



Stratford City Council  
Regular Council Open Session  
AGENDA

**Meeting #:** 4741st  
**Date:** Monday, April 22, 2024  
**Time:** 7:00 P.M.  
**Location:** Council Chamber, City Hall  
**Council Present:** Mayor Ritsma - Chair Presiding, Councillor Biehn, Councillor Briscoe, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa  
**Staff Present:** Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community 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, Nick Sheldon - Project Manager, Johnny Bowes - Manager of Environmental Services

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.

Councillor Beatty and Councillor Burbach provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

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

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

Name, Item and General Nature of Pecuniary Interest

**3. Adoption of the Minutes:**

9 - 22

Motion by

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated April 8, 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 22, 2024, be added to the Agenda as printed.**

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

**5.1 The April 22, 2024 Committee of the Whole In-camera Session has been cancelled**

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

None scheduled.

**7. Orders of the Day:**

**7.1 Resolution - 2024 Tax Rates and Tax Policy Matters (COU24-039)**

23 - 34

Motion by

**Staff Recommendation: THAT a by-law be adopted to authorize the 2024 tax ratios and rates.**

**7.2 Correspondence - Resignation from Ad-Hoc Grand Trunk Renewal Committee**

Motion by

**THAT the resignation of Georgia Neely from the Ad Hoc Grand Trunk Renewal Committee be accepted.**

**7.3 Resolution - Road Widening for Site Plan Agreement SP13-21, 1076-1100 Ontario Street (COU24-040) 35 - 36**

Motion by

**Staff Recommendation: THAT the conveyance of Parts 1 and 2 on Reference Plan 44R-6210 from Stratford Holdings Inc. to The Corporation of the City of Stratford, be authorized;**

**AND THAT upon conveyance of Parts 1 and 2 on Reference Plan 44R-6210 to the City of Stratford, these lands be dedicated public highway forming part of Ontario Street.**

**7.4 Resolution - Special Occasion Permit Request 37 - 38**

The Kinsmen Club of Stratford is requesting a special occasion permit for the 2024 Ontario Pork Congress to be held June 19-20, 2024 at the Stratford Rotary Complex.

Huron Perth Public Health and the Building Division indicated no concerns with the event.

The Fire Department indicated no concerns provided the following is adhered to at all times for the duration of the event:

- Compliance with Section 2.9 of the Ontario Fire Code;
- Compliance with an approved architects report and diagrams on file;
- Compliance with the approved mapping of the Fire Route; and
- The Fire Route and access to building services such as standpipe connects must remain clear and accessible.

The Community Service Department provided the following comments:

- The OPC are required to submit insurance to the City for the entire event; and
- the Kinsmen Club of Stratford and all third parties are required to submit their own proof of liability insurance to the OPC and to the Community Service Department.

Motion by

**THAT City Council does not express concern with the issuance of a special occasion permit for the Ontario Pork Congress to be held June**

19-20, 2024 at the Stratford Rotary Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy, compliance with the conditions outlined by Fire Services are adhered to at all times during the event, and the required certificates of insurance being provided prior to the event.

**7.5 Resolution - Grand Trunk Renewal Draft Guiding Principles (COU24-041) 39 - 45**

Motion by

**Staff Recommendation: THAT the Grand Trunk Renewal draft guiding principles, combined with Council feedback, be used as the basis for community consultation;**

**AND THAT staff report back with the final vision and guiding principles for approval later in 2024.**

**7.6 Resolution - Appointments to the Stratford Economic Enterprise Development Corporation Board of Directors (COU24-42) 46 - 47**

Motion by

**Staff Recommendation: THAT Michael Adams, representing the Digital Media/Creative Economy sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council;**

**THAT Ekin Alfieri, representing the Banking/Financial sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council and that an exemption be granted from the residency requirement in the Appointments Policy C.3.1;**

**AND THAT Bill Boon, representing the Technology sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027, or until a successor is appointed by Council.**

**7.7 Proclamation - Melanoma and Skin Cancer Awareness Month 48 - 49**

Motion by

**THAT Stratford City Council hereby proclaims May 2024 as "Melanoma and Skin Cancer Awareness Month" to keep our community aware, informed and vigilant about the potential risks of over-exposure to the UV radiation of the sun.**

**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 22, 2024, be adopted as printed.**

#### 9.1.1 2023 Annual Water Summary Report to Council (ITS24-005) 50 - 64

THAT the 2023 Water Summary Report (COU24-030) be received for information to adhere to the compliance standards set out in Ontario Regulation 170/03.

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

Motion by

**THAT the Report of the Finance and Labour Relations Committee dated April 22, 2024, be adopted as printed.**

#### 9.2.1 Destination Stratford 2024 Update 1 (FIN24-008) 65 - 101

THAT the Destination Stratford 2024 Update 1 (FIN24-008) dated March 19, 2024, be received for information.

#### 9.2.2 Festival Hydro Update Q3 for the period ended September 30, 2023 (FIN24-009) 102 - 115

THAT the Festival Hydro Inc. financial statements and commentary for the period ended September 30, 2023, be received for information;

AND THAT the Festival Hydro Services Inc. financial statements and commentary for the period ended September 30, 2023, be received for information.

## 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 11.4 be taken collectively.**

Motion by

**THAT By-laws 11.1 to 11.4 be read a First and Second Time.**

Motion by

**THAT By-laws 11.1 to 11.4 be read a Third Time and Finally Passed.**

- |             |   |           |
|-------------|---|-----------|
| <b>11.1</b> | <b>Conveyance for the Widening of Ontario Street</b>  | 116       |
|             | To accept the transfer (conveyance) from Stratford Holdings Inc. of Parts 1 and 2 on Reference Plan 44R-6210.   |           |
| <b>11.2</b> | <b>Dedication of Part of Ontario Street as Public Highway</b>   | 117       |
|             | To dedicate Parts 1 and 2 on Reference Plan 44R-6210 as public highway forming part of Ontario Street in the City of Stratford.   |           |
| <b>11.3</b> | <b>Appointments to the Stratford Economic Enterprise Development Corporation Board of Directors</b>   | 118 - 119 |
|             | To amend By-law 4-2023, as amended, to make appointments to the Stratford Economic Enterprise Development Corporation Board of Directors.                                     |           |
| <b>11.4</b> | <b>Tax Rates and Ratios for 2024</b>  | 120 - 124 |
|             | To set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2024 and govern and regulate the finances of The Corporation of the City of Stratford. |           |
| <b>12.</b>  | <b>Consent Agenda: CA-2024-057 to CA-2024-68</b>  | 125 - 136 |
|             | Council to advise if they wish to consider any items listed on the Consent Agenda.  |           |
| <b>13.</b>  | <b>New Business:</b>  |           |
| <b>14.</b>  | <b>Adjournment to Standing Committees:</b>  |           |
|             | The next Regular Council meeting is May 13, 2024 in the Council Chamber, City Hall.   |           |
|             | Motion by   |           |
|             | <b>THAT the Council meeting adjourn to convene into Standing Committees as follows:</b>   |           |

- **Community Services Committee [7:05 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 22, 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 Community Services Committee

Motion by

**THAT Item 6.2 of the Community Services Committee meeting dated April 22, 2024, be adopted as follows:**

**6.2 Investing in Canada Infrastructure Program (ICIP) Transit Funding Agreement (COM24-003)**

**THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the Amending Agreement No. 1 to the Transfer Payment Agreement for the Investing in Canada Infrastructure Program (ICIP) with His Majesty the King in Right of the Province of Ontario as represented by the Minister of Transportation for the Province of Ontario.**

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

137 - 139

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

**By-law 11.5 Authorize Investing in Canada Infrastructure Program  
Amending Agreement No. 1**

To authorize the entering into and execution of the Amending Agreement No. 1 to the Transfer Payment Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Transportation, for the Province of Ontario for the Investing in Canada Infrastructure program public transit stream.

**By-law 11.6 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 22, 2024.

Motion by

**THAT By-laws 11.5 and 11.6 be taken collectively.**

Motion by

**THAT By-laws 11.5 and 11.6 be read a First and Second Time.**

Motion by

**THAT By-laws 11.5 and 11.6 be read a Third Time and Finally Passed.**

**15.4 Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

Motion by

**THAT the April 22, 2024 Regular Council meeting adjourn.**





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

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, Dave Bush - Director of Human Resources, 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 Hunter declared a pecuniary interest on the following items:

- 6.2 - Request for Delegation by Robert Ritz on behalf of Tom Drake
- 9.1.1 - 386 William Street - Street Access Request onto Joffre Street (ITS24-004)

Councillor Hunter is the owner of the property abutting 386 William Street.

**3. Adoption of the Minutes:**

R2024-112

**Motion by** Councillor Nijjar

**Seconded by** Councillor Burbach

**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.**

**Carried**

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

R2024-112

**Motion by** Councillor Biehn

**Seconded by** Councillor Burbach

**THAT the Addendas to the Regular Agenda of Council and Standing Committees dated April 8, 2024, to add a delegation and correspondence 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, 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).

At the In-camera Session, for Item 4.1, Council considered personal information about the candidates but there was no direction given. The Clerk noted a report will be listed on the April 22, 2024 Regular Council Agenda regarding this matter. For Item 4.2, direction was given to the City Clerk to prepare and list a resolution and a by-law on an addenda to the April 22, 2024 Regular Council Agenda regarding this matter.

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

**6.1 Adjournment to a Public Meeting:**

ADDED - Following the publishing of the agenda, the following comment was received on the establishment of fees for license applications under the City's Accommodation Licensing By-law 130-2022:

- Barb Shaughnessy dated April 4, 2024

R2024-113

**Motion by** Councillor Henderson

**Seconded by** Councillor Hunter

**THAT the written correspondence from Barb Shaughnessy dated April 4, 2024, regarding the establishment of fees for license applications under the City's Accommodation Licensing By-law 130-2022, be received.**

**Carried**

R2024-114

**Motion by** Councillor Sebben**Seconded by** Councillor Burbach

**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.**

**Carried**

The Regular Council meeting adjourned to a Public Meeting at 7:09 p.m. and reconvened at 7:23 p.m.

## **6.2 ADDED - Request for Delegation by Robert Ritz on behalf of Tom Drake**

R2024-115

**Motion by** Councillor McCabe**Seconded by** Councillor Henderson

**THAT Robert Ritz, Architect, on behalf of Tom Drake, Owner of 386 William Street regarding their request for an easement over lands governed by By-law 5050, be heard.**

**Carried**

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

Robert Ritz, Architect, spoke on behalf of Tom Drake, owner of 386 William Street, regarding their street access request onto Joffre Street. Mr. Ritz provided a PowerPoint presentation discussing the following:

- historical background regarding the use of the land by previous homeowners;
- severed lot's proximity supporting the 15-minute city concept;
- the development of a house on the severed portion of the property generating additional taxes benefitting the City and supporting the Province's goal of increasing housing;
- Council to encourage densification in built areas of the City;

- request to Council to be permitted access through an easement over City lands to create a lot fronting on Joffre Street;
- residents current use of the subject land for personal purposes;
- configuration of Joffre Street for snow clearing operations;
- supporting the request will improve snow removal operations due to the addition of the driveway for the severed portion of the property;
- additional property taxes generated from severed lot will cover costs for additional snow clearing;
- Council and staff to follow Official Plan (OP) and Provincial Policy Statement (PPS) when considering request; and
- request for easement be granted with the conditions that owner has one year to apply for severance and that the driveway to be constructed be able to support heavy vehicles for snow removal purposes.

A member requested staff to comment on the delegate's statement relating to aligning with the OP and PPS. The Director of Planning and Building Services noted that the PPS is not intended to get into fine detail regarding specific instances as they relate to a severance. There is the ability to provide housing on the property without a severance, in line with the PPS's goal to promote housing. Policies, including in the OP and PPS, both promote certain matters and also seek to protect matters such as neighborhoods of scale, infrastructure, vehicular movement, and access to right-of-ways. When a past Council created the parcel of land to act as a reserve, it was a clear statement of non-intent for any future development to occur.

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

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

R2024-116

**Motion by** Councillor Burbach

**Seconded by** Councillor Briscoe

**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).**

Carried

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

R2024-117

**Motion by** Councillor Beatty

**Seconded by** Councillor Hunter

**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.**

Carried

**7.3 Proclamation - Human Values Day**

R2024-118

**Motion by** Councillor McCabe

**Seconded by** Councillor Wordofa

**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.**

Carried

**7.4 Proclamation - ALS Awareness Designations**

R2024-119

**Motion by** Councillor Sebben

**Seconded by** Councillor Burbach

**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.**

**Carried**

**8. Business for Which Previous Notice Has Been Given:**

None scheduled.

**9. Reports of the Standing Committees:**

**9.1 Report of the Infrastructure, Transportation and Safety Committee:**

It was noted Item 9.1.1 should be taken separately as Councillor Hunter declared a pecuniary interest on this matter.

R2024-120

**Motion by** Councillor Beatty

**Seconded by** Councillor Burbach

**THAT Items 9.1.2 and 9.1.3 of the Report of the Infrastructure, Transportation and Safety Committee dated April 8, 2024, be adopted as printed.**

**Carried**

R2024-121

**Motion by** Councillor Beatty

**Seconded by** Councillor Briscoe

**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.**

A recorded vote was requested for Item 9.1.1. - 386 William Street - Street Access Request onto Joffre Street.

In Support (6): Councillor McCabe, Councillor Briscoe, Mayor Ritsma, Councillor Beatty, Councillor Nijjar, and Councillor Burbach

Opposed (4): Councillor Sebben, Councillor Biehn, Councillor Wordofa, and Councillor Henderson

Conflict (1): Councillor Hunter

**Carried**

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

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

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)**

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)**

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:**

R2024-122

**Motion by** Councillor McCabe

**Seconded by** Councillor Hunter

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

**Carried**

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

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)**

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**

R2024-123

**Motion by** Councillor Beatty

**Seconded by** Councillor Nijjar

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

**Carried**

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

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 required First and Second Readings and Third and Final Readings and were taken collectively upon unanimous vote of Council present:

R2024-124

**Motion by** Councillor Burbach

**Seconded by** Councillor Biehn

**THAT By-laws 35-2024 to 37-2024 be taken collectively.**

**Carried** unanimously

R2024-125

**Motion by** Councillor Hunter

**Seconded by** Councillor Henderson

**THAT By-laws 35-2024 to 37-2024 be read a First and Second Time.**

**Carried** two-thirds support

R2024-126

**Motion by** Councillor Biehn

**Seconded by** Councillor Briscoe

**THAT By-laws 35-2024 to 37-2024 be read a Third Time and Finally Passed.**

**Carried**

**11.1 Award Tender for Kenner Crescent Watermain Relining T-2024-09 – By-law 35-2024**

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 – By-law 36-2024**

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 – By-law – 37-2024**

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**

**12.1 CA-2024-055**

R2024-127

**Motion by** Councillor Henderson

**Seconded by** Councillor McCabe

**THAT CA-2024-055, being a 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, be endorsed.**

**Carried**

## **12.2 CA-2024-049**

R2024-128

**Motion by** Councillor Burbach

**Seconded by** Councillor Sebben

**THAT CA-2024-049, being a resolution from Loyalist Township regarding solutions to resolve significant financial and budgetary pressures relating to infrastructure development, maintenance and repairs, be endorsed.**

**Carried**

## **13. New Business:**

### **13.1 Canadian Dairy XPO**

Mayor Ritsma congratulated Jordon Underhill and the team with the CDX. Initial results showed 9,190 visitors for Day 1 and 7,988 visitors on Day 2 totaling 17,178 visitors from 32 different countries. Calves for a Cause also donated over \$60,000 to the Children's Hospital. Mayor Ritsma also congratulated the Director of Community Services and their team for their work on the event.

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

The next Regular Council meeting is April 22, 2024 in the Council Chamber, City Hall.

R2024-129

**Motion by** Councillor Burbach

**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];**

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

**Carried**

**15. Council Reconvene:**

**15.1 Declarations of Pecuniary Interest made at Standing Committees**

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on April 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

No disclosures of pecuniary interest were made by a member at the April 8, 2024, Council Reconvene meeting.

**15.2 Committee Reports**

**15.2.1 Finance and Labour Relations Committee**

R2024-130

**Motion by** Councillor Hunter

**Seconded by** Councillor Nijjar

**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.**

**Carried**

### **15.2.2 Infrastructure, Transportation and Safety Committee**

R2024-131

**Motion by** Councillor Burbach

**Seconded by** Councillor Nijjar

**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.**

**Carried**

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

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

**By-law 11.4 Confirmatory By-law 38-2024**

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

R2024-132

**Motion by** Councillor Briscoe

**Seconded by** Councillor Burbach

**THAT By-law 38-2024 be read a First and Second Time.**

**Carried** two-thirds support

R2024-133

**Motion by** Councillor Henderson

**Seconded by** Councillor Biehn

**THAT By-law 38-2024 be read a Third and Finally Passed.**

**Carried**

**15.4 Adjournment of Council Meeting**

R2024-134

**Motion by** Councillor Beatty

**Seconded by** Councillor Nijjar

**THAT the April 8, 2024 Regular Council meeting adjourn.**

**Carried**

Meeting Start Time: 7:02 P.M.

Meeting End Time: 7:44 P.M.

Reconvene Meeting Start Time: 7:54 P.M.

Reconvene Meeting End Time: 7:55 P.M.

---

Mayor - Martin Ritsma

---

Clerk - Tatiana Dafoe




---

## MANAGEMENT REPORT

**Date:** April 22, 2024  
**To:** Mayor and Members of Council  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer  
**Report Number:** COU24-039  
**Attachments:**

1. Draft By-law Tax Rates and Ratios for 2024;
2. Tax Rate Calculation 2024

---

**Title:** 2024 Tax Rates and Tax Policy Matters

**Objective:** To provide Council with further analysis regarding the 2024 tax rates as initially provided during budget and to include background information on the City's tax policies and discretionary tax policy options. To consider adopting the Tax Rates and Ratios for 2024 By-law.

**Background:** Through the 2024 budget process, Council was provided with information on the anticipated increase on an average property owner's assessment for illustration purposes to provide context for the proposed budget impacts to ratepayers. The primary reason for this information, in advance of the budget being fully adopted and formalized was to demonstrate the difference between the increase to the tax dollars levied, and the increase to a property owner's tax rate. As it was for illustration and used a residential property example, it did not speak to how the calculation works for all property classes and did not include all effects of shifts between the property classifications.

As Council is aware, the revenues for the City are comprised of user fees, service charges, provincial and federal grants, contributions from other municipalities, licenses, permits, rents, fines and penalties, investment income and sometimes donations or asset sales (land and used equipment). The residual revenues required to provide services are derived from the tax levy.

Excerpts are provided below from a prior report that came before Council in 2023, containing much of the background for the tax process as a refresher.

Beginning in 1998, tax reforms introduced the valuation principal of Current Value Assessment (CVA) using a common date of valuation for all properties in the Province, with updates now being generated every four years. The last update was intended to

occur in 2020, however, due to the impacts of the Covid-19 pandemic, this has been deferred, with eventual dates still to be announced. (The earliest anticipated is 2024). The tax reforms in 1998 also established new property tax classes (i.e., residential, multi-residential, commercial, industrial) and allowed municipalities to set different tax rates for different types of property within a range of parameters.

The current method of property assessment divides properties into nine mandatory classes and seven optional property classes.

#### Mandatory Property Classes

1. Residential (RT)
2. Multi-Residential (MT)
3. New Multi-Residential (2017) (NT)
4. Commercial (CT)
5. Industrial (IT)
6. Pipelines (PT)
7. Farm (FT)
8. *Managed Forests (none in City of Stratford) (TT)*
9. Landfill (2017) (HF)

#### Optional Property Classes

1. Office Building
2. Shopping Centre
3. Parking Lot & Vacant Land
4. Residual Commercial
5. Large Industrial
6. *Professional Sports Facility (none in City of Stratford)*
7. *Resort Condominium (none in City of Stratford)*

Further, the mandatory and optional sub-classes of properties were established to allow for the application of discounted tax rates due to the special nature of some properties.

#### Optional Subclasses

1. Small-scale on-farm business for the Commercial Property Class (since 2018)
2. Small-scale on-farm business for the Industrial Property Class (since 2018)

Properties in different classes are taxed at different tax rates due to historical differences in tax burdens that were present prior to the 1998 reform of the property tax system and reflected in the initial transition ratios set by the Province.

Typically, commercial, industrial, and multi-residential properties have had higher tax rates than residential properties.

The different relative tax burdens among properties are based on the **tax ratios** set by municipalities. Any changes in the tax ratios would result in a shift of the tax burden between property types.



The provincial legislation determines that tax ratio for the residential class is set at 1.00. Because the residential class assessment represents the largest class, this is the 'baseline' ratio, upon which the other classes are established.

If a ratio is reduced in one class, the result is a shift of property taxes from the reduced class to the other classes. Since the residential property tax class is the largest, it bears most of the impact of any shift.

Municipalities can change the tax ratios for the commercial, industrial, multi-residential and pipeline property classes. As these classes typically have a tax ratio higher than the residential class, the province permits municipalities to reduce these ratios towards established "ranges of fairness." The ranges ensure that taxes are not shifted onto properties that are already subject to relatively higher taxes.

The ranges of fairness ratios are noted in this table, with Stratford's current ratios. The classes noted by an asterisk indicate which classes exceed these ranges.

<b>Property Class</b>	<b>Range Of Fairness</b>	<b>2023 City of Stratford</b>
<b>Residential</b>	1.00	1.000000
<b>Farm</b>	0 - 0.25	0.250000
<b>Multi-residential *</b>	1.00 - 1.10	2.000000
<b>New Multi-residential</b>	1.00 - 1.10	1.000000
<b>Commercial *</b>	0.60 - 1.10	1.975937
<b>Industrial *</b>	0.60 - 1.10	2.540330
<b>Pipeline *</b>	0.60 - 0.70	1.509000
<b>Managed Forest</b>	0.25	0.25

That some ratios are outside the ranges established by the Province, just means that for these, the options available to change the ratios has an opposite effect on the other classes. For example, if one ratio is decreased, there may be forced increases in other classifications, shifting the shift tax burden.

The province's 'Threshold Ratios' limit a municipality's ability to levy municipal tax increases on commercial, industrial, and multi-residential properties if their respective class ratios are above the provincial class average.

A municipality may pass on only 50% of the levy increase that would be applied to the residential class if they exceed the Threshold Ratio for a tax class. Stratford no longer has this issue as all ratios in these classes are below the Threshold Ratios as noted in the table below.

Property Class	Threshold Ratio	2022 City of Stratford
<b>Multi-residential</b>	2.000000	2.000000
<b>Commercial</b>	1.980000	1.975937
<b>Industrial</b>	2.630000	2.540330

**Analysis:** The most recent 2023 BMA Study shows a wide range of tax ratios between the 54 ration setting municipalities that participate in their study. Stratford's ratios fall in the middle of the provincial averages.

	Multi-residential	Commercial	Industrial
<b>Stratford</b>	<b>2.0000</b>	<b>1.9759</b>	<b>2.540330</b>
<b>Average</b>	1.6356	1.5423	2.0304
<b>Minimum</b>	1.0000	1.0820	1.1000
<b>Maximum</b>	2.2174	2.5818	4.3356
<b>Range of Fairness</b>	1.00 - 1.10	0.60 - 1.10	0.60 - 1.10
<b>Threshold</b>	2.0000	1.9800	2.6300

If tax ratios are not periodically reviewed and adjusted, property class assessed values that consistently increase at a faster rate than the residential class, may pay an increasing share of the overall tax levy.

It has been several years since the City of Stratford performed a fulsome tax policy review, and it would be prudent to open the discussion to see if there is any interest by Council in:

- Shifting the tax burden between property classes, or
- Eliminating the impact of any reassessment related tax shifts that normally occur at the time of each assessment cycle.

Since MPAC has delayed the reassessment, staff strongly recommend that such analysis be undertaken when a new assessment cycle begins, as this would represent the most accurate reflection of the assessment class information and the comparison between the classifications would be more reflective of actual market information. Adjusting ratios now, before a period of reassessment, could result in a shift that is temporary or has longer term impacts that cannot be reversed before the effects of reassessment are fully understood.

### **Tax Burdens and Tax Rates 2024**

Due to additions to the assessment roll from growth and other individual reviews, plus the shifts noted to the industrial class, the amount of tax revenues raised from each

class of property has remained relatively stable, changing by only a fraction of a percentage compared to each other.

<b>Class of Property</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>
<b>Industrial</b>	\$ 4,796,207	7.03%	\$ 5,213,558
<b>Residential</b>	\$ 44,501,933	65.19%	\$ 47,625,081
<b>All other Classes</b>	\$ 18,965,986	27.78%	\$ 20,185,874
<b>Total</b>	<b>\$ 68,264,126</b>	<b>100.00%</b>	\$ 73,024,514

Attached to this report is the detailed calculation reflecting total initial current value assessment for each tax class and the corresponding ratios. The product of these two columns equates into the weighted CVA. To arrive at the 2024 taxation dollars for each class, the opening CVA is multiplied by the rate for each class.

The bottom of the table shows how the total levy required is determined by taking the previous year's budget and adding the 2024 required budget increases. It is this calculator that assists with estimating the tax rate increase through the budget process. But without a fulsome analysis of the interclass relationships, this does end up only being an estimate.

The final total tax rate is noted in the table attached is 0.1465717, which is slightly higher than the estimated increase reported during the budget process due to this shifting. Once the reassessment occurs province-wide, the ratios can be revisited. These complex allocations are not typically part of the initial budget process, but have been possible, and a reasonable estimate due to the reassessment being delayed.

So, for a house assessed at \$350,000 means total taxes in 2024 of \$5,665.51, or \$407.63 more than 2023 (7.75% higher than 2023). Once these rates are implemented, the impact to property owners occurs in the final billing process so this increase is spread over the final two quarterly instalments, or if on a monthly payment plan, over the last six months of the year.

Another useful piece of information on this table is the comparison of the 2024 residential tax rate to the revenue neutral residential tax rate. The revenue neutral tax rate is the rate that would exist IF the City did not have any new budget requirements, AND factoring in all the shifting discussed, AND factoring in any new growth on the returned tax roll. There would have been a modest decrease to the 2023 tax rates. So, a couple of ways to summarize this concept:

- 1) If taxation dollars from growth in assessment were sufficient to offset any budgetary requirements, there would not be a tax rate increase required, as growth would offset the increases.
- 2) If taxation dollars from growth in assessment were greater than any budgetary requirements, the tax rates would decrease.

This is to illustrate that increases to assessment values do not necessarily result in increases to the residential tax rates and that it is a complex calculation. When the provincial reassessment does occur, shifts between the classes may result in changes for property owners, with or without any increases to budget requirements.

Further updates regarding the provincial reassessment and impacts to Stratford property owners' assessment values will be provided as they become available.

### **Financial Implications:**

#### **Financial impact to current and future year operating budgets:**

There are no financial implications to the City because of this report.

### **Alignment with Strategic Priorities:**

#### **Strengthening our Plans, Strategies and Partnerships**

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

#### **Developing our Resources**

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

### **Alignment with One Planet Principles:**

**Not applicable:** This report is not related to the One Planet Principles as it is a financial report provided for information.

### **Staff Recommendation: THAT a by-law be adopted to authorize the 2024 tax ratios and rates.**

**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



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

---

BEING a By-law to set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2024 and govern and regulate the finances of The Corporation of the City of Stratford.

---

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

**WHEREAS** Council of The Corporation of the City of Stratford has by By-Law Number XX-2024 of the City dated the 26<sup>th</sup> day of February, 2024 prepared and adopted estimates of all sums required during the year for the purposes of the Municipality totaling \$80,090,376 pursuant to Section 290 of the Act;

**AND WHEREAS** Section 10(2)3 of the Act provides that a single-tier municipality may pass by-laws respecting financial management of the municipality and its local boards;

**AND WHEREAS** Section 307.(1) of the Act provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the Assessment Act according to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions;

**AND WHEREAS** Section 308.(2) and (3) of the Act provides that every municipality shall establish a set of tax ratios, and such tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1;

**AND WHEREAS** Section 312.(2) of the Act provides for the passing of a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

**AND WHEREAS** the taxes for School Purposes shall be levied, collected and administered by the Municipality in accordance with the Education Act, R.S.O. 1990, c.E.2, Ontario Regulation 400/98 made and most recently revised under that Act;

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

1. For the taxation year 2024 the starting property class tax ratios are:

<b>Property Class</b>	<b>Tax Ratio</b>
a. Residential / Farm	1.000000
b. Multi-residential	2.000000
c. New Multi-residential	1.000000

<b>Property Class</b>	<b>Tax Ratio</b>
d. Commercial	1.975937
e. Industrial	2.542033
f. Pipelines	1.509000
g. Farmlands	0.250000
h. Landfill	1.965003

2. For the purpose of this by-law:
  - a) The commercial property class includes all occupied commercial office property, shopping centre property and parking lot property.
  - b) The industrial property class includes all occupied industrial property.
3. That the final tax levy to be billed and imposed under this by-law shall be paid in two instalments due on the following dates:
  - a) 50% thereof on the 28<sup>th</sup> day of August, 2024; and
  - b) The remainder thereof on the 29<sup>th</sup> day of October, 2024.
4. That the final tax levy to be billed under this by-law shall be reduced by the amount billed by the interim tax levy.
5. That all taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.
6. That the final tax levy for those on a 12-month pre-authorized automatic withdrawal payment plan shall be paid in 6 equal instalments due and payable on or after the first day of each month July to December. The pre-authorized payment plans shall be penalty free for as long as the taxpayer is in good standing with the terms of the plan agreement.
7. That a penalty of one and one-quarter (1¼) per cent shall be added to any instalment on the first day of default and on the first day of each calendar month thereafter in which such default continues until the end of the year in which the taxes are levied, and such penalty shall be levied and collected in the same manner as if it had been originally imposed with and formed part of such instalment.
8. That the Treasurer may mail or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law, a notice specifying the amount of taxes payable.
9. That the notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered on the tax bill under Section 343 of the Municipal Act.
10. That the Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under this by-law in respect of non-payment or late payment of any taxes or any instalment of taxes.
11. That nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
12. That the City Treasurer is hereby directed and authorized to undertake any required action necessary to collect the taxes levied herein.

13. That Schedule "A" attached hereto forms part of this by-law.
14. That Schedule "B" attached hereto forms part of this by-law.
15. That this by-law shall be deemed to have come into force and to take effect on January 1, 2024.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of April, 2024.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law XXX-2024  
Adopted this 22nd day of April, 2024**

1. That the assessment made and concluded in the last preceding year to wit is hereby adopted by the Council of The Corporation of the City of Stratford for the year 2024 and shall be levied, excepting Exempt assessment.

<b>Class</b>	<b>RTC/RTQ Codes</b>	<b>Current Value Assessment</b>
Residential	RT	3,571,142,947
Residential-Education Only	RD	428,000
Multi-Residential	MT	191,053,900
New Multi-Residential	NT	46,627,500
Commercial Occupied	CT	457,483,532
Commercial Excess Land	CU	4,405,938
Commercial Vacant Land	CX	4,440,400
Shopping Centre Occupied	ST	42,789,700
Office Building Occupied	DT	8,395,600
Parking Lot	GT	49,000
Industrial Occupied	IT	66,316,200
Industrial Excess Land	IU	3,639,733
Industrial Vacant Land	IX	5,222,400
Large Industrial Occupied	LT	75,149,084
Large Industrial Excess Land	LU	554,016
Pipelines	PT	9,726,000
Farmlands	FT	23,371,761

**Payments in Lieu**

<b>Class</b>	<b>Qualifying Codes</b>	<b>Current Value Assessment</b>
Residential	RH	103,000
Commercial Occupied-Full	CF	8,667,808
Commercial Occupied-General	CG	4,208,300
Commercial Occupied-Shared	CH	2,298,000
Commercial Vacant Land-Shared	CJ	80,500
Commercial Vacant Land-Full	CY	145,000
Industrial Occupied-Shared	IH	1,172,000
Landfill	HF	2,227,292

**Exempt**

<b>Class</b>	<b>Qualifying Code</b>	<b>Amount</b>
Exempt	E	266,477,336

**Total Returned Tax Roll: \$4,796,174,927**



**This is Schedule "B" to By-law XXX-2024  
Adopted this 22nd day of April, 2024**

1. That the tax rates of The Corporation of the City of Stratford for the year 2024 for the purposes mentioned in this By-law, but not including local improvement rates or other special rates collected as taxes, shall be as follows:

<b>Class</b>	<b>RTC/ RTQ</b>	<b>Municipal</b>	<b>Education</b>
Residential, New Multi-Residential	RT, NT	0.01465647	0.00153000
Residential-Education Only	RD	0.00000000	0.00153000
Multi-Residential	MT	0.02931295	0.00153000
Commercial Occupied/Excess Land/Vacant Land, Shopping Centre Occupied, Office Building Occupied, Parking Lot	CT, CU, CX, ST, DT, GT	0.02896027	0.00880000
Industrial Occupied/Excess Land/Vacant Land, Large Industrial Occupied/Excess Land	IT, IU, IX, LT, LU	0.03725724	0.00880000
Pipelines	PT	0.02211662	0.00880000
Farmlands	FT	0.00366412	0.00038250

**Payments in Lieu**

<b>Class</b>	<b>Class Code</b>	<b>Municipal</b>	<b>Education</b>
Residential	RF, RH	0.01465647	0.00153000
Commercial Occupied- Full/Shared/Vacant Land-Shared/Full	CF, CH, CJ, CY	0.02896027	0.01250000
Commercial Occupied-General	CG	0.02896027	0.00000000
Industrial Occupied-Shared	IH	0.03725724	0.01250000
Landfill	HF	0.02880002	0.01250000

City of Stratford  
Tax Rate Calculation Detail 2024  
At March 21, 2024

2024 TAX RATE CALCULATION							
	RTC RTQ	2024 Opening CVA Assessment	Tax Ratios	CVA Weighted by Transition Tax Ratios	2023	2024 TAXATION	Total Taxes by Class
<b>Taxable</b>							
Residential/Farm	RT	3,571,142,927	1.000000	3,571,142,927	<b>0.01465647</b>	52,340,364	52,340,364
Residential - Education Only	RD	428,000	0.000000	0	0.00000000	0	
Multi-residential	MT	191,053,900	2.000000	382,107,800	0.02931295	5,600,353	5,600,353
New Multi-Res	NT	46,627,500	1.000000	46,627,500	0.01465647	683,395	683,395
Com. Occupied	CT,DT,ST,XT,YT,ZT	508,668,832	1.975937	1,005,097,566	0.02896027	14,731,186	
Com. Excess Land	CU,SU,XU	4,405,938	1.975937	8,705,856	0.02896027	127,597	
Com. Vac. Land	CX	4,440,400	1.975937	8,773,951	0.02896027	128,595	
Resort Condo's	OT	0		0	0.00000000	0	
Com. Parking Lot	GT	49,000	1.975937	96,821	0.02896027	1,419	14,988,798
Ind. Occupied	IT,KT,LT,JT	141,465,284	2.542033	359,609,420	0.03725724	5,270,606	
Ind. Excess Land	IU,JU,KU,LU	4,193,749	2.542033	10,660,648	0.03725724	156,248	
Ind. Vacant Land	IX	5,222,400	2.542033	13,275,513	0.03725724	194,572	5,621,426
Pipelines	PT	9,726,000	1.509000	14,676,534	0.02211662	215,106	215,106
Landfills	HF	2,227,292	1.965003	4,376,635	0.02880002	64,146	64,146
Farmlands	FT	23,371,761	0.250000	5,842,940	0.00366412	85,637	
Farmland waiting development	R1	0	0.250000	0	0.00366412	0	85,637
Managed Forests	TT	0	0.250000	0	0.00366412	0	0
<b>Total Taxable</b>		<b>4,513,022,983</b>		<b>5,430,994,112</b>		<b>79,599,224</b>	<b>79,599,224</b>
<b>Payment in Lieu</b>							
Residential/Farm - full	RF, RH	103,000	1.000000	103,000	0.01465647	1,510	
Residential/Farm - General	RG	0	1.000000	0	0.01465647	0	
Residential/Fm full Prov Ten	RP	0	1.000000	0	0.01465647	0	1,510
Farm - PIL Full	FF, FP	0	0.250000	0	0.00366412	0	0
Multi-residential	MF	0	2.000000	0	0.02931295	0	
Multi-residential - Prov tenant		0		0	0.00000000	0	0
Com. Occupied - full	CH,CF,CP	10,965,808	1.975937	21,667,746	0.02896027	317,573	
Com. Occupied - General	CF, CG	4,208,300	1.975937	8,315,336	0.02896027	121,874	
Com. Excess Land	CV	0	1.975937	0	0.02896027	0	
Com. Vac. Land	CJ,CY,CZ	225,500	1.975937	445,574	0.02896027	6,531	
Com Parking Lot	GF	0	1.975937	0	0.02896027	0	445,977
Ind. Occupied Full	IH,IF	1,172,000	2.542033	2,979,263	0.03725724	43,665	
Ind. Excess Land	IV,IK	0	2.542033	0	0.03725724	0	
Ind Vacant Land	IJ,IY	0	2.542033	0	0.03725724	0	43,665
<b>Total PIL</b>		<b>16,674,608</b>		<b>33,510,918</b>		<b>0</b>	<b>491,152</b>
<b>Taxable &amp; PIL Assess.</b>		<b>4,529,697,591</b>		<b>5,464,505,030</b>		<b>0</b>	<b>80,090,376</b>
<b>Exempt Assessment</b>		<b>266,477,336</b>					
<b>Total Municipal Assessment</b>		<b>4,796,174,927</b>					

Agrees to MPAC  Check **4,796,174,927**

Municipal Rates Only	
2023 Budget	<b>73,024,514</b>
2023 Budget requirements	<b>7,065,862</b>
<b>2023 Ending Taxation</b>	<b>80,090,376</b>

Municipal Residential Tax Rate	Levy	<b>80,090,376</b>		
	Weighted Assess	5,464,505,030	<b>0.01465647</b>	<b>0.01336343</b>

**2022 / 2023 Revenue Neutral Residential Tax Rate**




---

## MANAGEMENT REPORT

**Date:** April 22, 2024  
**To:** Mayor and Council  
**From:** Alexander Burnett, Planner  
**Report Number:** COU24-040  
**Attachments:** None

---

**Title:** Road Widening for Site Plan Agreement SP13-21, 1076-1100 Ontario Street

**Objective:** The purpose of this report is to authorize the conveyance of Parts 1 and 2 on Reference Plan 44R-6210 from Stratford Holdings Inc. to The Corporation of the City of Stratford and to dedicate these lands as public highway for the purpose of a 5.18 metre road widening along Ontario Street.

**Background:** Stratford Holdings Inc. received Site Plan Approval for application SP13-21 on November 2, 2021. For reference purposes, the property is on the north-side of Ontario Street and is the current location of the "Staples", "PetSmart", and "Demetre's Family Eatery".

As per Section 9.6.4 of the City's Official Plan, the dedication of road widenings needed to achieve the road rights-of-way established in Table 2, shall be granted along the frontage of the development free of all charges to the City. As part of the Site Plan Agreement between the owner and the City, the owner is required to dedicate a 5.18 metre wide strip of land to the City along the Ontario Street frontage for road widening purposes. This dedication shall be free and clear of all encumbrances and all costs bourn by the owner.

**Analysis:** Parts 1 and 2 on Reference Plan 44R-6210 is required to be dedicated to the City of Stratford as part of the executed Site Plan Agreement and this dedication is for road widening purposes along Ontario Street. Upon being transferred to the City, Parts 1 and 2 will be dedicated as public highway.

### **Financial Implications:**

#### **Financial impact to current year and future year operating budgets:**

The owner will be responsible for all costs associated with the transfer of the land to the City of Stratford. Upon assumption of the road widening, there will be negligible

impact on annual operating and maintenance costs for the grassed boulevard. The transaction does not have a cash outlay requirement from the City to the property owner.

**Link to asset management plan and strategy:**

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

**Alignment with Strategic Priorities:**

**Mobility, Accessibility and Design Excellence**

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

**Alignment with One Planet Principles:**

**Not applicable:**

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

**Staff Recommendation: THAT the conveyance of Parts 1 and 2 on Reference Plan 44R-6210 from Stratford Holdings Inc. to The Corporation of the City of Stratford, be authorized;**

**AND THAT upon conveyance of Parts 1 and 2 on Reference Plan 44R-6210 to the City of Stratford, these lands be dedicated public highway forming part of Ontario Street.**

**Prepared by:** Alexander Burnett, Planner

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



April 5, 2023

Vicky Trotter  
Council Committee Coordinator  
City of Stratford

The Kinsmen Club of Stratford is applying for an SOP to run the bar at the beer tent for the Ontario Pork Congress from 11 am to 11 pm on both Wednesday June 19, and Thursday June 20<sup>th</sup>, 2024.

The license will include the fenced area of the pork Congress as well as building including 1 rink surface with stands and 2<sup>nd</sup> rink closed to the Pork Congress.

We have contacted the Stratford Police, Fire Department, and the Building Inspectors offices and informed them of our plans.

I have forwarded a copy of plans for your perusal. Additional details are available on the Ontario Pork Congress website

I have run a number of bars for the Stratford Blues and Ribfest in the past.

Security for this event is supplied by Armour Security out of London.

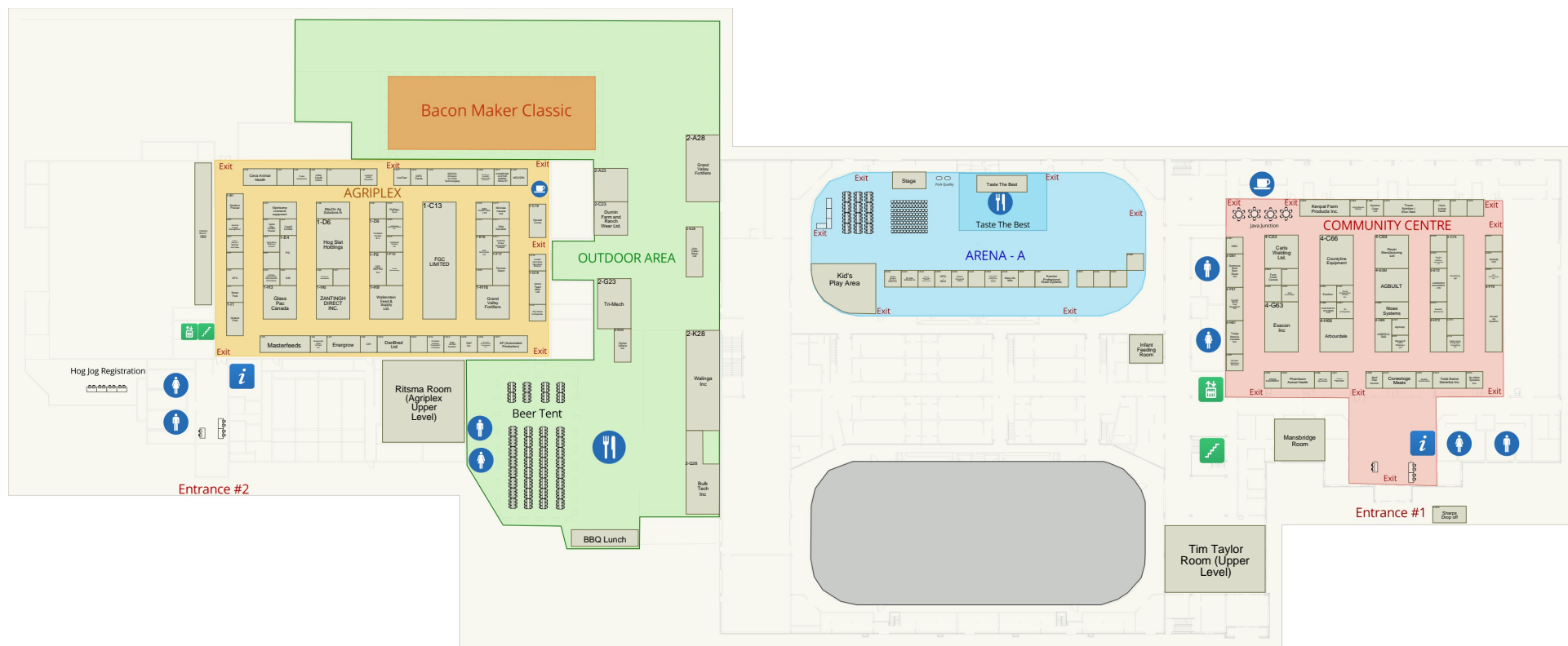
All of our members participating have up to date smart serve certificates.

If you have any questions feel free to contact the undersigned.

Roger Howson  
Project Chair  
Kinsmen Club of Stratford  
127 Falstaff St  
Stratford ON N5A3T6  
Ph 519-274-2714

***Kinsmen Club of Stratford***  
*"Serving the Community's Greatest Need" Since 1945*

# Exhibit Halls





---

## MANAGEMENT REPORT

**Date:** April 22, 2024  
**To:** Mayor and Council  
**From:** Emily Robson, Corporate Initiatives Lead  
**Report Number:** COU24-041  
**Attachments:** None

---

**Title:** Grand Trunk Renewal Draft Guiding Principles

**Objective:** To provide an overview of the Grand Trunk Renewal project and seek Council's input on the draft guiding principles prepared by the Ad Hoc Grand Trunk Renewal Committee in advance of community consultation.

**Background:** The Grand Trunk site presents an unprecedented opportunity for Stratford. Very few cities have large pieces of City-owned lands in their downtown within proximity to transit, residential neighbourhoods, and their park systems. The Grand Trunks site provides opportunities for much-needed housing, community spaces and services, public and green spaces, educational facilities, restaurant and retail spaces, and cultural space that equitable enhance the quality of life for residence in Stratford.

In October 2022, Council directed staff to develop terms of reference and composition for a Citizen's Advisory Committee to support the development of the Grand Trunk site, including its architectural design, development, and financing. Subsequently, staff returned to Council with management reports articulating the Terms of Reference (FIN23-009), the appointment of the committee Chair (COU23-075 and COU23-089), and the appointment of members and establishment of working groups (COU23-120).

At the February 12, 2024, Regular Council meeting, Council directed staff to implement a 6-month workplan (COU24-015 Ad Hoc Grand Trunk Renewal Committee Workplan and Update). This workplan aims to deliver a complete business case for the Grand Trunk Renewal project by early 2025. The business case will build on the 2018 Master Plan and provide recommendations and insights on key project components, including: vision and guiding principles, partnership models, financial models, community impact, financial implications, pro forma budgets, and phasing.

The initial focus of the Committee workplan is refreshing the vision and guiding principles proposed in the 2018 Master Plan. The vision and guiding principles will inform how the Grand Trunk site is developed and decisions related to partnerships, land disposition, financial contributions, operational models, and procurement. The vision and guiding principles can be used by Council for decision-making, by the public to understand the aims of the renewal project, and by partners to assess their interest and alignment with the project.

To date, the Ad Hoc Committee, through a series of discussions at their monthly meetings, has co-created a set of draft guiding principles. The Vision, Planning and Architecture Working Group has revised the draft guiding principles several times based on the Ad Hoc Committee's discussions and feedback. Through this iterative process, the Ad Hoc Committee has prepared draft guiding principles which are the subject of this report.

**Analysis:** Since January 2024, the Ad Hoc Committee has worked together with the Vision, Planning and Architecture Working Group, and City staff to develop a set of draft guiding principles for the Grand Trunk Renewal project and to share with the community for input.

It is important to note that the Ad Hoc Committee used the 2018 Grand Trunk Master Plan as a departure point for the development of the draft guiding principles.

The 2018 Master Plan was developed through extensive community consultation. The process was designed to ensure maximum community participation through a variety of methods.

- Public Open House: Hosted at the University of Waterloo Stratford Campus kicked off the engagement, drawing approximately 100 participants who provided feedback on preliminary guidelines and expressed strong support for elements like a community hub, green spaces, and heritage preservation.
- Kitchen Table Kits: Asked residents to sketch and describe their visions for the site from the comfort of their homes. More than 50 kits were submitted, advocating for facilities such as a YMCA and performance arts spaces.
- Talking Wall: Chalkboards were installed directly on the site, where passersby could write suggestions. These were regularly photographed and analyzed, bringing forth ideas for a community center, entertainment options, and creative spaces.
- Community Roundtables: In-depth discussions with local groups and organizations that highlighted the need for a plan that supports connectivity to downtown, balances new development with existing downtown vibrancy, and ensures inclusive spaces for all age groups.

On September 11, 2017, Urban Strategies presented to City Council a synthesized summary of public feedback for the Master Plan, detailing several directives. These directives emphasized the adaptive reuse of the Grand Trunk building to preserve the



site's industrial heritage while transforming it into a vibrant community hub. The plan proposes the development of a central green space, mixed residential options including student and affordable housing, and the integration of a new bus terminal to enhance local mobility. Additionally, the plan aims to maintain essential parking spaces, leverage temporary uses for economic benefits, and ensure the area reflects Stratford's values and aspirations through design excellence.

While significant work was accomplished to deliver the Master Plan, it needs to be updated to reflect present challenges related to the housing crisis, affordability, and environmental stewardship.

To that end, in the development the draft guiding principles the Ad Hoc Committee referred to a variety of relevant strategies and planning frameworks from both Stratford and beyond. These included, but were not limited to:

- City of Stratford Corporate Energy Emissions Plan
- City of Stratford Housing & Homelessness Plan
- Stratford Attainable Housing Project
- Community Safety and Wellbeing Plan
- City of Stratford Strategic Priorities
- Jericho Lands, Vancouver
- River District Development, Calgary
- Bramm Yards, Kitchener
- UN Sustainable Development Goals
- One Planet Living
- Truth and Reconciliation Commission Calls to Action

The Ad Hoc Committee followed a consensus-based method to develop the draft guiding principles. This is a structured approach to gathering diverse perspectives, identifying themes that connect these perspectives, and agreeing on the outcomes of the process. Over three (3) committee and six (6) working group meetings, and work completed by small groups, members:

- Contributed their ideas on what aspects of the Grand Trunk Renewal project they felt were most important for the community
- Through discussions seeking clarity, members considered the diverse range of perspectives and ideas
- Identified themes connecting the individual ideas and summarized these connections
- Tested the themes and summaries through a series of revisions and discussions

While the Ad Hoc Committee set out to develop guiding principles, they also identified important aspects of how the work of the Grand Trunk Renewal should be undertaken.

The approach to the Grand Trunk Renewal will:

- Honour Truth and Reconciliation responsibilities
- Build on Stratford's many strengths
- Leverage the City's infrastructure investment
- Follow a sound business plan and financial model
- Contribute to Stratford's prosperity
- Ensure the Grand Trunk site welcomes and inspires us
- Adopt new and innovative approaches to building community
- Align with Stratford's priorities and strategies
- Cultivate positive relationships with partners

The work of the Ad Hoc Committee has resulted in seven (7) draft guiding principles for consideration by Council. To assist Council with providing input on the draft guiding principles, the following questions are being asked:

1. Do these principles establish a clear direction?
2. Do these principles prioritize the matters that are most important for our community?

With Council's feedback, these draft guiding principles will be taken to the community for consultation.

### ***Draft Principles for the Grand Trunk Renewal Project***

#### **1. Sustainable & Fiscally Responsible: Create a more sustainable and resilient community**

- The Grand Trunk development will ensure environmental, social, and financial sustainability by:
  - Adopting leading sustainability technologies to achieve net-zero carbon emissions
  - Generating new revenue for the City
  - Pursuing partnerships that serve the community

#### **2. Celebrate Past & Future Forward: Design with a focus on the past, present, and future**

- Our approach will encourage designs that honour the past, address current needs, and prepare for the future. The story of Stratford's community, resilience and reinvention will be reflected by:
  - Celebrating the site's history and heritage, including new uses for the Grand Trunk Building
  - Responding to current needs with forward-looking solutions
  - Creating benefits for the entire community, Downtown, and Grand Trunk site
  - Ensuring that buildings and spaces can adapt to changes in both our community and the climate

### **3. Inspiring & Exhilarating: Create a dynamic new place and experience in Stratford**

- The transformation of the Grand Trunk Site will harness the energy of this community to create a new place for all to explore and enjoy by:
  - Fostering a sense of welcoming and belonging
  - Promoting playfulness, curiosity, and gathering
  - Celebrating and inspiring innovation, culture, and creativity
  - Creating new energy, experiences, and opportunities

### **4. Distinct & Diverse: Design distinct urban spaces and places**

- Utilize the site to offer a new and exciting urban environment by:
  - Incorporating higher-density buildings to provide for diverse community needs, such as housing for all ages and abilities
  - Celebrating the distinct attributes of the Grand Trunk site and its history
  - Designing outdoor spaces to be enjoyable in all seasons and for all people
  - Creating transit-friendly development that makes safe spaces for pedestrians and cyclists of all ages

### **5. Inclusive & Connected: Create a great place to live and support wellbeing**

- Within the Grand Trunk site, create new urban housing options that foster community by:
  - Offering suitable, attainable, and affordable housing options
  - Including amenities for everyday life, such as vibrant public spaces, access to shopping, services, and multiple transportation options
  - Building safe and inclusive environments that are welcoming to all
  - Connecting the Grand Trunk site to the downtown and surrounding neighbourhoods

### **6. Integrated & Multi-Functional: Create integrated, multi-purpose spaces and places**

- Optimize this public land with a vibrant mix of uses across the Grand Trunk Site, within buildings, and in each phase of development, including:
  - Residential, commercial, retail, and institutional spaces
  - Community spaces for recreation, culture, health and wellness, and collaboration
  - Public spaces that encourage community gathering and celebration

### **7. Thrive & Vibe: Create cohesive and vibrant spaces**

- Ensure spaces are vital, vibrant, and active by:
  - Offering options for living, learning, health, wellness, recreation, and entrepreneurship

- Creating spaces that support social connection and inter-generational relationships
- Facilitating communal gathering spaces

**Next Steps:** With input from Council, these guiding principles will be taken into the community for consultation and feedback. All input received will be provided to the Ad Hoc Committee, the Vision, Planning, & Architecture Working Group and City Staff to assist them in developing a vision and set of guiding principles, to be brought to Council for a decision later this year.

The engagement strategy will include community pop-up events, online engagement opportunities through EngageStratford, and on-site activations (including signage and tours). The aim of this strategy is to engage a wide range of Stratford residents to gain as much diversity of perspectives as possible.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

In the 2024 City Budget, there is approximately \$12,000 allocated to support the work of the Ad hoc Committee. The Ad Hoc Committee is proposing to develop the vision and guiding principles by engaging the community as outlined in this report. This budget allocation will be used to support expenses related to community engagement activities, such as venue rentals, advertising, engagement materials, speaker honorariums etc.

#### **Financial impact on future year operating budget:**

No future impact at this time with respect to this report update.

### **Alignment with Strategic Priorities:**

#### **Strengthening our Plans, Strategies and Partnerships**

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

#### **Developing our Resources**

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

#### **Widening our Economic Opportunities**

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

### **Alignment with One Planet Principles:**

#### **Health and Happiness**

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

**Equity and Local Economy**

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

**Culture and Community**

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

**Staff Recommendation: THAT the Grand Trunk Renewal draft guiding principles, combined with Council feedback, be used as the basis for community consultation;**

**AND THAT staff report back with the final vision and guiding principles for approval later in 2024.**

**Prepared by:** Emily Robson, Corporate Initiatives Lead  
**Recommended by:** Joan Thomson, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** April 22, 2024  
**To:** Mayor and Council  
**From:** Tatiana Dafoe, City Clerk  
**Report Number:** COU24-042  
**Attachments:** None

**Title:** Appointments to the Stratford Economic Enterprise Development Corporation Board of Directors

**Objective:** To consider the appointment of three individuals to the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Board of Directors.

**Background:** The SEEDCo./investStratford is managed by a Board of twelve (12) Directors. Pursuant to By-law No. 1 of the Corporation, Directors are comprised of persons in the following classes:

- The Mayor of the City of Stratford (ex officio)
- Two (2) members of Stratford City Council, appointed among its members
- The Chief Administrative Officer of the City of Stratford (ex officio)
- Eight (8) nominee Directors appointed by City Council, from the following categories:
  - a. one member of the public
  - b. one member from the University of Waterloo or Festival Hydro Services Inc.
  - c. six (6) members with one to be appointed from local small businesses in the following sectors: digital/creative, economy, agriculture, manufacturing, technology and banking/financial.

**Analysis:** For the SEEDCo./investStratford three members are to be appointed for three year terms to the digital/creative, technology and banking/financial positions.

Following recruitment, three applicants are listed for consideration as follows:

1. Michael Adams, representing the Digital Media/Creative Economy sector
2. Ekin Alfieri, representing the Banking/Financial sector
3. Bill Boon, representing the Technology sector

Should Council wish to appoint Ekin Alfieri to the Board an exemption to the residency requirement in Policy C.3.1 should be granted.

Training is provided by SEEDCo./investStratford to newly appointed members.

**Financial Implications:**

**Financial impact to current year operating budget:**

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

**Alignment with Strategic Priorities:**

**Not applicable:** This report does not directly relate to one of Council's Strategic Priorities.

**Alignment with One Planet Principles:**

**Not applicable:** This report does not directly relate to one of the One Planet Principles.

**Staff Recommendation: THAT Michael Adams, representing the Digital Media/Creative Economy sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council;**

**THAT Ekin Alfieri, representing the Banking/Financial sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council and that an exemption be granted from the residency requirement in the Appointments Policy C.3.1;**

**AND THAT Bill Boon, representing the Technology sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027, or until a successor is appointed by Council.**

**Prepared by:** Tatiana Dafoe, City Clerk

**Recommended by:** Joan Thomson, Chief Administrative Officer



## City of Stratford Proclamation Request

---

Hello,

May marks both Melanoma and Skin Cancer Awareness Month and the beginning of summer. It is imperative that communities across Canada be reminded of the importance of sun safety at this time of the year. In order to keep our communities aware, informed, and vigilant about the potential risks of over-exposure to the sun (UV radiation), we ask that you publicly **proclaim May 2024 as Melanoma and Skin Cancer Awareness Month.**

Over-exposure to UV radiation is one of the major causes of melanoma and non-melanoma skin cancers. Though skin cancers should be largely preventable, their diagnosis rates are increasing. Skin cancer is the most common of all cancers. 1 in 6 Canadians born in the 1990s will get skin cancer in their lifetimes.

While most forms of non-melanoma skin cancer can be surgically removed, melanoma is an aggressive form of cancer. The five-year relative survival rate of melanoma that has metastasized is 18%. Despite these figures, many people seek sun without taking the advisable precautionary measures, or believe that only severe burns contribute to one's risk of skin cancer. In fact, any darkening of skin colour, including a tan, is indicative of UV damage.

There are more new cases of skin cancer each year than the number of breast, prostate, lung and colon cancers combined.

Last year, more than 45 municipalities proclaimed May as Melanoma and Skin Cancer Awareness Month. If you choose to participate in the initiative this year, Save Your Skin Foundation will provide you with resources on these matters which you can share with your residents.

We would also be most happy to discuss providing **free sunscreen dispensers** for your municipalities or specific events (including our SunCare initiative which extends free sunscreen especially to vulnerable communities). We can also join you in your communities by hosting events in your local libraries or other community centres using resources from our **Shining a Light on Sun Safety** initiative which includes childrens books and other activities.

Thank you for your consideration. We look forward to working with you.

Sincerely,

**Kathleen Barnard, Founder and President**  
Save Your Skin Foundation





## “MELANOMA AND SKIN CANCER AWARENESS MONTH”

WHEREAS It is imperative that communities across Canada be reminded of the importance of sun safety;

AND WHEREAS Over-exposure to UV radiation is one of the major causes of melanoma and non-melanoma skin cancers;

AND WHEREAS Skin cancer is the most common of all cancers. 1 in 6 Canadians born in the 1990s will get skin cancer in their lifetimes;

AND WHEREAS Many people seek sun without taking the advisable precautionary measures and are unaware that any darkening of skin colour, including a tan, is indicative of UV damage;

AND WHEREAS Skin self-examinations should be performed on a monthly basis because skin cancers are highly treatable when detected early;

AND WHEREAS Save Your Skin Foundation is dedicated to the fight against non-melanoma skin cancers, melanoma and ocular melanoma through nationwide education, advocacy, and awareness initiatives:

NOW, THEREFORE the month of May 2024 will hereby be proclaimed as MELANOMA AND SKIN CANCER AWARENESS MONTH




---

## MANAGEMENT REPORT

**Date:** March 27, 2024  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Johnny Bowes, Manager of Environmental Services  
**Report Number:** ITS24-005  
**Attachments:** Stratford Schedule 22 – Annual Summary Report 2023

---

**Title:** 2023 Annual Water Summary Report to Council

**Objective:** To present the 2023 Water Summary Report to members of Council as per Ontario Regulation 170/03.

**Background:** The owner of a drinking water system shall ensure that, as per Ontario Regulation 170 (O. Reg. 170/03), a Water Summary Report is prepared no later than March 31 of the following year and presented to members of Municipal Council.

The Annual Water Quality Report regulatory requirement is to have the report available to the public by February 28 of each year. This report can be found on the City of Stratford website.

**Analysis:** This 2023 Water Summary Report serves as a comprehensive review of the performance of the drinking water system as it relates to regulations and criteria that fall under the municipal drinking water licensing program. It has been prepared in accordance with O. Reg. 170/03.

There were nine (9) Adverse Drinking Water Quality Incident (AWQI) reported during this reporting period. Eight (8) of the AWQI's were part of the City's mandated sodium and fluoride sampling that is required every 57 months. Groundwater sources in Stratford contain naturally occurring sodium and fluoride. Municipalities that have elevated levels of naturally occurring sodium and fluoride must take and report samples every 57 months and the most recent sampling requirement fell during this reporting period. Annual notices of the elevated levels are provided to property owners on their water bills as well as notifications on the Perth Huron Public Health website.

The other (1) AWQI was the result of Total Coliform (TC) presence in a water distribution sample that was reported to the Ministry of Environment, Conservation and Parks (MECP). In accordance with the standard protocol, a resample was take at the

original sample point as well as one sample point upstream and downstream of the area. The resamples all passed and the AWQI was closed.

The City's current water taking practices are not having any negative effects on other wells or the environment. This analysis is based on a geotechnical third-party review of the City's annual monitoring well data.

The drinking water system received a 20 out of 654 non-compliance risk rating and as such, received 96.94% for the Final Inspection Rating from the MECP. The Ministry identified mainly administrative concerns, all of which were promptly addressed through corrective actions. The non-administrative items require retrofitting of existing water infrastructure at two of the wells. This work has also been completed and updates were sent to the MECP throughout the process.

Once received and approved by Council, the Summary Report will be posted on the City of Stratford website and will be available, in hard copy form, at the City Annex, Infrastructure and Development Services, 82 Erie Street, 3<sup>rd</sup> Floor.

The yearly operating and capital budgets have been developed to ensure that the necessary resources are available to meet the requirements of the Acts and Regulations.

Potentially, costs could be incurred by the City of Stratford if we did not meet the requirement to submit this report as the MECP would be required to retain experts at the City's expense to investigate the municipal drinking water system and raw water supply in order to allow us to continue to supply drinking water.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

There are no identified impacts to the current or future year operating budgets as a result of this report.

### **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 2023 Water Summary Report (COU24-030) be received for information to adhere to the compliance standards set out in Ontario Regulation 170/03.**

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



**Infrastructure and Development  
Services Department  
82 Erie Street, 3<sup>rd</sup> Floor  
Stratford ON N5A 2M4  
(519) 271-0250 Ext. 222  
[www.stratford.ca](http://www.stratford.ca)**

March 1<sup>st</sup>, 2024

Dear Water Consumer,

The Water Division is pleased to provide the 2023 Annual Summary Report for the City of Stratford Drinking Water System.

The attached report is in accordance with Schedule 22 of O. Reg 170/03, under the Safe Drinking Water Act.

As identified under Section 12 of O. Reg. 170/03, it is required that the Annual Report as per Section 11 of O. Reg. 170/03 and the Summary Report be made available for inspection by any member of the public during normal business hours, without charge. This report can be viewed at Infrastructure and Developmental Services, City Annex, 82 Erie Street, 3<sup>rd</sup> Floor, Stratford.

The report can also be found on the City of Stratford website at:  
<https://www.stratford.ca/en/live-here/waterannualreports.aspx>

This report will also be provided to members of council by March 31, 2024.

For any questions or additional information regarding the report, please contact me at (519) 271-0250 ext. 222.

Yours truly,

A handwritten signature in blue ink, appearing to read "J. Bowes". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Johnny Bowes  
Manager of Environmental Services



**2023**

# Annual Summary Report

City of Stratford Drinking Water System

## Table of Contents

1.0	System Overview .....	5
2.0	Compliance with Regulations .....	5
3.0	Corrective Actions .....	6
4.0	Summary of Quantity of Water Supplied .....	6
	Production Wells and Treated Flows.....	6
	Monitoring Wells.....	6
	Appendix "A" – Flow Data.....	8

## **Quality Management System Policy**

The City of Stratford as the owner and operator of the treatment and distribution drinking water system is committed to developing a high level of trust, commitment, and accountability by consistently delivering high quality and safe drinking water to the consumers.

The City of Stratford, Water Division is committed to:

- Providing safe and reliable drinking water services to our consumers, by managing potential risks, promoting resource stewardship and source water protection,
- Complying with applicable legislation, regulations, guidelines, and standards as related to the provision of safe drinking water.
- Maintaining and continually improving the effectiveness of the Quality Management System; and
- Establish and maintain a Quality Management System that is consistent with the Quality Management System Policy.



## **The City of Stratford Quality Management System Summary**

The City of Stratford Quality Management System (QMS) is legislated under the Drinking Water Quality Management Standard (DWQMS) through the Safe Drinking Water Act. To maintain operating authority accreditation, the Ministry of the Environment, Conservation and Parks (MECP) mandate tasks that must be completed annually. These activities include:

- Conducting an internal audit of the Quality Management System.
- Conducting a Management Review meeting.
- Participating in an external audit conducting by a third-party Accreditation Body.
- Updating the Quality Management System Operational Plan.
- Updating Council of the status of the Quality Management System.

The QMS Operational Plan was reviewed and updated in 2022 with focus on implementing significant updates to the City's existing Operational Plan, reflecting sector best practices for the City's improved conformity to the latest version of the MECP's Drinking Water Quality Management Standard. It was endorsed by the new council on May 23, 2023.

Internal audits were completed with support from Water operational staff and Acclaims Environmental. No non-conformities were identified as a result of the internal audit. The audit report did note three areas for opportunities for improvement which are all being addressed by staff.

The City of Stratford must receive accreditation annually to operate the drinking water system. Through a qualified third-party auditor, the City must demonstrate that its QMS meets the requirements of the DWQMS (Drinking Water Quality Management Standard). SAI Global conducted an external surