ALL LINTEL COLUMNS TO BE 2X6 WITH PLIES TO MATCH LINTEL. IT IS BRC. UNLESS NOTED OTHERWISE. 4-2X6 COLUMNS TO BE USED TO BEAR LVL LINTELS UNLESS NOTED OTHERWISE.

SEE VARIOUS DETAILS ON SHEET A401

ALL CODE REFER ENC 55 REFER OBC 2012 DIVISION 'B'

ENERGY EFFICIENCY COMPLIANCE STANDARD 5B-12 AS PER HVAC DESIGN ATTACHED & EEDS FORM

ADJUSTMENTS OR CHANGES MADE TO THE FLOOR LAYOUT ROOF TRUSS LAYOUT, BEAMS, LINTELS & POINT LOADS OR REQUIRED LOAD BEARING WALLS MUST BE IDENTIFIED PRIOR TO CONSTRUCTION. PROJECT ENGINEER MUST BE NOTIFIED FOR FURTHER REVIEW AND APPROVAL.

TYPICAL WALL STUD CONSTRUCTION

TYPICAL EXTERIOR WALLS TO BE 2x6 SPF #2 @ 16" O/C. (UP TO 13' HIGH)

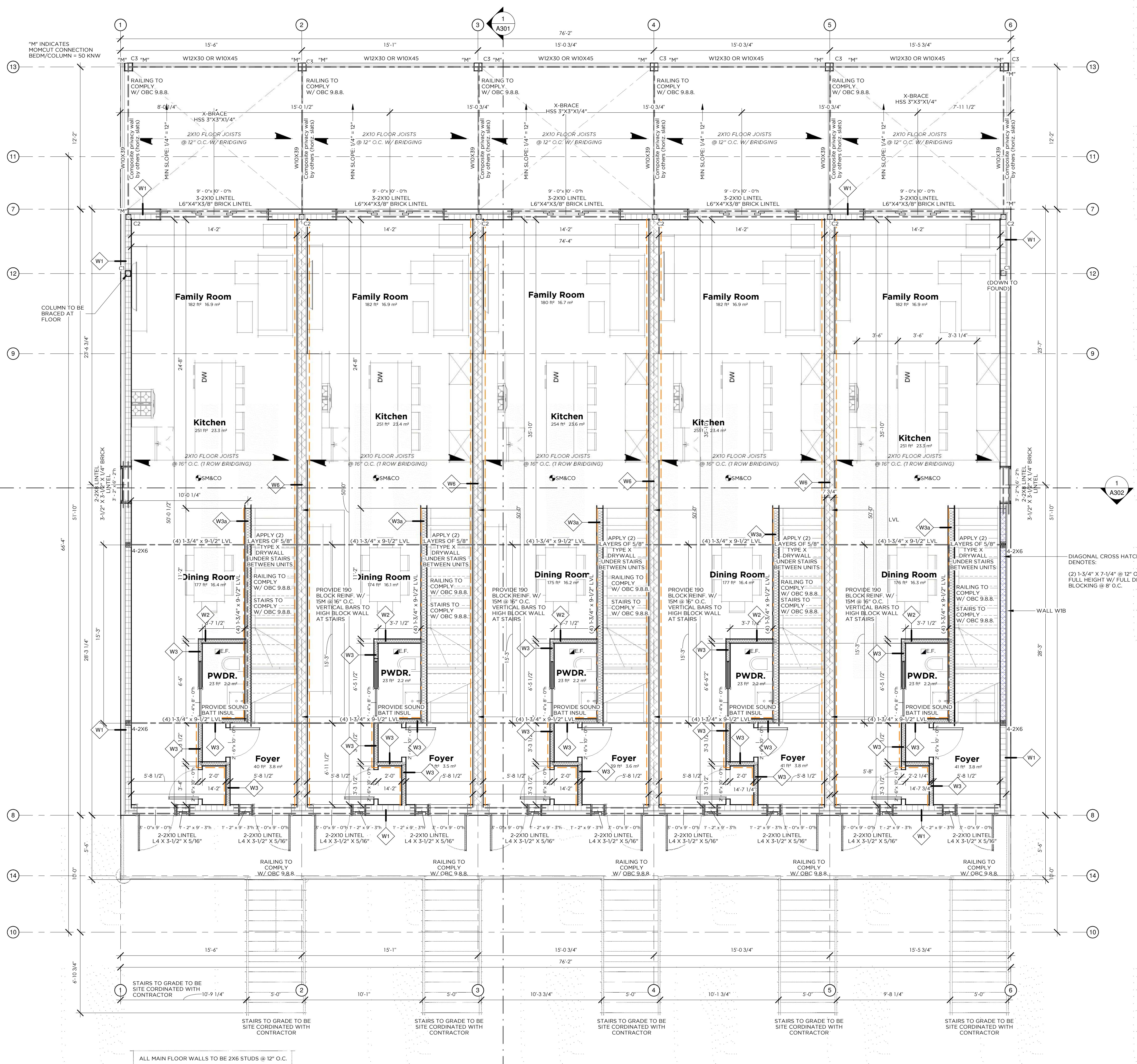
ALL 14' & 16' HIGH EXTERIOR WALLS TO BE 2/2x6 SPF #2 @ 12" O/C.

TYPICAL INTERIOR WALLS TO BE 2x6 SPF #2 @ 16" O/C. (UP TO 13' HIGH)

ALL 14' & 16' HIGH INTERIOR WALLS TO BE 2/2x6 SPF #2 @ 12" O/C.

ALL 10' HIGH INTERIOR BASEMENT WALLS TO BE 2x6 SPF #2 @ 16" O/C.

1 Proposed Main Floor Plan
1/4" = 1'-0"



DRAWING NOTES:

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Smoke alarms

INTERCONNECTED SMOKE ALARM/CARBON MONOXIDE ALARM CONFORMING TO CAN/CSA-6.19 OR UL2034 SEE CAN/ULC-S531 "SMOKE ALARMS"

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NAME BENJAMIN MCFADGEN
BM DESIGN STUDIO INC.

BCN 107186
108614

BM ARCHITECTURAL DESIGN

58 Hackney Ridge, Brantford, Ontario
benjamin@bmarchitecturaldesign.com
519.721.4866

PROJECT

Bradshaw Townhomes
Bradshaw Townhomes

DRAWING NAME

Main Floor Plan

DRAWING NO.

A102

COLUMN LEGEND

C1 HSS 4"x4"x1/4"
C2 HSS 5"x5"x3/8"
C3 HSS 6"x6"x1/2"

ANCHOR BOLTS FOR STEEL COLUMNS

C1 A.BOLT 1/2" DIA. 19" EMB.
C2 A.BOLT 3/4" DIA. 19" EMB.
C3 A.BOLT 1" DIA. 23" EMB.

C1 BASE PLATE 8"x10"x1/2"
C2 BASE PLATE 8"x10"x1/2"
C3 BASE PLATE 12"x12"x3/4"

ALL LINTEL COLUMNS TO BE 2X6 WITH PLIES TO MATCH LINTEL IT IS BRG. UNLESS NOTED OTHERWISE. 4-2X6 COLUMNS TO BE USED TO BEAR LVL LINTELS UNLESS NOTED OTHERWISE

SEE VARIOUS DETAILS ON SHEET A401

ALL CODE REFER ENC 55 REFER OBC 2012 DIVISION 'B'

ENERGY EFFICIENCY COMPLIANCE
STANDARD 58-12 AS PER HVAC DESIGN
ATTACHED & EDS FORM

ADJUSTMENTS OR CHANGES MADE TO
THE FLOOR LAYOUT ROOF TRUSS
LAYOUT, BEAMS, LINTELS & POINT
LOADS OR REQUIRED LOAD BEARING
WALLS MUST BE IDENTIFIED PRIOR TO
CONSTRUCTION. PROJECT ENGINEER
MUST BE NOTIFIED FOR FURTHER
REVIEW AND APPROVAL.

TYPICAL WALL STUD CONSTRUCTION

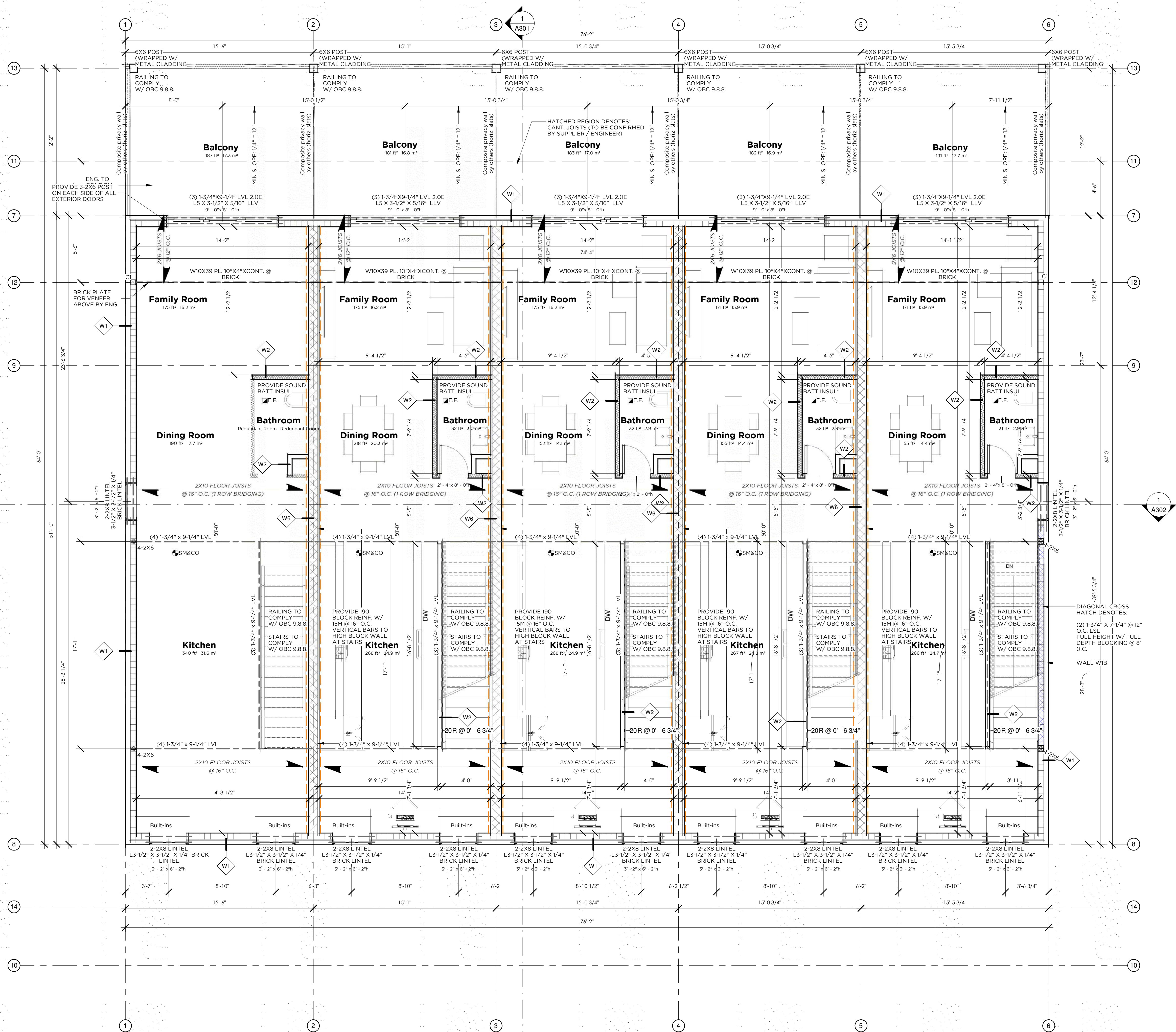
TYPICAL EXTERIOR WALLS TO
BE 2x6 SPF #2 @ 16" O.C. (UP TO 13' HIGH)

ALL 14' & 16' HIGH EXTERIOR WALLS TO
BE 2x6 SPF #2 @ 12" O.C.

TYPICAL INTERIOR WALLS TO
BE 2x6 SPF #2 @ 16" O.C. (UP TO 13' HIGH)

ALL 14' & 16' HIGH INTERIOR WALLS TO
BE 2x6 SPF #2 @ 12" O.C.

ALL 10' HIGH INTERIOR BASEMENT WALLS
TO BE 2x6 SPF #2 @ 16" O.C.



- DRAWING NOTES:**
- ALL EXTERIOR OPENINGS TO HAVE 2-2X10 LINTELS UNLESS OTHERWISE ANNOTATED
 - ASSUMED 5-1/2" X 3-1/2" X 1/4" BRICK LINTEL FOR ALL EXTERIOR OPENINGS IN BRICK VENEER UNLESS OTHERWISE ANNOTATED
 - GARAGE WALLS & "BUMP OUT" WALLS DO NOT REQUIRE INSULATION. REFER TO A201 & A202 ELEVATIONS FOR FULL EXTENT OF WINDOW DIMENSIONS.
 - REFER TO A201 & A202 ELEVATIONS FOR FULL EXTENT OF WINDOW DIMENSIONS.

- STAIR REQUIREMENTS**
- MAX RISE= 7.67"
 - MIN RISE= 4.92"
 - MIN RUN= 8.267"
 - MAX RUN= 13.976"
 - MIN TREAD= 10.25"
 - MAX TREAD= 13.986"
 - MIN WIDTH= 33.858"
 - MIN HEAD ROOM= 76.77"

Smoke alarms
INTERCONNECTED SMOKE ALARM/CARBON MONOXIDE ALARM CONFORMING TO CAN/CSA-6.19 OR UL2034 SEE CAN/ULC-5531 "SMOKE ALARMS"

- GUARDRAIL REQUIREMENTS**
- INTERIOR LANDINGS= 35.433"
 - EXTERIOR BALCONY= 42.125"
 - INTERIOR STAIRS= MIN. 34.055", MAX. 37.39"
 - EXTERIOR STAIRS= 35.433"
 - MAX. BETWEEN PICKETS= 3.937"

- GUARD @ PATIO/DECK**
- GRADE > THAN 70.86= 42.125"
 - GRADE < THAN 70.86= 35.433"

QUALIFICATION INFORMATION

I, BENJAMIN MCFADGEN REVIEW & TAKE RESPONSIBILITY FOR THE DESIGN WORK ON BEHALF OF A FIRM REGISTERED UNDER SUBSECTION 3.2.4. OF DIVISION C OF THE BUILDING CODE I AM QUALIFIED, AND THE FIRM IS REGISTERED IN THE APPROPRIATE CLASSES/CATEGORIES

NAME: BENJAMIN MCFADGEN
FIRM: BM DESIGN STUDIO INC.

BM ARCHITECTURAL DESIGN

58 Hackney Ridge, Brantford, Ontario
benjamin@bmarchitecturaldesign.com
519.721.4866

PROJECT
Bradshaw Townhomes
Bradshaw Townhomes

DRAWING NAME: **Second Floor Plan**
DRAWING NO.: **A103**

- Notes:
1. Ductless dryer to be used. Quiet Mechanical equip to be used.
 2. All mech. & laundry closets to be sound proofed with sound batts.
 - 3.

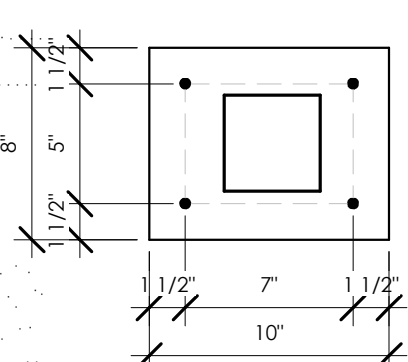
COLUMN LEGEND

- C1 HSS 4"x4"x1/4"
C2 HSS 5"x5"x3/8"
C3 HSS 6"x6"x1/2"

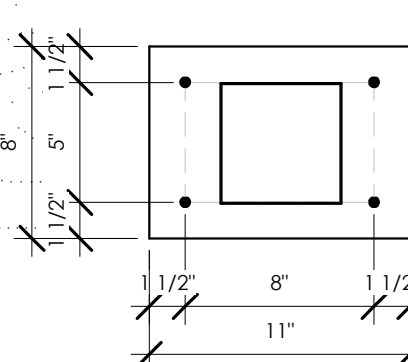
ANCHOR BOLTS FOR STEEL COLUMNS

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C2 A BOLT 3/4" DIA. 19" EMB.
C3 A BOLT 1" DIA. 23" EMB.

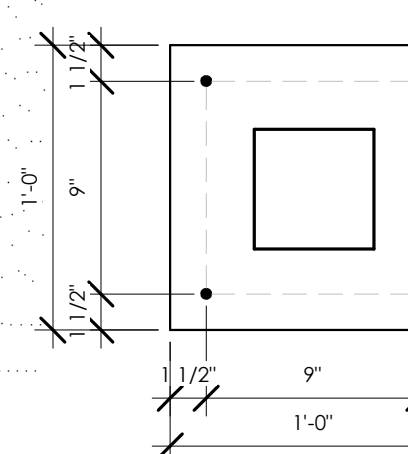
C1 BASE PLATE 8"x10"x1/2"



C2 BASE PLATE 8"x10"x1/2"



C3 BASE PLATE 12"x12"x3/4"



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SEE VARIOUS DETAILS ON SHEET A401

ALL CODE REFER ENC ES REFER OBC 2012 DIVISION 'B'

ENERGY EFFICIENCY COMPLIANCE STANDARD SB-12 AS PER HVAC DESIGN ATTACHED & EEDS FORM

ADJUSTMENTS OR CHANGES MADE TO THE FLOOR LAYOUT ROOF TRUSS LAYOUT, BEAMS, LINTELS & POINT LOADS OR REQUIRED LOAD BEARING WALLS MUST BE IDENTIFIED PRIOR TO CONSTRUCTION. PROJECT ENGINEER MUST BE NOTIFIED FOR FURTHER REVIEW AND APPROVAL.

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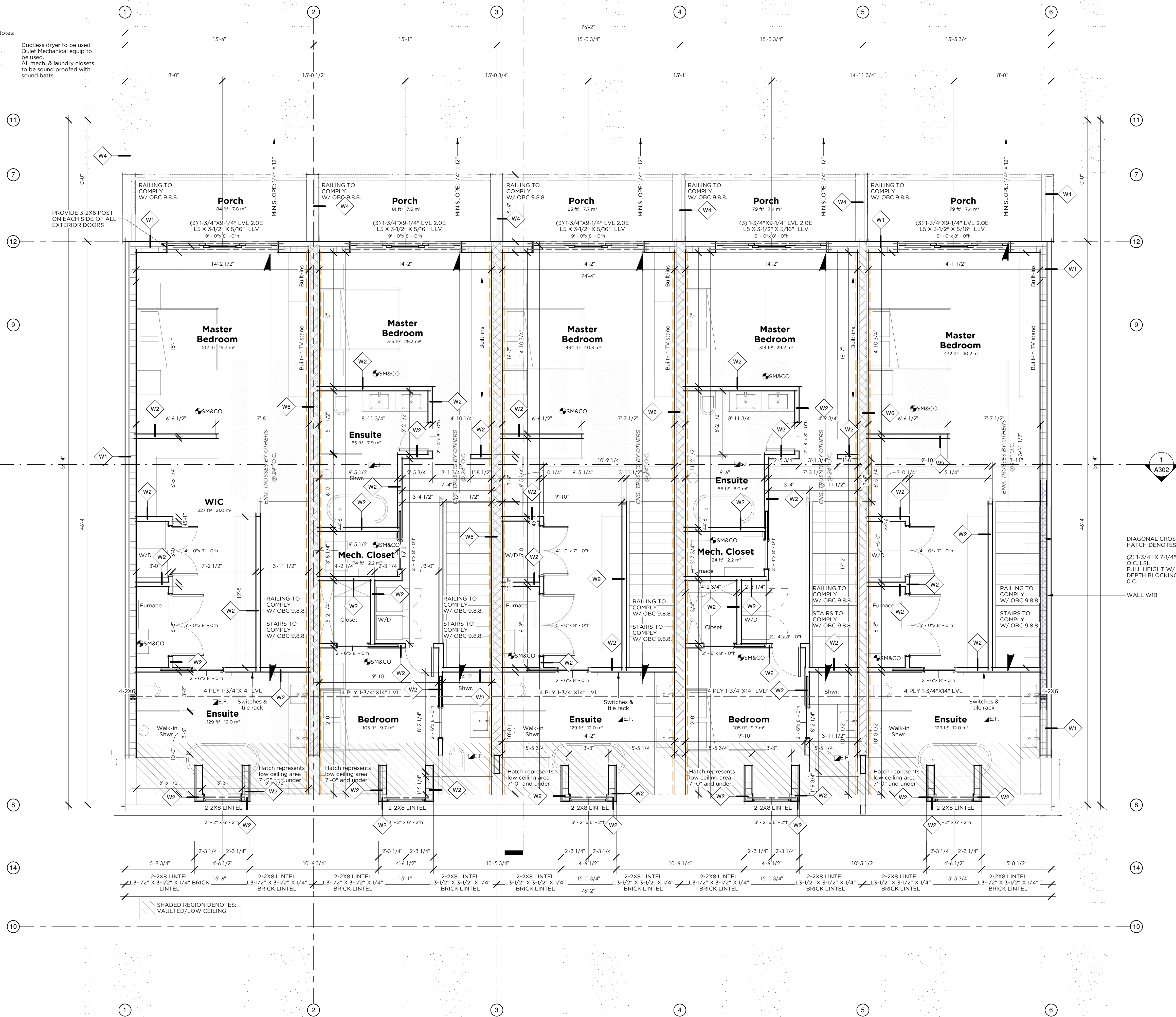
ALL 14' & 16' HIGH EXTERIOR WALLS TO BE 2/2x6 SPF #2 @ 12" O/C.

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ALL 14' & 16' HIGH INTERIOR WALLS TO BE 2/2x6 SPF #2 @ 12" O/C.

ALL 10' HIGH INTERIOR BASEMENT WALLS TO BE 2x6 SPF #2 @ 16" O/C.

Proposed Loft Floor Plan
1/4" = 1'-0"



DRAWING NOTES:

1. ALL EXTERIOR OPENINGS TO HAVE 2-2X10 LINTELS UNLESS OTHERWISE ANNOTATED
2. ASSUMED 3-1/2" X 3-1/2" X 1/4" BRICK LINTEL FOR ALL EXTERIOR OPENINGS IN BRICK VENEER UNLESS OTHERWISE ANNOTATED.
3. GARAGE WALLS & "BUMP OUT" WALLS DO NOT REQUIRE INSULATION. REFER TO A202 FOR ALL WALL ASSEMBLIES.
4. REFER TO A201 & A202 ELEVATIONS FOR FULL EXTENT OF WINDOW DIMENSIONS.

STAIR REQUIREMENTS

- MAX RISE= 7.87"
- MIN RISE= 4.92"
- MIN RUN= 8.267"
- MAX RUN= 13.976"
- MIN TREAD= 10.23"
- MAX TREAD= 13.986"
- MIN WIDTH= 33.858"
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Smoke alarms

INTERCONNECTED SMOKE ALARM/CARBON MONOXIDE ALARM CONFORMING TO CAN/CSA-6.19 OR UL2034 SEE CAN/ULC-5531 "SMOKE ALARMS"

GUARDRAIL REQUIREMENTS

- INTERIOR LANDINGS= 35.433"
- EXTERIOR BALCONY= 42.125"
- INTERIOR STAIRS= MIN. 34.055", MAX. 37.99"
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- GRADE > THAN 70.86= 42.125"
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NAME BENJAMIN MCFADGEN

BENJAMIN MCFADGEN 107186
BM DESIGN STUDIO INC. 108614

BM ARCHITECTURAL DESIGN

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benjamin@bmarchitecturaldesign.com
519.721.4866

PROJECT

Bradshaw Townhomes
Bradshaw Townhomes

DRAWING NAME

Third Floor Plan

DRAWING NO.

A104

- Elevation Legend**
- 1 Brick Veneer
 - 2 Asphalt Shingles
 - 3 Exterior Grade Comp. Moulding
 - 4 Exterior Finished Concrete
 - 5 Glass Panel Railing
 - 6 Wood Horizontal Siding
 - 7 Black Steel Railing

2 West Schematic
3/16" = 1'-0"

1 East Schematic
3/16" = 1'-0"



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PROJECT
Bradshaw Townhomes
Bradshaw Townhomes

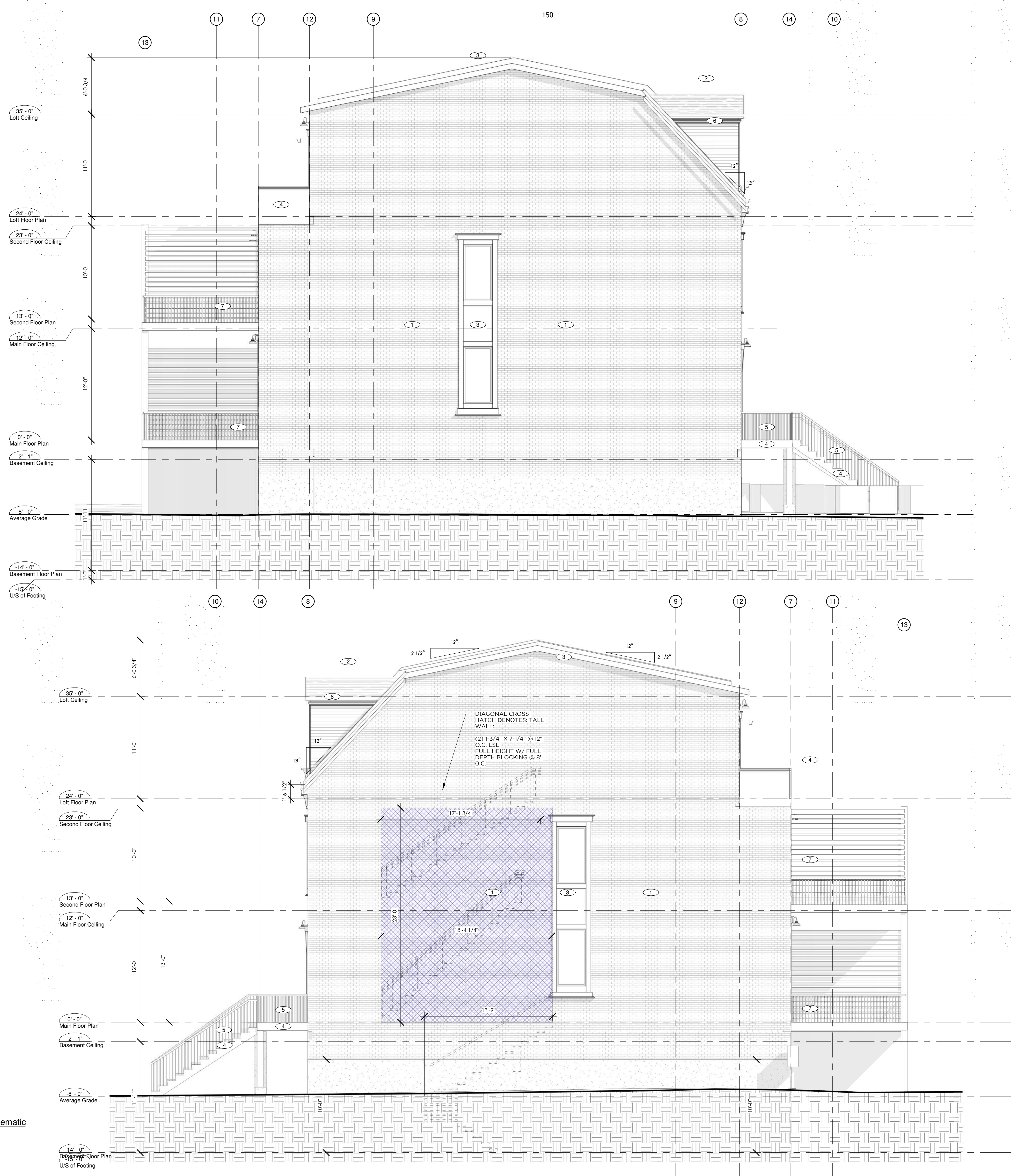
DRAWING NAME
Elevations

DRAWING NO.
A201

- Elevation Legend**
- 1 Brick Veneer
 - 2 Asphalt Shingles
 - 3 Exterior Grade Comp. Moulding
 - 4 Exterior Finished Concrete
 - 5 Glass Panel Railing
 - 6 Wood Horizontal Siding
 - 7 Black Steel Railing

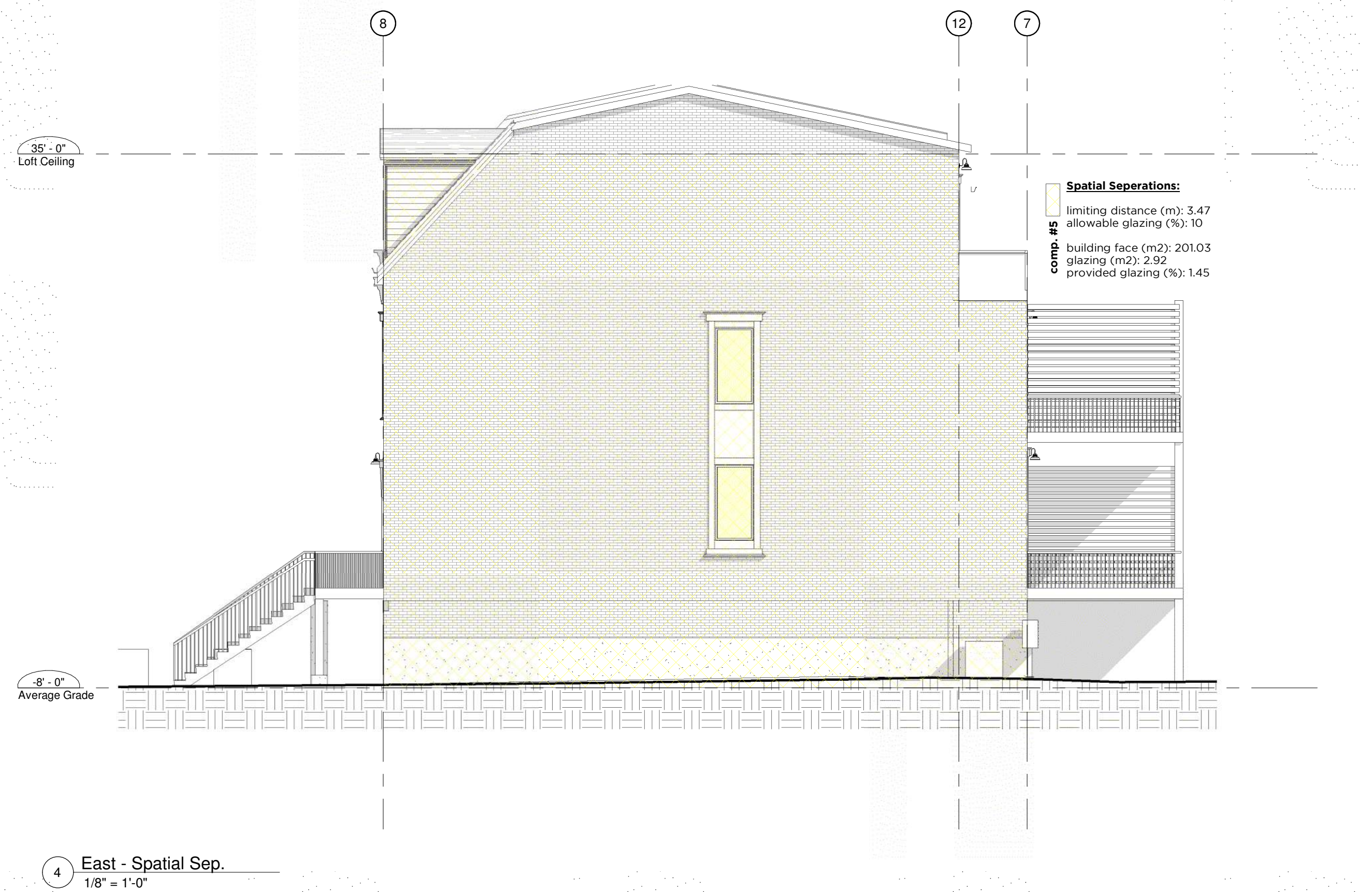
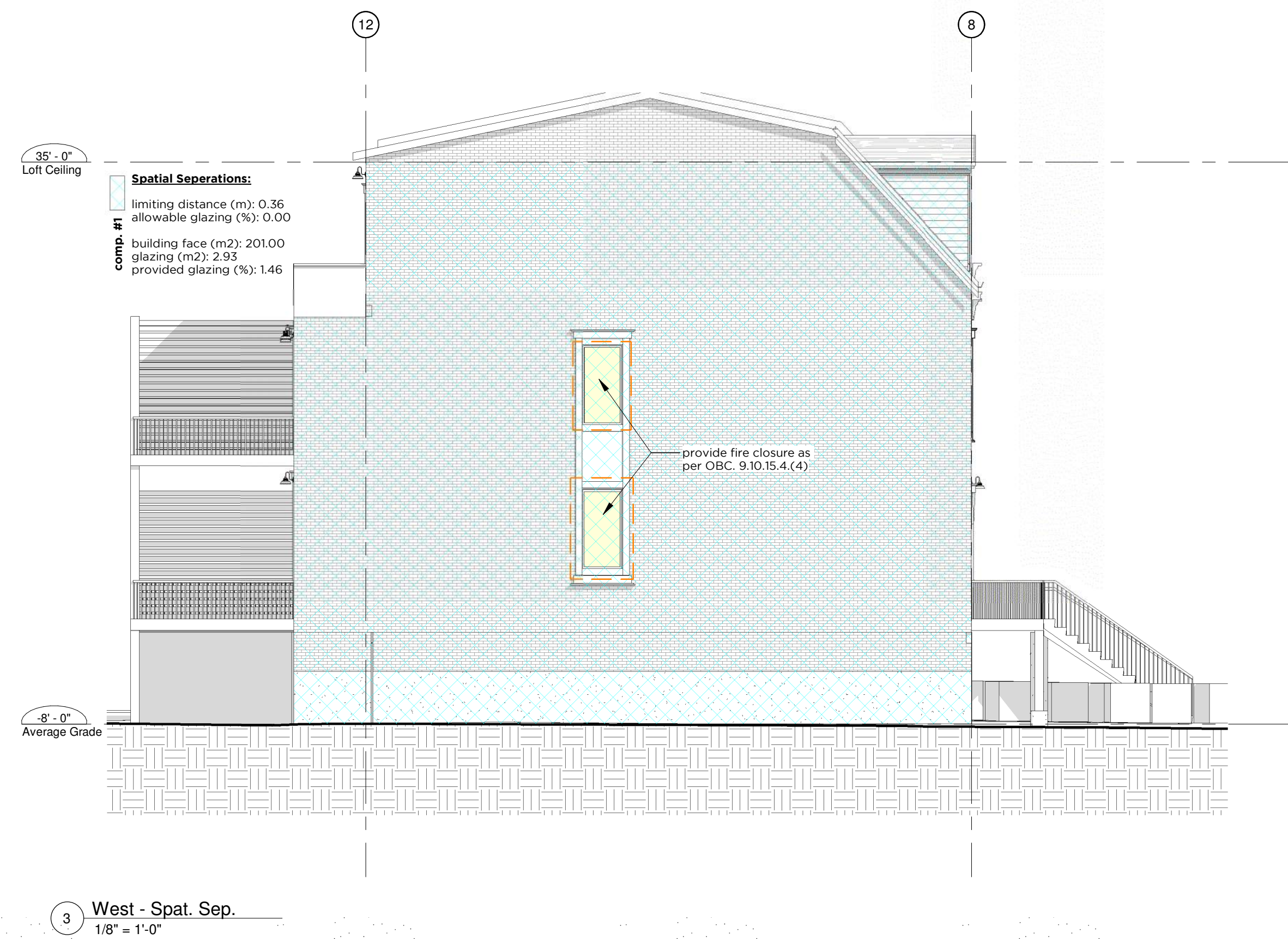
1 North Schematic
3/16" = 1'-0"

2 South Schematic
3/16" = 1'-0"



Elevation Legend

- 1 Brick Veneer
- 2 Asphalt Shingles
- 3 Exterior Grade Comp. Moulding
- 4 Exterior Finished Concrete
- 5 Glass Panel Railing
- 6 Wood Horizontal Siding
- 7 Black Steel Railing



QUALIFICATION INFORMATION

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NAME: BENJAMIN MCFADGEN
BM DESIGN STUDIO INC.

BCIN: 107186
108614

BM ARCHITECTURAL DESIGN

58 Hackney Ridge, Brantford, Ontario
benjamin@bmarchitecturaldesign.com
519.721.4866

PROJECT

Bradshaw Townhomes
Bradshaw Townhomes

DRAWING NAME

Elevations - Spatial Separations

DRAWING NO.

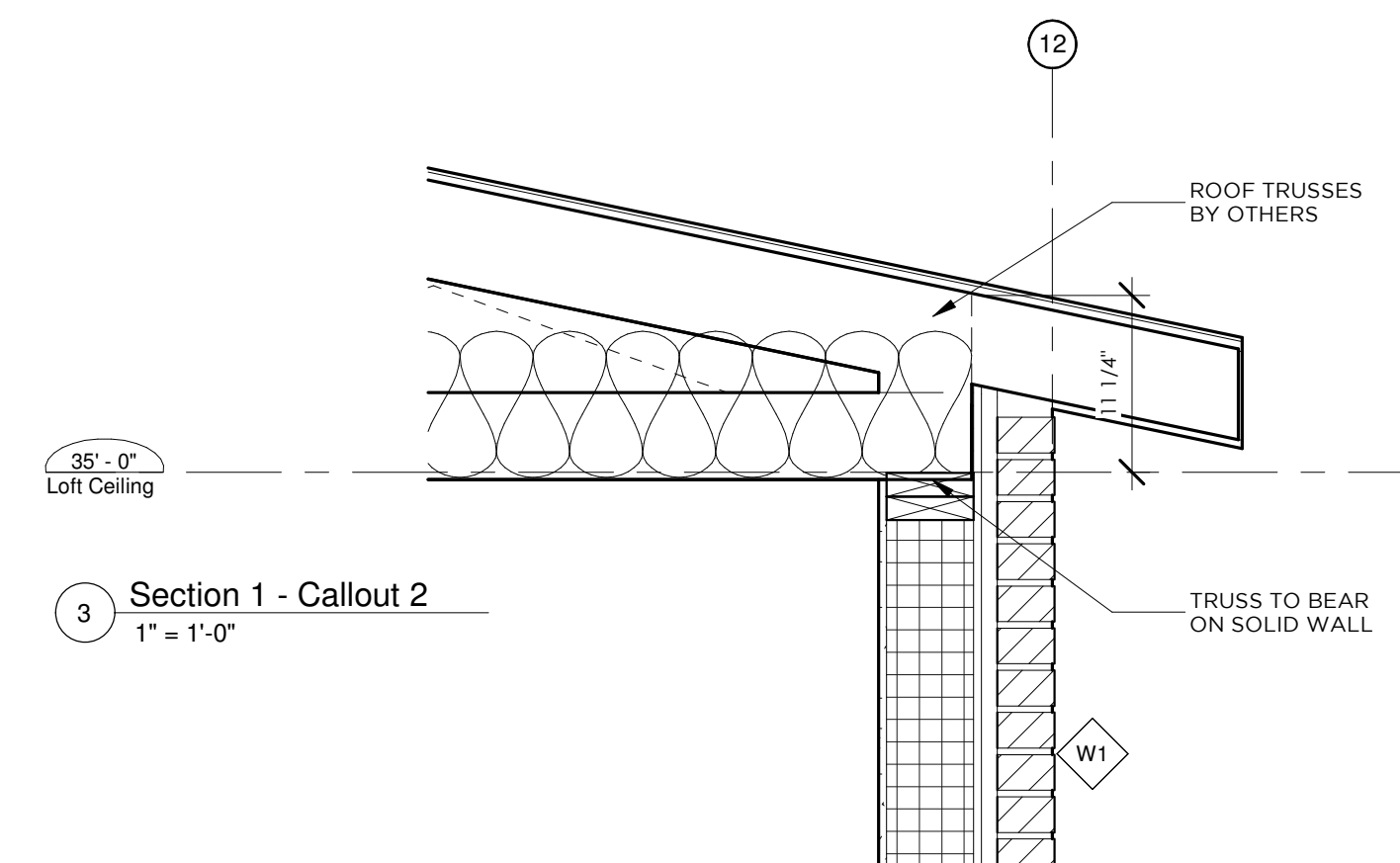
A203

This architectural section drawing illustrates a two-story residential building with a basement. The drawing is oriented with a north arrow pointing towards the top center. The vertical dimensions on the left indicate the heights of various levels: 35'-0" for the Loft Ceiling, 24'-0" for the Loft Floor Plan, 23'-0" for the Second Floor Ceiling, 13'-0" for the Second Floor Plan, 12'-0" for the Main Floor Ceiling, 0'-0" for the Main Floor Plan, 2'-11" for the Basement Ceiling, 8'-0" for the Average Grade, and -14'-0" for the Basement Floor Plan. The horizontal dimensions at the top are marked with grid lines 10, 8, 9, 12, 7, 11, and 13. The drawing shows the following rooms and features:

- Basement:** Includes a Master Bedroom (162 ft², 15.0 m²), WIC (165 ft², 15.4 m²), and Ensuite (110 ft², 10.2 m²). The floor assembly is labeled F1.
- Main Floor:** Includes a Dining Room (175 ft², 16.2 m²), Kitchen (254 ft², 23.6 m²), Family Room (180 ft², 16.7 m²), and a Balcony (188 ft², 17.0 m²). The floor assembly is labeled F2. A staircase is shown on the left side.
- Second Floor:** Includes a Kitchen (268 ft², 24.9 m²), Dining Room (152 ft², 14.1 m²), Family Room (125 ft², 11.6 m²), and a Balcony (188 ft², 17.0 m²). The floor assembly is labeled F3. A staircase is shown on the left side.
- Loft:** Includes an Ensuite (129 ft², 12.0 m²) and a Master Bedroom (434 ft², 40.3 m²). The floor assembly is labeled F4. The roof assembly is labeled R2.
- Roof and Exterior:** The roof is labeled ROOF ASSEMBLY R2. The exterior walls are labeled W1. The porch is labeled PORCH (85 ft², 7.7 m²). The floor assembly for the porch is labeled F3a. The roof structure includes 4PLY 1-3/4"X14" LVL (A301) and 2X8 RAFTERS @ 16" O.C. The roof pitch is indicated as 12" and 2 1/2".

The drawing also shows various structural details such as FLOOR ASSEMBLY F1, F2, F3, F3a, and F4, and ROOF ASSEMBLY R1. The overall dimensions of the building are 35'-0" wide and 48'-5 1/4" deep.

Section 1
1/4" = 1'-0"



3 Section 1 - Callout 2
1" = 1'-0"

DRAWING NAME	DRAWING NO.
Building Section	A 201



MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and Council
From: Alexander Burnett, Planner
Report Number: COU24-031
Attachments: None

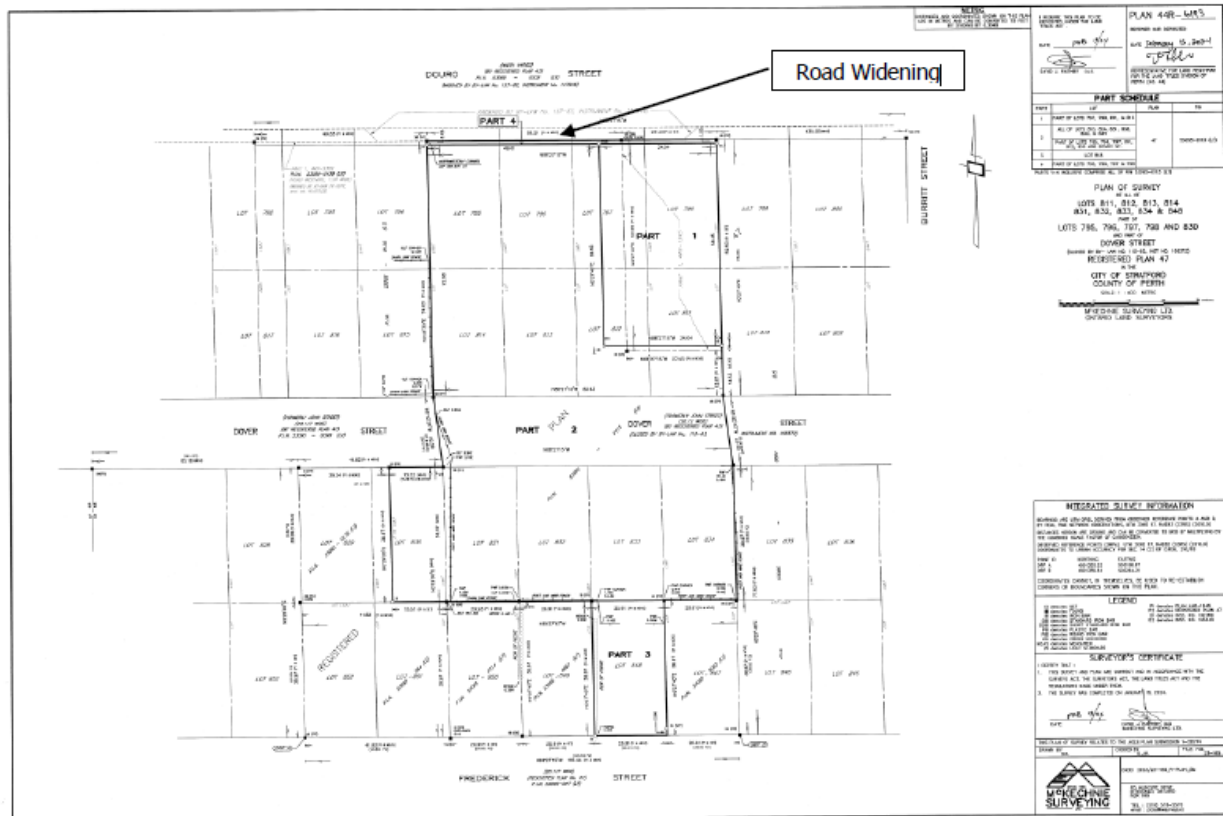
Title: Road Widening for Consent Application B01-23, 172 Frederick Street and 473 Douro Street

Objective: The purpose of this report is to seek Council authorization for the conveyance of Part 4 on Reference Plan 44R-6193 from Culliton Corporation to The Corporation of the City of Stratford and to dedicate these lands as public highway for the purpose of a 1.048 metre road widening along Douro Street.

Background: Culliton Corporation received provisional consent for application B01-23 on May 29, 2023. The severance will create an industrial building lot on the northeast portion of the subject lands. Condition no. 5 of the provisional consent requires the owner, prior to the stamping of the deed, to dedicate a 1.048-metre-wide strip of land to the City of Stratford along the Douro Street frontage for road widening purposes. This dedication shall be free and clear of all encumbrances and all costs shall be borne by the owner.

Analysis: Part 4 on Reference Plan 44R-6193 is required to be dedicated to the City of Stratford in order to satisfy the above-described condition and this dedication is for road widening purposes along Douro Street. These Parts, upon being transferred to the City, should be dedicated as public highway.

PLAN 44R-6193:



Location & Severance Map



The owner will be responsible for all costs associated with the transfer of the land to the City of Stratford.

Financial Implications:

Financial impact to current and future year operating budgets:

There are no financial implications to the City for the transaction. Upon assumption of the road widening, there will be negligible impact on annual operating and maintenance costs to maintain the grassed boulevard.

Link to asset management plan and strategy:

As with any property conveyance, the parcel becomes part of the City's land inventory. In the case of minor sections intended to widen the existing road asset, they do not result in an acquisition transaction, rather just an expansion of the existing asset, with no financial consequences of the nominally valued addition.

Alignment with Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Alignment with One Planet Principles:

Not applicable:

The conveyance of the road widening will help meet the Design Width of Douro Street and provide the opportunity for improved road design.

Staff Recommendation: THAT the conveyance of Part 4 on Reference Plan 44R-6193 from Culliton Corporation to The Corporation of the City of Stratford, be authorized;

AND THAT upon conveyance of Part 4 on Reference Plan 44R-6193 to the City of Stratford, these lands be dedicated public highway forming part of Douro Street.

Prepared by:

Alexander Burnett, Planner

Recommended by:

Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and Council
From: Mark Hackett, Manager of Facilities
Report Number: COU24-032
Attachments: None

Title: Agriplex Protective Floor Covering Purchase

Objective: To request Council approval to purchase a protective cover for the hardwood flooring at the Agriplex Fieldhouse, using funds from the Facilities Reserve Fund R-R11-FACI.

Background: For certain events held at the Agriplex Fieldhouse there is a requirement to remove the hardwood flooring to accommodate the event function. Ontario Pork Congress, which is annually hosted in June is one example of these events. The removal and reinstallation of the floor creates some additional wear and tear and reduces the lifespan of the floor itself. The cost to remove and install is approximately \$20,000 in labour, taking six days to remove and another six days to reinstall. Staff were seeking quotations for this flooring protector throughout 2023 but did not receive them during the budget preparation nor before the budget approval so this is coming as a post-budget request for consideration.

Analysis: Three quotes were obtained as follows:

- Athletica Sport Systems - \$43,160 plus HST.
- Covermaster - \$43,367.20 plus HST.
- Creative Sports Solutions - \$77,010 plus HST.

This purchase is being recommended to preserve the life of the flooring. While the current condition of the hardwood floor is reasonably good now, it will deteriorate faster than originally planned if the tear out/reinstall activities continue. It is expected that the flooring will last at least another 10 years if this purchase is approved. If not, the current process can continue, however, the unbilled staff time and the wear and tear on the floor itself remain minimized. There are special rollers included with the purchase that reduce the staff time from two weeks each time, to hours each time. This also frees up staff to perform other duties assigned.

The intent is to charge a fee for the removal and installation of the protective covering to ensure cost recovery for the unit over its useful life. Given the cost of the flooring protector plus the labour to use it, it is anticipated that this flooring would be used for at least two events annually (OPC & CDX). Staff are recommending a removal and installation fee of \$1,500 per time, which would be over and above any other facility rental costs. This amount would be transferred to the FACI reserve fund annually to ensure that sufficient funds are available for future replacements and would be subject to review annually for CPI increases. From the \$1,500, \$1,200 goes to reserve, and \$300 goes into operating account to cover staff time. The entire process would result in \$2,400 in reserve contributions per event, and \$600 in operational revenues for the staff costs of installation/removal.

If other events are hosted, there is then have the capacity to cover the floor and protect it for future events, and a mechanism to charge a fee for the removal and installation of the protective covering. This aligns well with the sports tourism strategy, creating opportunities to host trade shows and other events with the ability to cover the floor properly.

Financial Implications:

Financial impact to current year operating budget:

The recommended funding source for the purchase is the FACI reserve fund as noted, so there is no net impact to the recently approved net budget/tax levy. The amount of the lowest quote received, after HST rebate is \$43,919.62.

Link to asset management plan and strategy:

The life expectancy for this type of protective flooring cover is 10 to 15 years. The asset would be part of the City's asset management plan with replacement costs included in the City's asset renewal program.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles:

Not applicable: This item does not fall under any One Planet Principles heading.

Staff Recommendation: THAT Staff be authorized to proceed with the lowest quotation from Athletica Sport Systems to purchase a protective cover for the hardwood flooring at the Agriplex Fieldhouse at the price of \$48,770.80 including HST;

THAT the purchase be funded from unallocated reserve funds for Facilities R-R11-FACI;

THAT the Fees and Charges By-law be amended to add the Agriplex Fieldhouse Flooring Protective Cover removal and installation fee of \$1,500 each;

AND THAT the \$2,400 in reserve contributions per event be directed to the FACI reserve.

Prepared by: Mark Hackett, Manager of Facilities
Recommended by: Tim Wolfe, Director of Community Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and Council
From: Adam Betteridge, Director of Building and Planning Services
Report Number: COU24-033
Attachments: Draft Approved Plan of Subdivision

Title: Subdivision Agreement for Werner Bromberg Limited – 236 Britannia Street Development

Objective: To enter into a subdivision servicing agreement with Werner Bromberg Limited to subdivide the Lands known as 236 Britannia Street in accordance with draft plan approval File No. 31T19-001.

Background: The subject lands are located on the north side of Britannia Street between Churchill Circle and Briarhill Drive. Council approved the draft plan of subdivision (31T19-001) on February 22, 2021. Following its approval, a third-party appeal was submitted to the Ontario Land Tribunal (OLT) but was ultimately withdrawn on October 26, 2021.

The development encompasses single detached and semi-detached residential lots, multi-residential blocks, walkway blocks, a stormwater management block, and a reserve block, all supported by new local streets. The draft approved plan of subdivision is attached.

Analysis: The draft approval conditions require the owner/developer, being Werner Bromberg Limited, to satisfy several conditions, many of which get included into the terms of a subdivision agreement so that they can be completed concurrently with the physical construction of the development. These include financial obligations (i.e. security provisions), utilities/service provisions, parkland dedication, and construction of infrastructure to city standards. The subdivision agreement outlines responsibilities for road construction, stormwater management, and environmental protection measures to ensure the development aligns with city standards and strategic priorities.

Working closely with the City's Project Engineer (Infrastructure Services Department) and the owner/developer's engineer, the City's solicitor has prepared the subdivision

agreement to include and ensure certain site-specific obligations are met, and the owner/developer is agreeable to the terms. These include but are not limited to:

- **Financial Obligations:** Prior to final approval, the Owner/developer is required to fulfill all financial obligations to the City, including providing securities and local improvement charges.
- **Utility and Infrastructure Requirements:** The Owner/developer must grant necessary easements and land dedications for municipal purposes and ensure all roads, sidewalks, and municipal services meet the City's standards.
- **Stormwater Management:** A comprehensive approach to stormwater management is mandated, including submission of a stormwater servicing report, construction of a stormwater management facility in one phase, and semi-annual monitoring reports.
- **Erosion and Sediment Control:** The Owner/developer is required to submit an erosion/sediment control plan identifying all measures to be used during construction phases, with the City having the authority to install or rectify controls if necessary.
- **Environmental and Health Safety Measures:** Measures include planting street trees, protecting trees on abutting properties, and ensuring the water system maintains quality standards through specific engineering reports and plans.
- **Community and Accessibility Features:** The subdivision agreement addresses the owner/developer's requirement to construct fencing, relocate the existing bus shelter and signage, establish the locations for Community Mailboxes, design AODA compliant walkway connections, and implement on-street parking plans.
- **Legal and Regulatory Compliance:** Compliance with all City of Stratford standards, guidelines, and the Planning Act requirements is mandatory. The agreement includes clauses for emergency vehicle access, sanitary servicing reports, and parkland dedication.

There are some remaining details pertaining to easements that need to be addressed by the Owner/Developer. Staff and legal counsel are satisfied that these matters can be addressed following Council's approval of the agreement. Accordingly, the recommendation provides that Council authorizes the Mayor and Clerk to execute the agreement following such time that the Director of Building and Planning is satisfied that the Owner/Developer has addressed these outstanding matters.

Financial Implications:

Financial impact to current year operating budget:

The owner/developer is responsible for all costs associated with the agreement's terms, including infrastructure development and maintenance until assumption by the city. The agreement includes provisions for financial securities and contributions towards city costs incurred by the development.

Financial impact on future year operating budget:

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

Link to asset management plan and strategy:

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

Legal considerations:

The agreement has been prepared and finalized by the City's solicitor. All legal fees for registration of the agreement are the responsibility of the owner/developer.

Alignment with Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Developing our Resources

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

Alignment with One Planet Principles:

Land and Nature

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

Sustainable Water

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

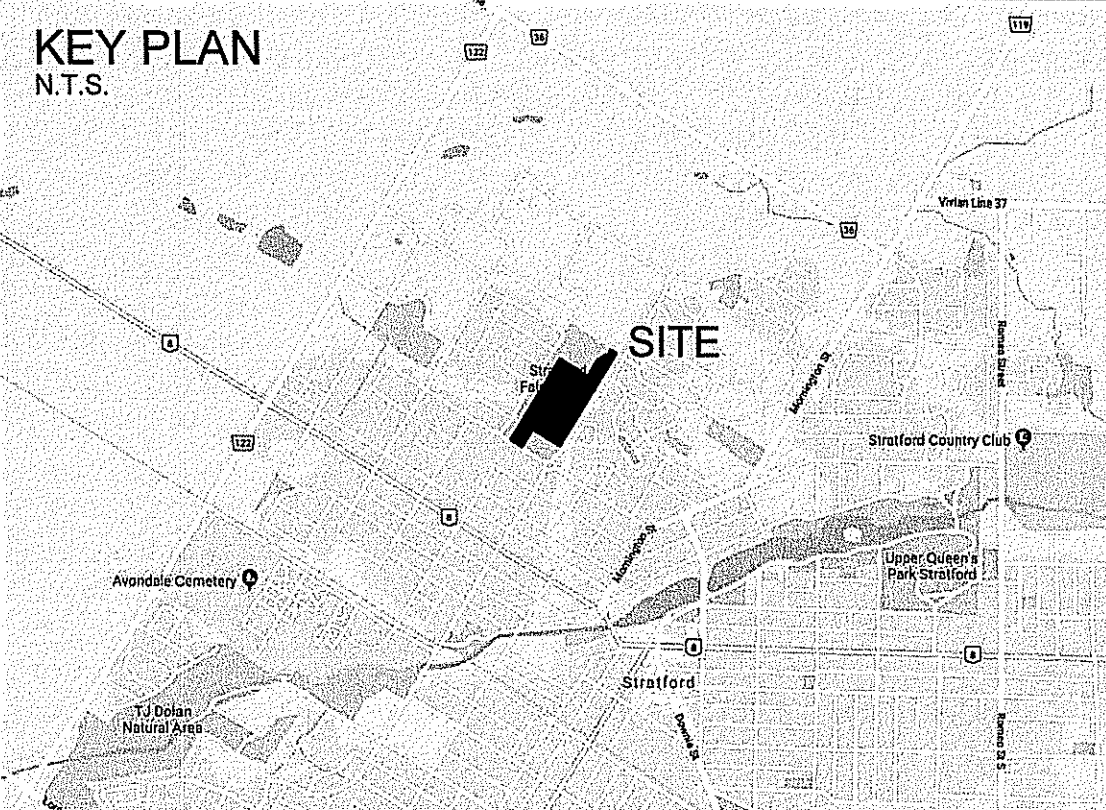
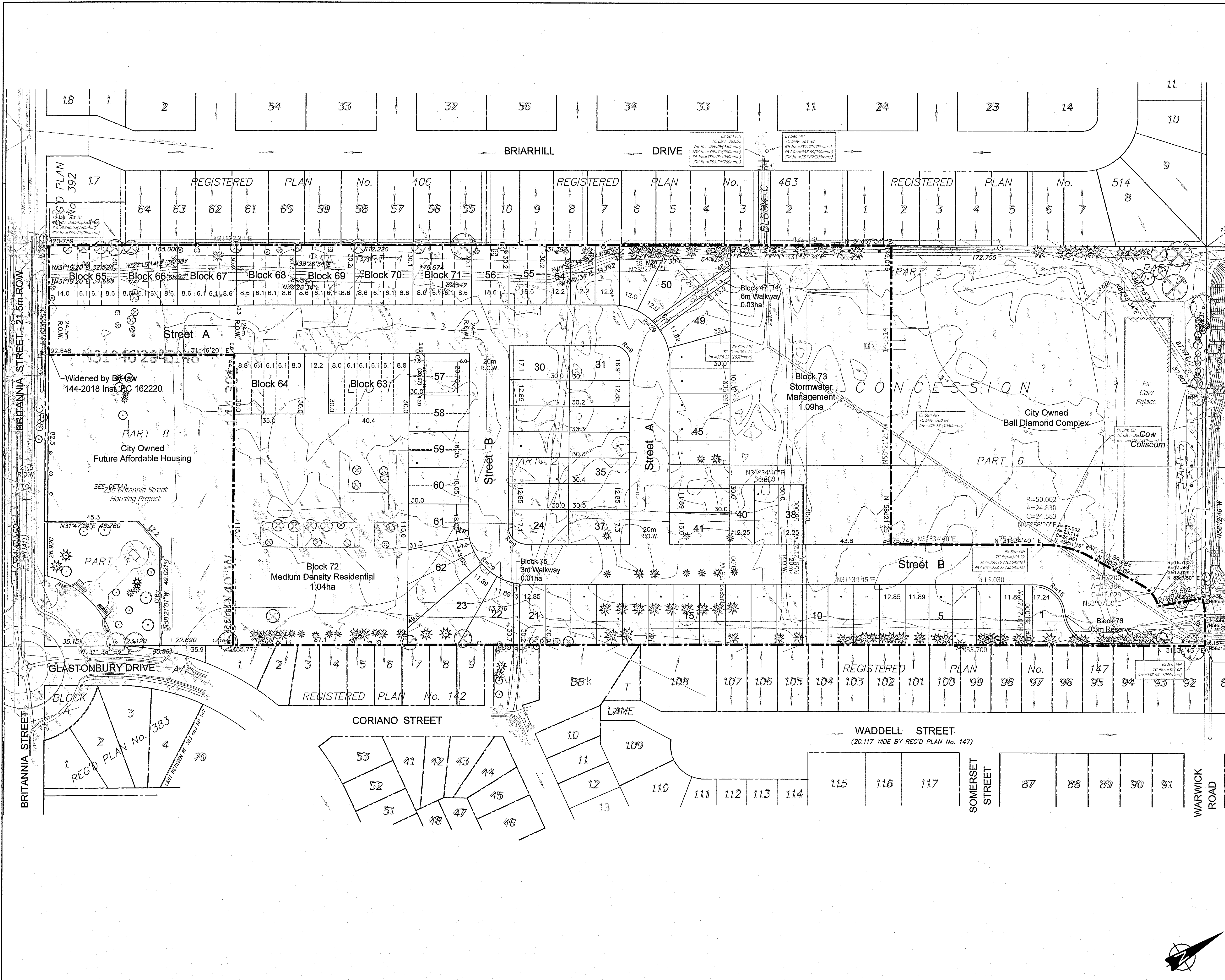
Travel and Transport

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

Staff Recommendation: THAT the Mayor and Clerk, or their respective delegates, be authorized on behalf of The Corporation of the City of Stratford to enter into a Subdivision Servicing Agreement, substantively in the form provided and subject to the Director of Building and Planning being satisfied that the owner / developer has satisfied and appropriately addressed any outstanding matters, with Werner Bromberg Limited to subdivide the Lands known as 236 Britannia Street in accordance with draft plan approval File No. 31T19-001.

Prepared by: Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services

Recommended by: Joan Thomson, Chief Administrative Officer



DRAFT PLAN OF SUBDIVISION

Part of Lot 3
Concession 1
City of Stratford
County of Perth
(Geographic Township of Ellice)

LAND USE SCHEDULE				
DESCRIPTION	LOTS/BLKS.	UNITS	AREA(ha.)	
Single Detached Residential	1-54	54	2.292	
Semi-Detached Residential	55-62	16	0.490	
Street Townhouse	63-71	39	0.864	
Multiple Residential	72	39	1.042	
Stormwater Management	73		1.090	
Walkways	74,75		0.036	
0.3m Reserve	76		0.003	
Roads			1.893	
TOTAL		148	7.710	

Subject to the conditions dated February 22, 2021, this draft plan is approved under Section 51 of the Planning Act, R.S.O. 1990, c.P.13, as amended, this 22nd day of March, 2021, provided no appeal is filed pursuant to Section 51 (3b) of the Planning Act.

C. Decker
City of Stratford

Received
MAY 13 2021
CITY OF STRATFORD
Development Services

ADDITIONAL INFORMATION
(UNDER SECTION 51(17) OF THE PLANNING ACT)
INFORMATION REQUIRED BY CLAUSES a,b,c,d,e,f,g,j and l ARE AS SHOWN ON THE DRAFT PLAN.
h) Municipal water supply
i) All sanitary and storm sewers as required

OWNER'S CERTIFICATE
I AUTHORIZE THE GSP GROUP INC. TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE CITY OF STRATFORD.

Gary Bromberg
GARY BROMBERG, President
Warner Bromberg Limited
July 31, 2019
DATE

SURVEYOR'S CERTIFICATE
I CERTIFY THAT THE BOUNDARIES OF THE LAND TO BE SUBDIVIDED AND THEIR RELATIONSHIP TO THE ADJACENT LANDS ARE CORRECTLY SHOWN.

Erin R. Rueb
ERICH RUEB, O.L.S.
Guenther Rueb Surveying Limited
AUG. 27/19
DATE

REVISIONS	
July 31, 2019	March 1, 2021
August 27, 2019	
February 20, 2020	
March 23, 2020	
April 23, 2020	
July 23, 2020	
October 27, 2020	

PLANNING | URBAN DESIGN | LANDSCAPE ARCHITECTURE
gspgroup.ca

Date: July 30, 2019 Drawn By: RT Dwg. File Name: dpe17202m.dwg
Scale: 1:850 Project No.: 17202





MANAGEMENT REPORT

Date: March 25, 2024
To: Mayor and Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report Number: COU24-034
Attachments: None

Title: Communities in Bloom Symposium Event October, 2025– Follow-up

Objective: To provide Council with financial implications and options to host the 2025 Symposium event, and to update Council regarding the establishment of ad-hoc committee.

Background: At the February 12, 2024 regular meeting of Council staff were directed to identify funding options relating to the 2025 Communities in Bloom Symposium event to be hosted in Stratford October, 2025.

Analysis: The Committee requested several types of support from the City. Specific details and the current status as noted below.

Staff began gathering information regarding the costs, staff commitment and other administrative impacts to bring back for Council information. The Communities in Bloom advisory committee were very helpful in providing answers to the preliminary questions and worked with Communities in Bloom National for some of the details.

Loan: \$40,000 - Communities in Bloom National has indicated they intend to manage the financial risks for the event – no longer required.

Promotional Costs - To host the event, the Advisory Committee requires a \$5,000 increase in their 2024 budget to pay for marketing and promotion costs to encourage delegates to attend the event in Stratford in 2025. A delegation from Stratford will be attending the 2024 Charlottetown Symposium. CIB National indicated that \$5,000 is a tax deduction for the city, however, since the City does not pay income taxes, this is not applicable. Staff recommend that this amount be funded from the Advisory Committee reserve fund that has sufficient availability from previous year surplus.

In-Kind – Transit – full need and costing still to be determined. Staff are looking to confirm how many buses will be required per day, the times and timing, hours, rough

idea of routing, pickups and delivery locations. The initial ask was 3-4 buses but the Manager of Transit will work with the group regarding the feasibility and how to meet the request.

In-Kind – Facilities rentals – full need and costing still to be determined. The advisory committee to advise whether all 4 halls at the Rotary complex are required for the entire duration and if not, how many and which ones. Further, whether other meeting rooms, breakout rooms, storage required, and service requirements around garbage, audio visual needs, access to other administrative items (photocopiers etc).

Sponsorship supports - CIB National will support CIB Stratford in soliciting sponsors for the event based on the city's requirements, provided by the Community Services department.

Terms of Reference for ad-hoc committee - Communities in Bloom National has indicated they intend to manage the volunteer component for the event – no longer required.

Communities in Bloom National has indicated they intend to manage the financial risks for the event.

As a Committee of Council, volunteers and advisory committee members have some liability coverage when participating in City events, but staff recommend that any agreements with Communities in Bloom National are reviewed by and signed by staff, and if required, by the City's legal and insurance professionals to mitigate risks to the Corporation.

Financial Implications:

Financial impact to current year operating budget:

The financial implications relating to the transit and facility requests are yet to be determined as details are still being worked out.

Financial impact on future year operating budget:

The financial implications relating to the transit and facility requests are yet to be determined as details are still being worked out.

Insurance considerations:

Review of agreement and potentially obtaining Certificates of Insurance from Communities in Bloom National.

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.

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 Council authorize staff to work with the Communities in Bloom Advisory Committee regarding details around transit and facility requirements for the 2025 National Symposium;

AND THAT Council authorize the use of the advisory committee reserve to provide \$5,000 for attending the Communities in Bloom 2024 conference.

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



Request to Council:

Declaration of Pride Month and Raising of the Pride Flag

March 1, 2024

Dear Council Members,

On behalf of Stratford-Perth Pride, I am writing to request you to raise the rainbow pride flag in our community during the month of June and officially declare the month of June as Pride Month. This is an important step to show your support for the 2SLGBTQIA+ community and recognize their contributions in our municipality.

Raising the Pride flag would send a message of inclusivity, diversity, and acceptance to all members of 2SLGBTQIA+ community and it would also be a reminder that you are committed to promoting equality and respect for all people.

The month of June is recognized worldwide as Pride Month, commemorating the Stonewall riots that took place in New York City on June 28, 1969. Since then, the month has been a time to celebrate the achievements and contributions of the 2SLGBTQIA+ community, as well as raise awareness about ongoing issues we face – such as over representation in many local issues such as homelessness, poverty, discrimination, bullying and more.

Raising a piece of fabric on a pole and written statement recognizing Pride Month may seem like small and simple gestures but these actions are not only celebrating the rights and struggles of the 2SLGBTQIA+ community but also recognizing the need to work towards a more inclusive and accepting society.

Founded in 2017, Stratford-Perth Pride is a volunteer-run incorporated non-profit organization that provides 2SLGBTQIA + programming, resources, and education to make each corner of Perth County a more welcoming, accepting, and inclusive community for gender and sexually diverse individuals. Our vision is to make Stratford and Perth County a place where no matter who you love or how you identify, you will be safe, valued, equal and proud. With your support we can achieve our vision.

Our organization is happy to have an in-depth conversation about our request if you council members wish to learn more. We are also here to support Council members and staff in becoming more 2SLGBTQIA+ inclusive. Never hesitate to reach out to see how we can provide support.

I hope you will consider Stratford-Perth Pride's request and take action to raise the Pride flag in our community for the month of June and declare June 2024 as Pride Month.

Yours in Pride,

Melissa Marcelissen (she/they)

President/Board Chair of Stratford-Perth Pride

stratfordperthpride@gmail.com | stratfordperthpride.com | @StratPerthPride

3/20/2024

To: Members of Stratford City Council

From: Safia Ibrahim
Public Engagement Manager – Results Canada

Every year on March 24, we recognize World Tuberculosis Day, raising awareness and funding to help stop the spread of this deadly illness. This year's theme is "Invest to End TB. Save Lives," which emphasizes the need for financial resources in addition to other supports in order to help combat the disease. On March 24, 1882, Dr. Robert Koch discovered the bacterium that causes tuberculosis, commonly referred to as TB, a deadly bacterial infection that primarily affects the lungs. Today, 140 years after Dr. Koch's discovery, TB continues to be one of the world's deadliest infectious diseases. Every year, nearly ten million people become ill with TB, while over 1,500,000 people lose their lives to the disease.

TB is a treatable, curable, and preventable disease, and the illness and death associated with it are avoidable.

Kind regards,



MANAGEMENT REPORT

Date: January 15, 2024
To: Finance and Labour Relations Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN24-001
Attachments: 1. BIA 2024 Draft Budget
 2. Draft 2024 BIA By-law

Title: Downtown Stratford Business Improvement Area 2024 Draft Budget

Objective: To approve the 2024 draft operating budget of the Downtown Stratford Business Improvement Area (BIA).

Background: The Municipal Act, 2001, s. 204 authorizes a municipality to establish a Business Improvement Area to be governed by a board of management.

The Municipal Act, 2001, s. 205 requires that the board of management *shall prepare a proposed budget for each fiscal year by the date and in the form required by the municipality and that the board of management shall submit the budget to council by the date and in the form required by the municipality and the municipality may approve it in whole or in part but may not add expenditures to it.*

The 2024 draft budget for the BIA is attached for review.

Analysis: Representatives from Downtown Stratford BIA will be attending the meeting to review the budget and answer questions.

The 2024 budget being presented represents no change from 2023 to the tax levy, and only a very minor change to the overall budget (\$200 increase).

Based on the assessment values in the catchment area, the 2024 rates are illustrated in Table 1:

Property Classification	2024 CVA	2024 Ratio	2024 Rate	2024 Levy by Class
Commercial	93,190,200	1.975370	0.003141862	\$292,789.88
Industrial	1,598,000	2.630000	0.004181863	\$6,682.62
Total	94,788,200			\$299,472.50

For comparison, the 2023 information is noted in Table 2:

Property Classification	2023 CVA	2023 Ratio	2023 Rate	2023 Levy by Class
Commercial	93,185,100	1.975370	0.003150475	\$292,751.20
Industrial	1,598,000	2.637993	0.004206071	\$6,721.30
Total	94,783,100			\$299,472.50

Because there has not been a new reassessment cycle and the BIA budget remains the same in 2024 as 2023, there are only minor classification shifts, caused by a shift in the industrial ratio in 2023 and very small adjustments to the assessed values on specific properties.

On a separate note, the City provides the BIA with accounting services (accounts payables and payments, accounts receivables and revenues, cash deposits, bank reconciliations, remittance of HST returns and financial statement preparation) at no charge. City Finance staff also provide guidance when requested and liaise where required with the BIA's financial auditor.

Staff recently reviewed these in-kind supports provided from the Finance division and provide the following, for information.

In-kind contributions amount to an estimated 150-175 hours annually at an estimated cost of \$8,500. This is briefly described as follows:

- Day to day banking, including all accounting and preparation of cash deposits taken to the bank, processing revenues through Accounts Receivable, typically weekly, and monthly bank reconciliation activities. This also includes all accounting required for the Downtown Dollars program.
- Accounts Payable and payments: The City remits payments to BIA vendors throughout the year. The average cheque and EFT volume of transactions is 15 and 39 respectively per month.

- Mail: City staff process BIA mail through the City's postage machine and take it to the post office. The BIA is invoiced for postage used at the City's discounted rate.
- Payroll: BIA staff are not paid directly through the City's routine payroll, however transactions are calculated in the payroll system, and paid from Accounts Payable staff. The BIA provides the City with amounts to be statutorily remitted, and these amounts are paid through A/P staff.
- Accounting and financial statement preparation, including a monthly statement of revenue and expenditure (cash basis) prepared for BIA staff to take to the Board, including review of Trial Balance and formatting into a user-friendly spreadsheet. Also liaising with BIA staff and auditors with respect to annual audited financial statements that City staff prepare and forward to the auditors.
- BIA Tax Levy: The City administers the BIA levy through the semi-annual tax billing process. The Levy is charged to commercial and industrial property owners in the catchment area. The owners' names and addresses are maintained the same as all City properties. Extracting this information for the BIA is performed typically once annually. Adjustments to assessed values and taxes similarly occur with BIA properties, and annual reconciliations made to the BIA levy originally billed and payments to the BIA are adjusted accordingly as needed.
- HST: City staff manage the BIA's legislative reporting and remitting of HST collected and HST rebates and input tax credits. The BIA is on a semi-annual reporting frequency and staff prepare, review and remit the returns online, and all accounting through Accounts Receivable relating to these remittances is recorded by City staff.

Financial Implications:

Financial impact to current year operating budget:

There is no direct financial impact for The Corporation of the City of Stratford. The in-kind provision of services/dedication of finance staff time to perform all financial transactions and bookkeeping is an indirect (unrecorded) impact of costs incurred related to supporting the BIA and absorbed in the overall City tax levy.

Financial impact on future year operating budget:

There is no future year impact, as the BIA budget and levy are approved annually.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Alignment with One Planet Principles:

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT the draft 2024 budget of the Stratford City Centre Business Improvement Area be approved as submitted in the amount of \$325,472.50;

THAT the sum of \$299,472.50 shall be levied on properties located within the boundaries of the Downtown Stratford Business Improvement Area for the year 2024;

AND THAT a by-law to levy this special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) for 2024 be authorized.

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

Downtown Stratford Business Improvement Area 2024 Budget

	Proposed 2024 Budget
REVENUES	
Tax Levy	\$299,472.50
Interest on Accounts	\$6,000.00
Community Collaboration	\$10,000.00
Sponsorships	\$10,000.00
TOTAL REVENUES	\$325,472.50
EXPENSES	
Operating	
CC Support Fees - Admin, Animation, Members	\$151,788.00
Office Operations	\$11,500.00
Advocacy and Education	\$9,800.00
Insurance	\$2,612.00
AGM / Membership	\$1,470.00
Phone	\$946.00
Anticipated Levy Refund	\$12,000.00
Animation, Marketing and Beautification	
Community Engagement	\$3,922.00
Holiday Animation	\$24,519.50
Promotion	\$25,500.00
Digital Gift Certificates	\$5,000.00
Website Maintenance & Hosting	\$2,000.00
STA contribution	\$35,000.00
Beautification	\$29,415.00
Destination Animation Fund	\$10,000.00
TOTAL EXPENSE	\$325,472.50
NET INCOME/EXPENSES CURRENT YR	\$0.00



**BY-LAW NUMBER ____-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2024.

WHEREAS section 208 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, requires the City to levy a special charge upon the rateable properties in the Business Improvement Area (BIA) that are in a prescribed business property class sufficient to raise the amount required for the purposes of the Board of Management of the BIA;

AND WHEREAS the total rateable property in the BIA, upon which the assessment will be levied, is set out in Schedule "A" attached to this By-law and which said assessment is the basis upon which the taxes for the BIA will be raised;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Downtown Stratford BIA.
2. That the Manager of Tax Revenue shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. That when payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties or where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.
6. This By-law is deemed to have come into force and effect on January 1, 2024.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this ____ day of _____, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

Schedule "A" to By-law ____-2024
Adopted this ____ day of ____, 2024

BIA Tax Rates for 2024:

Tax Class	Assessment	BIA Rate	Taxes
Commercial	93,190,200	.003141862	\$292,789.88
Industrial	1,598,000	.004181863	\$6,682.62
TOTAL:	94,788,200		\$299,472.50

BIA Budget for 2024:

Downtown Stratford Business Improvement Area 2024 Budget

Revenue

2024 Budget Item	2024 Budget Amount
Tax Levy	\$299,472.50
Interest on Accounts	6,000.00
Community Collaboration	10,000.00
Sponsorships	10,000.00
Total Revenues	\$325,472.50

Operating

2024 Budget Item	2024 Budget Amount
CC Support Fees - Admin, Animation, Members	\$151,788.00
Office Operations	11,500.00
Advocacy and Education	9,800.00
Insurance	2,612.00
AGM / Membership	1,470.00
Phone	946.00
Anticipated Levy Refund	12,000.00

Animation, Marketing and Beautification

2024 Budget Item	2024 Budget Amount
Community Engagement	\$3,922.00
Holiday Animation	24,519.50
Promotion	25,500.00
Digital Gift Certificates	5,000.00
Website Maintenance & Hosting	2,000.00
STA contribution	35,000.00
Beautification	29,415.00
Destination Animation Fund	10,000.00
Total Expenses	\$325,472.50



MANAGEMENT REPORT

Date: February 13, 2024
To: Social Services Sub-committee
From: Shannon Archer, Business and Integration Manager
Jeff Wilson, Manager of Housing
John Ritz, Homelessness and Housing Stability Supervisor
Report Number: SOC24-003
Attachments: None

Title: 2023 Rent Supplement and Housing Allowance Review

Objective: To provide the Mayor and Council with an update of City initiatives relating to housing and homelessness programs, including rent supplements and housing allowances provided during 2023.

Background: The Social Services Department of The City of Stratford serves as the Consolidated Municipal Service Manager (CMSM) for social services programs in the City of Stratford, the Town of St. Marys, and the County of Perth. The department is responsible for addressing housing and homelessness by offering various programs and services to community members who are experiencing or at risk of homelessness.

The Housing and Homelessness and Housing Stability divisions within the Social Services Department jointly administer housing allowance and rent supplement programs within the service area. These programs receive funding from both the Municipal and upper tier government levels. In recent years, there has been a shift towards streamlined funding to provide service managers with flexibility in targeting the greatest community need. For example, the Homelessness Prevention Program (HPP) was launched in April 2022, combining several other provincial programs to more directly address homelessness.

To expand the rent supplement and housing allowance programs, staff actively pursue applicable program grants as they become available. In 2023, an unsuccessful application was made to the Veterans Homelessness Program, which aimed to provide rent supplement funding to a targeted population within our service area. The application was not successful due to high program interest and limited funding.

Analysis: The City of Stratford is committed to ending chronic homelessness by 2025, aligning with the Government of Ontario's target. Increasing the range of housing options is a crucial step in achieving this goal, as outlined in the Housing and Homelessness Plan. Housing allowances and rent supplements play a significant role in assisting community members in securing appropriate housing.

In 2023, a total of \$1,108,222 in housing allowances and rent supplements was provided to 243 households in the CMSM service area. Additionally, with the assistance of the Housing Division, eighteen households were referred to the Canada Ontario Housing Benefit (COHB) program administered by the Province of Ontario.

Housing Allowances

Housing allowance agreements are made directly with the household members and are a fixed monthly subsidy intended to assist in bridging the gap between current market rents and the household's calculated ability to pay. Because the allowance is tied to the household the benefit is portable provided the client remains within the CMSM service area and continues to meet eligibility requirements. During 2023 there were ninety-six households assisted through housing allowances.

Rent Supplements

Rent supplement agreements are made directly with property owners and are based on the difference between the private market rent charge and the rent-geared-to-income calculation for the household. Because the supplement is tied to the property, the benefit remains with the unit should a client relocate. A new eligible household would be referred to that unit and the benefit may be adjusted based on the new rent-geared-to-income calculation. During 2023 there were 147 households assisted through rent supplements.

Canada Ontario Housing Benefit

The Canada Ontario Housing Benefit (COHB) is a housing allowance program administered by the Province of Ontario. Agreements are made directly with the household and are based on a calculation between the area's average market rent and the household's calculated ability to pay. Because this benefit is administered at the provincial level, the benefit is portable anywhere in Ontario provided the client continues to meet eligibility requirements. Since the inception of the COHB in 2020 there have been a total of 124 households referred from the City of Stratford CMSM area to this program.

Financial Implications:

Not applicable:

There are no financial implications resulting from this report. Future financial impacts may result from any changes in upper tier government funding, changes in private property owner participation or changes in community need.

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 the report titled, "2023 Rent Supplement and Housing Allowance Review" (SOC24-003), be received for information.

Prepared by:

Shannon Archer, Business and Integration Manager
 Jeff Wilson, Manager of Housing
 John Ritz, Homelessness and Housing Stability Supervisor

Recommended by:

Kim McElroy, Director of Social Services
 Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 9, 2024
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
Kim McElroy, Director of Social Services
Report Number: SOC24-001
Attachments: Building Safer Communities in Stratford - Findings and Recommendations

Title: Building Safer Communities in Stratford - Findings and Recommendations

Objective: To provide Council with an update regarding the findings and recommendations gleaned during the Building Safer Communities Fund research and evaluation that was completed by Taneja Consulting Inc. in June of 2023.

Background: As detailed in report SOC23-045 and COU23-102, the City of Stratford has been selected by the Federal Government of Canada to receive funds for a program targeting crime prevention and intervention activities. The purpose of this program is addressing gun and gang violence prevention and intervention programs for gang members, children, young adults, and youth-at-risk.

The Stratford community was identified for funding based on a ranked list of two major elements: data sets for crime severity (using a set of statistical indicators including homicides by firearm, incidents of firearms offences, and organized crime/street gang-involved crime) and population density.

In order to receive the funding, the City submitted a prevention and intervention plan to combat gun and gang activities to Public Safety Canada. The plan outlines how our community plans to spend our funding allocation.

To achieve a better understanding of the gaps in services within our community, consulting firm Taneja Consulting Inc., completed an environmental scan of the service area, interviews with service providers, and an analysis of the youth experience in Stratford and Perth County. The findings indicated that youth are an underserved segment of the population within the service area and the research completed by Taneja Consulting Inc. directly informed the proposed plan to the Federal government.

The initial environmental scan was completed under strict timelines, leaving less than 8 weeks between RFP award and due date to the federal government, meaning that the scan was only as fulsome as the time that was allotted by the federal government. This report highlights the findings and recommendations that were made evident during the environmental scan and summarizes the findings of the research that was completed.

Analysis: The report, titled “Building Safer Communities in Stratford: Findings and Recommendations” is attached to this report and was completed in November 2023 at the request of the Social Services Department. The research and evaluation that was completed in June 2023 lead to an informed plan which was endorsed and accepted by the Government of Canada as well as the release of an RFP in October, 2023 allowing local agencies to apply for funding to directly deliver services that benefit youth in the catchment area. The Social Services Department continues to work with the applicant of the RFP to create meaningful and informed programming which meets the needs of the community as well as the outcomes and goals put forth in the plan submitted to the Government of Canada.

The Social Services Department’s next steps include:

- Developing a Safer Communities Targeted Task Force that works in collaboration with relevant community partners with a focus on youth.
- Co-creating safe spaces for youth to build relationships (with programming to support youth after school hours)

The attached report highlights the background which lead to the creation of the report, limitations to the research due to the tight timelines, emerging themes, and actionable next steps that the City of Stratford can take when developing a youth strategy which addresses the most prevalent issues identified in the report.

Financial Implications:

Financial impact to prior year operating budget:

The total cost for the report was \$14,633.50 plus HST and was fully funded through the 2023 budget (consulting in Social Services Administration). There was no impact to the municipal tax levy because of the work completed to finalize and present the attached report.

Financial impact on current and future year operating budget:

There is no impact on future year operating budgets regarding the next steps, as these are funded from provincial funding envelope.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT the Building Safer Communities in Stratford - Findings and Recommendations Report by Taneja Consulting Inc. be received;

THAT staff be directed to develop a Safer Communities Targeted Task Force that works in collaboration with relevant community partners with a focus on youth;

AND THAT staff be directed to look into co-creating safe spaces for youth to build relationships (with programming to support youth after school hours).

Prepared by:	Alex Burgess, Manager of Ontario Works
Recommended by:	Kim McElroy, Director of Social Services
	Joan Thomson, Chief Administrative Officer



Building Safer Communities in Stratford

Findings and Recommendations

Prepared by Taneja Consulting Inc. & S.M.D. Consulting Inc.
Designed by Chasepixel

November, 2023

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Honouring Indigenous Peoples of Canada

Our attempts to discuss issues of diversity, equity, and inclusion include our dedication to the sovereignty of Indigenous Peoples on Turtle Island. The struggle of Indigenous people is unique and distinct from the issues of diversity as discussed in this document. These struggles are centuries old and include the reclaiming of Indigenous lands, the respect of treaties, and redress for the generations of Indigenous peoples who have been harmed by inequity in Canada. All non-Indigenous peoples are in fact newcomers to the land we are on and what we refer to as Canada.

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

We have the responsibility to honour and respect the four directions, land, waters, plants, animals, ancestors that walked before us, and all the wonderful elements of creation that exist.

We would like to acknowledge and thank the Haudenosaunee, Anishinaabe and the Neutral (Attawandaron) peoples for sharing their traditional territory with us. We also recognize the enduring presence of Indigenous people on this land.



Background

Adolescence is a period of development in which many of the risk factors relating to interpersonal violence become more pronounced. More youth die from acts of violence than from all diseases combined and are more than twice as likely as adults to be the victims of violence, most often committed by other teens (Irwing, Berg, & Cart, 2002). In Ontario, one-in-ten students report carrying a weapon (such as a knife or gun), 6% report participating in gang fights, and 2% report carrying a handgun (Adlaf, Pagua-Boak, Beitchman & Worfe, 2005).

Youth crime is real in the City of Stratford and County of Perth with Police making youth crime a top priority. The City of Stratford Social Services as well as community organizations and agencies working within the City and County identified a rise in violent crimes over the years and are working to implement programs and services to reduce the rate of occurrences. Youth violence results from the interplay of individual, family, relationships, community, and societal factors. It is strongly shaped by social determinants of health such as poverty, social exclusion, racism, unemployment, inadequate housing, and community disorganization (CAMH Policy Statement: A Balanced Approach to Youth Violence).

There is significant research and experiences that tell us how important it is to invest in youth. By supporting positive youth development, costs to health care, justice, social assistance, and child protection are minimized. Research indicates that having access to safe places to socialize impacts youth confidence, health, and positive development¹. Research shows that young people who witness crimes are more likely to commit crimes themselves, and less likely to achieve educational and employment success². Furthermore, youth that feel excluded may begin to disconnect from society, which in turn can lead to higher-risk behaviour such as violence, alcohol, and drug use. Some at-risk young people may not have sufficient access to safe and nurturing environments.

Research shows that those who were bullies in childhood and adolescence are more likely to engage in aggressive behaviors later in life³.

¹Ministry of Children and Youth Services. 2012. "Stepping Stones: A Resource on Youth Development." Last modified June 13, 2012.

²McMurtry, R., and Curling, A. 2008. "The Review of the Roots of Youth Violence: Vol. 1 – Findings, Analysis and Conclusions."

³Lawson, A., Gardiner, S., Johansson, B., MacLaurin, B., Giray, E., & Crockford, T. 2006. "Addressing the effects of child maltreatment through the lens of domestic violence."CECW Research in Brief #1. Toronto, Canada: Faculty of Social Work, University of Toronto.

Children who bully others are 37% more likely to grow up and commit crimes as adults⁴.

The goal of social inclusion is to give all young people an equal chance for participation in our communities, no matter their ethnic origin, religion, sexual orientation, marital status, language, gender identity, economic status, age or disability status. An experience with discrimination, harassment or stigma based on a young person's race, gender, sexual orientation, and religious beliefs can cause them to feel rejected and disconnected from their communities. Systematic oppression and racism can impact a young person's self-identity and life choices. Research indicates that creating an environment that is safe and accepting and that allows youth to recognize their cultural strengths and differences supports positive outcomes⁵.

In response to protecting youth from entering crime and helping residents feel safe in their communities, the Department of Public Safety and Emergency Preparedness Canada has launched a new federal support - The Building Safer Communities Fund (BSCF). The BSCF will help address youth gun and gang violence by funding select communities across Canada, including the City of Stratford. Funding allocations have been put in place for community-led projects to combat gun and gang violence and address knowledge gaps concerning the impacts of interventions in gun and gang violence.

The goals of the BSCF are to:

1. Develop local and community-based strategies and initiatives
2. Build capacity to better understand the nature, scope and impacts of the types of prevention and intervention initiatives implemented
3. Enhance evidence-based and targeted prevention and intervention activities
4. Advance knowledge and evidence of what works, and
5. Develop a data collection strategy and system

⁴Public Safety Canada. 2011. "Bullying Prevention: Nature and Extent of Bullying in Canada." Last modified July 18, 2011.

⁵Collaborative Community Health Research Centre, University of Victoria. 2002. "Research Review of Best Practices for Provision of Youth Services".

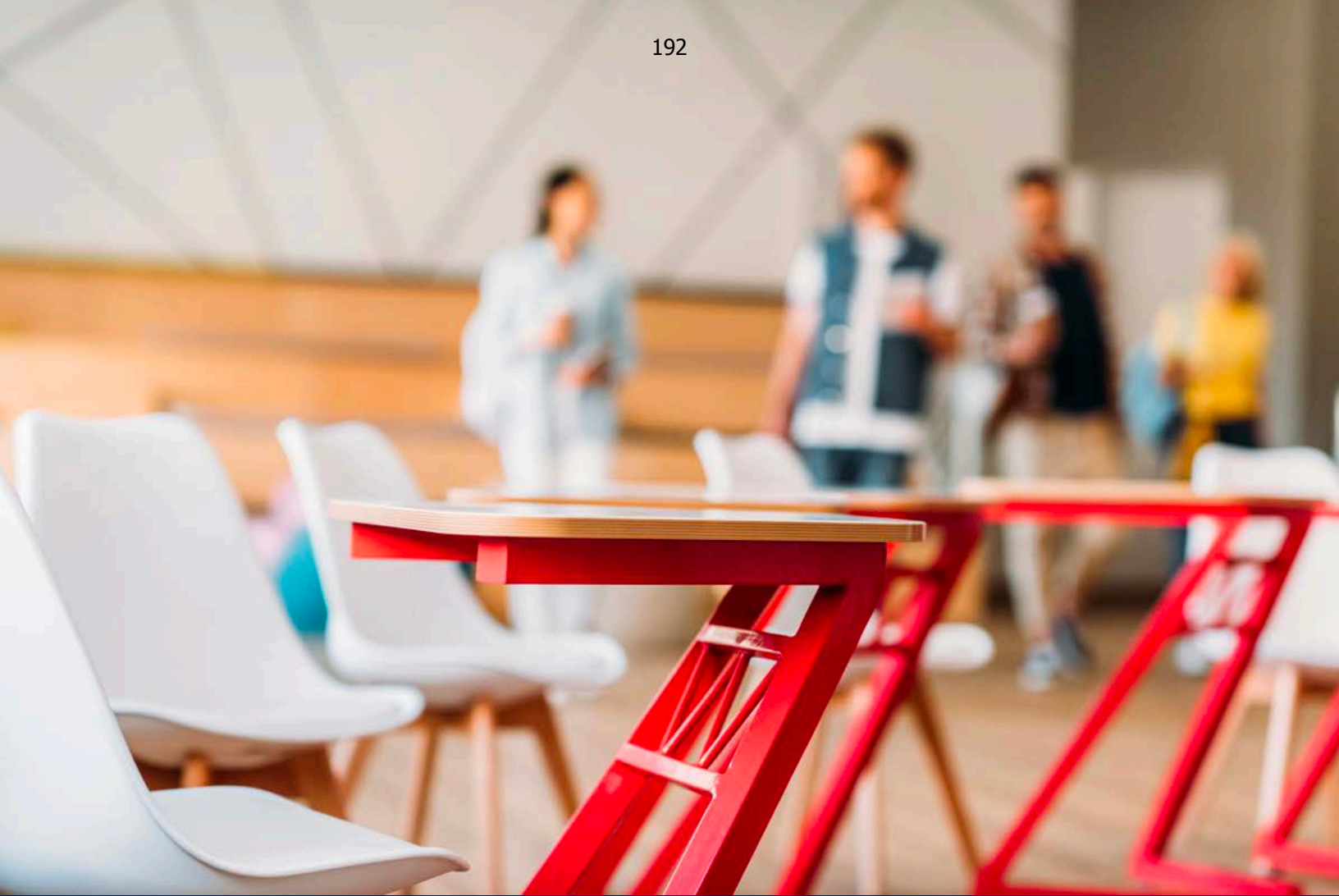
To support the goals of BSCF as listed above, in the Summer of 2023, Taneja Consulting Inc. was contracted to host conversations across Stratford and Perth to build a localized understanding of youth crime, specifically with guns and gangs, to gather more insights on intersecting issues with crime such as drugs, diversity, and youth engagement, and to provide recommendations on how to address youth crime. This work with the City and resulting data collection is shared below through themes and recommendations. A primary goal of this report is to act as a starting point for a community-wide conversation with youth in the service area and to work with providers in the development of a Youth Strategy.

With the City of Stratford experiencing population increases between 2016-2022 of 5.3%, it is seeing a growing number of racialized communities. Through an integrated anti-racism anti-oppression lens, the concepts of diversity, equity, and inclusion are embedded in the analysis and resulting recommendations.

Change begins with our youth, our systems, and the collective co-creation of wraparound supports that can potentially change the life trajectory of youth who are involved in or at risk of falling into gang life. In the City of Stratford, many organizations, individuals, and communities are involved in supporting youth. The intention of this report is to broaden the collective understanding of challenges faced by today's youth, enhance and scale up existing programs and services, provide opportunities for new collaborative and innovative solutions, support capacity building of community organizations, and increase public awareness regarding the issues faced by Stratford youth and service providers.

Through the Building Safer Communities Project, there was an opportunity to speak to diverse service providers (please refer to Appendix A for the list of providers consulted; Appendix B for the key informant script) across Stratford with the goal of gaining an understanding of their awareness and challenges with youth in gangs and crime with a focus on the change in gang and gun crime, an

exploration of the factors affecting the issues, the risk factors leading youth into crime, the availability of preventative and/or intervention supports, the current gaps, and approaches used to support youth crime. Fourteen (14) organizations across Stratford and Perth participated in key informant interviews. Furthermore, a service provider survey (please refer to Appendix C for the provider survey questions) was created and disseminated across the City to explore providers' experiences, thoughts, and insights on youth crime across the City and County. The survey yielded 14 responses from providers across both Stratford and Perth.



Limitations

The methodology used aligned with the tight timelines of the project. With the primary data source for this project being key informant interviews with providers [n=20], the consulting team wanted to give more providers an opportunity to share their voice through a survey. The survey was disseminated by the City and shared with key informant participants to share with their networks with the survey yielding 14 responses in total. Even though the diversity of participants was broad as providers identified being from different geographies and sectors, more respondents would have given consultants more insights and experiences to shape the recommendations with.

The most significant limitation of the project was the absence of youth engaged in consultations. A Youth Campaign was launched through the City and community collaborators with an incentive for youth to participate. Unfortunately, the campaign yielded only 3 responses of which none of the submissions gave the project team data to use. As recognized in the recommendations put forward, it is the Consulting team's suggestion to continue creating opportunities to engage a diverse range of youth in the creation of a youth strategy and corresponding actions.



Emerging Themes

The emerging themes are composed using both key informant and survey data and align with the intent of the BSCF. There is an understanding with providers that youth with intersectionalities may be more vulnerable to experiencing multiple barriers and challenges in their lives. These intersectionalities include newcomer youth, Indigenous youth, racialized youth, youth with disabilities or special needs, youth in and leaving care, LGBTQ2+ youth, youth living in rural and remote communities, youth from low-income families, and youth in conflict with the law etc. As a result, within the activities and recommendations listed below, these youth may need more targeted supports and opportunities to ensure they experience positive impacts of Stratford's continued efforts.

THEME 1

Challenges with Civic Engagement and Youth Leadership - Moving Towards Meaningful Youth Engagement

Participants indicated that there are limited activities for youth to be engaged in and cited that post Covid-19, they are seeing youth lacking social skills and the ability to develop relationships. Furthermore, engaging youth between the ages of 12+ in recreation and community programs is very challenging and providers expressed that when given the opportunity, youth do not always contribute to conversations and planning around youth programs. They spoke to not only providing opportunities for youth to engage but also meeting youth where they congregate.

Providers expressed that youth are nested and interconnected with several different community partners such as parents/caregivers and schools. Providers expressed the need to provide supports to parents/caregivers along with focusing on youth-specific activities.

THEME 1**Challenges with civic engagement and youth leadership****Activities:**

- Facilitate conversations on how to engage youth and keep them safe, identify, with youth how to provide a safe, inviting space, focus on how trust can be built between providers and youth
- Encourage youth leadership and innovation in identified community activities; examine the feasibility of reintroducing the Youth Mayor's Task Force

- Create opportunities for youth voices to be heard and reflected in policy-making
- Enhance opportunities for volunteerism
- Create a parent network with an emphasis on sharing tools, supporting service navigation, building a network, building their capacity, and building their knowledge and awareness of youth crime, gang involvement, drug use, and human-trafficking

Priority Outcomes:

- Youth play a role in informing decisions that affect them
- Youth are engaged in their communities
- Youth leverage their lived experiences and assets to address social issues
- Parents are informed and feel confident in responding to and supporting youth at risk of or in crime

THEME 2

Building An Understanding Of Youth Gang And Gun Related Crime And Human Trafficking With/For Service Providers And The Broader Community

There was an overwhelming number of providers that spoke to youth engaging in drug activity at younger ages (13/14 years of age) with some indicating that children as young as elementary school engaged in vaping. The drugs mentioned were pot, cocaine, and fentanyl with many suggesting the need of a taskforce to discuss and resolve underlying issues. Furthermore, providers spoke to youth on drugs as a way to self-medicate from personal issues and mental health such as depression. Poly drug use was seen as more common along with youth having a sophisticated knowledge of drugs.

There seems to be inconsistencies with providers' knowledge of gangs and human trafficking across the City and County with some not seeing youth gang/human trafficking involvement, some seeing the development of gangs and more weapons with others speaking about youth actively involved with gangs and trafficking within the city and within the GTA. Furthermore, some providers spoke to youth having more access to weapons such as knives and guns and youth feeling the need to carry them for their own safety and to intimidate others.



First and foremost, providers spoke to the root cause of youth crime and gang involvement and expressed: 'when kids are not held and don't have community, there is a loyalty and protection that gangs provide. Feelings of being taken care of when no one will/did. They are accepted for who they are.'

Providers are speaking to an increase in human trafficking for youth, specifically girls, ages 12-13. They indicate that girls are being groomed on video games/chats with victims being moved out quickly from Stratford or Perth to bigger cities like Toronto.

Providers state: 'when there is vulnerability, young women can be

easily swayed. There is a low sense of belonging and feeling loved. Some kids want to escape small town life – they want to escape into the big city.'

Educational activities for youth, providers, and residents on crime, gangs, and human trafficking was seen as a key prevention approach.

THEME 2

Building an understanding of youth gang and gun related crime and human trafficking with/for service providers and the broader community

Activities:

- Develop/scale up and execute two distinct but complementary public education campaigns using social media platforms, in-person town halls/community meetings, marketing strategies etc. Both campaigns must demonstrate the linkages to substance use and addictions (drugs, poly-drugs, alcohol etc.)
 - *raise awareness around gangs/guns and related crimes* with youth serving organizations, school boards, police, and youth. This campaign should include a description of what the issue is, data that depicts the severity of the issue, and resources available in the community to support. Ensure that public education campaigns with youth start as early as grade 4.
 - *raise awareness around human trafficking* with school boards, police, youth serving organizations,
- and youth. This campaign should include a description of what the issue is, data that depicts the severity of the issue, and resources available in the community to support. Ensure that public education campaigns with children start as early as grade 4 with relevant and appropriate language and topics (i.e., self-esteem, body image, personal safety etc.).
- Increase the human trafficking workshops as provided by police and Victim Services
- Create an awareness raising campaign with and for parents that speaks to identifying risk behaviours, mental health resources; and create spaces for parents/caregivers to share their experiences and challenges.
- Develop definitions in the youth crime and gang space with the goal of measuring the prevalence of youth gang and gun crime, drug use, and human trafficking. Metrics, evaluation frameworks, and data sharing protocols should be co-created with police, school boards, and youth serving organizations.



THEME 2

Building an understanding of youth gang and gun related crime and human trafficking with/for service providers and the broader community

Priority Outcomes:

- Broad based public education campaigns on guns/gang have been co-created and delivered/implemented
- Broad based public education campaigns on human trafficking have been co-created and delivered/implemented
- Parent/caregiver groups are established, resources created, and capacity and confidence of parents/caregivers being built
- A systems-wide evaluation framework co-created with partners that accurately measures the prevalence of youth crime, gang involvement, and human trafficking and the development of metrics that all partners can use to capture and illustrate the issue

THEME 3

Gaps In Service Provision For Youth

Providers spoke about the need for more barrier-free, subsidized (or free) recreational and non-recreational programming across the City of Stratford and Town of Perth, with a focus on youth ages 14 and up and a specific focus on girls. Furthermore, providers spoke to needing more diverse coaches/program leads that could attract, understand, and resonate with the more diverse youth. With the higher newcomer populations immigrating to Stratford and Perth, there is a gap in providing programs that bridge the cultural gaps and create a sense of commonality and familiarity between youth of diverse races. Providers mention that spaces need to feel safe, welcoming, and inclusive as people of different races, socio-economic statuses, and sexual orientations are feeling 'othered.' Additionally, having programming that is trauma-informed supports those

youth that are experiencing inter-generational trauma in terms of poverty, family breakup, domestic violence, social media etc. Currently, there are youth spaces that have a stigma of being spaces for youth practicing specific religions and that are perceived as 'struggling.'

Providers also spoke about the lack of addictions and mental health supports for youth as they are seeing more calls highlighting a lack of conflict management, inability to manage relationships, acting inappropriately when things are not going the way they want, a lack of self-regulation, etc. There were also several providers that spoke to more anxiety, isolation, and depression in youth. Specifically, they mentioned that social media and gaming are playing a role in anxiety disorders with providers seeing younger and younger children facing anxiety. Considering mental health supports are few and far between in Stratford, waitlists for community services are also growing.

THEME 3**Gaps in service provision for youth****Activities:**

- Identify all current youth spaces and discuss youth and parent perceptions of these spaces with the goal of developing strategies that reduce the stigma that may be attached to them
- Examine, develop, and implement a mentorship program between at risk elementary students and high school students.
- Examine the opportunity of developing a youth hub that can provide safe spaces, programs that can foster a sense of belonging, and opportunities to build and see healthy adult role-models and relationships.

Activities to include:

- Co-create (with providers and youth) and develop a plan to provide a variety of non-recreational after-school programs for youth utilizing, in the interim, existing community spaces/buildings.
- Develop strategies and programming to support youth after school hours; adapt services and supports for both rural and urban communities.
- Co-create more safe spaces for youth to build relationships, to share their experiences with mental health, and to learn and have access to resources around self-regulation.

Priority Outcomes:

- Youth have access to safe spaces that provide quality opportunities for socialization, recreation, and non-recreation activities
- Youth know about and can easily navigate resources in their communities
- Youth form and maintain healthy, close relationships to support mental and physical health and wellness



THEME 4

Identification Of Service Provider Needs And Working Towards More Collaboration

There seems to not only be a lack of services for youth but also an unawareness, by providers, of the services available. Providers indicate:

- There is a lack of settlement services
- There is no programming for at risk youth
- There is no longer a youth centre
- For some sports, such as basketball, youth have to travel to other cities to play
- There is a need for more supports for youth after school hours
- There needs to be more awareness of and familiarity with services provided by other organizations
- There is a rural/urban difference with smaller communities not having a lot of supports for youth
- There are youth in residential programs that are not in school; ensure that services are marketed to not just youth in school
- There is a need for schools, the City of Stratford, and other local non-for-profits to develop partnerships so they can develop collective strategies

THEME 4**Identification of service provider needs and working towards more collaboration**

Providers also spoke about schools extensively and indicated that they are hearing about violence in schools escalating and have expressed:

- Schools need to be used as hubs after school – these spaces are accessible and familiar to youth
- The hope that the youth justice workers in schools' program could be reinstated – this is seen as a preventative approach to youth crime
- The perception is that educators are feeling unsafe in their work environment as they are experiencing more aggressive behaviours and negative verbal interactions. Providers indicated that educators are burning out and are relying on suspensions and expulsion instead of using prevention and proactive approaches that examine root causes
- There is a perception that there are more hate-based crimes at Catholic schools
- Youth in high school are afraid to go the bathroom in fear of being bullied and/or others are using the bathrooms as a place to do drugs and vaping

THEME 4**Identification of service provider needs and working towards more collaboration****Activities:**

- Create regular opportunities for organizations to share what they do, who they provide services to – this enhanced awareness will support referrals but also build relationships amongst providers
- The City of Stratford to continue to build and nurture relationships with community centres, school boards (social workers, mental health leads, student advocates) with the intention of staff identifying and sharing collective trends emerging for children/youth displaying factors that are considered 'at risk' such as anti-social behaviours and low attendance in school. Use these trends to inform and develop prevention approaches.
- Continue to build on service coordination to enhance and scale up collaborative efforts amongst organizations to ensure wraparound supports are connected and comprehensive so that youth will only have to tell their story once.

- Develop training and build capacity around implementing a trauma-informed lens across programs.

Priority Outcomes:

- An increase in awareness and familiarity with youth-serving organizations leading to more referrals and less youth falling through the cracks
- More collaboration amongst youth-serving organizations that can co-develop youth prevention/intervention programs
- A deeper and more comprehensive understanding of 'at risk' behaviours – this enhanced understanding can culminate in the creation of prevention activities that speak to the at-risk behaviours
- Organizations provide services and supports that are trauma-informed and keep the youth/family at the centre of their program planning and implementation

THEME 5

Diversity, Equity, And Social Inclusion -

Respect And Foster The Diversity Of Youth In Stratford, (i.e., Newcomers, Racialized, Special Needs/Differing Abilities, Indigenous, etc.)

With the increase in newcomers, providers spoke to being concerned for newcomers, undocumented citizens, and Indigenous communities as they are typically more vulnerable and yet are not being seen accessing community supports and services. Providers spoke to youth crime increasing towards visible minorities as Caucasian youth may not know how to interact with the diversity that is entering communities. There is consensus among providers that racism exists and is on the rise in Stratford and Perth along with homophobia and discrimination towards people with lower socio-economic backgrounds.

THEME 5**Diversity, equity, and social inclusion****Activities:**

- Develop an intentional and separate diversity, equity and social inclusion awareness building/public education campaign, targeting the entire community, that builds relationships and understanding of the diversity (race, gender, sexual orientation, ability etc.) in the communities.
- Raise awareness and understanding of new demographics entering into the communities; diverse service providers must be engaged in the campaign(s)
- Review existing programs and services to ensure they are barrier-free, inclusive and culturally responsive.

Priority Outcomes:

- Diverse and racialized youth experience social inclusion, a sense of belonging and value diversity
- Youth feel safe at home, school, online and in their communities
- Youth respect and are respected by school administrators, community organizations and the justice system



THEME 6

Youth Homelessness

Many spoke to youth homelessness being a by-product of family breakdown and interpersonal violence amongst family members with very little services in Stratford and/or Perth to support. Many spoke to the trauma and abuse in youth' history and recognized that shelters can trigger the trauma as they are communal settings which leads to youth feeling more vulnerable. There seems to be more young women experiencing homelessness with more prevalence of trans girls in the shelter system. Access to shelters was shared as a concern for providers along with the lack of attainable, safe housing for young people. Youth homelessness is also being attributed to a lack of youth employment and employers in Stratford.

Youth homelessness or couch surfing was seen as a key intersection point with youth crime, youth gang involvement, and human trafficking.

THEME 6**Youth homelessness****Activities:**

- Review access to shelters for youth in Stratford and Perth County; work with shelters to examine how the time that youth spend in shelters can be minimized
- Identify and define what affordable and safe housing looks like for youth; examine how many of these housing units are across communities
- Develop an understanding of the intersecting points between youth crime and homelessness
- Work with the Stratford & District Chambers of Commerce and local youth-serving employment agencies to develop a youth specific employment strategy

Priority Outcomes:

- Barriers to accessing shelters are identified and solutions to removing them are implemented; youth stay at shelters is shortened through community supports
- Processes created that accurately identify the number of homeless youth and up to date counts on the number of appropriate housing units available for youth
- The co-creation of a youth employment strategy



Creating a Critical Path - City of Stratford Youth Strategy / Actionable Next Steps

The City of Stratford is committed to working together with youth, community organizations, school boards, police, and other identified allies to support Stratford's youth to be hopeful, healthy, safe, engaged, included, and educated contributing members of their communities. To this end, the following key activities have been identified as key contributors towards a comprehensive Youth Strategy.

A | Creating spaces, initiatives, and collective approaches to youth engagement.

Continue examining the lack of engagement and develop opportunities for youth to participate in planning and programming. Cultivate youth influencers that can resonate with youth and meet them where they are at. These influencers can help champion the youth strategy and seek youth engagement throughout its development and implementation. Review promising practices on youth recruitment and engagement with a focus on how to meet youth where they are at (physically, emotionally, socially etc.).

B | Engage parent serving organizations in the development of the youth strategy.

Parents are seen as an essential collaborator that can help to engage youth and also inform youth of priority issues in our communities. Build capacities of parents so they feel aware, knowledgeable, and comfortable with addressing youth crime, gang involvement, and human trafficking. Equip parents/caregivers with prevention approaches and in discussions on root causes of youth crime.

C | Co-create, with providers and youth, a youth hub. Ensure the hub is accessible and inclusive to all youth from differing diversities, geographies, and abilities. Explore transportation needs to and from rural communities as part of the engagement strategy.

D | There are gaps in youth services with few that centre their work on prevention and/or intervention with youth crime and/or youth at risk of crime. Develop relationships, strategies, programs with organizations for youth at risk. These programs need to meet youth where they congregate and align their programming with the different cultures, religions, and diversities found in the communities.

E | Build relationships with providers including school boards, police, youth-serving organizations (mainstream and grassroots organizations) and identify where there may be gaps in services such as ethno-specific and non-recreational services. Develop strategies to fill these gaps while creating

opportunities for providers to learn what each other do and the services and supports each provide.

F | Develop a Building Safer Communities Targeted Task Force that works in collaboration with relevant community partners (school board(s) to be co-chairs) to coordinate and deliver the following objectives:

- Conduct research into gun and gang themes, types of guns and gang violence occurring in the area, trends, statistics, gaps in services, emerging issues
- A scan of current youth programs available across Stratford, Perth, and St. Marys with the goal of identifying gaps, use, and relevance with youth needs. Marketing of the existing programs needs to be a priority
- Develop and co-create prevention activities on a continuum that recognizes and identifies the social determinants of health that are factors contributing to crime (such as homelessness, mental health, poverty, discrimination, etc.).

G | Develop a 'Youth Prevention/Intervention Table' with all school boards to present/share issues and develop collective solutions with community partners; this work to be linked with the current Situational Table but be centered through a youth prevention focus lens.

H | Develop an understanding of the newcomers immigrating to Stratford and Perth - their cultures, religions, and customs. Adapt programming that responds to their needs.

I | Examine and understand the realities of youth homelessness with relevant community partners - develop an understanding of the root causes and who is most at risk. Examine what strategies and initiatives other communities across Canada and broader have implemented and discuss the viability of those strategies for Stratford.

J | Develop a data development agenda - an approach to metric development and data acquisition that can accurately speak to youth crime. Providers and the community at large should be aware of the issues and if and

how the City and County are making progress on metrics of youth crime, gang involvement, and human trafficking.



Conclusion

Youth crime is real in the City of Stratford. In response, the Stratford Police, the City of Stratford Social Services, community organizations, and agencies have made addressing youth crime a priority and in turn, have committed to improving outcomes for youth. The increase in violent crimes over the years is the motivation for the creation of the City of Stratford Youth Strategy. By articulating the plan with anticipated outcomes, the identified priorities will be used to guide decision-making and encourage coordination amongst those involved with supporting youth.

The intentional convening and engaging of all key collaborators (school boards, Police, parents/caregivers, social services, mental health supports, etc.) to take ownership and commit to this work is paramount to the success of the youth strategy. This deliberate focus will build on the good work that is already taking place across the City, however, there is the recognition that there is more work to be done to build stronger and more effective partnerships, in defining and implementing collaborative activities, enhancing service providers capacity, and to increase public education campaigns around guns and gangs / youth at risk of falling into crime, human trafficking, and diversity, equity, and inclusion.

It is only by working together that the City of Stratford will be able to successfully support their youth to transition into adulthood through programs and services that are responsive to the needs and strengths of all youth to be hopeful, healthy, safe, engaged, included, educated, and contributing members of their communities. Based on the many conversations we had across all communities, we feel strongly that the recommendations above will begin to address and alleviate youth crime, specifically with guns and gangs, and support healthier communities.

Appendix A

Key informant list

Avon Maitland District School Board
City of Stratford
CMHA Huron-Perth
Huron Perth Centre
Huron-Perth Catholic District School Board
Huron-Perth Public Health
North Perth
North Perth Community Services
Optimism Place
Perth East
Shelterlink
St Marys Community Services
Stratford Community Services
Stratford Police Services
United Way Perth-Huron

Appendix B**Key Informant Script – Providers
Building Safer Communities Fund
City of Stratford****Context**

The objective of the Building Safer Communities Fund (BSCF) is to support Municipalities and Indigenous governments in their efforts to address gun and gang prevalence in local communities. A funding allocation has been put in place for community-led projects to combat gun and gang violence and address knowledge gaps concerning the impacts of interventions in gun and gang violence.

The Department of Public Safety and Emergency Preparedness Canada is responsible for administering contributions agreements to municipal governments as well as Indigenous communities, which then can redistribute all or a portion of the funding to support gang prevention and intervention initiatives, in accordance with their respective needs.

The Department of Public Safety continues to work in collaboration with municipal governments and Indigenous communities to understand the gun and gang violence-related priority issues and will continue to facilitate a coordinated national data collection strategy.

Goals of BSCF

1. Develop local and community-based strategies and initiatives
2. Build capacity to better understand the nature, scope and impacts of the types of prevention and intervention initiatives implemented
3. Enhance evidence-based and targeted prevention and intervention activities
4. Advance knowledge and evidence of what works, and
5. Develop a data collection strategy and system

The City of Stratford is one of many communities that is a recipient of these funds. To support the goals of BSCF as listed above, we would like to get a better sense of youth crime, specifically guns and gangs, in the City of Stratford and Perth County.

Questions

Context

1. How has youth crime, specifically gangs and guns changed over time? What changes have you seen?
2. What factors do you see as contributing to youth wanting to engage in gang crime (guns, drugs, human trafficking)?
3. What are the risk factors that lead youth into crime? (i.e., family stressors, school stressors, drugs, low school attendance, mental health, ethnicity, poverty)
4. Is youth crime higher in specific geographies across Stratford? (i.e., Stratford, St. Marys, North Perth, West Perth, Perth East, Perth South)

Partners

1. How are schools responding to this increase in youth crime? Are there programs, initiatives, supports schools are providing?
2. How does your organization support youth crime prevention/intervention? Do you provide specific programs?
3. What gaps do you see in service provision?
4. What partnerships are you aware of in this space?

Approach to youth crime

1. If you had to create an approach to managing youth crime in Stratford & Perth what would it include? (i.e., engage families, be adaptable to other cultures, work with younger youth)
2. Would you focus on more prevention programs or intervention programs?
3. Is there sufficient public awareness or/and educational activities for youth around youth crime? (specifically guns and gangs)

Appendix C

Service Provider

Survey – BSCF

Developing Priorities

Through your experiences and observations as a provider, please complete this survey using your organizational lens. All data collected by this survey will be collected securely and anonymity will be maintained. The data is to inform the City of Stratford of potential programming but City employees are not involved in the data collection process and will not view the raw data. At no point is raw data shared with anyone other than the external consulting team at Taneja Consulting Inc.

We appreciate your time and efforts in completing this brief survey. Thank you for sharing your voice in building a Plan that will work towards building safer communities!

1. From the list below, what geography does your organization provide services in? Check ALL that apply
 - Stratford
 - St. Marys
 - North Perth
 - West Perth
 - Perth East
 - Perth South

2. Who is your primary client? Check ALL that apply and indicate age ranges where appropriate.
 - Children (age range: __0-12____)
 - Youth (age range: __13 25____)
 - Adult (age range: 26 – 59)
 - Families
 - Seniors (age range: __60 +____)
 - Other: _____

3. What sector(s) does your organization represent? (Please Check up to TWO only)

- Housing
- Food Security
- Counselling
- Addictions
- Family Support; Crisis Services
- Settlement
- Employment
- Early Years
- Education
- Justice (i.e., Corrections, Probation, etc.)
- General Health
- Mental Health
- Other (Please specify): _____

4. When thinking about youth crime in your community, what are the root causes? Please rank the following options from '1' being 'not a probable root cause' and '11' being 'a major root cause.'

- a. Youth feel a lack of belonging
- b. Family issues (family breakdowns, family stressors, avoiding going home etc.)
- c. Poverty is having more youth turn to crime
- d. There are conflicts between diverse populations moving into the community and Caucasian populations
- e. Social media's heightened presence is luring youth into crime
- f. There isn't very much for youth to do in our community
- g. There is plenty to do in our community for/with youth, but I don't think they know about the opportunities
- h. There are some negative stigmas associated with some of the youth-specific services in our communities
- i. Addictions
- j. Mental Health
- k. Peer Pressure / Herd Mentality

5. Considering your professional role, what do you consider as "warning signs" that a youth is at risk for increased problematic behaviours? [open-ended]
6. To what extent do you agree with the following statement: 'youth crime prevention programs are common in our communities.' [1 being 'not common' to '5' being 'very common.'

Definition: Tools, services, relationships, opportunities that are offered to a variety of community partners (youth, families, providers, educators etc.) to inform them about various crime and victimization topics. Prevention supports healthy youth-community relationships and build awareness.

7. To what extent do you agree with the following statement: 'youth crime intervention programs are common in our communities.' [1 being 'not common' to '5' being 'very common.'

Definition: Tools, services, relationships, opportunities that are offered to youth in crime to support a successful transition back to the community. The ultimate goal is to reduce youths' risk of involvement in future crime and violence.

8. Which priorities listed below do you think need to be a part of a 3-year Plan to support a decrease in youth crime in your communities? [please check up to 4-5 options]
 - a. Educating youth/parents/providers on the seriousness of gangs, guns, and human trafficking and other forms of violent crime
 - b. Building more partnerships across our communities that can support work in youth crime prevention and intervention
 - c. Augmenting the knowledge and understanding youth/parents/providers have of the new diverse populations moving to our communities
 - d. Creating safe spaces for youth to engage in conversation, activities, and programming
 - e. Understanding what supports and services we have for youth across our communities
 - f. Building the capacity of parents/caregivers to understand and support youth at risk and/or in crime

- g. Understanding the social determinants of health that are factors in youth crime (poverty, homelessness, mental health etc.)
- h. Working with schools, community centres etc. to identify risk factors that would lead to 'at risk' behaviours in youth
- i. Understanding and building youth engagement strategies with the goal of meeting youth where they are at
- j. Developing mentoring programs for youth at risk of falling into crime
- k. Develop strategies and programming to support youth after school hours
- l. Other: _____

9. In which areas would you like to build your capacity so to support a 3-year Youth Crime Prevention/Intervention Plan? [please check all that apply]

- a. Human trafficking
- b. Drugs
- c. Gangs & Weapons
- d. Recognizing at risk behaviours
- e. DEI & understanding culturally appropriate service offerings
- f. Becoming more aware of the supports and services offered across our communities for youth
- g. Understanding how to engage youth in programming and decision-making
- h. Other: _____

10. In the next 3-5 years, do you think youth crime will increase in your community?

- Yes
- No
- I don't know



MANAGEMENT REPORT

Date: February 13, 2024
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
Report Number: SOC24-004
Attachments: None

Title: 2024 Salvation Army Tax Program – Stratford

Objective: To consider approval to enter into an agreement with The Governing Council of the Salvation Army in Canada, to deliver an income tax program in Stratford for low-income individuals and families.

Background: The City of Stratford Consolidated Municipal Service Manager (CMSM) and the Salvation Army have been working together since 2013 to provide a service to individuals who require tax preparation services and are considered low-income. Payment is remitted monthly to the Salvation Army based on the number of returns completed, and the tax program has been operational from March 1 until October 31 in previous years.

The total number of returns completed by the Stratford Salvation Army are as follows:

2020 – 447
 2021 – 553
 2022 – 581
 2023 – 459

The current agreement with the Stratford Salvation Army expired on December 31, 2023, and due to an amendment in the funding allocation, Council approval is required to execute an updated agreement for 2024.

There has been no change to the tax program that is operational in North Perth. Details regarding the North Perth program can be found in report SOC23-008.

Analysis: This program has been very beneficial to residents of Stratford, St Marys and Perth County and continues to provide an essential service that helps residents access further resources and ensures they are receiving all federal benefits available to them.

Due to increased costs locally, the Salvation Army has requested an increase from the 2023 rate of \$40.00 per return to a new rate of \$50.00 per return. Due to this increase and reductions in the Provincial Ontario Works budget, the total number of returns approved to be completed has been reduced from 650 to 500. At a rate of \$50.00 per return, the total cost of the Stratford program, if all 500 returns are completed each year, will be \$25,000, funded from Ministry of Children, Community and Social Services (MCCSS). Furthermore, Stratford Salvation Army has requested that the program be operational from March 1 until a revised deadline of September 30, 2024, as opposed to the October 31st deadline which has been used in previous years.

The program is offered on a first come first served basis through a secured appointment. These appointments are booked, tracked, and recorded by the Salvation Army staff.

This program has been helpful for individuals requiring income tax returns for applications such as Rent-Geared-to-Income Housing or the Canada Child Benefit. By providing this service to low-income individuals in the community, they can foster greater financial stability by receiving federal benefit available to them, which are solely based on their Income Tax returns being completed, such as the GST/HST Credit.

The agreement outlines specific requirements of the program and highlight the process that is in place. The agreement is for a one-year term, which can be renewed annually unless terminated in writing, there is a change to the funding allocation, or it is replaced in accordance with the provision of the Agreement. The funding allotment that has been used historically, and is being proposed in this report, is Ontario Works Employment Supports funding. Each year, when completing the MCCSS Budget, funding is allotted to this program based on a maximum number of returns being completed. Due to a reduction in the Ontario Works Employment Supports portfolio, coupled with the requested per-return increase, the total number of approved returns has been reduced from 800 in 2023 to a maximum of 650 returns in 2024. These returns are being completed by both the Stratford location (500 returns) and the North Perth location (150 returns). As mentioned previously, details regarding the North Perth agreement can be found in report SOC23-008 as there are no changed pending for the North Perth agreement.

The proposed income scale to be used is the current Housing Stability Bank guidelines, which are listed below. This will allow for this essential service to be provided to individuals who may not otherwise be able to afford to file their taxes with private corporations, or an accountant.

Number of People	Annual Income
Single	\$30,000
Two People	\$32,500
Three People	\$38,000
Four or more People	\$42,500

Financial Implications:

Financial impact to current year operating budget:

The proposed tax program is 100% provincially funded through the Ontario Works Employment Supports (G-611-6191) budget, by the Ministry of Children, Community and Social Services. The required \$25,000 has been included on the 2024 Ontario Works provincial budget as a purchase of service agreement. Currently, there is no request for additional municipal funding to support this program. As such, there is no financial implication to the City's net tax levy.

Financial impact on future year operating budget:

This program will continue to be funded through the Ontario Works Employment Supports budget, which is 100% provincially funded. The total cost of the program will be included on provincial budgets moving forward. If there are changes to the Ontario Works funding that impact this program, the budget and program will be reviewed at that time for viability while exploring alternate funding sources. The Tax Program agreement has a termination clause if funding is no longer allocated through the Ontario Works program.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

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 entering into of an agreement with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford for 2024, be authorized;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement on behalf of the municipal corporation.

Prepared by:	Alex Burgess, Manager of Ontario Works
Recommended by:	Kim McElroy, Director of Social Services
	Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: February 13, 2024
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
 Kim McElroy, Director of Social Services
Report Number: SOC24-005
Attachments: 2023-11-16 Service System Manager (SSM) Semi Annual Report to Councils

Title: November 2023 Semi-Annual Report to Council

Objective: To provide an update from the Stratford-Bruce Peninsula Service System Manager on the activities of the Consortium.

Background: Counties of Bruce (lead), Grey, Huron, and the City of Stratford were selected as the Employment Service System Manager (SSM) for the Stratford – Bruce Peninsula Economic Region by the Ministry of Labour, Immigration, Training and Skill Development (MLITSD) as part of Ontario’s Employment Services Transformation in the Spring of 2022. Integrated Employment Services Delivery (IESD), the SSM newly designed system, went live on April 1, 2023. This report provides a semi-annual update to council on the performance of the SSM, and updates on future work to be completed.

Previously, these reports were being provided on a bi-monthly basis but moving forward, these updates will be provided on a semi-annual basis.

Analysis: The SSM’s new service delivery model started the intake of clients on April 1, 2023, through the ten Employment Service Providers (ESP) across the catchment area. These are third party organizations that have service delivery agreements with the County of Bruce for the delivery of employment services in the catchment area. The attached report outlines the SSM’s performance after two quarters of operations, specifically related to client intake, service to priority populations, outcomes generated by ESP’s and next steps that the SSM plans to take in an effort to improve and modernize services being delivered.

The City of Stratford currently has representation on all committees identified in the governance structure and is an active participant in helping to reshape the employment services landscape as a member of the SSM.

Financial Implications:

Financial impact to prior year operating budget:

As detailed in reports SOC23-006 and SOC23-012, all impacts were within approved budgeted amounts in 2023.

Financial impact on current year operating budget:

As detailed in reports SOC23-006 and SOC23-012, there is a further reduction in the Ontario Works budget for 2024 due to the transfer of Employment Supports funding to the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). This information is detailed in the 2024 budget package within the 611-Ontario Works Division 2024 budget and expected to be within the budgeted amounts.

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.

Land and Nature

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

Staff Recommendation: THAT the report titled, "November 2023 SSM Semi-Annual Report to Council" (SOC24-005), be received for information.

Prepared by: Alex Burgess, Manager of Ontario Works
Recommended by: Kim McElroy, Director of Social Services
Joan Thomson, Chief Administrative Officer

Background:

The Counties of Bruce (lead), Grey, Huron, and the City of Stratford are the Employment Service System Manager (SSM), funded entirely by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), for the Stratford – Bruce Peninsula Economic Region. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area. Integrated Employment Services Delivery (IESD), the SSM newly designed system went live on April 1, 2023. This report provides a semi-annual update to council on the performance of the SSM, and updates on future work to be completed.

Information Update:

The SSM's new service delivery model started the intake of clients on April 1, 2023, through our ten Employment Service Providers (ESP). These are third party organizations that have service delivery agreements with the County for the delivery of employment services for those eligible in the catchment area. The following outlines our performance after two quarters of operations.

Table 1 – Client Intakes

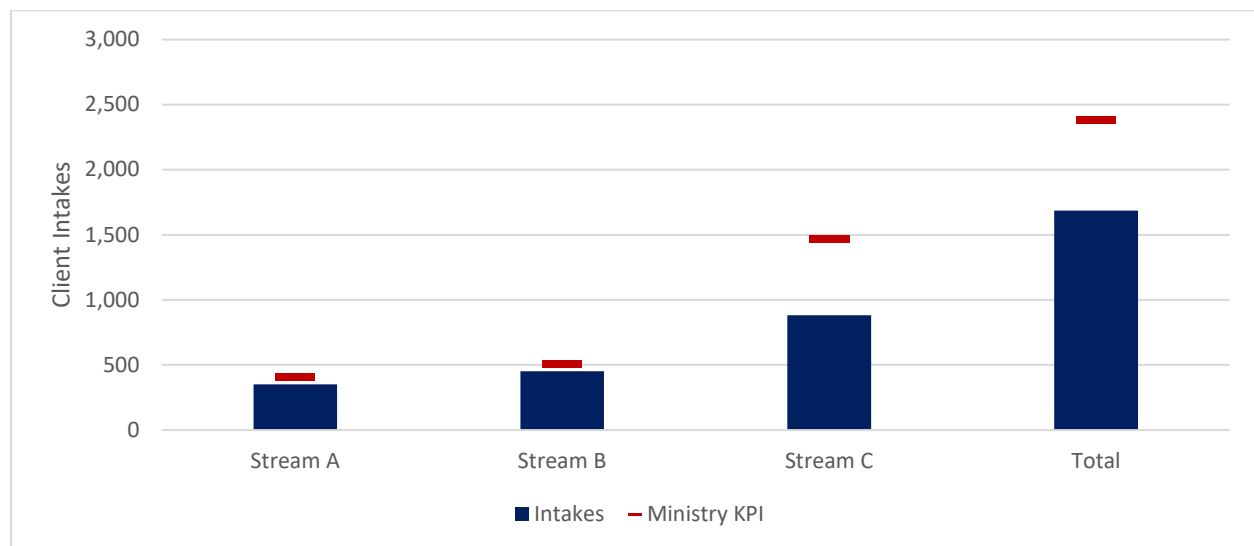


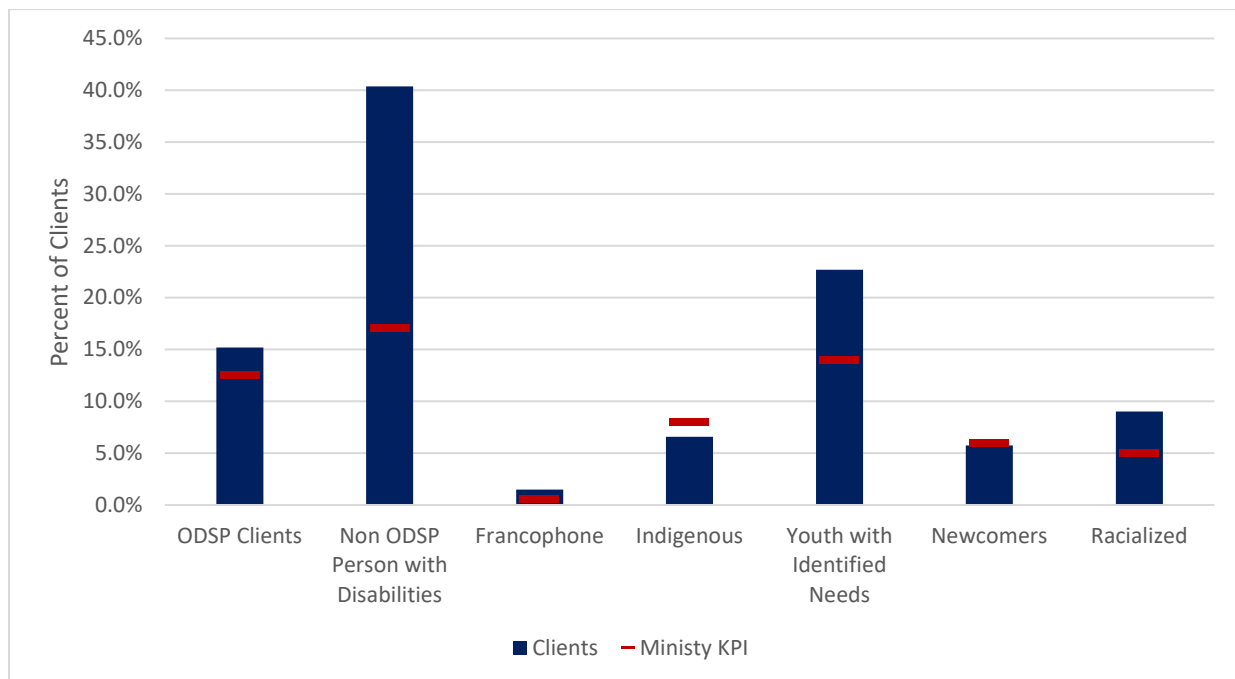
Table 1 outlines the SSMs performance against client intake key performance indicators (KPI) set by MLITSD. Stream A clients are those at low risk for long-term unemployment, Stream B clients are those at medium risk for long-term unemployment,



Consortium Member Council Information Report

and Stream C clients are those at high risk for long-term unemployment. Table 1 shows that Stream A is at 86.5% of target, Stream B is at 89.3%, Stream C is at 60.1%, and total client intakes are at 70.8% of target. In evaluating this result, it is important to consider two things, (1) this represents a slight increase of the network compared to 2021-2022 program years, despite the start-up of a new system; and (2) the summer months in Employment Ontario are generally slower. The SSM is working with ESPs to continue to support performance improvements.

Table 2 – Service to Priority Populations



The Ministry outlines priority populations that the SSM and its network of ESPs are to provide service. Table 2 outlines the SSMs results in these KPIs. As can be seen the SSM is meeting or exceeding targets in all areas apart from Indigenous individuals, and newcomers to Canada. The SSM anticipates that the Indigenous individuals target will be met once onboarding of our Indigenous ESP is complete. The Canadian newcomer target will continue to be monitored; and work will be completed with ESPs to ensure this continues to be an area of focus. Overall, the SSMs performance against these KPIs is a significant success, it represents a significant increase in service to these individuals compared to the historical baseline; ensuring those that need employment services the most are getting access to the needed support.

In addition to the results outlined above we have seen a near doubling of Social Assistance clients accessing employment services. Historically our network has approximately 18% of its clients from Ontario Works, now at 28.9%, and 8% of its



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clients from the Ontario Disability Support Program (ODSP), now at 15.2%. This is matched by a low percent (7.7%) of clients being identified by an ESP as an inappropriate referral. This result is clear evidence of the effectiveness of the collaboration between our Ontario Works partners and the SSM, which was the key value proposition of our application to become an SSM. MLITSD asked the SSM to share its best practices for engaging Social Assistance at its governance table, as these results are seen as a leading practice in the province.

Table 3 – Outcomes

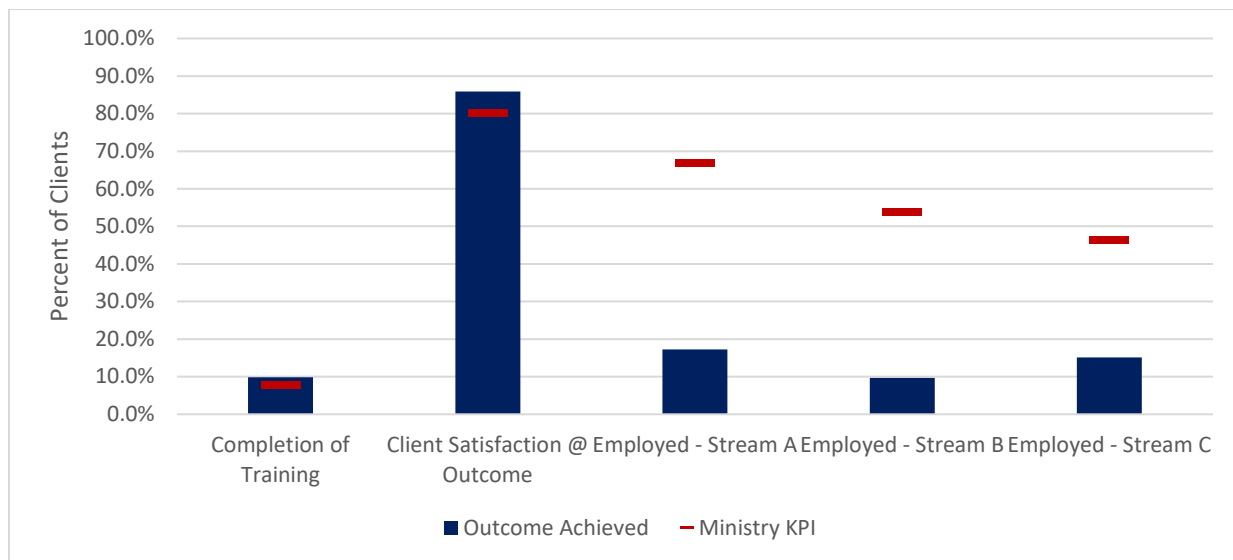


Table 3 outlines the SSM achievement of outcomes against MLITSD KPIs. As can be seen the SSM is exceeding targets in the completion of training for clients, and client satisfaction with services. However, the SSM is significantly under target in its employed outcomes in all three client streams (Stream A – 17.2%, Stream B – 9.7%, and Stream C – 15.1%). It should be noted that this result is expected, and there are two reasons for these results at this time: (1) this target is measured three months after a client becomes employed; and (2) there has been a significant increase in the evidence required to substantiate the outcome compared to the historical standards for the program. Historically the average client spent approximately 12 weeks in service before getting employed; this combined with the three months wait to measure the outcomes means that few clients have been engaged with the SSM and ESP network long enough to achieve the outcomes. The SSM anticipates that this outcome KPI will improve over the next two quarters.

Next Steps:

Based on the results achieved to date the SSM is engaging in performance conversations individually with each ESP. These conversations are focused on key



Consortium Member Council Information Report

themes to support the success of the network in delivering on the transformed delivery model, including: (1) ensuring ESPs are training and managing their staff on the new service delivery expectations; (2) understanding what ESPs are doing to attract clients to their services to ensure intake targets are obtained; and (3) conducting file audits to ensure quality services that will lead to positive outcomes are being delivered.

Overall, the first two quarters of operations have been successful in setting the groundwork for long-term impact. The SSM has created training and tools to support the ESPs' success, implemented a modernized case management system to track client services and outcomes, onboarded three new service providers specializing in priority populations, created strong integration with Social Assistance, and implemented a continuous improvement approach with ESP to continue to develop the network.

Based on the learning to date, the SSM recently started conversation with ESPs about the next set of proposed strategies for implementation on April 1, 2024. These include:

- **Employer Activation:** a strategy developed in consultation with area employers to ensure employers in the catchment area see value in working with employment services and hiring the clients we service.
- **Digital First Approach:** implementing a digital first approach for clients that are self-sufficient, to ensure resources are available for those that need it the most. This will involve the deployment a robust digital delivery platform.
- **Pre-Employment Programing:** implementation of an evidence-based pre-employment program that has been proven to accelerate and sustain employment outcomes for Social Assistance clients.
- **Evidence Informed Practice:** creating dashboard for individuals, organizations, and the system to ensure all involved can see how they are contributing to outcomes and support continuous improvement.
- **Milestone Based Funding:** moving away from base funding to milestone-based funding to rationalize funding and target levels to actual performance and outcome attainment.



Notice of RESCHEDULED Public Meeting Regarding Accommodation Licensing By-law Fee Implementation

This Notice provides important information for those members of the public who were planning to attend the originally scheduled March 25, 2024, Public Meeting for the establishment of fees for the administration of the City's Accommodation Licensing By-law No. 130-2022.

Due to scheduling conflicts, the Public Meeting has been **rescheduled** to:

Date and Time of Meeting: Monday, April 8, 2024 at 7:00 P.M.

Location: Council Chambers in City Hall, 1 Wellington Street, Stratford

Purpose of the Public Meeting: The City of Stratford invites public input on the establishment of fees for the administration of the City's Accommodation Licensing By-law No. 130-2022. Such fees would be established in accordance with the Municipal Act, 2001, S.O. 2001, c. 25. This meeting will discuss the proposed fees necessary for the licensing, regulation, and governance of Short Term Rental Accommodations (STRAs) and other accommodations as outlined in the By-law. The establishment of such fees would require an amendment to Schedule "B" of the City's Fees & Charges By-Law No. 117-2023.

The City of Stratford has evaluated the licensing fee structure based on service cost analysis and a comparison with other municipalities. It is proposed that the fees associated with obtaining a licence under the City's Accommodation Licensing By-law be as follows:

Item	Fee
i) Application for Short Term Rental Licence (First Room, and per Application/Licence)	\$402.00
a. Plus the following applicable amount per additional room:	\$122.00
ii) Late Filing Fee (per Application/Licence)	\$68.00
iii) Transfer processing Fee (per Application/Licence)	\$33.00
iv) Appeal Fee (Short Term Rental & Bed and Breakfasts)	\$180.00

A Management Report that details the recommendations will be presented at the Public Meeting.

All those present at the public meeting will be given the opportunity to speak. To speak at the public meeting, when the Mayor or Chair asks if there are any members of the public wishing to provide comments or ask questions, please raise your hand and once acknowledged, proceed to the podium to provide your comments.

To watch the meeting live please click or enter the following link into your URL bar:
<https://video.isilive.ca/stratford/live.html>

Members of the public: your opinions on this are important and encouraged. Please call, mail, or e-mail your comments to Josh Lee-Him, By-Law Enforcement Officer, City of Stratford Building and Planning Services - Tel: (519) 271-0250 ext. 5328, – jleehim@stratford.ca - in order for your comments to be summarized at the public meeting.

Personal information collected as part of this Notice is pursuant to the Municipal Act, 2001 and the Municipal Freedom of Information and Protection of Privacy Act. Personal information collected will be used to assist Council in making a decision on this matter. Names, addresses, opinions and comments may be made available for public disclosure. Questions regarding this collection should be forwarded to the City Clerk, 1 Wellington Street, P.O. Box 818, Stratford, ON N5A 6W1 or by emailing clerks@stratford.ca or by telephone at the number below.

If you require this document in an alternate format, please contact the Clerk's Office at 519-271-0250 extension 5237 or email clerks@stratford.ca.

This Notice of Public Meeting was included in the 'Town Crier' published in the Beacon Herald newspaper on Saturday, March 23, 2024. This Town Crier is also posted to the City of Stratford website: www.stratford.ca.

Dated this 20th day of March, 2024

Tatiana Dafoe, City Clerk
The Corporation of the City of Stratford
City Hall, P.O. Box 818
Stratford ON N5A 6W1
Telephone: 519-271-0250, extension 5329
Fax: 519-273-5041
Email: clerks@stratford.ca



BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to authorize the execution of the Addendum Agreement with StormFisher Environmental Ltd. for the processing of organic waste.

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;

AND WHEREAS Council of The Corporation of the City of Stratford entered into an agreement dated April 2020 for the Processing of Organic Waste;

AND WHEREAS the parties entered into an Amending Agreement on April 1, 2022;

AND WHEREAS the parties entered into an Addendum Agreement on March 3, 2023;

AND WHEREAS Council for The Corporation of the City of Stratford wishes to enter into a further Addendum Agreement with StormFisher Environmental Ltd. for the processing of organic waste;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Addendum Agreement between The Corporation of the City of Stratford and StormFisher Environmental Ltd. for the processing of organic waste, 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 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of a Subdivision Servicing Agreement with Werner Bromberg Limited to subdivide the Lands known as 236 Britannia Street in accordance with draft plan approval File No. 31T19-001.

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of natural persons for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act, 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS a decision was made by Council of The Corporation of the City of Stratford on February 22, 2021, to grant draft approval for the proposed subdivision (31T19-001);

AND WHEREAS the Parties hereto wish to enter into a Subdivision Servicing Agreement with Werner Bromberg Limited to subdivide the Lands known as 236 Britannia Street in accordance with draft plan approval File No. 31T19-001;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Subdivision Servicing Agreement between Werner Bromberg Limited and The Corporation of the City of Stratford be entered into and the Mayor and Clerk, or their respective delegates, be and are hereby authorized to execute the said Subdivision Servicing Agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. The lands referred to in the Subdivision Servicing Agreement are described as:
 - a. Part Lot 3, Concession 1 (Ellice) designated as Part 1 on Plan 44R-5981; City of Stratford being all of PIN 53157-1140 (LT).
3. The City Solicitor is authorized to cause the Subdivision Servicing Agreement referred to in Paragraph 1 herein, to be registered on title against the lands referred to in Paragraph 2 herein.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to accept the transfer (conveyance) from
Culliton Corporation of Part 4 on Reference Plan 44R-
6193.

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 a condition of Consent Application B01-23 requires the owner, being Culliton Corporation to dedicate a 1.048-metre-wide strip of land to the City of Stratford along the Douro Street frontage for road widening purposes;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That The Corporation of the City of Stratford shall accept a conveyance of Part Lots 795, 796, 797 and 798, being part of P.I.N 53095-0113 (LT), now designated as Part 4 Plan 44R-6193 for the widening of Douro Street from Culliton Corporation.
2. That the Mayor and Clerk, or their respective delegates, of The Corporation of the City of Stratford are hereby authorized to execute all documents necessary for this conveyance that have been prepared by or reviewed by the City Solicitor.

READ a FIRST, SECOND and THIRD time and
FINALLY PASSED this 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to dedicate Part 4 on Reference Plan 44R-6193, as public highway forming part of Douro Street in the City of Stratford.

WHEREAS Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality’s ability to respond to municipal issues;

AND WHEREAS Section 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

AND WHEREAS The Corporation of the City of Stratford is the owner of Part 4 on Reference Plan 44R-6193;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. The lands described in Section 2 herein are hereby dedicated as public highway forming part of Douro Street in the City of Stratford.
2. The lands referred to in Section 1 hereof are described as being:

Part of Lots 795, 796, 797 and 798, being part of P.I.N. 53095-0113 (LT), now designated as Part 4 Plan 44R-6193.
3. That this By-law shall come into force upon registration with the Land Titles Office for Perth County.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office for Perth County.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend the Fees and Charges By-law 117-2023, as amended, for The Corporation of the City of Stratford, to include a fee for the installation and removal of the Agriplex Fieldhouse flooring protective cover.

WHEREAS subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, ("the Municipal Act, 2001") provides that a municipal power shall be exercised by by-law;

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 municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS section 10(2) of the Municipal Act, 2001 provides that a municipality may pass by-laws respecting: in paragraph 7, Services and things that the municipality is authorized to provide under subsection (1);

AND WHEREAS section 391(1) of the Municipal Act, 2001, provides that without limiting sections 9, 10 and 11 of the Municipal Act, those sections authorize a municipality to impose fees or charges on persons,

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- c) for the use of its property including property under its control.

AND WHEREAS Council of The Corporation of the City of Stratford adopted By-law 117-2023, known as the Fees and Charges By-law to establish fees and charges to be collected by The Corporation of the City of Stratford;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to amend the Fees and Charges By-law from time to time;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

- 1. That Schedule “C” – Community Services Fees and Charges - to By-law 117-2023, be amended by adding the following fees to the Stratford Agriplex – Indoor table under the Multi-Use Sports Fields section:

Multi-Use Sports Fields

Stratford Agriplex - Indoor

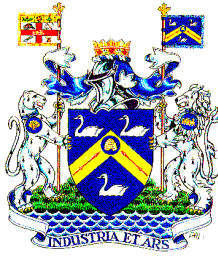
Item	Fee (includes tax)
Installation of the Agriplex Fieldhouse flooring protective cover	\$1,500 per event
Removal of the Agriplex Fieldhouse flooring protective cover	\$1,500 per event

- 2. All other provisions of By-law 117-2023 remain in force and effect.
- 3. That this By-law comes into force and effect upon final passage thereof.

READ a FIRST, SECOND and THIRD time and
FINALLY PASSED this 25th of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to appoint Audrey Pascual as Deputy Clerk for The Corporation of the City of Stratford effective March 25, 2024, and to repeal By-law 112-2020.

WHEREAS Section 228(2) of the Municipal Act, 2001 S.O. 2001 c.25 as amended, ("the Municipal Act, 2001") authorizes a municipality to appoint a Deputy Clerk who has all the powers and duties of the Clerk under this and any other Act;

AND WHEREAS Council of The Corporation of the City of Stratford deems it appropriate to appoint a Deputy Clerk;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That Audrey Pascual be and is hereby appointed Deputy Clerk for The Corporation of the City of Stratford under the Municipal Act, 2001 S.O. 2001 c.25 as amended, and shall have all the powers and duties of the position under this and every other Act.
2. That Audrey Pascual shall exercise all the authority, powers and rights and shall perform all the duties and obligations which by statute or by by-law are or may be conferred or imposed upon the Deputy Clerk and any other duties that may be imposed by Council.
3. That this appointment shall come into force and take effect on March 25, 2024 and shall remain in effect until such appointment is rescinded or a successor is appointed.
4. That By-law 112-2020 is hereby repealed.
5. That any By-law and/or portion of any By-law inconsistent with the provisions of this By-law, are hereby repealed.

Read a FIRST, SECOND and THIRD time

AND FINALLY PASSED this 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2024.

WHEREAS section 208 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, requires the City to levy a special charge upon the rateable properties in the Business Improvement Area (BIA) that are in a prescribed business property class sufficient to raise the amount required for the purposes of the Board of Management of the BIA;

AND WHEREAS the total rateable property in the BIA, upon which the assessment will be levied, is set out in Schedule "A" attached to this By-law and which said assessment is the basis upon which the taxes for the BIA will be raised;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Downtown Stratford BIA.
2. That the Tax Division shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. That when payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties or where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.
6. This By-law is deemed to have come into force and effect on January 1, 2024.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

Schedule “A” to By-law XXX-2024
Adopted this 25th day of March, 2024

BIA Tax Rates for 2024:

Tax Class	Assessment	BIA Rate	Taxes
Commercial	93,190,200	0.003141862	\$292,789.88
Industrial Occupied	1,598,000	0.004181863	\$6,682.62
TOTAL:			\$299,472.50

BIA Budget for 2024:

Downtown Stratford Business Improvement Area 2024 Budget

Revenue

2024 Budget Item	2024 Budget Amount
Tax Levy	\$299,472.50
Interest on Accounts	\$6,000.00
Community Collaboration	\$10,000.00
Sponsorships	\$10,000.00
Total Revenues	\$325,472.50

Operating

2024 Budget Item	2024 Budget Amount
CC Support Fees - Admin, Animation, Members	\$151,788.00
Office Operations	\$11,500.00
Advocacy and Education	\$9,800.00
Insurance	\$2,612.00
AGM / Membership	\$1,470.00
Phone	\$946.00
Anticipated Levy Refund	\$12,000.00

Animation, Marketing and Beautification

2024 Budget Item	2024 Budget Amount
Community Engagement	\$3,922.00
Holiday Animation	\$24,519.50
Promotion	\$25,500.00
Digital Gift Certificates	\$5,000.00
Website Maintenance & Hosting	\$2,000.00
STA contribution	\$35,000.00
Beautification	\$29,415.00
Destination Animation Fund	\$10,000.00

Total Expenses: \$325,472.50

Net Income/Expenses: \$0.00



**BY-LAW NUMBER XXX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Agreement with The Governing Council of the Salvation Army on behalf of The Salvation Army Stratford – St. Marys Regional Community Ministries in Canada to deliver the income tax program in Stratford.

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 Council of The Corporation of the City of Stratford and The Governing Council of the Salvation Army in Canada entered into an Agreement dated the 16th day of December, 2013 for tax preparation services for Social Services clients;

AND WHEREAS The Governing Council of the Salvation Army in Canada has provided those services for the City of Stratford each year thereafter;

AND WHEREAS the Council of The Corporation of the City of Stratford and The Governing Council of the Salvation Army in Canada, operating as The Salvation Army Stratford - St. Marys Regional Community Ministries, wish to continue to provide the program for tax preparation services to clients individually referred from the City of Stratford Social Services Office commencing January 1, 2024, and renewed each year thereafter, upon agreement in writing by both parties, unless it is terminated in writing or replaced in accordance with the provision of this Agreement by either party;

NOW THEREFORE BE IT ENACTED by Council of The Corporation of the City of Stratford as follows:

1. That the Agreement between The Governing Council of the Salvation Army in Canada on behalf of The Salvation Army Stratford - St. Marys Regional Community Ministries and The Corporation of the City of Stratford for the delivery of the income tax program in Stratford, be entered into and the Mayor

and Clerk or their respective delegates are hereby authorized to execute the said Agreement on behalf of The Corporation of the City of Stratford and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

March 25, 2024

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2024-024	<p>Notification that the Infrastructure Services Department intends to call Tenders in accordance with the City's Purchasing Policy for:</p> <ul style="list-style-type: none"> • Albert Street Reconstruction – Phase 2 • Glendon Road and Neal Avenue Watermain Connection Replacement • Moderwell Street Reconstruction
CA-2024-025	<p>In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:</p> <p>Mornington Street, from Delamere Avenue to Glendon Road, Stratford, will be temporarily closed to through traffic, Friday, February 23, 2024 for a watermain break.</p>
CA-2024-026	<p>In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:</p> <p>Princess Street, from Glastonbury Drive to Mornington Street, Stratford, will be temporarily closed to through traffic, local traffic only, Monday, February 26, 2024, for a watermain break.</p>
CA-2024-027	<p>Resolution from the Corporation of the Township of Perry, regarding a Request to the Province to Amend the Blue Box Regulation (391/21).</p> <p>Attachment – Resolution for the Corporation of the Township of Perry dated February 26, 2024.</p> <p>Endorsement of this resolution is requested.</p>
CA-2024-028	<p>Notification that the Community Services Department, Parks Division, intends to call the following Request for Proposal in accordance with the City's Purchasing Policy:</p>

- Replacement of the play structure at Milton Street Park including engineered accessible woodchip surface and accessible walkway from City sidewalk.

CA-2024-029	<p>Notification that the Community Services Department, Facilities – Recreation Division, intends to call the following Quotes in accordance with the City’s Purchasing Policy:</p> <ul style="list-style-type: none"> • Anne Hathaway Ball Diamond Fencing Replacement • Allman Arena Heating Boiler System Replacement • Allman Arena Concrete Foundation Walls Repairs • Allman Arena Flooring Replacement • Agriplex Guardrails Replacement • National Stadium Washroom Renovations
CA-2024-030	<p>Notification that the Community Services Department, Facilities – Recreation Division, intends to call the following Tenders in accordance with the City’s Purchasing Policy:</p> <ul style="list-style-type: none"> • Boathouse Membrane and Railing Replacement • Dufferin Arena Cooling Tower Replacement • Allman Arena Roof Replacement
CA-2024-031	<p>Notification that the Community Services Department, Facilities – Other City Buildings Division, intends to call the following Tenders in accordance with the City’s Purchasing Policy:</p> <ul style="list-style-type: none"> • Justice Building Roof Replacement • Justice Building Accessible Ramp
CA-2024-032	<p>Notification that the Community Services Department, Facilities – Other City Buildings Division, intends to call the following Quotes in accordance with the City’s Purchasing Policy:</p> <ul style="list-style-type: none"> • Justice Building Exterior Elements Repairs
CA-2024-033	<p>Notification that the Community Services Department, Transit Division, intends to call the following Tenders in accordance with the City’s Purchasing Policy:</p> <ul style="list-style-type: none"> • Bus Storage/Facility Upgrades • Automatic Bus Wash Replacement
CA-2024-034	<p>Notification that the Infrastructure Services Department, Public Works Department intends to call quotations in accordance with the City’s Purchasing Policy for Crack Sealing on Various Streets in Stratford.</p>

- CA-2024-035 Resolution from the Municipality of Tweed, regarding Enbridge Gas Inc. and Natural Gas in the Province of Ontario.
- Attachment – Resolution for the Municipality of Tweed dated February 13, 2024.
- Endorsement of this resolution is requested.
- CA-2024-036 Resolution from the Town of Lincoln, regarding urgent need for increased funding to Libraries and Museums in Ontario.
- Attachment – Resolution for the Town of Lincoln dated February 28, 2024.
- Endorsement of this resolution is requested.
- CA-2024-037 Temporary Road Closure Request from Walk for Alzheimer's:
- I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:
- On Saturday, May 25, 2024, from 7:00 a.m. to 12:00 p.m as follows:
- Richard Monette Way
 - Queens Park Drive from Lakeside Drive North to Richard Monette Way
 - Parkview Drive from Richard Monette Way to Water Street
- That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;
- That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;
- That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and
- That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.
- CA-2024-038 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:
- West Gore, from Mowat Street to Strachan Street will be temporarily closed to through traffic, local traffic only, Monday, March 4, 2024, for sanitary maintenance hole work, beginning at 8:30 a.m. This work is anticipated to be completed by late afternoon.

- CA-2024-039 Notification that the Infrastructure Services Fleet Division intends to call a Tender in accordance with the City's Purchasing Policy for:
- Supply and Delivery of Six Hybrid Pickup Trucks and One Hybrid SUV
 - Supply and Delivery of Two Articulate Sidewalk Tractors and Attachments
 - Supply and Delivery of One Construction Loader/Backhoe
 - Supply and Delivery of One Forestry Truck with a Chipper Box and Aerial Lift
- CA-2024-040 Notification that the Infrastructure Services Fleet Division intends to submit a Request for Quotes through the Canoe Procurement in accordance with the City's Purchasing Policy for:
- Supply and Delivery of One Walk Behind Mobile Painter
 - Supply and Delivery of One Compact Roller
 - Supply and Delivery of One Compact Tractor with a Quick Attach Loader, Bucket, Fork and Backhoe Attachments
- CA-2024-041 Temporary Road Closure Request from Stratford Live Music and Food:
- I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted streets for the time period noted:
- Thursday, June 20, 2024 at 6:00 a.m. to Sunday, June 23, 2024 at 7:00 p.m.
- Veterans Drive from Waterloo Street to Cobourg Street
 - Erie Street northbound from Ontario Street to Veterans Drive
 - Cobourg Street from Waterloo Street to Veterans Drive (access remains for local residents and businesses)
- That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;
- That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;
- That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and
- That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

- CA-2024-042 Temporary Road Closure Request for Canada Day Fireworks Celebration:
- I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted streets for the time period noted:
- On Monday, July 1, 2024 from 5:00 pm to 11:00 pm:
- Oakdale Avenue from O’Loane Avenue to Forman Avenue
 - Matilda Street from Galt Road to Bell Court
- That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;
- That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;
- That the Events Coordinator cause notice of these temporary street closures to be posted to the City’s website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and
- That the Clerk’s Office advise Council of these authorized temporary street closures on the next available Consent Agenda.
- CA-2024- 043 Notification that the Community Services Department intends to call a Request for Proposal in accordance with the City’s Purchasing Policy for the design, supply, delivery, and installation of outdoor fitness equipment in Shakespeare Park.
- CA-2024-044 Resolution from The Corporation of the Town of Cobourg regarding Proposed Amendment to Subsection 27(16) of the Ontario Heritage Act with respect to the removal of listed (non-designated) properties from municipal heritage registers.
- Attachment– Resolution from The Corporation of the Town of Cobourg dated March 8, 2024.
- Endorsement of this resolution is requested.
- CA-2024-045 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:
- Essex Street, from Elgin Crescent to Bruce Street, Stratford, will be temporarily closed to through traffic, local traffic only, Tuesday, March 12, 2024, for a watermain break.
- CA-2024-046 Notification that the Infrastructure Services Department intends to call quotations in accordance with the City’s Purchasing Policy for

- Taylor Street Sanitary Pumping Station Generator Upgrade

CA-2024-047

Resolution from the Township of Amaranth regarding Operational Budget Funding with respect to the Province of Ontario treating all municipalities fairly and providing equivalent representative operational budget funding amounts to all Ontario municipalities.

Attachment – Resolution from the Township of Amaranth dated March 6, 2024.

Endorsement of this resolution is requested.



Township of Perry

PO Box 70, 1695 Emsdale Road, Emsdale, ON POA 1J0

PHONE: (705)636-5941

FAX: (705)636-5759

www.townshipofperry.ca

February 26, 2024

Via Email

The Honourable Doug Ford, Premier of Ontario
Premier's Office
Room 281, Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Dear Premier Ford,

**RE: Request to the Province to Amend Blue Box Regulation for
'Ineligible' Sources**

At their last regular meeting on Wednesday February 21, 2024, the Council of the Corporation of the Township of Perry supported the following:

"Resolution #2024-52

Moved by: Paul Sowrey

Seconded by: Jim Cushman

Whereas under Ontario Regulation 391/21: Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only;

And Whereas 'ineligible' sources which producers are not responsible for include businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks;

And Whereas should a municipality continue to provide services to the 'ineligible' sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs;

Be it resolved that the Council of the Corporation of the Township of Perry hereby request that the province amend Ontario Regulation 391/21: Blue

-2-

Box so that producers are responsible for the end-of-life management of recycling products from all sources;

And further that Council hereby request the support of all Ontario Municipalities;

And further that this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Andrea Khanjin, Minister of the Environment, Conservation, and Parks, the Honourable Graydon Smith, MPP Parry Sound-Muskoka, and to all Ontario Municipalities.

Carried."

Your attention to this matter is greatly appreciated.

Sincerely,



Beth Morton
Clerk-Administrator

BM/ec

c.c. Honourable Andrea Khanjin, Minister of Environment, Conservation and Parks
Honourable Graydon Smith, MPP Parry Sound-Muskoka
All Ontario Municipalities

**Municipality of Tweed Council Meeting
Council Meeting**



Resolution No.

94

Title:

Enbridge Gas Inc.

Date:

Tuesday, February 13, 2024

Moved by

J. DeMarsh

Seconded by

J. Flieler

WHEREAS access to natural gas is important to residents and businesses in our community for affordability and reliability;

AND WHEREAS the Ontario Energy Board's (OEB) decision on Phase 1 of the Enbridge Gas 2024 rebasing application, issued on 21 December 2023, has concerning implications including putting into question the future access to natural gas that support of economic development, affordable housing growth, and energy reliability in communities such as the Municipality of Tweed;

AND WHEREAS Ontario is growing and access to affordable energy to support this growth for homes and businesses is crucial, as is a measured approach to energy transition as not having access to natural gas will stifle economic growth and put housing and energy affordability at risk;

NOW THEREFORE BE IT RESOLVED:

THAT the Municipality of Tweed supports a measured approach to Ontario's energy transition;

AND FURTHER, that the Municipality of Tweed recognizes that there may not be enough electricity available to replace the energy provided by natural gas and meet the increased demand from electrification;

AND FURTHER, that natural gas must continue to play an integral role in meeting the energy needs of Ontario;

AND FURTHER, that the Municipality of Tweed supports the work the Government of Ontario has done to date, including the Natural Gas Expansion Program and Electrification and Energy Transition Panel's call for a clear policy on the role of natural gas to secure access to affordable energy;

AND FURTHER, that this resolution be circulated to the President of AMO, Colin Best, Hon. Doug Ford, Premier of Ontario, Hon. Todd Smith, the Minister of Energy, Ric Bresee, Member of Provincial Parliament for Hastings-Lennox and Addington, all regional municipalities as significant actors to ensuring the need for natural gas in Ontario as part of a measured approach towards energy transition, and submitted to municipalaffairs@enbridge.com.

Carried



4800 SOUTH SERVICE RD
BEAMSVILLE, ON L0R 1B1

905-563-8205

February 28, 2024

SENT VIA EMAIL: Premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Dear Honourable Doug Ford:

RE: Town of Lincoln Council Resolution – Urgent Need for Increased Funding to Libraries and Museums in Ontario

Please be advised that the Council of the Corporation of the Town of Lincoln at its Council Meeting held on February 26, 2024, passed the following motion regarding an Urgent Need for Increased Funding to Libraries and Museums in Ontario:

Resolution No: RC-2024-23

Moved by Mayor Easton; Seconded by Councillor Mike Mikolic

WHEREAS the provincial funding for public libraries is currently based on population levels from 25 years ago, which fails to reflect the substantial growth and changing needs of our communities. The Town of Lincoln Council wishes to draw your attention to the "Overdue" report of 2023 from the Canadian Urban Council, which emphasizes the pivotal role libraries play in various aspects of community life, including knowledge distribution, culture, health, reconciliation, belonging, and our democracy; and

WHEREAS libraries, situated at the heart of our communities, serve as multifaceted institutions catering to diverse needs. They provide essential services such as access to culture and information, refuge for those experiencing domestic violence, election information centers, job search facilities, health clinics, language learning centers for newcomers, and spaces for educational and community events. Despite their vital role, public libraries in Ontario have not seen an increase in provincial funding for over 25 years, leading to a decrease in the value of the province's investment by over 60%; and

WHEREAS the Town of Lincoln Council urges the Provincial Government to

consider increasing provincial funding for Ontario's public libraries to address critical shared priorities and community needs. While over 90% of library funding comes from local municipal governments, provincial operating funding is crucial for providing stability to library budgets, especially in times of inflation, technological changes, and increasing demands on libraries as community hubs; and

WHEREAS the Town of Lincoln Council would like to bring to the Provincial Government's attention the pressing need to increase the funding envelope for the Community Museum Operating Grant (CMOG). The Town of Lincoln currently receives \$25,000 annually, the maximum amount through this grant, but the funding envelope has remained stagnant for over 15 years. This limitation hampers the ability of community museums to offset increasing operational expenses, impacting their role in preserving and promoting local stories, attracting cultural tourists, supplementing school curriculum, and contributing to vibrant and vital communities; and

WHEREAS the Lincoln Museum and Cultural Centre is a community hub critical to the health and vibrancy of our community. An increase in CMOG funding will enable our museum to continue its valuable service to the community, creating a sense of place, attracting cultural tourists, and preserving local stories that define our unique identity; and

WHEREAS Cultural institutions, particularly museums, play a vital role in shaping and preserving our community's identity. They contribute to tourism, social participation, senior well-being, skill-building, and learning. As the largest government funder for most of Ontario's smaller museums, municipalities create value in their communities through the work of these institutions.

THEREFORE, BE IT RESOLVED THAT the Town of Lincoln Council urges the Provincial Government to support increasing funding to both public libraries and community museums. Recognizing these institutions as national assets and strategically investing in their potential will contribute significantly to renewing post-pandemic social cohesion, economic well-being, and community resilience; and

BE IT FURTHER RESOLVED THAT this resolution be circulated to the Province, the Minister of Tourism, Culture and Sport, Association of Municipalities of Ontario (AMO), the Niagara Region, the 12 Local Area Municipalities in Niagara and all municipalities of Ontario for endorsement.

CARRIED

If you require any additional information, please do not hesitate to contact the undersigned.

Regards,



Julie Kirkelos

Town Clerk

jkirkelos@lincoln.ca

JK/dp

Cc: Premier of Ontario
Minister of Tourism, Culture and Sport
Association of Municipalities of Ontario (AMO)
Ann-Marie Norio, Clerk, Niagara Region
Local Area Municipalities
All Ontario Municipalities



The Corporation of the Town of Cobourg

Resolution

All Ontario Municipalities

Sent via email

Town of Cobourg
55 King Street West,
Cobourg, ON, K9A 2M2
clerk@cobourg.ca
Town of Cobourg

March 8, 2024

RE: Correspondence from the Architectural Conservancy Ontario regarding Proposed Amendment to Subsection 27(16) of the Ontario Heritage Act with respect to the removal of listed (non-designated) properties from municipal heritage registers

Please be advised that the Town of Cobourg Council, at its meeting held on February 28, 2024, passed the following resolution:

WHEREAS subsection 27(16) of the Ontario Heritage Act stipulates that any non-designated heritage property listed on the municipal register of properties as of December 31, 2022 shall be removed from the municipal register on or before January 1, 2025, if the council of the municipality does not give a notice of intention to designate the property under subsection 29(1) of the Ontario Heritage Act on or before January 1, 2025; and

WHEREAS since January 1, 2023, municipal staff and members of the municipal heritage committee in the Town of Cobourg have been diligently working to: review the municipal heritage register; research the heritage value and interest of listed (non-designated) properties; review and research the heritage value and interest of non-designated properties; contact owners of such properties; determine which properties should potentially be designated in accordance with the provisions of Section 29 of the Ontario Heritage Act; and take all required steps to designate such properties; and

WHEREAS the above-noted work involving 213 listed properties in the Town of Cobourg is extremely time-consuming and cannot be completed by December 31, 2024 with the limited municipal resources available.



The Corporation of the Town of Cobourg

Resolution

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Cobourg authorize the Mayor to promptly send a letter to Doug Ford, Premier of Ontario, and Michael Ford, Minister of Citizenship and Multiculturalism, requesting that Subsection 27(16) of the Ontario Heritage Act be amended to extend the above-noted deadline for five years from January 1, 2025 to January 1, 2030; and

FURTHER THAT Council direct staff to forward this resolution to all 443 municipalities in Ontario seeking support of the ACO correspondence.

Sincerely,

A handwritten signature in black ink that reads 'Kristina Lepik'.

Kristina Lepik
Deputy Clerk/Manager, Legislative Services



374028 6TH LINE • AMARANTH ON • L9W 0M6

March 12, 2024

Hon. Paul Calandra
Minister of Municipal Affairs and Housing

Sent by email to: Paul.Calandra@pc.ola.org

Re: Operational Budget Funding

At its regular meeting of Council held on March 6, 2024, the Township of Amaranth Council passed the following resolution.

Resolution #: 4

Moved by: G Little

Seconded by: A. Stirk

Whereas all Ontario municipalities are prohibited from running budget deficits for operating purposes, and;

Whereas all Ontario municipalities have similar pressures with respect to aging infrastructure and operating costs for policing, and;

Whereas the City of Toronto has recently received Provincial funding to cover a \$1.2 billion dollar operating shortfall and approximately \$12 million in Federal and Provincial funding for their Police operating budget, and;

Whereas the City of Toronto has the lowest tax rates in the Province, approximately 40% less than the average Dufferin rural municipal tax rate.

Be it Resolved That the Township of Amaranth call on the Province of Ontario to treat all municipalities fairly and provide equivalent representative operational budget funding amounts to all Ontario municipalities.

CARRIED

Please do not hesitate to contact the office if you require any further information on this matter.

Yours truly,

Nicole Martin, Dipl. M.A.
CAO/Clerk
C: Premier of Ontario; AMO; Ontario Municipalities



**BY-LAW NUMBER XX-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to enter into a bank loan agreement with the Royal Bank of Canada for the purpose of long-term borrowing.

WHEREAS Part XIII of the Municipal Act 2001, 5.0. 2001, Chapter 25, provides authority for a municipality to incur a debt for municipal purposes, whether by borrowing money or in any other way and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS Council of The Corporation of the City of Stratford (the "Corporation") has authorized various undertakings in respect of which Council of the Corporation has by by-law approved such undertakings to be financed in whole or in part by incurring long-term debt (individually an "Undertaking", collectively the "Undertakings") and Council of the Corporation deems it appropriate to authorize borrowing to meet expenditures made in connection with the Undertakings up to a maximum principal amount of \$9,230,915;

AND WHEREAS the Corporation and the Royal Bank of Canada have agreed to enter into a bank loan agreement for long-term borrowing;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

1. That the Head of Council and/or Clerk and/or the Chief Administrative Officer and the Treasurer are hereby authorized to enter into a bank loan agreement with the Royal Bank of Canada to meet capital expenditures incurred to a maximum amount of \$9,230,915 for Queen Street Storm project - over a maximum of 8-year term, interest rate to be determined to a maximum of 6.5%, amortization maximum 8 years.
2. Annual payments of principal and interest to be paid in monthly installments, said payments to be raised as part of the general municipal levy as required.
3. The lender(s) from whom amounts may be borrowed under the authority of this by-law shall be the Royal Bank of Canada and such other lender(s) as may be determined from time to time by by-law of Council.
4. The Treasurer shall, at the time when any amount is borrowed under this by-law, ensure that the lender is or has been furnished with a certified copy of this by-law, a certified copy of the by-law mentioned in Section 2 determining a different lender, if applicable, and a statement indicating the specific Undertaking or the specific Undertakings in respect of which the temporary borrowing will be made.

DRAFT Reconvene By-law 11.9

5. The proceeds of every loan obtained under this by-law shall be applied for the purpose of the specific Undertaking or the specific Undertakings in accordance with the provisions hereof.
6. Promissory notes or other authorized evidence of indebtedness made under Section 1 shall be signed by the Treasurer and the Chief Administrative Officer or by such other person as is authorized by by-law to sign the same.
7. This by-law shall come into force and take effect upon the final passage thereof.
8. Schedule "A" attached hereto forms part of this By-law.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of March, 2024

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

**THIS IS SCHEDULE "A" TO
BY-LAW NUMBER XX-2024**

Of The Corporation of the City of Stratford
Enacted this 25th day of March, 2024

The following project(s) are financed under this By-law:

1. Queen Street Storm Project \$9,230,915



**BY-LAW NUMBER XXX-2024
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 March 25, 2024.

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 March 25, 2024, 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 25th day of March, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe