



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4740th

Date: Monday, April 8, 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, Kim McElroy - Director of Social Services, 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

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:

10 - 28

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated March 25, 2024, be adopted as printed.

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

Motion by

THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated April 8, 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, Reconvene Session, under the Municipal Act, 2001, as amended, the following matter was considered:

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)).

At the In-camera Session, direction was given to the Chief Administrative Officer and the City Solicitor on this matter.

5.2 At the April 8, 2024, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

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

4.2 Proposed Disposition of Land in the Wright Business Park - Proposed

or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

6. Hearings of Deputations and Presentations:

6.1 Adjournment to a Public Meeting:

29 - 34

Motion by

THAT the Council meeting adjourn to a public meeting to hear from members of the public regarding the establishment of fees for license applications under the City's Accommodation Licensing By-law 130-2022 and to reconvene at the conclusion of the public meeting.

7. Orders of the Day:

7.1 Resolution - T-2024-09 Kenner Crescent Watermain Relining Tender Award (COU24-037)

35 - 37

Motion by

Staff Recommendation: THAT the tender (T-2024-09) for the Kenner Crescent Watermain Relining project be awarded to Fer-Pal Construction Ltd. at a total price of \$659,750.50, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Kenner Crescent Watermain Relining project (T-2024-09).

7.2 Resolution - Dufferin Lions Arena Cooling Tower Replacement (COU24-038)

38 - 40

Motion by

Staff Recommendation: THAT the supply and installation of a new cooling tower on the West roof of the Dufferin Lions Arena, from Cimco Refrigeration Inc. be accepted at a total cost of \$124,422.25, including HST;

AND THAT the purchase be funded, as budgeted, from the Recreation Capital Reserve Fund R-R11-RECR.

7.3 Proclamation - Human Values Day

41 - 44

Motion by

THAT Stratford City Council hereby proclaims April 24, 2024, as "Human Values Day" in the City of Stratford in support of those attributes and qualities that are the heart of humanity, representing the highest

expression of the human spirit.

7.4 Proclamation - ALS Awareness Designations

Motion by

THAT Stratford City Council hereby proclaims June 2024 as "ALS Awareness Month" to raise awareness of the 1,000 Canadians who are diagnosed with ALS each year and the journey they face;

AND THAT Stratford City Council authorizes the flying of the ALS Flag on June 21, 2024 for ALS Awareness Day in support of the approximately 4,000 Canadians living with ALS at any time.

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Infrastructure, Transportation and Safety Committee:

Motion by

THAT the Report of the Infrastructure, Transportation and Safety Committee dated April 8, 2024, be adopted as printed.

9.1.1 386 William Street – Street Access Request onto Joffre Street (ITS24-004) 45 - 48

THAT the request by the Owner of 386 William Street to be permitted legal street access onto Joffre Street, be denied as the City of Stratford continues to require the use of this parcel of property for municipal purposes.

9.1.2 Drinking Water Quality Management Standard 2023 Infrastructure Review (ITS24-002) 49 - 54

THAT the Drinking Water Quality Management Standard 2023 Infrastructure Review (ITS24-002) be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

9.1.3 Drinking Water Quality Management Standard 2023 Management Review (ITS24-003) 55 - 77

THAT the Management Review Minutes 2023 and Summary Table of Action Items 2023 attached to Report ITS24-003, be received by Council to fulfil the requirement of the Ontario

Drinking Water Quality Management Standard.

9.2 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated April 8, 2024, be adopted as printed.

9.2.1 SEEDCo/investStratford Update to December 31 2023 (FIN24-006) 78 - 83

THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update (FIN24-006) for the period ending December 31, 2023 be received for information.

9.2.2 Local Improvement Financing Charges for Works Constructed Under the Local Improvement Act R.S.O. 1990, and O.Reg. 586/06 Local Improvement Charges – Priority Lien Status (FIN24-013) 84 - 91

THAT staff be directed to use the terms outlined in Report FIN24-013 for any current or upcoming Local Improvement projects pending the development of a Policy to be adopted by Council at a future meeting.

9.3 Report of the Community Services Committee

Motion by

THAT the Report of the Community Services Committee dated April 8, 2024, be adopted as printed.

9.3.1 Reciprocal Agreement - Use of Community Facilities (COM24-001) 92 - 94

THAT the Reciprocal Agreement between The Corporation of the City of Stratford, YMCA of Three Rivers (Midwestern Ontario), Avon Maitland District School Board and The Huron-Perth Catholic District School Board for the sharing of facility usage be renewed for a further two years, for 2024 and 2025;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement on behalf of the municipal corporation.

10. Notice of Intent:

None noted.

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 11.3 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.3 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.3 be read a Third Time and Finally Passed.

11.1 Award Tender for Kenner Crescent Watermain Relining T-2024-09 95

To authorize the acceptance of a tender, execution of a contract and the undertaking of work by Fer-Pal Construction Ltd. for the Kenner Crescent Watermain Relining Project (T-2024-09).

11.2 Approve Dufferin Lions Arena Cooling Tower Replacement 96

To authorize the supply and installation of a new cooling tower on the West roof of the Dufferin Lions Arena from Cimco Refrigeration Inc.

11.3 Authorize Reciprocal Use of Community Facilities Agreement 97

To authorize the execution of an Agreement with the Avon Maitland District School Board, the Huron-Perth Catholic District School Board, and the YMCA of Three Rivers for the sharing of facilities amongst the parties.

12. Consent Agenda: CA-2024-048 to CA-2024-056 98 - 105

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 22, 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];

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 April 8, 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 Item 5.1 of the Finance and Labour Relations Committee meeting dated April 8, 2024 be adopted as follows:

5.1 Request to Waive Facility Fees (FIN24-007)

THAT the Truth Behind The Smile Event - Request to Waive Facility Fees report (FIN24-007) be received;

AND THAT direction be provided regarding the facility rental fee waiver request in the amount of \$1008.35 for use of one hall at the Rotary Complex on May 23, 2024;

AND THAT available budgeted funds that are used toward

other facility fee reductions and waivers are transferred to the Community Services department in lieu of the actual fees.

15.2.2 Infrastructure, Transportation and Safety Committee

Motion by

THAT Item 5.1 of the Infrastructure, Transportation and Safety Committee meeting dated April 8, 2024 be adopted as follows:

5.1 Moderwell Street Local Improvement Project – Open House and Recommendations (ITS24-006)

THAT Council receive the description of the proposed design for the Moderwell Street Reconstruction for information;

THAT staff be authorized to proceed under the provisions of Section 6 of the Municipal Act, 2001, O. Reg. 586/06 to initiate the local improvement process, for installation of curb and gutter and road work as part of the Moderwell Street Reconstruction Project, including giving notice of intention to the public and owners of the lots liable to be specially charged;

THAT property owners of Local Improvement Charges be offered a repayment option at a rate of Bank of Canada Prime Rate plus 1.5% for up to a 10-year period, due at the time of finalized construction costs;

THAT should a sufficient number of petitions against the proposed local improvement be received in accordance with the Municipal Act, 2001, O. Reg. 586/06, City staff be authorized to apply to the Ontario Land Tribunal under Section 8 for approval to undertake the proposed work as a local improvement;

AND THAT a by-law for the reconstruction of Moderwell Street under O. Reg. 586/06, as amended, be prepared for Council's consideration, subject to Ontario Land Tribunal approval.

15.3 Reading of the By-laws (reconvene):

106

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

By-law 11.4 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 8, 2024.

Motion by

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

Motion by

THAT by-laws 11.4 be read a Third and Finally Passed.

15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the April 8, 2024 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session MINUTES

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

Also Present: Members of the Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

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

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

Name, Item and General Nature of Pecuniary Interest

Councillor Briscoe declared a pecuniary interest on the following Items:

- 9.2.3 - 2024 Salvation Army Tax Program - Stratford (SOC24-004); and,
- 11.8 - Income Tax Program Agreement.

Councillor Briscoe is an employee of the Salvation Army.

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 Addenda to the Agenda:

R2024-79

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the Addenda to the Regular Agenda of Council and Standing Committees dated March 25, 2024, be added to the Agenda as printed.

Carried

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)).

At the In-camera Session, Council received legal advice regarding Item 4.1. Direction was given to the Chief Administrative Officer regarding Item 4.2. The In-camera Session discussion was held regarding Item 4.3 and further direction will be provided during the In-camera Reconvene Session following this meeting. Further reporting out regarding this item will occur at the next Council meeting. Direction was given to the City Clerk regarding Item 5.1.

5.2 ADDED - From the March 25, 2024, Session, under the Municipal Act, 2001, as amended:

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))

R2024-80

Motion by Councillor Hunter

Seconded by Councillor Biehn

THAT the Memorandum of Settlement with The Canadian Union of Public Employees Local 197 (Outside Workers) effective January 1, 2023 to December 31, 2025, be ratified;

AND THAT the Mayor, Chief Administrative Officer, and Clerk, or their respective delegates, be authorized to sign the Memorandum of Settlement, the Collective Agreement, and all other documents necessary to implement the Memorandum of Settlement and Collective Agreement.

Carried

R2024-81

Motion by Councillor Burbach**Seconded by** Councillor Nijjar**THAT the Memorandum of Settlement with The Canadian Union of Public Employees Local 1385 (Inside Workers) effective January 1, 2023 to December 31, 2025, be ratified;****AND THAT the Mayor, Chief Administrative Officer, and Clerk, or their respective delegates, be authorized to sign the Memorandum of Settlement, the Collective Agreement, and all other documents necessary to implement the Memorandum of Settlement and Collective Agreement.****Carried****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)**

R2024-82

Motion by Councillor Burbach**Seconded by** Councillor Wordofa**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.****Carried**

Krista Robinson, CEO of the Stratford Public Library (SPL), provided a PowerPoint presentation regarding the Library Board's request to be considered as an anchor tenant in the Grand Trunk Community Hub. Highlights of the presentation included:

- the history of the Stratford Public Library location and growth, noting that the facility has been servicing residents for 121 years;
- two reports were completed to assess the space needs of the Library: the Ventin Report in 2001 and the Lamay Space Needs Analysis in 2022;

- both studies having shown that the Library is substantially undersized to meet current demands and that there is no practical way to adapt the building on its foot print;
- Lamay Report recommended a new 44,000 to 60,000 sq ft facility be built to satisfy the City's growing population needs for the next 20 years;
- the Library dealing with space struggles such as accessibility, noise, lack of privacy, lack of parking, community needs exceeding seating and programming space;
- the Library Board has made addressing the space deficit a focus in their 2023 Strategic Plan;
- the Board requesting Council endorsement of the Library as anchor tenant at the Grant Trunk Community Hub; and
- the Grand Trunk Community Hub being an ideal location for the Library as it will have the space to accommodate the needs of the SPL, it is located downtown, and it will provide the Library opportunities to work closely with the YMCA, University of Waterloo, and other community partners.

A question and answer period took place between CEO Robinson and Council as follows:

- due to the overlap of needs being serviced by potential anchor tenants, a member enquired whether it is possible to move only specific portions of the Library's services such as the Maker Lab, to increase collaboration and reduce redundancies;
- it being noted that the priority is to create a centralized location and the satellite model would result in increased staffing needs and significant operational costs;
- with respect to whether there are opportunities to share administrative and operational costs with the YMCA, this being something to be discussed and that Library staff has visited other YMCA and public library joint locations and it is possible to share operating costs;

- with respect to funding, staff will be looking into fundraising, grant opportunities, development charges, and property transfer or sale for project funding;
- it being noted that the YMCA has expressed their interest in the Library joining;
- concerns being expressed about the financial implications of the Grand Trunk project and its ability to fund itself; and
- the standard size required for a Library being based on one sq ft per person and the amount determined in the Space Needs Assessment being based on a projected population of 44,000 for Stratford in the next 20 years.

Council thanked CEO Robinson and Library staff for their service in the community.

R2024-83

Motion by Councillor Burbach

Seconded by Councillor Briscoe

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.

Carried

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

R2024-84

Motion by Councillor Burbach

Seconded by Councillor Hunter

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.

Carried

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

R2024-85

Motion by Councillor McCabe

Seconded by Councillor Biehn

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.

A member expressed concerns regarding the accessibility of the building due to the number of steps.

Mayor Ritsma called the question on the motion.

Carried

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

R2024-86

Motion by Councillor Henderson

Seconded by Councillor Nijjar

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.

Carried

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

R2024-87

Motion by Councillor Beatty

Seconded by Councillor McCabe

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.

Council congratulated staff for the idea. In response to a question, the Director of Community Services advised the project will assist in attracting more events to the Agriplex as the cost for the removal and re-installation of the flooring will be reduced. It will also allow for more flexible configurations of the Agriplex thereby enabling different types of shows and events to be hosted at the facility.

The costs associated with the removal and re-installation of the flooring compared to having the protective floor covering were questioned. The Director stated that the systematic removal and re-installation of the flooring is typically a 5-6 day process requiring 4-5 people plus a forklift to move it all around resulting in about two weeks to remove and re-install the flooring. With the protective covering, the process takes only hours which will result in labour cost savings. The protective floor covering will also help in extending the life of the hardwood as the constant removal and re-installation of the flooring weakens it.

Mayor Ritsma called the question on the motion.

Carried

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

R2024-88

Motion by Councillor Hunter

Seconded by Councillor Biehn

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.

A member stated they were not in favour of the development.

Mayor Ritsma called the question on the motion.

Carried

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

R2024-89

Motion by Councillor Beatty

Seconded by Councillor McCabe

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

R2024-90

Motion by Councillor Burbach

Seconded by Councillor Henderson

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.

Support for the motion was expressed, it was noted that it is important for Council, now more than ever, to show their support for the community.

Mayor Ritsma called the question on the motion.

Carried

7.9 Proclamation - World Tuberculosis Day

R2024-91

Motion by Councillor Wordofa

Seconded by Councillor Nijjar

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.

Carried

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:

R2024-92

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT the Report of the Finance and Labour Relations Committee dated March 25, 2024, be adopted as printed.

Carried

9.1.1 Downtown Stratford Business Improvement Area 2024 Draft Budget (FIN24-001)

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

R2024-93

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT the Reports 9.2.1, 9.2.2, and 9.2.4 of the Social Services Committee dated March 25, 2024, be adopted as printed.

Carried

R2024-94

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the Report 9.2.3 of the Social Services Committee dated March 25, 2024, be adopted as printed.

Carried

Councillor Briscoe having declared a pecuniary interest with respect to Item 9.2.3 - 2024 Salvation Army Tax Program - Stratford (SOC24-004) did not vote or participate in the discussion on the matter.

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

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)

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)

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)

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

Notice was 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 required First and Second Readings and Third and Final Readings and could have been taken collectively upon unanimous vote of Council present:

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

R2024-95

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT By-laws 23-2024 – 30-2024 be taken collectively.

Carried unanimously

R2024-96

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-laws 23-2024 – 30-2024 be read a First and Second Time.

Carried two-thirds support

R2024-97

Motion by Councillor McCabe

Seconded by Councillor Biehn

THAT By-laws 23-2024 – 30-2024 be read a Third Time and Finally Passed.

Carried

R2024-98

Motion by Councillor Beatty

Seconded by Councillor Henderson

That By-law 31-2024 be read a First and Second Time.

Carried two-thirds support

R2024-99

Motion by Councillor McCabe

Seconded by Councillor Briscoe

That By-law 31-2024 be read a Third Time and Finally Passed.

Carried

R2024-100

Motion by Councillor Hunter

Seconded by Councillor Burbach

That By-law 32-2024 be read a First and Second Time.

Carried two-thirds support

Councillor Briscoe having declared a pecuniary interest with respect to By-law 11.8 - Income Tax Program Agreement - did not participate in the vote with respect to By-law 11.8.

R2024-101

Motion by Councillor Henderson

Seconded by Councillor Sebben

That By-law 32-2024 be read a Third Time and Finally Passed.

Carried

Councillor Briscoe having declared a pecuniary interest with respect to By-law 11.8 - Income Tax Program Agreement - did not participate in the vote with respect to By-law 11.8.

11.1 Addendum Agreement Stormfisher Source Separated Organics Processing – By-law 23-2024

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 – By-law 31-2024

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 – By-law 24-2024

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 – By-law 25-2024

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 – By-law 26-2024

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 – By-law 27-2024

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 – By-law 28-2024

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 – By-law 32-2024

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.

11.9 ADDED - Memorandum of Settlement with CUPE Local 197 – By-law 29-2024

To authorize the acceptance of a Memorandum of Settlement and the execution of a three-year collective agreement with The Canadian Union of Public Employees Local 197 effective January 1, 2023.

11.10 ADDED - Memorandum of Settlement with CUPE Local 1385 – By-law 30-2024

To authorize the acceptance of a Memorandum of Settlement and the execution of a three-year collective agreement with The Canadian Union of Public Employees Local 1385 effective January 1, 2023.

12. Consent Agenda: CA-2024-024 to CA-2024-047**12.1 CA-2024-036**

R2024-102

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT CA-2024-036, being a resolution from the Town of Lincoln regarding Increased Funding to Libraries and Museums in Ontario, be endorsed.

Carried

12.2 CA-2024-044

R2024-103

Motion by Councillor Sebben

Seconded by Councillor McCabe

THAT CA-2024-044, being a resolution from the Town of Coburg regarding a proposed amendment to Subsection 27(16) of the Ontario Heritage Act, be endorsed.

Carried

12.3 CA-2024-035

R2024-104

Motion by Councillor Biehn

Seconded by Councillor Hunter

THAT CA-2024-035, being a resolution from the Municipality of Tweed regarding the Enbridge Gas 2024 rebasing application, be endorsed.

Defeated

12.4 CA-2024-047

R2024-105

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT CA-2024-047, being a resolution from the Township of Amaranth regarding Operational Budget Funding, be endorsed.

Carried

13. New Business:

There were no new business items discussed at the meeting.

14. Adjournment to Standing Committees:

The next Regular Council meeting is April 8, 2024 in the Council Chamber, City Hall.

R2024-106

Motion by Councillor McCabe

Seconded by Councillor Nijjar

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.

Carried

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on 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

Councillor Hunter declared a pecuniary interest on Item 4.1 of the Infrastructure, Transportation and Safety Committee agenda. Councillor Hunter is the owner of the abutting property.

15.2 Committee Reports

15.2.1 Finance and Labour Relations Committee

R2024-107

Motion by Councillor McCabe

Seconded by Councillor Nijjar

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 Remuneration 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.

Carried

15.3 Reading of the By-laws (reconvene):

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

By-law 11.9 Long-term Borrowing By-law – By-law 33-2024

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 – By-law 34-2024

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

R2024-108

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT By-laws 33-2024 to 34-2024 be taken collectively.

Carried unanimously

R2024-109

Motion by Councillor Hunter

Seconded by Councillor Henderson

THAT By-laws 33-2024 to 34-2024 be read a First and Second Time.

Carried two-thirds support

R2024-110

Motion by Councillor Biehn

Seconded by Councillor Beatty

THAT By-laws 33-2024 to 34-2024 be read a Third Time and Finally Passed.

Carried

15.4 Adjournment of Council Meeting

R2024-111

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT the March 25, 2024, Regular Council meeting adjourn and reconvene into a Committee of the Whole In-camera Session.

Members were advised Council would be adjourning the Regular Council Meeting and reconvening in Closed Session to continue discussion on Item 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)).

Mayor Ritsma called the question on the motion.

Carried

Meeting Start Time: 7:03 P.M.

Meeting End Time: 7:50 P.M.

Reconvene Meeting Start Time: 8:42 P.M.

Reconvene Meeting End Time: 8:45 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: April 8, 2024
To: Mayor and Council
From: Adam Betteridge, Director of Building and Planning Services
Report Number: COU24-036
Attachments: None

Title: Accommodation Licensing Fee Implementation

Objective: To hear and consider comments from the public regarding the establishment of fees for license applications under the City's Accommodation Licensing By-law #130-2022.

Background: Short Term Rental Accommodations (STRAs) in the City of Stratford are currently regulated through the following City By-laws:

- Comprehensive Zoning By-law #10-2022 (hereinafter referred to as "Zoning By-law" or "ZBL"); and,
- By-law #130-2022 to license, regulate and govern the provision of short-term rentals through the City including inns, STRAs, hostels, rooming houses and boarding houses, this commonly referred to as the "Accommodation Licensing By-law".

The current provisions and regulations in the City's ZBL for STRAs were the result of an extensive deliberative process, ultimately being finalized and incorporated as part of the City's review and adoption of the ZBL in early 2022.

On August 29, 2022, a virtual Public Meeting was held to give Council an opportunity to hear comments with respect to the then proposed (draft) Accommodation Licensing By-law. A number of comments and question were brought forward. At its October 11, 2022 Regular Meeting, Council considered, along with additional comments from the public, Report No. ITS22-026 and then passed resolution no. R2022-416 which provided the following summarized direction relevant to this Report:

- Approved the Accommodation Licensing By-law effective January 1, 2023;

- Approved revisions to the Bed and Breakfast Establishment By-law No. 180-2004 (B&B By-law) effective January 1, 2023; and,
- That licensed establishments under the Accommodation Licensing By-law and the B&B By-law are exempt from paying licensing fees for the 2023 season, from April 1, 2023, to March 31, 2024.

The purpose and intent of the Accommodation Licensing By-law is to ensure that occupants of STRAs and the other short-term accommodation uses (B&Bs not included given such are regulated through the Bed & Breakfast Licensing By-law #180-2004) are provided with safe accommodations in terms of fire and building safety and that the accommodations comply with all Applicable Law including but not limited to the City's Property Standards and general sanitary requirements. The Accommodation Licensing By-law also ensures that short-term rental operators/owners are made aware of their responsibility to comply with City by-laws and other regulations. Since the adoption of the Accommodation Licensing By-law, licensing fees and their specific amounts (i.e. the application fees required to obtain a license) have not been established.

As noted, STRAs are not subject to the City's B&B By-law, however revisions were approved to the B&B By-law in order that both by-laws (B&B and Accommodation) would be consistent. Such revisions pertained to the provisions for the appeals process, insurance, and offences and penalties.

In addition to the ZBL and Accommodation Licensing By-law, STRAs are subject to a four percent (4%) mandatory tax through the City's Municipal Accommodation Tax ("MAT") By-law #93-2022.

Lastly, the City Solicitor, working in close consultation with the Chief Administrative Officer and Staff from Corporate Services, By-law, Building, and Planning, is near completion of an Administrative Monetary Penalty By-law (an "AMP" by-law), that is intended to provide the City with an ability to prosecute non-compliant STRAs through the use of AMPs resulting in an increased level of enforcement on STRAs. Such will be brought forward in a separate report in the near future.

Analysis: The City's Accommodation Licensing By-law was passed on the basis that there would be an implementation period whereby licensed establishments under the Accommodation Licensing By-law would be exempted from paying licensing fees for the 2023 season. To maintain fairness to existing B&B licensees, the City also waived B&B licencing fees. Licensing fees for the City's Accommodation Licensing By-law have not yet been established.

Under the framework of the *Municipal Act, 2001, S.O. 2001, c. 25*, municipalities possess the authority to establish fees for services, including fees to license establishments offering short-term accommodation. This authority enables local governments to recover costs associated with the administration, enforcement, and provision of these services. However, when setting such fees, municipalities must

adhere to principles of fairness and transparency, ensuring fees are not prohibitive and that they reflect the actual cost of service provision. The Act stipulates that fees cannot be established as a revenue-generating tool beyond recovering costs. Furthermore, municipalities are required to conduct consultations and provide justifications for the fee amounts, ensuring they are reasonable and directly related to the service provided. This regulatory environment ensures that while municipalities have the flexibility to manage and regulate STRAs effectively, they must also balance financial sustainability with fairness and accessibility for service users.

Municipal Scan

Staff reviewed licensing fees, renewal processes, and enforcement mechanisms across multiple municipalities. This review, summarized further below, included Lambton Shores (Grand Bend), South Bruce Peninsula, North Bruce Peninsula, Niagara-on-the-Lake, Collingwood and Owen Sound to understand their approaches towards STRA management. Key highlights from the municipalities surveyed are as follows:

- Lambton Shores (Grand Bend) requires a licensing fee of \$500, with an equal amount for each annual renewal. Operators without a license face a \$900 fine and the municipality employs a demerit system for license revocation.
- South Bruce Peninsula has set its licensing fee at \$800 and an annual renewal fee at \$350. The application package includes noise by-law and fire safety information. The fine for operating without a license is \$600.
- North Bruce Peninsula differentiates its licensing with a Class A/B License at \$500, plus an inspection fee every three years as part of the renewal process. Unlicensed operations are fined \$900, with additional inspections required.
- Owen Sound also sets its licensing and annual renewal fees at \$500. Licenses cannot be applied for or renewed if there are outstanding fines or violations.
- Niagara-on-the-Lake licensing and annual renewal fees are \$279/per room. Notably, Niagara-on-the-Lake has initiated a STRA compliance pilot program to enhance its ability to manage STR compliance and enforcement. This pilot program offers 24/7 support for complaint resolution, aiming to assist By-law Enforcement Officers and improve community service in response to rising STR complaints.
- Collingwood's fee is approximately \$350. Notably, Collingwood has imposed a cap of 200 issued licenses. Once 200 licenses have been issued, new applications will be placed on a waitlist.

In addition to the above, Staff also evaluated the actual service cost related to the STRA licensing program. The City already administers a similar licensing/enforcement program under the B&B By-law whereby the review and inspection process is similar,

especially with the inspection component. Reviewing and renewing STRA and B&B licenses demands significant administrative effort across multiple departments, generally consuming six (6) to ten (10) hours of staff time per license/property. The current application fee amount to obtain a B&B license in the City of Stratford is currently \$201.00 plus \$122.00 for each additional room. These rates adjust annually with Consumer Price Index as published by Statistics Canada.

The City's By-law Division staff advise that there has been more administration and enforcement time associated with individual STRAs in the City compared to individual B&Bs. Although there is no specific data to confirm that STRAs require more administration and enforcement than B&Bs, it is apparent that STRAs pose greater challenges in ensuring compliance. Consequently, it is proposed that the licensing fee for STRAs be set higher to reflect these additional enforcement needs.

Administrative Monetary Penalties ("AMPs") are being developed to address non-compliance.

Accordingly, it is proposed that the STRA license application fee structure be set at \$402.00 (double the current B&B license fee), with the same additional charge (\$122.00) for each extra room. This increased fee adjustment is suggested to reflect the heightened administrative, enforcement, and service provision costs specific to STRAs, and sets the fees in-line with other jurisdictions.

Specifically, the fees recommended to be added to and form part of Schedule "B" of the City's Fees & Charges By-law (and be reviewed annually) are:

Item	Fee
i) Application Fee 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

Also included in the above is an "Appeal Fee". An option to appeal is set out in both the Accommodation Licensing By-law as well as the B&B By-law; both refer to the charge as specified in the Fees & Charges By-law.

Appeal fees are a part of the appeal procedure for the licensing of these accommodations. Where an Officer refuses to issue or renew a license or where the

Officer elects to suspend or revoke a license, the licensee can appeal their decision to the Appeal Committee in accordance with the requirements of the applicable by-law.

A part of the procedure is the requirement for the licensee to pay a fee for the appeal request. Staff recommend that this fee be set at \$180.00. This fee would be the same for both the Accommodation Licensing By-law as well as the B&B By-law.

Public Notice of the City's consideration of establishing such fees was issued in accordance with the City's public notice policy. Members of the public are invited to provide comments, and any comments received in advance (i.e. provided to Staff) will be provided for Council and public information by Staff at the public meeting.

If the recommendations of this Report are supported, revenue will be created through the fees for short-term accommodation licenses.

Using 2023 as a guideline, there were twenty-eight (28) STRA licenses issued. Five (5) STRA licenses were cancelled, not completed or declined. For 2024, to date, the City has issued seven (7) licenses, and foresees that approximately thirty (30) licenses from 2023 will be renewed. Staff estimate that the City could issue approximately forty (40) to seventy-five (75) licenses per year and could increase based on the enforcement of existing un-licensed STRAs, which is expected to improve with the implementation of an AMP by-law.

The proposed licensing fees are designed to cover the costs associated with administration and enforcement, aiming to avoid the need for funding from municipal property taxes. Any surplus generated will be accounted for in the By-law Division's finances and affect the City's financial status. Since it is intended that fees merely cover expenses, Staff will assess fee structures against actual costs and revenues during annual budget reviews, maintaining a focus on financial responsibility and transparency.

Financial Implications:

Financial impact to current year operating budget:

The 2024 budget was prepared without any estimated STR licensing revenues. Based on estimated license volumes, there could be additional revenues created of \$20,000 to \$35,000 that will effectively be used to offset the costs to administer the by-laws. In addition to licensing revenues, the City could also anticipate Municipal Accommodation Tax (MAT) revenues. These revenues are based on seasonal room availability volumes and accommodation values and will be analyzed as the program matures.

Financial impact on future year operating budget:

As the City licenses more of the STRAs, there will be additional revenues from the licensing, revenues from the Municipal Accommodation Tax, with nominal increases to costs.

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.

Travel and Transport

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

Staff Recommendation: THAT the report titled, "Accommodation Licensing By-law Fee Implementation" (COU24-036), be received;

AND THAT Schedule "B" of the City's Fees and Charges By-law 117-2023 be amended to establish license application fees for the City's Accommodation Licensing By-law 130-2022 as recommended in Report COUC24-036.

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

Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: April 8, 2024
To: Mayor and Council
From: Nick Sheldon, Project Manager
Report Number: COU24-037
Attachments: None

Title: T-2024-09 Kenner Crescent Watermain Relining Tender Award

Objective: To obtain Council approval to accept the bid from Fer-Pal Construction Ltd. of \$659,750.50 including HST, for the Kenner Crescent Watermain Relining Contract T-2024-09.

Background: The existing watermain on Kenner Crescent is 340 metres in length, was constructed of 150mm diameter ductile iron in 1977 and has been subject to reoccurring circumferential breaks. These watermain failures result in disruption to residents, and a financial burden related to unplanned repairs.

Watermains typically have a 50-to-100-year useful life, depending on the material. This asset was initially set up with a 50-year useful life, but the industry expectation is higher. While at the end of its useful 'book' life, operationally, the one in question is failing prematurely and requires attention now.

The existing water services connection are constructed of copper and installed below the usual frost depth, eliminating the need for replacement currently (non-lead and not susceptible to freezing). The storm sewer, sanitary sewer, and road infrastructure on Kenner Crescent is in excellent condition, requiring no immediate repairs or replacements. Therefore, the Engineering Division is opting for Cured-In-Place Pipe (CIPP) techniques over traditional open-cut construction to address watermain breaks. This minimizes the road disruption and ensures a more cost-effective method to target underground infrastructure repairs and rehabilitation work.

In 2023, 2022 and 2020 the Engineering Division successfully completed watermain rehabilitation projects on Erie Street, Willow Street and Romeo Street North with a Cured-In-Place Pipe (CIPP).

The Engineering Division proposes to build on experience and rehabilitate the Kenner Crescent watermain using a CIPP lining technology. CIPP lining is a cost-effective trenchless solution that lines the inside diameter of the existing pipe with a composite material. The stand-alone structural liner withstands loads and internal pressures without relying on the residual strength of the existing pipe. The CIPP lining material is designed and manufactured to meet all drinking water requirements.

Analysis: There were a total of seven contractors registered for the project, with one submitting an official bid. The bid of \$659,750.50 including HST was provided by Fer-Pal Construction Ltd. The net cost to the City after the partial HST rebate is \$594,125.75.

Fer-Pal Construction Ltd. has been actively installing CIPP in watermains for over 18 years. They have completed over 650 projects and have lined over 2,500,000 metres of pressurized potable watermain in Canada and United States.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	594,125.75
Material Testing	\$	10,000.00
Total	\$	604,125.75

The 2024 capital budget contains a total of \$700,000 for this project to be funded as follows:

Water Reserve R-R11-WATR	\$	700,000.00
Total	\$	700,000.00

Therefore, approximately \$96,000 is expected to be unspent from the initial budget estimate which will remain in the Water Reserve for future capital expenditures.

Financial Implications:

Financial impact to current year operating budget:

The anticipated project surplus will not impact the overall 2024 budget as the funding is from existing reserve funds.

Financial impact on future year operating budget:

Proactive rehabilitation and replacement of City assets ensure infrastructure remains in a state of good repair mitigating the financial risk of unplanned repairs. Therefore, operating costs in future years are anticipated to be low.

Link to asset management plan and strategy:

This project represents a rehabilitation of an asset maintained in the asset management plan. As the planned actions are expected to extend the useful life of the current infrastructure by an additional 50-years, there is no deletion of the asset, simply an

addition to the current asset. Asset replacement and significant rehabilitation activities that extend the useful life are 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.

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:

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.

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 tender (T-2024-09) for the Kenner Crescent Watermain Relining project be awarded to Fer-Pal Construction Ltd. at a total price of \$659,750.50, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Kenner Crescent Watermain Relining project (T-2024-09).

Prepared by: Nick Sheldon, Project Manager

Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: April 8, 2024
To: Mayor and Council
From: Mark Hackett, Manager of Community Facilities
Report Number: COU24-038
Attachments: None

Title: Dufferin Lions Arena Cooling Tower Replacement

Objective: To provide Council with information and to authorize the replacement of the Cooling Tower at Dufferin Lions Arena from Cimco Refrigeration Inc. through the Canoe Purchasing Group of Canada.

Background: At the February 26, 2024 Council Meeting, Council approved the 2024 budget and the capital expenditure of \$125,000 for the replacement of the Cooling Tower at Dufferin Lions Arena.

A recent refrigeration equipment lifecycle report for the Dufferin Lions Arena identifies the cooling tower to be in critical condition and that the cooling tower has reached the useful life and is due for replacement.

The City of Stratford participates from time to time in procurement programs that are conducted by cooperative buying groups. The Canoe Procurement Group of Canada is a buying group through the Local Authority Service (LAS) and Association of Municipalities of Ontario (AMO) that helps municipalities purchase products and services that they regularly use at preferential pricing. Under the Canoe Procurement Group, municipalities can access high-quality, competitively priced good and services without having to formally issue tenders or RFPs themselves, as LAS has done much of the vetting.

Analysis: The Community Services Department staff utilized the Canoe Procurement Group of Canada to review the proposals and contacted approved vendors for the replacement of the cooling tower at Dufferin Lions Arena. The scores relating to pricing were very similar, though Cimco Refrigeration Inc. was the only supplier that was able to meet the timelines required by the City to ensure the replacement is completed before the start of the next ice season.

The pricing received was in the amount of \$124,422.25 plus HST. The City is entitled to a 100% HST rebate for expenses that relate to facilities that have taxable revenues meaning that the total submission cost received from Cimco Refrigeration is under the approved budget for the project.

In conjunction with the Purchasing Clerk, Community Services staff have reviewed the Canoe procurement program RFP and evaluation summary and have determined that they are compliant with the City of Stratford's purchasing policy.

Awarding the tender through the Canoe procurement program will expediate the replacement to ensure that the project is completed before the ice installation date at Dufferin Lions Arena and avoid any disruptions to the scheduled ice season start date.

Financial Implications:

Financial impact to current year operating budget:

The cost savings compared to budget is nominal (\$577.75) and will remain in the reserve fund R-R11-RECR for future capital expenditure requirements. There are no anticipated impacts to the operating budget.

Financial impact on future year operating budget:

Annual repairs and maintenance, as well as transfers to reserves for future replacement of the asset, will be included in future operating budgets and maintenance costs are expected to be significantly reduced over a 10-year forecast following the replacement of the cooling tower.

Link to asset management plan and strategy:

The new cooling tower is expected to have a useful life of approximately 15 years. Future transfers to reserve funds will need to reflect planned replacements over the period and at the end of useful life for this cooling tower, like all assets included in the asset management plan.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles:

Health and Happiness

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

Staff Recommendation: THAT the supply and installation of a new cooling tower on the West roof of the Dufferin Lions Arena, from Cimco Refrigeration Inc. be accepted at a total cost of \$124,422.25, including HST;

AND THAT the purchase be funded, as budgeted, from the Recreation Capital Reserve Fund R-R11-RECR.

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



41 Walk for Values

A Walk for me, my family and my community!



21 Years of Walk For Values | 9 Years of Human Values Day

www.walkforvalues.com | www.humanvaluesday.com



Mayor, City of Stratford

Re: Proclamation Human Values Day on April 24, 2024

Your Worship Dear Mayor Martin Ritsma,,

Global peace and happiness can only be achieved by each one of us embracing the eternal and universal human values of truth, right conduct, peace, love and nonviolence. Human values are those attributes and qualities that are the very heart of humanity, representing the highest expression of the human spirit. While human values are non-denominational and transcend race, gender, nationality, caste, creed, faith and religion; practicing these universal human values can positively transform people and bring peace.

In today's world, we see increased conflict and violence attributable to religious and ethnic divisions; chaos and unrest due to the neglect of these fundamental human values at the individual, family, community, national and international levels. By bringing greater awareness to these human values, we can raise character at all levels. It is a transformation that will bring enrichment to a person's character, harmony in the home, accord in the community, order in the nation and peace in the world.

This increased awareness on the universal human values can be promoted at many levels in the community, seeking cooperation of all community and interfaith groups, educators, health care professionals and the downtrodden people living in remote communities. Many local and national governments have recognized the importance of practicing human values and acknowledged that these values should be highlighted on an on-going basis for everyone's benefit.

May 27, 2010 was a historic day when the Canadian Parliament congratulated the Sathya Sai School of Canada for its efforts in reinforcing values in Canada and around the world. Hon. Michelle Simson, MP, read a Statement by Members of the House of Commons and paid a tribute to the Sathya Sai School of Canada for spreading values by organizing a 'Walk For Values' to spread this important message. Messages poured from the Prime Minister, Premiers, Governors, Mayors, MPs, MPPs and Councilors to further spread these universal human values.

Since 2015, we have received over 300 proclamations. Several provinces, including Alberta, News Brunswick, British Columbia, Manitoba, Nova Scotia, Newfoundland and Labrador, including various municipalities, have already declared April 24 as Human Values Day. This widespread recognition underscores the growing understanding of the positive impact that the practice of human values can have on individuals and communities. Also, various landmarks across Canada like CN Tower, Niagara Falls, Toronto 3D sign, City Hall in Toronto, Hamilton Signature Sign, Mississauga Clock Tower, The Peace Bridge, BC Place in Vancouver, High Level Bridge in Edmonton and City Hall Vancouver all observed Human Values Day on April 24.

This year we are planning to have Walks, volunteer at local food banks and volunteer in planting tree to combating climate change and improving the environment.

With this request I have attached our Human Values Special Edition Newsletter. We look forward once again for The City of Stratford to proclaim April 24 as the "Human Values Day".

We propose that we all take the time to reflect on ourselves and observe April 24 every year as "Human Values Day." This proclamation will dedicate a day each year to increasing awareness of Canada's commitment to human values by encouraging citizens to foster a climate that promotes, supports and celebrates "excellence in character" in our schools, businesses, homes and community-based organizations in order to strengthen the families and communities in Canada and around the world. Rekindling human values around the world by Canadian initiative is step forward to achieving universal peace and security on the planet, and harmonious coexistence among different people and cultures. In addition, if you have any suggestions in bringing the transformation and it will be very much appreciated.

Thank you in advance.

Manish Rughani (Advisor Team - Walk for Values)



42 Walk for Values

A Walk for me, my family and my community!



21 Years of Walk For Values | 9 Years of Human Values Day

www.walkforvalues.com | www.humanvaluesday.com/



SUMMARY OF OUR ORGANIZATION:

What is Walk for Values?

Walk for Values is a walkathon which was started in the town of Malvern, ON., in 2003 by the Parent Council of the Sathya Sai School of Toronto - Canada, an independent elementary school, registered with the Ontario Ministry of Education. The school's thrust is **Education in Human Values**, where the staff, parents, students and volunteers all focus on *integrating human values* into the regular curriculum.

In 2004, this Walk became a national event being conducted annually in the cities of Ottawa, Kingston, Toronto, Saskatoon, Winnipeg, Edmonton, Calgary, and *Coquitlam* where representatives from Vancouver, Surrey, and Abbotsford join together with the City's Teddy Bear Parade. In 2007, it continued at Dundas Square, in downtown Toronto and in 2007, it also became *international* when it was done in Australia in 5 major cities on a national scale. This is **the little Walk that grew** from just over 3000 walkers in Malvern in 2003 to over 5000 participants in 2010 at Yonge-Dundas Square, the heart of downtown Toronto, growing by the end of 2014 to an annual **international event**. Today this walk has grown to over **40 major cities** across **6 continents** and counting! Since 2013, this Walk is being conducted from the prestigious **Nathan Phillips Square**, at Toronto City Hall.

This Walk is aimed at raising awareness of the importance of practicing **positive values** at helping in the eradication of violence, bullying, drugs, crime, disrespect and greed in our society. The uniqueness of the event is that **it is not a fundraiser**. Rather, each participant resolves to make the community richer **by pledging to practice a value of his or her choice**. In this way, it is a "**walk of love**" aimed at making our city, one citizen at a time, richer in our commitment to human values as a first step towards raising our social conscience.

Mission Statement

"Walk for Values" is a walk designed to raise awareness of *Human Values* and to promote individual and collective responsibility for the progress of humanity, one step at a time.

Vision Statement

A non-monetary, non-denominational event, this unique initiative, based on the five basic universal human values of Truth, Right Conduct, Peace, Love and Non-violence, is part of a global drive to seed human consciousness with timeless affirmations such as hope, kindness, patience and honesty, along with other positive values deemed integral to the sustenance and survival of mankind.

It calls for an honest self-examination from all its participants who identify areas for personal growth and pledge to practice associated values not only for self-transformation but also collectively for social, environmental and global reformation.

The Objective of the "Walk for Values"

The objective of the "Walk for Values" is to give members of the community, participating organisations and students a clearer understanding of the importance of a values-based life. Basic Human Values of truth, right conduct, peace, love and non-violence have been on the decline in our communities and our nations. We can see this in the daily reports in the newspapers, radio and TV news broadcasts. Guns, violence and drugs have infiltrated our streets, our communities and our families. By doing nothing we contribute to the increase of this decline. As responsible citizens, we simply must do something about it. This WALK is an opportunity to fulfil that responsibility in a positive way by raising the awareness of human values in our community.



43 Walk for Values

A Walk for me, my family and my community!



21 Years of Walk For Values | 9 Years of Human Values Day

www.walkforvalues.com | www.humanvaluesday.com



The Values we walk for are Values to live by

TRUTH - honesty, integrity, optimism, excellence

RIGHT CONDUCT - courtesy, gratitude, fairplay, perseverance, determination, responsibility, sacrifice, initiative, leadership, courage, duty, ethics

PEACE - contentment, discipline, humility, patience, satisfaction, self-control, self-confidence, self-respect, understanding, modesty

LOVE - caring, compassion, reverence, forgiveness, generosity, kindness, enthusiasm, tolerance, dedication, devotion, unity

NON-VIOLENCE - gentleness, consideration, moderation, cooperation, brotherhood, equality, cultural respect, social justice

Current Locations, touching the 6 continents ~ North America, South America, Europe, Australia, Asia and Africa.

Canada: Ottawa, Kingston, Toronto, Saskatoon, Winnipeg, Edmonton, Calgary Fort McMurray and Coquitlam. **USA:** New York, Austin, Houston, Dallas, Raleigh, Seattle, Detroit, Ann Arbor, Chicago and Tampa. Mexico **Australia:** Sydney, Melbourne, Adelaide, Canberra, Perth and Brisbane. **India:** Chandigarh, Visakhapatnam New Delhi. **New Zealand:** Auckland. **Malaysia:** Kuala Lumpur **Hong Kong:** The city of Hong Kong. **Europe:** UK. **South America:** Suriname **Africa:** Hosted in all 13 regions in South Africa, covering 9 locations around the country.

Event Highlights focusing on the 10th to 21th Anniversary of Walk For Values and Human Values Day

- 9 Years of Human Values Day.
- It's not a fund raiser, but an event to promote Human Values and Character Development.
- The only major public event that supports & promotes excellence in Character in communities
- Collection of non-perishable food items - **with goal of 10 tons** - on a **National** basis for the Food Banks across Canada
- Conducting a **National Blood Donation** drive in partnership with CBS
- Collecting new and re-usable **clothing** to be distributed to the needy
- Donated **108 Children's' beds to charity** through the agency of '**Furniture Bank**'
- Colorful floats, music bands and participation by other local public schools
- Motivational keynote speakers from the various community organizations
- "**Go Green**" was the theme for 2009 and continues as an underlying goal of all events
- Promotion of family values with fun games and prizes for children
- Leaders from the three levels of Government and other community organisations lead the parade
- Ignite Partner of Pan Am Games & Alliance Partner for Canada 150
- Park cleaning
- Received Proclamation of Human Values Day Across Canada from Premiers of 4 Provinces and Mayors of over 300 municipalities across Canada since 2015
- For Human Values Day 2020, we supported Daily Food Bank and Malvern Food Bank by collecting and donating over 8000KG of necessity items.

Hosted by the Parent Council - Sathya Sai School of Toronto – Canada , Sathya Sai International Organization, Canada
451 Ellesmere Rd., Toronto, ON., Canada M1R 4E5; T. 416-297-7970; F. 416-297-0945; www.sathyasaischool.ca
Values Without Borders!



44 Walk for Values

A Walk for me, my family and my community!




21 Years of Walk For Values | 9 Years of Human Values Day

www.walkforvalues.com | www.humanvaluesday.com/




















Summary of 2023 Proclamations



APRIL 24, 2023
HUMAN VALUES DAY
PROCLAMATIONS & LANDMARK RECOGNITION

WALK FOR VALUES

 City of Brampton	 City of Edmonton	 City of Kingston	 City of Markham	 City of Ottawa	 City of Pickering	 City of Prince Albert
 City of Quinte West	 Town of Richmond Hill	 City of Saskatoon	 City of Toronto	 Township of Scugog	 Town of Ajax	
 CN TOWER	 TRUTH	 RIGHT CONDUCT	 PEACE	 LOVE	 NON-VIOLENCE	 NIAGRA FALLS



MANAGEMENT REPORT

Date: February 28, 2024
To: Infrastructure, Transportation and Safety Sub-Committee
From: Taylor Crinklaw, Director of Infrastructure Services
Report Number: ITS24-004
Attachments: Map: Joffre Street Turnaround and Surrounding City Owned Parcel of Land

Title: 386 William Street – Street Access Request onto Joffre Street

Objective: To consider the request made by the Owner of 386 William Street to attain legal street access onto Joffre Street.

Background: The intent of this report is to bring forward a request by the Owner of 386 William Street to be given street access onto Joffre Street. The Owner has proposed his rear lot could be severed to make a new lot. Before this could be considered, the Owner would need legal access to Joffre Street, as the severed lot would need its own frontage onto a public street, a requirement to qualify for a building permit. The City became aware of the Owner's intent through his Planning application submission to the Committee of Adjustment. The application was deemed incomplete and has not moved forward at this time. In consultation with Planning Staff, the Owner was informed the likeliest biggest obstacle in obtaining a severance would be ensuring street right-of-way access for the proposed severed lot onto Joffre Street.

Currently, 386 William Street has no legal street access to the Joffre Street right-of-way. The City owns a parcel of land between the road right-of-way and the subject property, put in place in 1954 to effectively act as a reserve. Without this parcel acting as a land reserve, adjoining properties would have automatic legal rights to street access and the installation of a second driveway. As allowed under the Planning Act, R.S.O. 1990, c. P.13, the establishment of reserves is a common practice employed by municipalities to ensure some control in how land is developed. One of the most common examples of using a reserve is for lands that abut an arterial road like O'Loane Avenue. Ensuring safe and unhindered traffic flow, reserves are in place along O'Loane Avenue that restrict new developments access to the street to a select number of intersecting streets such Brown and Thomas Streets. This eliminates the potential hazard and burden generated because of a high number of private driveways accessing an arterial road.

The Owner has made multiple requests in the past to be given access onto Joffre Street. Previous requests have not been approved by Council, nor have requests to acquire the property from the City. In a report presented at the November 20, 2018, Infrastructure, Transportation and Safety Sub-Committee, access was requested via the City's Encroachment policy process. At that time the Infrastructure and Development Services Department advised that they did not recommend approval of the application for an encroachment for 386 William Street. The reasoning given was that the City still requires use of the property for municipal purposes, including snow storage. It was deemed that the proposed driveway encroachment and use of the property by the applicant would unreasonably interfere with the City's ongoing use of the property.

Analysis: Joffre Street was fully reconstructed in 2016. At the time Staff made best efforts to ensure the street met current standards. The biggest obstacle was the turnaround located at the end of the street. To meet the current standards of the preferred bulb shaped turnaround, a significant amount of frontage would need to be purchased by the City for at least two adjacent properties. The preferred bulb standard permits easier turning movements for large fleet and emergency use vehicles and is better able to facilitate winter control operations.

In 2016 the constructed hammerhead style turnaround was an operational and emergency services access improvement from what was there prior. However, this style of turnaround is also difficult to navigate and manage for larger fleet, particularly for winter maintenance. The addition of a driveway access would further impede the City's ability to manage winter events. A specialized and infrequently used piece of fleet, such as a front-end loader, may be required solely to address winter maintenance in this area.

Another concern is the potential precedent set by approving street access onto a turnaround that doesn't meet current standards. If all five properties that abut Joffre Street turnaround were permitted an additional driveway access, there would be the creation of five new driveways on this turnaround. This would significantly further impede winter maintenance to the point of requiring specialized equipment and more costly snow removal and hauling activities for each snow fall event.

A final concern is that any granted access advances the possibility for the creation of a new separate, standalone building lot. Although the Planning Division has not provided any evaluation or planning opinion (as noted earlier the Owner's Committee of Adjustment application was deemed incomplete and has not moved forward), any possible severed lot would not be comparable to surrounding/area properties regarding lot frontage and size (area).

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated impact to the current year operating budget.

Financial impact on future year operating budget:

If Council approves street access onto Joffre Street, it will result in additional operational and maintenance resources to maintain winter control services.

Legal considerations:

The Owner of 386 William Street has not succeeded in the past in his appeals to the provincial Courts regarding past Council decisions that deny his request for street access onto Joffre Street.

Insurance considerations:

If the Owner is permitted street access, the level of service for snow removal in the area is anticipated to be reduced, which could lead increased probability of claims.

Alignment with Strategic Priorities:**Mobility, Accessibility and Design Excellence**

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

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

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

Culture and Community

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

Material and Products

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

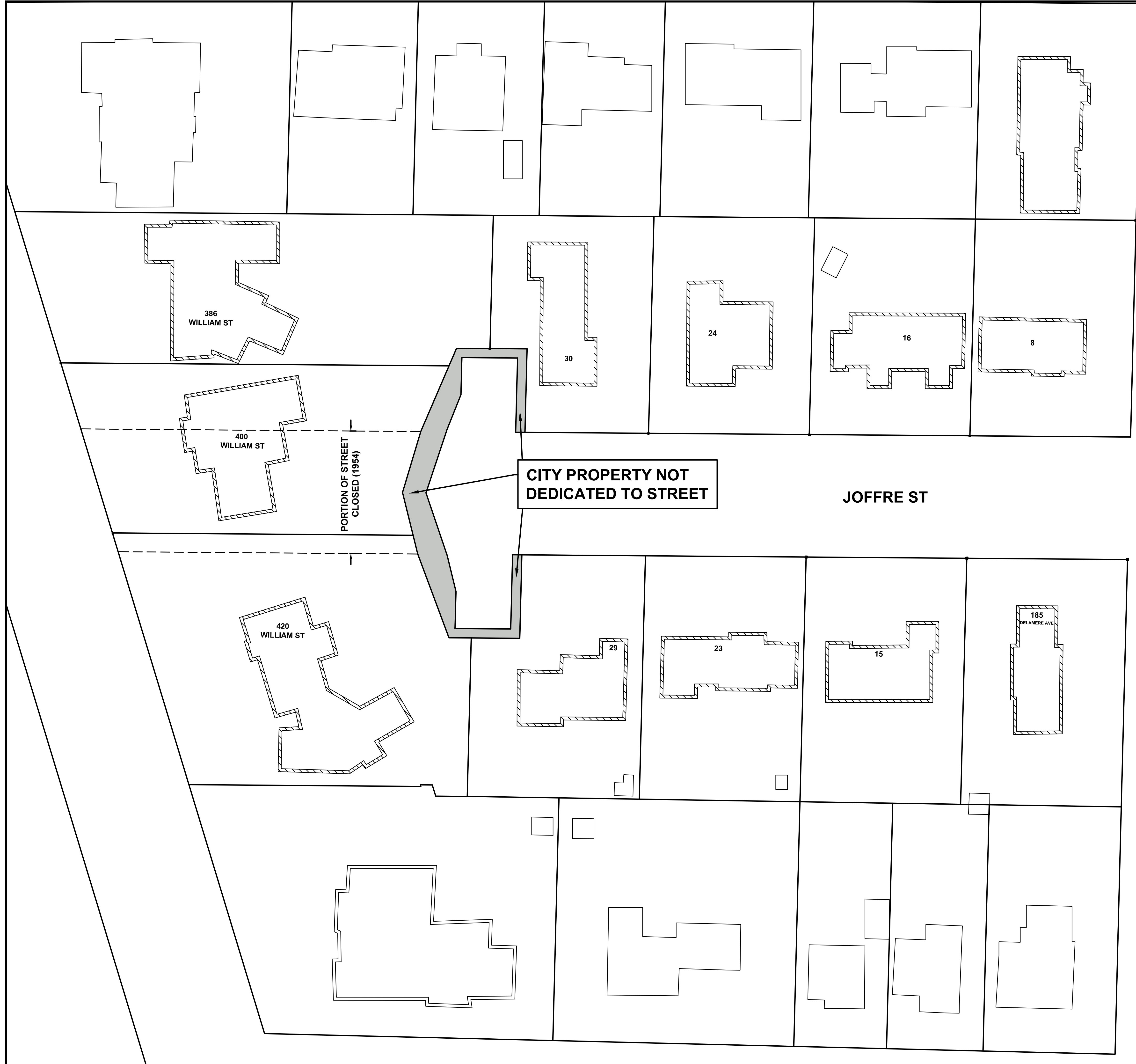
Staff Recommendation: THAT the request by the Owner of 386 William Street to be permitted legal street access onto Joffre Street, be denied as the City of Stratford continues to require the use of this parcel of property for municipal purposes.

Prepared by:

Taylor Crinklaw, Director of Infrastructure Services
Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services
Tatiana Dafoe, Clerk

Recommended by:

Joan Thomson, Chief Administrative Officer

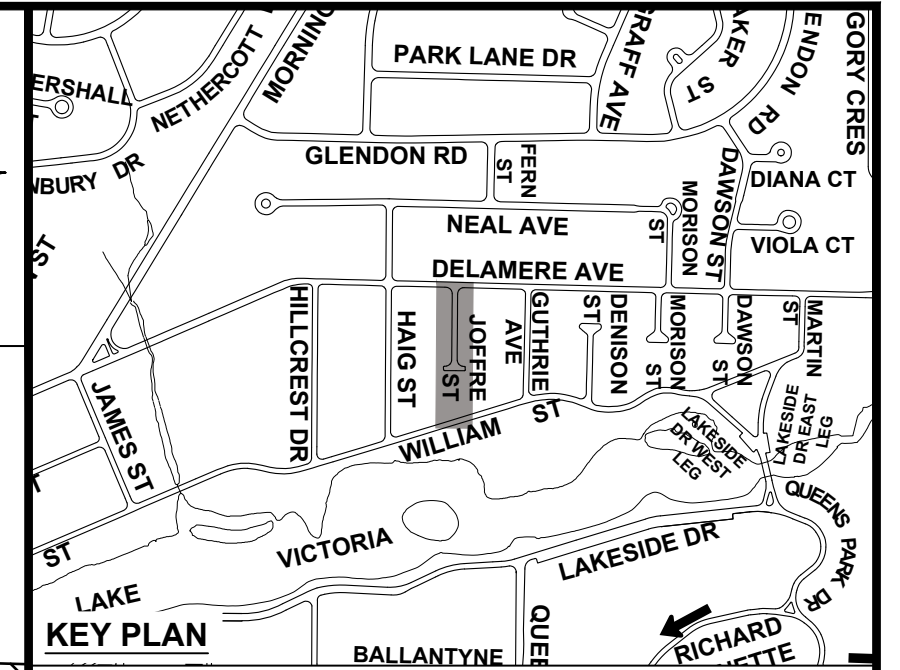


DELAMERE AVE

JOFFRE ST

CITY PROPERTY NOT DEDICATED TO STREET

PORTION OF STREET CLOSED (1954)



GENERAL NOTES

THE POSITION OF POLE LINES, CONDUITS, WATERMANS, SEWERS AND OTHER UNDERGROUND AND ABOVE GROUND UTILITIES AND STRUCTURES ARE NOT NECESSARILY SHOWN ON THE CONTRACT DRAWINGS, AND WHERE SHOWN, THE ACCURACY OF THE POSITION OF SUCH UTILITIES AND STRUCTURES IS NOT GUARANTEED.

BEFORE STARTING WORK, THE CONTRACTOR(S) WILL PROVE THE POSITION OF ALL SUCH UTILITIES AND STRUCTURES AND WILL ASSUME LIABILITY FOR DAMAGE TO THEM.

ALL DIMENSIONS ARE IN METRES UNLESS OTHERWISE NOTED.

ALL DIMENSIONS RELATED TO CURB ARE FROM BASE OF CURB AT GUTTER.

GEODETIC BENCHMARK ELEV. = 362.342m

CITY OF STRATFORD MONUMENT No. 09620020067. CAP IN CONCRETE CURB LOCATED ON THE NORTH SIDE OF DELAMERE AVENUE OPPOSITE GUTHRIE AVENUE.

No.	DESCRIPTION	DATE	BY
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REVISIONS

THE CORPORATION OF THE CITY OF STRATFORD
INFRASTRUCTURE AND DEVELOPMENT SERVICES DEPARTMENT

JOFFRE ST

ROAD RECONSTRUCTION

JOFFRE ST - WILLIAM ST TO DELAMERE AVE

SCALE: 1:300

DATE: OCT. 16, 2015

DRAWN BY: N. SHELDON

DESIGNED BY: N. SHELDON

REVIEWED BY: T. CRINKLAW

SHEET: FIG. 1



MANAGEMENT REPORT

Date: February 28, 2024
To: Infrastructure, Transportation and Safety Sub-committee
From: Johnny Bowes, Manager of Environmental Services
Report Number: ITS24-002
Attachments: Infrastructure Review 2023

Title: Drinking Water Quality Management Standard 2023 Infrastructure Review

Objective: A requirement of the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan is for the Quality Management System (QMS) representative to ensure annual infrastructure review results are conveyed to Top Management being the Director of Infrastructure Services, the Manager of Environmental Services, and the Owner (Council). This report fulfills that requirement.

Background: The DWQMS is mandated through the *Safe Drinking Water Act, 2002*, and promotes transparency between the Owner and the Water Operating Authority (Water Division). The Infrastructure Review is 1 of 21 Elements of the Quality Management System.

Analysis: The 2023 Infrastructure Review was conducted on December 12th, 2023. The Infrastructure Review looked at 3 components:

- Maintenance Review (November 1st, 2022 to November 30th, 2023)
 - Provided a summary of operational maintenance activities in the water distribution system.
- Major Projects Review (November 1st, 2022 to November 30th, 2023)
 - Provided a summary of distribution and supply projects, both operational and capital, that cover a wide range of topics. A description for each project is included along with the objective of each project.
- Major Projects (completed)
 - Provided a summary of completed projects for the review period along with costing.

Financial Implications:

Financial impact to current year operating budget:

The attached Infrastructure Review Table identifies approximately \$88,000 of previously established operational and capital items that have already been funded through the 2022 and 2023 budgets. Most of the projects listed have been completed and as mentioned, were paid for from existing reserves. Although some projects are listed as “ongoing”, the costs associated with them were covered in 2023. The outstanding work for the ongoing project is implementation, which will be completed throughout 2024.

The required annual review of capital asset information will continue to assist in ensuring that assets are maintained or replaced when required, and that the rates collected from users are sufficient to cover these costs.

Legal considerations:

Maintaining a Municipal Drinking Water License is a requirement to legally operate a drinking water system. Completing this annual infrastructure review and report to Council is needed to satisfy the requirements for a Municipal Drinking Water License renewal.

Costs would be incurred by the City of Stratford if we did not meet these requirements as the MECP would be required to retain experts (at the City’s expense) to conduct an investigation into the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles:

Sustainable Water

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

Staff Recommendation: THAT the Drinking Water Quality Management Standard 2023 Infrastructure Review (ITS24-002) be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

Prepared by: Johnny Bowes, Manager of Environmental Services

Recommended by: Taylor Crinklaw, Director of Infrastructure Services

Joan Thomson, Chief Administrative Officer

Infrastructure Review 2023

December 12th, 2023 – Hamlet Room

Drinking Water System Name:

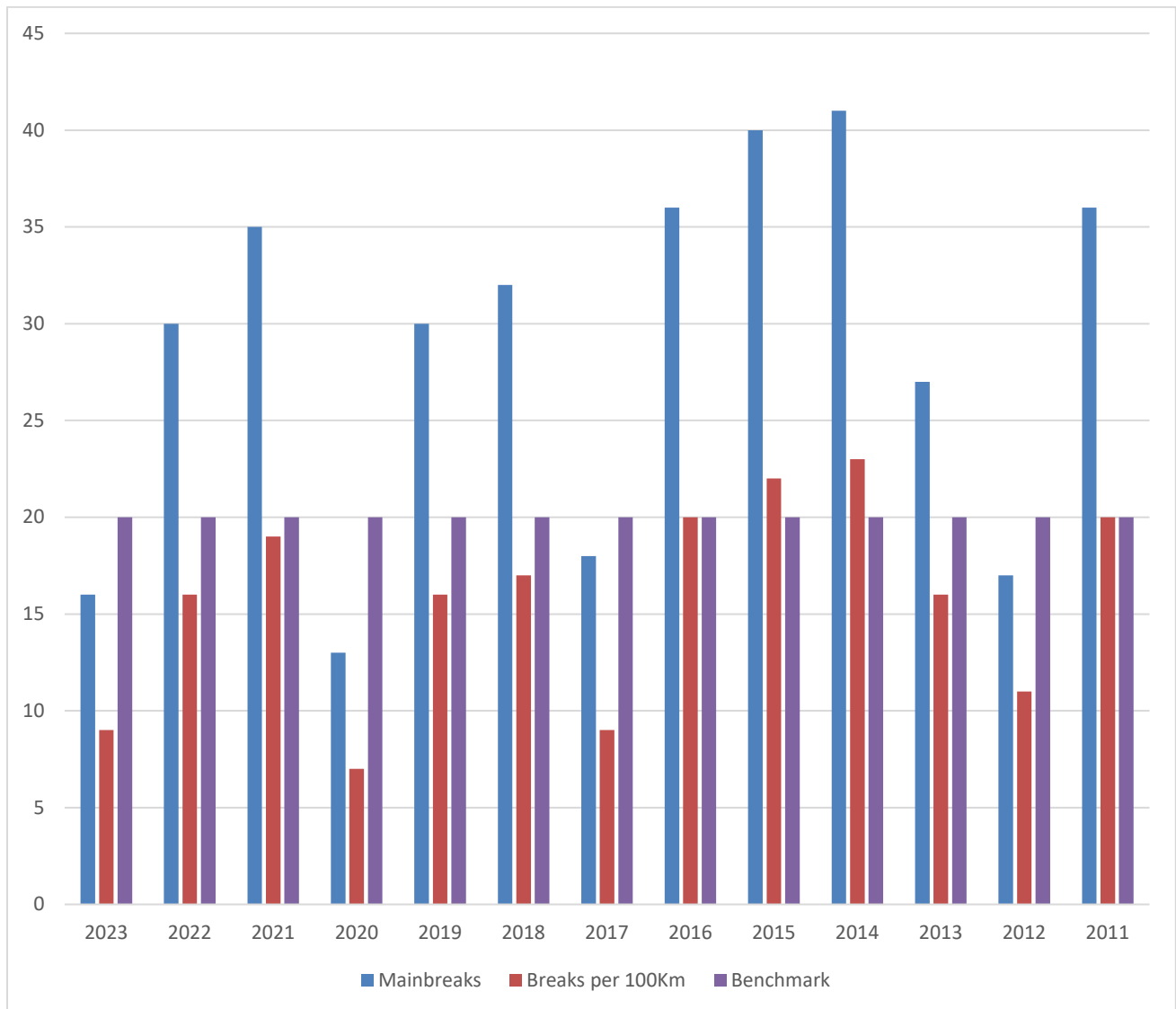
Stratford Drinking Water System

Maintenance Review

November 1st, 2022 – November 30th, 2023

1. Number of Mainbreaks

- o 35 In 2021
- o 30 in 2022
- o 16 in 2023



Infrastructure Review 2023

December 12th, 2023 – Hamlet Room

2. Frozen Services Response:

- 2022 – 2 frozen services (38 & 58 Norfolk Street)
 - i. Batch 1 – 9 services (Jan. 10 – April 11)
 - ii. Batch 2 – 72 services (Jan. 14 – April 11)
 - iii. Batch 3 – 126 services (Jan. 31 – April 11)
- 2023 – 0 Frozen Services
 - i. Batch 1 – 9 Services (December 22 – April 9)

3. Valve Program:

- Exercise program –197 valves exercised in 2019
- Exercise program –121 valves exercised in 2020
- Exercise program – 588 valves exercised in 2021
- Exercise program – 196 valves exercised in 2022
- Exercise program – 113 Valves exercised in 2023

4. Hydrants Checked 2023:

- Hydrant maintenance program – 8 Hydrant repairs
- Replaced 0 hydrant valves
- All public hydrants are operated to ensure hydrants are operational at a minimum of 1x per year, in conjunction with our flushing program.
- System wide hydrant leak survey completed in 2023

5. Water Loss:

- Water Loss 2019 – 12.1%
- Water Loss 2020 – 8.5% (flushing, fire department, main breaks, service leaks, frozen services, automatic flusher, dead-end flushing).
- Water Loss 2021 – 21% (Hydrant flushing, fire department, main breaks, large hydrant break on Griffith Rd, service leaks, frozen services, automatic flusher, dead-end flushing, Romeo Reservoir cleaning).
- Water Loss During Reporting Period – Unconfirmed 17% (requires annual data from FH at year end)

6. Lead Replacements Replaced (city side) or removed:

- 2 in 2019
- 0 in 2020
- 2 in 2021 (140 Norman Street & 151 Nelson Street)
- 28 in Reporting Period (11 on Huron Street, 16 Argyle Street, 1 Mackenzie Street)



Infrastructure Review 2023

December 12th, 2023 – Hamlet Room

Infrastructure Review 2022/2023

Project Name	Topic	Description of Project	Costing	Budget	Action Items	Target Date
Dufferin and Forman Water Tower Cleaning and Inspections	Water Distribution System Maintenance	Physical and CCTV inspections and condition assessments of the City's water towers.	\$8,200	2023 Operating	Under Review	Completed
Chlorine Valve Regulator Replacements	Water Treatment System Repair & Replacement	Replacement of 4 chlorine gas flow regulators and 2 remote flowmeters.	\$18,400	2023 Capital	None	Completed
System Wide Leak Detection Survey	Water Distribution System Maintenance	QMS program requires a 3-year system wide leak detection survey.	\$10,000	2023 Capital	None	Completed
Mornington PLC Upgrade	Water Treatment System Replacement	Replacement of existing PLC at the Mornington Treatment Well.	\$5,600	2023 Capital	None	Completed
Mag Meter Installations: FW6, Lorne and O'Loane Wells	Water Treatment System Replacement	Install new mag meters at FW6, Lorne and O'Loane Wells.	\$20,900	2023 Capital	None	Completed
Groundwater Program Review	Raw Water Supply	Geotechnical consultant retained to review and update our groundwater monitoring program.	\$14,000	2022 Operating	Awaiting report	Ongoing
Bottle Fill Station Installations	Public Drinking Water Accessibility	Installed public combo unit water bottle fill and foundation stations at SERC and The Boathouse.	\$10,000	2022 Capital	Shared cost with Community Services for installation of these units	Completed



Infrastructure Review 2023

December 12th, 2023 – Hamlet Room

Conclusions

- Valves - Program continues to evolve on an annual basis. An increase in development and capital commissioning plans took away time normally allotted for Valve PM.
- Well Program – In 2022 returned to a scheduled based system 5-10 years with a preliminary step-test component to determine if the well needs a full rehabilitation. Started with performance step testing on FW6, FW7 and Dunn Rd. This is to be further developed in 2023/2024 with the assistance from our geotechnical consultant.
- Installation of more bottle fill stations have resulted in less use of the portable “Water wagon”. The fill stations have been well received and is a cost savings internally.
- Water Loss – No concerns currently. Hydrant Distribution monitoring to improve analysis.
- Watermain Breaks – No concerns currently. Below benchmark. All procedures followed.



MANAGEMENT REPORT

Date: February 28, 2024
To: Infrastructure, Transportation and Safety Sub-committee
From: Johnny Bowes, Manager of Environmental Services
Report Number: ITS24-003
Attachments: 1. Management Review Minutes 2023, and
2. Summary Table of Action Items 2023.

Title: Drinking Water Quality Management Standard 2023 Management Review

Objective: A requirement of the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan is for the Quality Management System (QMS) representative to ensure annual management review results are conveyed to Top Management, being the Director of Infrastructure Services, and the Manager of Environmental Services, and the Owner (Council). This report fulfills that requirement.

This report contains a summary of information that Top Management must review annually in accordance with the DWQMS.

Background: The DWQMS is mandated through the *Safe Drinking Water Act, 2002*, and promotes transparency between the Owner and the Water Operating Authority (Water Division). In combination with the Infrastructure Review, this forms 1 of 21 Elements of the Quality Management System.

Analysis: The 2023 Management Review was conducted on December 12th, 2023. The review allowed for a comprehensive evaluation of the City of Stratford's Drinking Water Quality Management System. It was a prescriptive review and identified action items and the respective corrective actions. The attached documents contain a summary of information that Top Management reviewed and includes, but is not limited to, findings from the 2023 Ministry of Environment, Conservation and Parks inspection, third party and internal audit findings, and operational performance. The review period was from November 1st, 2022 to November 30th, 2023.

Financial Implications:

Financial impact on future year operating budget:

In order to prepare for the 2024 DWQMS annual top management review, audits will be required by external 3rd parties. These fees are accounted for in the 2024 budget.

Legal considerations:

Maintaining a Municipal Drinking Water License is a requirement to legally operate a drinking water system. Completing this annual DWQMS top management review and report to Council is needed to satisfy the requirements for a Municipal Drinking Water License renewal.

Costs would be incurred by the City of Stratford if we did not meet these requirements as the MECP would be required to retain experts (at the City's expense) to conduct an investigation into the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles:

Sustainable Water

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

Staff Recommendation: THAT the Management Review Minutes 2023 and Summary Table of Action Items 2023 attached to Report ITS24-003, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

Prepared by: Johnny Bowes, Manager of Environmental Services
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
 Joan Thomson, Chief Administrative Officer



Management Review Minutes

City of Stratford Drinking Water System

Issue Date:	2023-12-18
Drinking Water System Name:	City of Stratford Drinking Water System
Owner and Location:	The Corporation of the City of Stratford
Review Period:	November 1 st , 2022, through November 30 th , 2023

Meeting Information and Introduction

Date/Time:	December 18 th , 2023
Location:	Hamlet Room
Attendees:	<p>Top Management: Taylor Crinklaw, Director of Infrastructure Services; Johnny Bowes, Manager of Environmental Services</p> <p>QMS Representative: Joel Desrosiers, Environmental Services Technician</p> <p>Additional: Todd Smythe, Supervisor of Environmental Services; Sean Beech, Supervisor of Environmental Services</p>
Regrets:	N/A
Distribution:	City Council
Minutes Taken By:	Johnny Bowes
Introduction:	<p>The purpose and objectives of the Management Review were reviewed as follows:</p> <p><u>Purpose:</u> To evaluate the continuing suitability, adequacy, and effectiveness of the QMS.</p> <p><u>Objectives:</u> The Management Review participants will review/discuss the standing agenda items and the data presented, identify deficiencies, make recommendations and/or initiate action plans to address identified deficiencies as appropriate.</p> <p>The Management Review includes a review of the DWQMS operational plan, SAI audit report(s), internal audit report(s) and other related operational documents/records as detailed in the meeting minutes. The information reviewed during the Management Review was provided/made available to attendees.</p> <p>This meeting covers all standing agenda items for the DWS noted above. Details of the discussion, any deficiencies identified, decisions made, and applicable action items related to each standing agenda item are described under the</p>



	<p>appropriate item number within the following table. Additional comments/discussion items are described under section 2.</p> <p>Any follow up on actions and/or additional actions required are detailed under item.</p>
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Meeting Minutes

Item #	Documentation Reviewed/Discussion Points/Issues Raised/Action Taken to Date/Decisions Made	Actions Identified During Management Review	Responsibility/Assigned To	Target Date
1[a]	<p>Incidents of regulatory non-compliance: A routine MECP inspection was conducted on June 5th, 2023 by Neville Rising. There were three no non-compliance identified and as such the inspection rating was 96.94%. Two recommendations were identified (refer to Item q). – discussed PTTW issue in detail and outcome with Lotowater involvement</p>	-	-	-
[b]	<p>Incidents of adverse drinking water tests: There was an AWQI reported on August 9th, 2023 with a result of 1cfu/100mL TC at 777 Romeo St. (Weigh Scale). Up and down stream samples were collected as well resamples from the source. All samples came back negative, no further action required.</p> <p>Discussed installing sample stations in 2024 at sites like the landfill and WPCP.</p> <p>Water quality exceedances for Fluoride and Sodium were observed in samples taken in March 2023. Fluoride is naturally occurring in Stratford’s drinking water supply source.</p> <p>Fluoride & Sodium exceedances are reportable every 57 months and was reported in 2023. Next reportable exceedances will be in 2028.</p>	-	-	-
[c]	Deviations from Critical Control Point limits and response	The majority of	-	-



<p>actions: There were twenty six CCP limits reached during the Management Review period. Since eLogbook's have been implemented CCPs are now being tracked using the e-logbook.</p> <p>Lorne Ave. Well: Dec 6th, 2022 – Low cl2 alarm – due to well maint. Aug 6th, 2023 – Low cl2 alarm – Tanks did not switchover</p> <p>Mornington Well: May 4th, 2023 – Low cl2 alarm – Tanks did not switchover May 27th, 2023 – Low clearwell alarm – pump did not turn on for refresh June 16th 2023 – Low clearwell alarm – low lift pump did not turn on June 22nd, 2023 – Low cl2 alarm – analyzer required calibration July 2nd, 2023 – Low cl2 alarm – Tanks did not switchover July 23rd, 2023 – Low cl2 alarm – Tanks did not switchover November 22nd, 2023 – Low cl2 alarm – Tanks did not switchover</p> <p>Romeo: Dec 14th, 2022 – Low cl2 alarm – feed rate valve issue April 11th, 2023 – Low cl2 alarm – Replaced failed "T" in cl2 line July 26th, 2023 – Low cl2 alarm – Tanks did not switchover August 2nd, 2023 – High Clearwell alarm – All FWs we on at once for sampling September 16th, 2023 – Low cl2 alarm – Tanks did not switchover</p> <p>Chestnut: March 21st, 2023 – Low cl2 alarm – feed rate adjusted. June 18th, 2023– Low cl2 alarm – Tanks did not switchover July 7th, 2023 – Low cl2 alarm – communication issue</p>	<p>issues due to tank switchover. Looking into upgrading Cl2 equipment in 2024.</p>		
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	<p>Dunn: June 17th, 2023 – Low cl2 alarm – Tanks did not switchover August 8th, 2023 – Low cl2 alarm – comm error on HMI Nov 26th, 2023 – Low cl2 – comm issue</p> <p>O’Loane: April 12th, 2023 – Low cl2 alarm – Tanks did not switchover Sept 6th, 2023 – Flow rate Hi Alarm – due to well maint. Nov 23rd, 2023 – Low cl2 alarm – Tanks did not switchover</p> <p>Dufferin: June 12th, 2023 – Hi Level Alarm – Filling Towers after cleaning Sept 26th, 2023 – Hi cl2 alarm – disabled and enabled alarm to reset</p> <p>Forman: June 12th, 2023 – Hi Level alarm – Filling towers July 8th, 2023 – Low cl2 alarm – opened discharge valve for 10 mins of flushing.</p>			
[d]	<p>Effectiveness of the risk assessment process: Once every calendar year a review of the Risk Assessment is required. on November 6th, 2023 the annual risk assessment was completed by Joel Desrosiers, Johnny Bows, Paul Ceppi, Dennis Carter, Todd Smythe, Sean Chandler.</p> <p>The risk assessment was revised to include up to date control limits and measures, ratings, and revision dates. Additional revisions include - raw water supply risk, vandalism.</p>	Johnny meeting with IT mgmt. to discuss physical security measures at the water sites. (fob installations etc)	JB	2024 end
[e]	<p>Internal and third-party Audit results: The last External Audit was conducted on April 27th, 2023 by SAI</p>	-	-	-

	<p>Global for the Surveillance Audit. There was one significant OFI identified.</p> <p>1. Consider assessing the risk associated with vandalism and water supply shortfall. Completed</p> <p>The last internal audit was conducted by Brigitte Roth on November 8th and 15th, 2023. There were no non-conformances identified and 3 opportunities for improvement. All OFI's will be reviewed, two are specific to document control and maintenance tracking. The other OFI was staff suggestions regarding vehicles and building space.</p>			
[f]	<p>Results of emergency response testing: Emergency Response Training was completed on December 8th, 2023. Unidentified Water Loss Event was the topic. It was well received by staff with comments and feedback that will be reflected in the SOP.</p>	Update draft SOP with Comments from staff meeting	JB	Done
[g]	<p>Operational performance:</p> <ul style="list-style-type: none"> • Well Rehabilitation – <i>Continuing</i> step testing and retaining Lotimer Eng. For consulting services for our monitoring supply program. • Work-Order System – <i>Transition to e.ris almost complete</i> • SCADA – <i>Sequence 4 alarms and Fibre Network</i> • Dead End Flushing Program – <i>Continuing</i> • Hydrant Flushing Program – <i>Continuing</i> • Hydrant Maintenance Program – <i>Continuing</i> • Valve Turning Program • Inventory Tracking System – <i>Water Tech.</i> <p>Annual Fluoride Notice – <i>Completed for 2023</i></p>	-	-	-
[h]	<p>Raw water supply and drinking water quality trends: The Raw Water Supply and Drinking Water Quality Trends Reports were reviewed.</p>	-	-	-

[i]	<p>Follow-up on action items from previous Management Reviews:</p> <ol style="list-style-type: none"> To confirm if the volumetric capacity of the sodium silicate secondary containment is sufficient to contain all stored liquid in the event of a spill. Containment to be inspected. <p>It was noted within the CT calculations for several of the Treatment Plants, that the setpoints for free chlorine alarms and lock outs are very close to the concentration required to meet with adequate primary disinfection. Currently trialing online continuous CT calculations for Chestnut & Mornington to no longer use a ratio. Once CT calculators have been running under different operation conditions will</p> <ol style="list-style-type: none"> The continuous online data reports did not include the water levels present within the reservoirs at the Treatment Plants. Daily Chlorine Reports used from 24/72 hr. trending review have been revised to include reservoir levels for Chestnut, Mornington & Romeo. Conduct verification checks on the portable chlorine analyzers on a weekly basis. Manufacturer instructions does not indicate a required frequency and there has been no previous concerns with units reliability. Verifications will continue to be conducted quarterly. Install alarm systems within each facility that are connected to a dialing system to advise of any unauthorized entry. Completed Install overflow screens and flap gates on the Forman and Dufferin water towers to meet with the requirements of Standard. Completed 			
[j]	Status of management action items identified between	-	-	-

	<p>reviews: No management action items were identified between the review periods</p>			
[k]	<p>Changes that could affect the QMS: Staffing</p> <ul style="list-style-type: none"> Operational Plan Revisions (QMS statement & Letter, risk assessment) Addition of forms (new tracking system, training, etc.) 	-	-	-
[l]	<p>Consumer feedback: Customer complaints are broken down into two systems. One system is Festival Hydro or City staff create service orders which are stored upon the Festival Hydro Daffron system and normally require staff to visit customer. The second system are customer complaints received by City Staff and resolved over the phone and no service order required.</p> <ul style="list-style-type: none"> 1 Discolored Water 5 Taste/Odor <p>Staff will not use social media posts as data at this time, only formal complaints until another data collection method can be used for social media.</p> <p>Check "report an issue" from IT for water data that might not be captured in this report.</p>	-	-	-
[m]	<p>Resources needed to maintain the QMS: There are adequate resources supplied to maintain the QMS. -External auditors will only be brought in when required</p>	-	-	-
[n]	<p>Results of the infrastructure review: Infrastructure Review Report & Action Items were reviewed.</p>	-	-	-



[o]	Operational Plan currency, content and updates: The Operational Plan last revisions took place 2022-11-15 with significant updates to the existing plan. The Operational Plan was last endorsed in April 2023 by the new council.	-	-	-
[p]	Staff suggestions: Discuss direction for meters in the future.	-	-	-
[q]	Review/consideration of any applicable Best Management Practices (BMPs): 1. Possible weekly analyzer calibration for handheld HACH kits 2. Assess hatch within Romeo treatment plant	-	-	-
2	Roundtable/Other:	-	-	-

Details of Next Management Review Meeting

Next Management Review will be scheduled in 2024.



Summary Table of Action Items 2023

Reference Number	Description of Issue/ Non-Conformance or Finding/ Recommendation	Date Action Created/ Issue Added to Table	Source	Type of Action Initiated	Root Cause	Best Management Practice Identified/Considered	Proposed Action	Summary of Actions Taken/Required	Responsibility/Assigned to	Target Date	Status	Verification/Effectiveness of Action
1	Lowering high risk ranking from 12 to 9 or 10.	2020-05-10	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Revise OP-07	Adjust OP-07 risk assessment ranking of high risk items	QMS Rep	2022-08-31	Completed	Form 08-011 revised to have high risk category changes from 12 to 10+ on 2022-06-23
2	Update Table 08-001 Summary of Critical Control Points	2020-06-24	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Revise OP-08 Table 08-001	Add CCP #3 distribution system chlorine residual (as identified in the latest Form 08-001 Risk assessment outcomes) and listing related CCL information	QMS Rep	2022-05-31	Completed	With new OP, details are now listed
3	Review & investigate 1st batch of frozen services	2020-11-25	Management Review	Corrective	Continual Improvement	N/A	Review & investigate issues	Determine if issues are on city side or property own side	Environmental Supervisor	2023-12-31	On-Going	On-going. Budgeting to try and lower services below frost line. In the meantime, we ask the properties to run their taps during the winter to avoid freezing. New Frozen Service Program implemented winter of 2022 to better track accumulative average temperature



4	Establish division-wide use of work orders for asset-based work	2021-06-04	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Use work orders and service requests division wide	Staff are using a combination of Service orders created by admin staff in the Dafron System as well as tracking all work in the e.Ris software. All work being done in the stations are recorded in the station logbook and field maintenance such as water distribution work, is captured in the Maintenance Logbook. In addition, all work not covered under the logbooks is being tracked using e.Ris forms (commissioning plans for example).	Environmental Manager	2023-12-31	Completed	In 2022 we used pearl work orders to track some maintenance activities. In 2023, we will be using a combination of e.Ris and Outlook calendar bookings as a means to track work – similar to a traditional work order system. This is now in place as of November 2023.
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5	Update APPX 17-001 Calibration & Maintenance Schedule Summary, dated November 21, 2016 to ensure the checking and calibrating of measuring instrumentation that forms part of the monitoring system for CT is aligned with the new requirements of the latest Municipal Drinking Water Licence's Schedule C Section 4.0 Calibration of CT Monitoring System.	2021-06-04	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Revise OP-17	Update appx 17-001 to ensure CT measuring equipment is meeting requirements within MDWL sec. 4	QMS Rep	2022-05-31	Completed	Revised OP-17 Rev. 0 2022-11-15 to include CT equipment. Reservoir Level transmitters being replace to allow for calibrations, free chlorine analyzers included in annual calibration list
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6	Establish division-wide use of work orders for asset-based work	2021-06-04	Other: Staff Feedback	Preventative	Continual Improvement	N/A	Use work orders and service requests division wide	Establishing division-wide use of work orders for asset-based work; and a service request system to better track required preventive maintenance and reactive maintenance.	Environmental Manager	5/31/2022	Completed	<p>Staff are using a combination of Service orders created by admin staff in the Dafron System as well as tracking all work in the e.Ris software. All work being done in the stations are recorded in the station logbook and field maintenance such as water distribution work, is captured in the Maintenance Logbook.</p> <p>In addition, all work not covered under the logbooks is being tracked using e.Ris forms (commissioning plans, for example).</p>
7	Each air vent and overflow associated with reservoirs and elevated storage structures are equipped with screens in accordance with the "Ten States Standards".	2021-11-04	Ministry Best Management Practice	Preventative	Continual Improvement	Best Management Practice Considered	Install screens	Install screens in accordance with the standard on all reservoir and vents	Environmental Supervisor	5/3/2022	Completed	Refer to #17



8	Ensure the Document Master List is referencing the most current versions of the QMS documentation	2022-03-29	Internal Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Revise OP-05	Revise Master List to ensure reference to the most current versions	QMS Rep	3/1/2023	Completed	After OP 2022 revision, Master List is obsolete. Translon of all Documents and SOP's to include revision history and # is on going
9	Various aspects of document control are not being adhered to	2022-05-05	Internal Audit: Major Non-Conformance	Corrective	Continual Improvement	N/A	Adhere to what's identified in OP-05 and update applicable documentation	i) Operational Check records in the Control Centre date back to 2014 and are out in the open. As per b.III & Section 2.3.5 of QMS 5, historic records should be stored to ensure they are protected and safe from harm. ii) Version Control of forms and associated SOPs needs to be readdressed for consistency with review dates and document history tables. iii) QMS Policy posted in Control Centre is not current. iv) QMS Rep's binders – not current for several documents (Watermain Disinfection Report, Emergency Contact List.)"	QMS Rep	10/1/2022	Completed	Transition of all Documents and SOP's to include revision history and # is on going, onsite documentation revised, removed, etc. as required.
10	No evidence at the time of the audit to show that relevant aspects of the QMS are communicated to essential suppliers	2022-05-05	External Audit: Major Non-Conformance	Corrective	Continual Improvement	N/A	Improve QMS communications to essential suppliers	Improve and provide evidence of QMS communications as identified in OP-13	QMS Rep	10/1/2022	Completed	QMS Letter for essential suppliers and QMS disclaimer has been sent to all essential suppliers and incorporated with our City contract specs.



11	Logbooks on e.RIS need clear identification of ORO/OIC	2022-05-05	External Audit: Opportunity for Improvement	Preventative	Continual Improvement	N/A	Update E.ris and provide training to staff	Include shifts for ORO and OIC's. Provide training to all staff on the use of the shifts	QMS Rep	10/1/2022	Completed	Shift logs for ORO and OIC implemented 2022-05-05, staff provided e.Ris training on 2022-01-28
12	The Owner / Operating Authority could not confirm if the volumetric capacity of the sodium silicate secondary containment floor grate system in the Romeo Treatment Plant was sufficient to contain all stored liquid in the event of a spill.	2022-11-07	Ministry Best Management Practice	Corrective	Continual Improvement	Best Management Practice Identified	Determine if the volumetric capacity on containment	To determine if the volumetric capacity of the sodium silicate secondary containment floor grate system is sufficient to secure all liquids associated with its usage. In addition, it is recommended that the Owner / Operating Authority post the maximum allowable volume of the containment system as a means of ensuring appropriate storage of sodium silicate.	Environmental Manager	12/31/2022	On-Going	Researching options for new containment



13	It was noted within the CT calculations for several of the Treatment Plants, that the setpoints for free chlorine alarms and lock outs are very close to the concentration required to meet with adequate primary disinfection.	2022-11-07	Ministry Best Management Practice	Corrective	Continual Improvement	Best Management Practice Considered	Reassess the alarm	Reassess the alarm and lock out setpoints for free chlorine at the Treatment Plant to determine if they should be increased to provide the Operating Authority more time to respond prior to lock out conditions	QMS Rep/ Water Tech	9/30/2023	Completed	Set points have been adjusted and changed to ensure lockouts are not too close to CT minimums. Updated CCP.
14	The continuous online data reports did not include the water levels present within the reservoirs at the Treatment Plants.	2022-11-07	Ministry Best Management Practice	Corrective	Continual Improvement	Best Management Practice Considered	Revise data reports	Revise data reports to include water level measurements from the reservoirs	QMS Rep	9/30/2022	Completed	All required data provided to inspector. In addition daily reports have been revised to include reservoir levels for trending review
15	Conduct verification checks on the portable chlorine analyzers on a weekly basis	2022-11-07	Ministry Best Management Practice	Corrective	Continual Improvement	Best Management Practice Identified	No proposed action	Verifications are conducted as required by manufactures instructions	QMS Rep	2022-09-30	Completed	Pocket colorimeters are verified on the quarterly biases by the Water Tech. The manufactures instructions does not state a required verification frequency



16	Install alarm systems within each of their Treatment Plants that are connected to a dialing system to advise the Operating Authority of any unauthorized entry.	11/7/2022	Ministry Best Management Practice	Corrective	Continual Improvement	Best Management Practice Considered	Install security system	All well houses installed with alarms systems	Environmental Manager	2022-06-30	Completed	All wellhouses have been equipped with alarm systems for unauthorized entry
17	Install overflow screens and flap gates associated with the Forman and Dufferin water towers to meet with the requirements of Standard	11/7/2022	Ministry Best Management Practice	Corrective	Continual Improvement	Best Management Practice Considered	Install screens	Screens were installed on tower overflows as per the standards and photos forwarded to inspector	Environmental Supervisor	2022-08-03	Completed	Screens have been installed and photos forwarded to inspector
18	Determine low chlorine and low level alarm set points for Towers	2022-12-12	Management Review	Corrective	Continual Improvement	N/A	Set alarm set points	Once Dufferin Tower has been cleaned out, evaluate and set alarm set points for level and chlorine residuals for both Forman and Dufferin Towers	Environmental Manager & QMS	2023-06-30	Completed	Low 0.40 mg/L, High 2.00 mg/L



19	Provide staff with Contingency/ Emergency Response Training-	2022-12-12	Management Review	Corrective	Continual Improvement	N/A	Provide training	Provide training on new CP for Security Breach	QMS Rep.	2022-12-31	Completed	Annual training completed 2023-12-21 Security Breach
20	Obtain re-endorsement on revised OP	2022-12-12	Management Review	Corrective	Continual Improvement	N/A	Re-endorse	Obtain re-endorsement on revised OP	Environmental Manager	2023-03-30	Completed	Endorsement received for new OP
21	Consider assessing risk associated with vandalism/terrorism, low chlorine is distribution system and water supply shortfall as separate events.	2023-06-20	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Consider risks	Revise Risk Assessment	Environmental Manager & QMS Rep.	2023-06-20	Completed	<ul style="list-style-type: none"> - Vandalism/ Terrorism risks are tracked within the MECP Potential Hazard/ Event rating system. - Revised Risk assessment to clarify that the Tower low chlorine event is part of the distribution system (as per sampling requirements) though remains one Event under Tower as analyzers are regulatory. -Water Supply Shortfall added to Risk assessment and to be rated at 2023 Management Review



22	Ensure timelines & responsibilities are consistent for action items within management review	2023-06-20	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Ensure consistency	Ensure consistency	QMS Rep.	2023-06-20	Completed	Will be applied within 2023 management review
23	Ensure OFI's from 2022 IA are assets and logged within spread sheet	2023-06-20	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Revise Spreadsheet	Revise Spreadsheet	QMS Rep.	2023-06-20	Completed	See Items below 24 & 25 of spread sheet
24	e.Ris Logbooks need clear identification of OIC/ORO (2022 EA Report)	2023-06-20	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Improve Record Keeping	Improve Record Keeping	QMS Rep.	2023-06-20	Completed	- Daily shifts of ORO and OIC's on site entered within 82 Erie logbook - SOP#400 ORO Designation, SOP#401 OIC Designation & SOP#308 Long Weekend Requirements created -Training provided to staff on new procedures and requirements
25	Ensure Document Master Lister is current (2022 EA Report)	2023-06-20	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Improve Record Keeping	Improve Record Keeping	QMS Rep.	2023-06-20	Completed	Document Master List document made obsolete. All Forms, procedures, etc. have been revised to include revision numbers and history.



26	Annual Report did not contain required information - Adverse Quality incident was not included in report.	2023-11-02	Ministry: Non-Compliance	Corrective	Staff Error	N/A	Ensure all required information is included in annual reporting.	Staff revised the annual report with the missing information and forwarded the revised document to Neville Rising as requested.	Environmental Manager	2023-08-11	Completed	Sent requested revisions to Neville Rising of the MECP on July 25, 2023
27	Summary Report for Council did not contain required information - Adverse Quality incident was not included in report	2023-11-02	Ministry: Non-Compliance	Corrective	Staff Error	N/A	Ensure all required information is included in annual reporting.	Staff revised the annual report with the missing information and forwarded the revised document to Neville Rising as requested.	Environmental Manager	2023-08-11	Completed	Sent requested revisions to Neville Rising of the MECP on July 25, 2023
28	Out of compliance with a condition of the PTTW	2023-11-02	Ministry: Non-Compliance	Corrective	Misinterpretation of the Permits to Take Water	N/A	Retrofit production wells to allow for manual measurements to be taken as prescribed in section 4.2 of the PTTW	The production wells will have to be retrofitted to be able to take manual measurements. This will involve installing new ports, tubing and pressure gauges.	Manager of ES	2023-12-12	On-Going	All wells required for this measurement have been put back into rotation on the weekly checks as of Nov 2023. FW 7 and Mornington need to be worked on to allow this reading. Update sent to MECP on Dec 12th 2023
29	Ensure Document Master Lister is current (2023 EA Report)	2023-18-11	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A	Improve Master Document List	Consider removing date references so master list does not become as easily outdated (revisions and dates reviewed)	QMS Rep	2024-03-30	On-Going	



30	Track Dates of long term maintenance items by asset (Tower cleanings)	2023-18-11	External Audit: Opportunity for Improvement	Corrective	Continual Improvement	N/A		Create tracking sheet for major maintenance of assets like tower cleaning	QMS Rep	2024-06-30	On-Going	
31	Review the City's "Report and Issue" database through IT to see if there are more customer complaints to record	2023-18-12	Internal Audit: Opportunity for Improvement	N/A	Continual Improvement	N/A	Improve Data Collection	Check with IT for data related to water complaints from residents via "report an issue" portal	ES Technician	2024-06-30	On-Going	



MANAGEMENT REPORT

Date: February 20, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN24-006
Attachments: SEEDCo Update to December 31 2023

Title: SEEDCo/investStratford Update to December 31 2023

Objective: To receive an update on SEEDCo.'s activities for the period ending December 31, 2023.

Background: SEEDCo. gives regular updates to Council through the Finance and Labour Relations Sub-committee.

Analysis: Joani Gerber from SEEDCo. has been invited to attend to present the attached report.

Financial Implications:

Financial impact to current year operating budget:

SEEDCo receives financial contributions from the City as approved through the annual budget process. The 2023 contribution is \$544,840 for general operations, \$108,202 for the Small Business Enterprise Centre plus an additional amount of \$33,750 from the Infrastructure and Development Services (IDS) budget to support the Attainable Housing /Community Improvement Plan project.

These funds were leveraged to support the Rural Economic Development (RED) grant application that will be concluding shortly. The total City contribution for that project was \$68,750, spread between the 2022 and 2023 budget (\$33,750 in 2023).

Beyond this, there are no additional direct financial implications to the City's operating budget.

Alignment with Strategic Priorities:

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Equity and Local Economy

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

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update (FIN24-006) for the period ending December 31, 2023 be received for information.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

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

January 31, 2024

Title: Report to Finance & Labour Relations Sub-Committee

Councillor Hunter, Chair & Sub-Committee Members

CC: Karmen Krueger, Director of Corporate Services & Joan Thomson, CAO

Activities of the Stratford Economic Enterprise Development Corporation

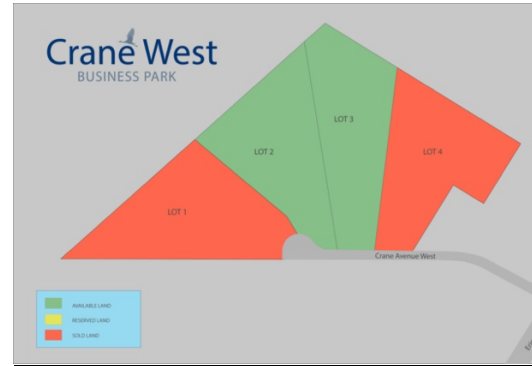
Aligning to the strategic priority of Council, **Widening our Economic Opportunities**, the following projects and activities are ongoing and underway.

Key Metrics (July 1 through December 31, 2023):

- Staff worked with 12 ongoing new investment opportunities for both City-owned and privately held industrial and commercial properties and responded to 14 inquiries.
- Staff are working with 9 existing companies supporting their retention and expansion plans.
- The Small Business Centre held 130+ consultations including 20 businesses started, 18 businesses sustained, 24 businesses expanded, and 2 businesses purchased.
- Staff hosted 1 networking event with an HR Specialist speaker.
- 117 (new) Jobs were created by businesses supported by the Small Business Centre.
- The Starter Company Plus program had a 7 participant cohort this fall helping 7 new businesses to prepare to launch or expand.
- Staff participated in many Workforce Development activities (e.g., Stratford-Bruce Peninsula Employment Service System Manager (SMM) and Attainable Market Housing Project).
- The CEO and Mayor participated in a SOMA led trade mission to Japan and had an audience with all 5 Japanese companies in Stratford. (Japanese companies in the City represent over 1 million square feet of industrial space and generate significant positive tax impacts and employment).
- With our SOMA Partners, Stratford had a presence at 3 trade shows generating more than 65 foreign direct investment leads. Companies included those in the automotive mobility sector, food and agri-tech and advanced manufacturing/plastics.

City-Owned Industrial Land Activity (July 1 through December 31, 2023):

- All lots in the Wright Business Park are sold, apart from one parcel in a due diligence/feasibility review and one parcel under an option to purchase agreement.
- Two City-owned 5.5 acre industrial lots in the Crane West Business Park were put into reserve status in October but came back into the available inventory in December. There have been several new inquiries and staff have been reaching out to realtors and companies that have expressed interest in City lots in the past.



2022/23 Attainable Housing Special Project – Key Performance Indicators (July 1 through December 31, 2023)

- Project implementation recommendations from the Attainable Market Housing Project Final report were referred to the 2024 City Budget process, including a detailed expansion request submitted for a Housing Concierge Position.
- An internal Working Group continues to meet to discuss next steps and project implementation.
- City staff have applied to CMHC's Housing Accelerator Fund (HAF) to assist in resourcing project implementation.
- A Community Awareness Campaign continues through investStratford, City and various partners' social media channels.

Budget Variance Analysis (Year to Date, December 31, 2023), Attached.

- Note 1 – Final 60% of Small Business Centre funding from the Province to be received (early Feb 2024)
- Note 2 – second Starter Company cohort begins in Feb 2024
- All SBEC related expenses (rent, grants, events) are reported on a fiscal year end (April-March)

Looking Ahead to Q1 (January-March 2024)

- The next round of Starter Company (grant and education program for new and expanding companies) will work with 6 new entrepreneurs. The 5-week program will launch on February 12, 2024.
- The Summer Company program will accept applications for its grant and education program from January to May 2024. Seven spaces will be available to help students launch their own businesses and explore entrepreneurship.
- The small business team (SBEC) continues to meet with the Stratford City Centre, Destination Stratford, and the Perth Community Futures Development Corp to review opportunities and challenges facing downtown business owners.



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- The internal Attainable Market Housing Project Team continue to meet to prioritize the next steps and set goals and timelines; implementation subject to 2024 budget.
- We will have representation at the following trade shows and events with SOMA Partners:
 - Consumer Electronics Show (CES) – technology companies in areas of Smart City, Mobility and EV
 - Society of Industrial and Office Realtors (SIOR)
 - 67th Annual Conference and Showcase of the Economic Developers Council of Ontario (EDCO)
 - Intelligent Community Forum (ICF), International Smart City Conference and Trade Show

Respectfully Submitted,

Joani Gerber
CEO, investStratford
igerber@investstratford.com

Attachments:

SEEDCo. Budget Variance Report Year to Date, Ending December 31, 2023

2023 Budget to Actual for SEED Co.**OPERATIONS**

as of January 17, 2024

	Budget	(unadjusted)	
	2023	Year to Date	
	2023	2023	
REVENUE			
City of Stratford - InvestStratford	544,840	544,840	
City of Stratford - SBEC	108,202	108,202	
City of Stratford - Housing Special Project	33,750	31,708	
Province Funding- SBEC	217,806	130,684	1
Recoverable Expenses and Charges	51,750	59,063	
Events and User Fees	-	-	
	\$ 956,348	\$ 874,497	
EXPENSES			
Salaries, Benefits and Contract Labour	544,475	530,667	
Training and Professional Development	7,500	4,259	
Insurance and Custodial	2,000	406	
Equipment, Capital and Software	5,000	867	
Support Services and Fees	29,500	27,702	
Office Supplies and Operations	45,242	27,502	
Consultants and Mentorship	72,500	75,534	
Legal and Audit	5,000	3,175	
Meals and Meetings	6,600	9,521	
Contingency/Reserve Transfer	10,000	-	
Conferences, Trade Shows, Travel and Mileage	44,000	54,255	
Promotion, Marketing, and Materials	30,000	29,882	
Memberships	36,750	37,977	
Rent and common area maintenance	21,781	18,701	
Events	10,000	-	
Grants	86,000	59,000	2
	\$ 956,348	\$ 879,448	
Projected Ending Surplus (Deficit)	\$ -	\$ (4,951)	

1 final 60% of Provincial Funding not yet received

2 second starter company cohort scheduled in Feb. 2024

NB: City operations are a calendar year end, December 31, 2023, SBEC operations are reported on a March 31, 2024 fiscal



MANAGEMENT REPORT

Date: March 19, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN24-013
Attachments: L.3.1 Local Improvements,
 L.3.2 Municipal Standard for Local Improvement Roads for
 Reconstruction

Title: Local Improvement Financing Charges for Works Constructed Under the Local Improvement Act R.S.O. 1990, and O.Reg. 586/06 Local Improvement Charges – Priority Lien Status

Objective: To consider a standardized approach to financing Local Improvement Charges.

Background: Part XII of the Municipal Act allows for full cost recovery of a specified project amongst those users who benefit or may benefit in the future from the service provided. The City has two current policies established for eligible local improvement works that are initiated by the City for works that the City plans to undertake. For some projects, if costs are not recoverable at the time of project completion, the City could possibly never recoup those costs.

The intent of this report and policy is to provide a standardized framework for the financial terms when a local improvement project proceeds, to ensure a fair and consistent approach for beneficiaries while ensuring that the incremental financial costs to the City are adequately captured. It is meant to complement the City's current Local Improvement policies L.3.1 and L.3.2 attached for reference.

The City has 7 outstanding local improvement projects where benefitting property owners have utilized payment options. Each of these projects' affected properties were provided with 10-year repayment terms at 5%. Repayment becomes due at the time construction costs are finalized, typically one year after the construction project is considered substantially completed.

Summarized, they are:

Project	Outstanding Principal	Repaid by	Number of Properties	Interest Rate
Matilda St Roadwork	\$31,253.04	2026	15	5%
Mornington St Sidewalk	\$811.77	2026	1	5%
Dawson St Sidewalk	\$1,703.26	2028	2	5%
Pleasant Drive	\$73,769.37	2031	13	5%
Linton Ave	\$30,091.12	2029	3	5%
Burritt St	\$1,101.66	2024	3	5%
Burritt/Frederick	\$90,324.86	2031	11	5%
Total	\$225,055.08		48	

Analysis: Historically, interest rates for Stratford’s local improvement charges have been determined at the Treasurer’s discretion. Also historically, the Bank’s prime rate and interest rates in general have been lower than in recent years.

Earning a rate of return is not a primary consideration when financing capital works, but in cases where the City’s money is used for what is essentially a repayable loan, the cost of financing should be considered. Funds for these types of programs have generally come from general cash and as repaid, replenish general cash. Simply stated, when the City lends funds to projects or entities, it is using cash that it had otherwise levied for general operations or for allocation to the capital program. Using these funds in an unstructured manner could cause temporary cash flow pressures.

The RBC prime rate at the date of preparing this report is 7.2%. In looking at other municipal local improvement by-laws and policies, the recommended approach is to link the rate charged to residents for local improvements to the City’s cost of money. The general intent is that the cost of money includes interest on borrowed funds, or interest lost on funds on hand, plus administrative costs. Using a rate of Prime +1.5% would generally cover those costs, without earning a premium at the expense of the property owner.

Fixed rates (as have been used previously) were considered, however could prevent the Municipality from recovering the fully burdened construction costs from a local improvement project and do not account for inflation and heavy construction market cost increases experienced in recent years.

Staff are recommending for current and future projects, that a variable rate of Prime plus 1.5% apply to residents who elect for financing terms. This is representative of the cost of the City's funds, while still being a reasonable rate that might not be widely available to general residents through other financial means. This would essentially be a fixed rate for the term of each local improvement, so for example, when a project is ready to be financed, if Prime rate was 7%, the property owner could lock in at 8.5% for the term, which would be open for repayment at any time.

The existing 7 projects would be designated as 'legacy', thus maintaining their fixed rate of 5% for the duration of their repayment.

Highlights of the draft policy include repayment terms, interest rates and clarification around maximum financing periods and are outlined below.

Staff consulted other municipalities as well as the Infrastructure Services department who concurs that the policy is fair and considers the unique types of projects the City undertakes as local improvements.

It is noted that some municipalities offer no financing options through the municipality and require full payment at the completion of the project. Generally, financing option timeframes range from 5 to a maximum of 15 years and interest rate structures vary from using debenture rates at the time of completion, interest rates at the time of completion, plus administrative fee, to charging a higher interest rate to capture administrative costs. The latter option is easiest to understand and administer.

Staff recommend the following inclusions in the policy:

1. Incorporate administration costs within the overall interest rate charged for simplicity for local improvement projects;
2. Use an interest rate equal to the bank's Prime Rate (bank being used by the City) plus 1.5%. The Prime Rate would be based on the rate in effect at the time of the agreement;
3. Lock in the financing rate for the period of the financing;
4. Financing rates to be used for current year projects would not impact prior year agreements. Old financing rates would remain at the rate in effect at the time of the agreement as indicated in #3 above;
5. Limit the financing period to 5, 10 or 15 year timeframes, determined based on total financing required as follows:
 - Less than \$1,000, no financing terms available, invoiced
 - \$1,001 - \$5,000, maximum of 5 year repayment, added to tax roll
 - \$5,001 - \$20,000, 5 or 10 year repayment, added to tax roll annually
 - \$20,001 and above, 5, 10 or 15 year repayment, added to tax roll annually

6. No options to renegotiate the repayment terms during the term but balances are always fully open for repayment at any time; and
7. Give legacy designation to existing commitments made for current local improvement projects so they are unaffected by this new policy.

A gap in funding for asset management has been identified in the Asset Management Plan. It is assumed that Council's intent is for local improvements to be recovered from the petitioners as outlined in Policy L.3.1 (attached for reference). When a local improvement project moves forward which will add to the asset management burden, lifecycle costs should be included for the full costing to extend the lifecycle of the asset that was improved.

Financial Implications:

Financial impact to current year operating budget:

There are limited financial implications with the proposed change to local improvement financing, as the number of projects that are financed are not significant at this time. However, adoption of the policy ensures that the City can reasonably recover their own costs of using taxpayer funds.

If the policy is not adopted, the City will continue to lose the option of full cost recovery on local improvement projects. It may also be exposed to cash flow pressures depending on the project.

Financial impact on future year operating budget:

Similar to current year impacts noted.

Link to asset management plan and strategy:

When a local improvement project moves forward which will add to the asset management burden, lifecycle costs should be included for the full costing to extend the lifecycle of the asset that was improved.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT staff be directed to use the terms outlined in Report FIN24-013 for any current or upcoming Local Improvement projects pending the development of a Policy to be adopted by Council at a future meeting.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

Recommended by: Joan Thomson, Chief Administrative Officer

The Corporation of the City of Stratford

Policy Manual

L.3 Local Improvements

Dept: Infrastructure and Development
Services

Committee: Infrastructure, Transportation and
Safety

L.3.1 Local Improvements

Adopted: September 28, 1998 by R98-504
Amended: March 4, 2019
Reaffirmed: November 10, 2014
Related Documents: By-law 194-87 as amended by By-law 36-90; By-law 63-94
 Council Policy Administrative Policy

The Local Improvement process is used to recover the cost of municipal capital improvements (e.g. sidewalk, roads, watermain, sewer etc.) from benefitting property owners in accordance with the regulatory requirements. Costs are recovered from property owners benefitting from the project through Local Improvement Charges. The process to administer Local Improvement Charges is statutorily set out in the Municipal Act (2001) under Ontario Regulation 586/06: Local Improvement Charges – Priority Lien Status.

The purpose of this Policy is to itemize the cost sharing percentages applied to certain projects in the City of Stratford.

Eligible Projects:

Local Improvement Charges shall only be applied to eligible capital works projects that result in a minimum recovery of \$40,000 from the total benefitting Property Owner assessments.

Sidewalk:

Local street sidewalks 40% frontage share to property abutting work, 60% City share.

Collector and arterial street sidewalks 50% frontage share to Development Charges Bylaw, 50% City share.

The first priority is to get one sidewalk on all arterial roads. The second priority would be to get at least one sidewalk on all collector roads and the third priority would be to get two sidewalks on all arterial roads.

Roadwork:

- (a) Up to and including 8.5m (28 feet) wide
Property Owner frontage share is 40%. City share is 60%;
- (b) Over 8.5m (28 feet) wide is 100% City share;
- (c) Additional material required for heavy duty street pavement is 100% City share.

Storm Sewer:

- (a) Up to and including 675mm (27 inches) diameter
Property Owner frontage share is 40%. City share is 60%;
- (b) Over 675mm (27 inches) diameter is paid by the City on a prorated basis according to the diameter of the sewer.
- (c) Storm services are paid 100% by the owner.

Sanitary Sewer:

- (a) Up to and including 200mm (8 inch) diameter
Property Owner frontage share is 100%;
- (b) Over 200mm (8 inch) diameter is paid by the City on a prorated basis according to diameter of the sewer.
- (c) Sanitary services are paid 100% by the owner.

Watermain:

- (a) Up to and including 200mm (8 inch) diameter
Property Owner frontage share is 100%;
- (b) Over 200mm (8 inch) diameter is paid by the City on a prorated basis according to diameter of the main.
- (c) Water services are paid 100% by the owner.

Flankage Exemptions:

If any of the above works abut a corner lot in a residential zone, the City shall pay for the first 40m (131 feet) along the flankage of the lot. Any flankage over 40 m (131 feet) shall be assessed to the abutting property.

Catchbasins:

All catchbasins and leads are paid 100% by the City.

Intersections:

All work at street intersections shall be paid 100% by the City.

The Corporation of the City of Stratford

Policy Manual

L.3 Local Improvements

Dept: Infrastructure and Development
Services

Committee: Infrastructure, Transportation and
Safety

L.3.2 Municipal Standard for Local Improvement Roads for Reconstruction

Adopted: November 10, 2014 by R2014-444
Amended:
Reaffirmed:
Related Documents:
 Council Policy Administrative Policy

Further, that the Municipal Standard be adopted for local improvement roads for reconstruction as follows:

- Municipal Standard
 - The road will be brought up to the current municipal standard which includes the following: sidewalk, curb and gutter, asphalt, storm sewers, watermain and sanitary sewers.
 - Services which were originally omitted will be paid for under the *Municipal Act*, Local Improvement Charges.
 - Existing services which are in need of replacement will be paid for by the City.



MANAGEMENT REPORT

Date: March 7, 2024
To: Community Services Sub-committee
From: Tim Wolfe, Director of Community Services
Report Number: COM24-001
Attachments: None

Title: Reciprocal Agreement - Use of Community Facilities

Objective: To consider establishing the agreement between The Corporation of the City of Stratford, YMCA of Three Rivers (Midwestern Ontario), Avon Maitland District School Board and The Huron-Perth Catholic District School Board for the sharing of facility usage.

Background: This Reciprocal Agreement came into effect February 25, 1991 for the purpose of sharing facilities amongst the School Boards, the YMCA, and the City. The agreement provides consistent communication while at the same time, minimizes the cost to all Parties using the various facilities but have since expired.

This cooperative venture is for the purpose of providing education and recreational opportunities (i.e. structured activities, staff training) for the public, YMCA users, and the students of the Boards.

Analysis: A joint committee involving all the parties to this agreement meets every two years to propose amendments, resolve conflicts, evaluate the success of the agreement, and to finalize schedules.

This joint committee met in November 2023 to clean up the language in the agreement and update the Schedule 'A' which lists the various facilities that can be used by the Parties. These facilities are:

DISTRICT SCHOOL BOARD(S):

- School Classrooms (upon review)
- School Gymnasia
- School Washrooms
- Playing Fields
- Cafeteria (servery not included)

- Libraries (upon review)

YMCA:

- Gymnasium
- Pool
- Racquet Courts
- Meeting Space
- Fitness Centre
- Fitness Instructors
- Swim Instructors

THE CORPORATION OF THE CITY OF STRATFORD:

- William Allman Memorial Arena (Sept. – March)
- Dufferin Arena (Sept. – March)
- Rink A @ Rotary Complex
- Rink B @ Rotary Complex
- Community Hall – rooms ABCD and kitchens
- Agriplex fieldhouse (Oct to end of June) - **(cost may be applicable, be applied for tournament use)**
- Ball Diamonds
- Playing Fields
- Tennis Courts
- Lions Pool
- Upper Queens Park Pavilion
- Packham Road Sports Complex (excluding staff costs for diamond set up)

Financial Implications:

All facility bookings from this agreement for use of city facilities are tracked, and costs for the applicable facilities are funded from the tax levy via Community Supports transfers.

Financial impact to current year operating budget:

Depending on usage the amount affecting the tax levy varies.

Insurance considerations:

Each Party of the Agreement provides commercial general liability insurance against claims for personal injury, death or property damage or loss in the amount of not less than Five Million Dollars (\$5,000,000).

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Alignment with One Planet Principles:

Health and Happiness

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

Staff Recommendation: THAT the Reciprocal Agreement between The Corporation of the City of Stratford, YMCA of Three Rivers (Midwestern Ontario), Avon Maitland District School Board and The Huron-Perth Catholic District School Board for the sharing of facility usage be renewed for a further two years, for 2024 and 2025;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement on behalf of the municipal corporation.

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



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

BEING a By-law to authorize the acceptance of a tender, execution of a contract and the undertaking of work by Fer-Pal Construction Ltd. for the Kenner Crescent Watermain Relining Project (T-2024-09).

WHEREAS Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001 provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

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

1. That the tender (T-2024-09) of Fer-Pal Construction Ltd. for the Kenner Crescent Watermain Relining project be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the Kenner Crescent Watermain Relining project (T-2024-09) is \$659,750.50, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of April, 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 supply and installation of a new cooling tower on the West roof of the Dufferin Lions Arena from Cimco Refrigeration Inc.

WHEREAS Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001 provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

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

1. That the supply and installation of a new cooling tower on the West roof of the Dufferin Lions Arena from Cimco Refrigeration Inc. be authorized and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the amount for the supply and installation of a new cooling tower on the West roof of the Dufferin Lions Arena is \$124,422.25, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of April, 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 execution of an Agreement with the Avon Maitland District School Board, the Huron-Perth Catholic District School Board, and the YMCA of Three Rivers for the sharing of facilities amongst the parties.

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 for The Corporation of the City of Stratford wishes to enter into an Agreement with the Avon Maitland District School Board, the Huron-Perth Catholic District School Board, and the YMCA of Three Rivers to set out the terms for use of facilities shared amongst the parties;

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

1. That the Agreement between The Corporation of the City of Stratford, the Avon Maitland District School Board, the Huron-Perth Catholic District School Board, and the YMCA of Three Rivers for the sharing of facilities amongst the parties, 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 8th day of April, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL
CONSENT AGENDA

April 8, 2024

REFERENCE NO. CONSENT AGENDA ITEM

CA-2024-048 Temporary Road Closure Request for Barge Music Installation and Removal:

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:

Monday, July 15, 2024, from 8:30 a.m. to 10:30 a.m.

- Lakeside Drive North from Lakeside Drive to William Street

Monday, August 12, 2024, from 8:30 a.m. to 10:30 a.m.

- Lakeside Drive North from Lakeside Drive to William 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.

CA-2024-049 Resolution from Loyalist Township regarding solutions to resolve significant financial and budgetary pressures relating to infrastructure development, maintenance and repairs.

Attachment – Resolution from Loyalist Township dated March 18, 2024.

Endorsement of this resolution is requested.

CA-2024-050 Notification that the Community Services Department intends to call the following RFP in accordance with the City's Purchasing Policy:

- Municipal Facilities Space Utilization Master Plan

CA-2024-051 Temporary Road Closure Request for Canada Day in Market Square:

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 Monday, July 1, 2024 from 6:00a.m. to 5:00p.m. as follows;

- Wellington Street from St. Patrick Street to Downie Street
- Downie Street from Albert Street to George Street West
- Market Place from Wellington Street to Downie 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-2024-052 Temporary Road Closure Request for Stratford pride Day Event:

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 Sunday, June 2, 2024 from 12:00p.m. to 2:00p.m. as follows:

- Lakeside Drive from Waterloo Street to Lakeside Drive North
- Richard Monette Way
- Parkview Drive from Water Street to Richard Monette Way
- Queen's Park Drive from Lakeside Drive North to Richard Monette Way

On Sunday, June 2, 2024 from 2:00p.m. to 5:00p.m. as follows:

- Portion of Richard Monette Way - Primarily bus parking and parking spaces.

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-2024-053

Temporary Road Closure Request for Bike Month Kick Off Event:

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 Sunday, June 2, 2024, from 6:00a.m. to 1:00p.m. as follows;

- Market Place from Wellington Street to Downie 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-2024-054

Temporary Road Closure Request for Dock Music Concert Series:

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 Sunday, June 2, 2024, from 6:30p.m. to 8:30p.m. as follows:

- Lakeside Drive from Waterloo Street to North Street

On Sunday, June 16, 2024, with a rain date of Sunday, June 23, 2024 from 6:30 p.m. to 8:30p.m. as follows:

- Lakeside Drive from Waterloo Street to North Street

On Sunday, July 7, 2024, from 6:30p.m. to 8:30p.m. as follows:

- Lakeside Drive from Waterloo Street to North Street

On Sunday, July 21, 2024, with a rain date of Sunday, July 28, 2024 from 6:30 p.m. to 8:30p.m. as follows:

- Lakeside Drive from Waterloo Street to North 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-2024-055

Resolution from The Corporation of the County of Prince Edward regarding a Call to Action to Meet the Deadline of an Accessible Ontario by 2025.

Attachment – Resolution from the Corporation of the County of Prince Edward dated March 28, 2024.

Endorsement of this resolution is requested.

CA-2024-056

In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that the following streets will be closed on Sunday, April 7, 2024 for the Stratford Swan Release:

- Morenz Drive from Lakeside Drive to Water Street from 10:00 a.m. to 3:00 p.m.
- Lakeside Drive from Waterloo Street to North Street from 12:00 p.m. to 3:00 p.m.

A fire and emergency personnel lane will be maintained on all streets.

March 18, 2024

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

DELIVERED VIA EMAIL

Dear Premier Ford:

Re: Motion regarding solutions to resolve significant financial and budgetary pressures relating to infrastructure development, maintenance and repairs

Please be advised that at its regular meeting of March 12, 2024, Loyalist Township Council passed the following resolution:

Resolution 2024-49

Moved by Councillor Budarick
Seconded by Councillor Parks

WHEREAS the Province of Ontario has agreed to assume responsibility for the Gardiner Expressway and the Don Valley Parkway from the City of Toronto, which will be uploaded to the Province of Ontario;

AND WHEREAS like the City of Toronto, The Corporation of Loyalist Township and all municipalities in the Province of Ontario are experiencing significant financial and budgetary pressures including those related to infrastructure development, maintenance and repairs, and are seeking reasonable solutions to address the same while balancing their financial books;

AND WHEREAS the uploading of municipal highway infrastructure to the Province of Ontario or, alternatively, appropriately increasing the Ontario Community Infrastructure Fund to Ontario municipalities will assist municipalities in addressing such financial challenges;

AND BE IT RESOLVED THAT:

- a. The Province of Ontario:



- upload from local municipalities the responsibility of and costs associated with the continued construction, operation, and maintenance of major municipally-owned highways throughout the Province of Ontario to the Ontario Ministry of Transportation; or
 - alternatively, if uploading is not the preferred option of the Province and/or local municipality, to appropriately increase the Ontario Community Infrastructure Fund to municipalities so as to fairly and equitably allocate resources to Ontario municipalities.
- b. A copy of this resolution be circulated the Honourable Prabmeet Singh Sarkaria, the Ontario Minister of Transportation; MPP Ric Bresee, Hastings, Lennox & Addington; the Association of Municipalities of Ontario; all municipalities in Ontario.

Kind Regards,

Anne Kantharajah
Township Clerk

Cc: the Hon. Prabmeet Singh Sarkaria, the Ontario Minister of Transportation
Ric Bresee, M.P.P., Hastings, Lennox & Addington
Association of Municipalities
All municipalities in Ontario
Jim Hegadorn, Mayor, Loyalist Township
Rebecca Murphy, CAO, Loyalist Township
Councillor Budarick, Loyalist Township
Councillor Parks, Loyalist Township

March 28, 2024

Please be advised that during the regular Council meeting of March 26, 2024 the following resolution regarding support for 'a call to action' to meet the deadline of an Accessible Ontario by 2025 was carried.

RESOLUTION NO. 2024-151

DATE: March 26, 2024

MOVED BY: Councillor MacNaughton

SECONDED BY: Councillor Pennell

WHEREAS the Accessibility for Ontarians With Disabilities Act (AODA) is ground-breaking legislation, created to help people with disabilities fully participate in society, bring them to the table in crafting regulations, and build mechanisms to enforce standards;

WHEREAS Rich Donovan, an expert in accessibility issues, was appointed as the Independent Reviewer of the Act in 2022, and in his 2023 legislative review declared a crisis as a necessary catalyst to get Ontario back on track for accessibility;

WHEREAS at least 2.9 million Ontarians currently live with a disability, representing at least 22% of the consumer base and the workforce, but due to barriers, Ontarians with disabilities are too often falling short of their full potential;

WHEREAS the AODA aims to develop, implement and enforce standards related to goods, services, accommodation, employment and buildings before Jan. 1, 2025, and municipalities, as the level of government closest to the people are at the front lines, developing, implementing and enforcing these standards without meaningful guidance on its implementation and/or enforcement by the Province;

WHEREAS people with disabilities and advocates, including Prince Edward County's Accessibility Advisory Committee, note the slow pace of current and previous Ontario governments in implementing the AODA and there are growing concerns there will be no renewed push to keep accessibility issues at the forefront after 2025;

WHEREAS Prince Edward County is dedicated and committed to creating a welcoming environment so that all people may have equitable access to programs, goods, services and facilities, but making investments to achieve the AODA



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standards has been challenging given the lack of consistent and stable funding for municipalities to remove accessibility barriers;

THEREFORE BE IT RESOLVED THAT the Council of Prince Edward County strongly encourages action on the part of the Provincial Government to urgently:

- a) create a "Municipal Accessibility Fund" for municipalities to develop, implement and enforce AODA standards related to goods, services, accommodation, employment and buildings. Such a fund could be modeled after the Canada Community-Building Fund or the Ontario Cannabis Legalization Implementation Fund on a per household basis;
- b) to commit to working with municipalities to implement the Donovan Review immediate crisis recommendations;

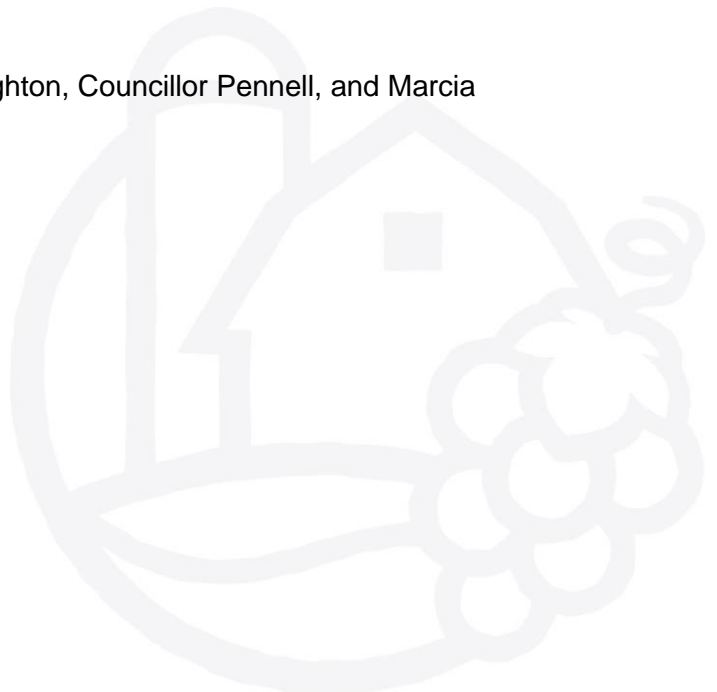
AND FURTHER THAT the Mayor write a letter in support of this resolution to the Minister of Seniors and Accessibility, and that a copy of this resolution be sent to the Premier of Ontario, the Minister of Seniors and Accessibility, the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Federation of Canadian Municipalities, the Association of Municipalities of Ontario, and the Eastern Ontario Wardens Caucus, and all Ontario Municipalities.

CARRIED

Yours truly,

Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor MacNaughton, Councillor Pennell, and Marcia Wallace, CAO





**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 April 8, 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 April 8, 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 8th day of April, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe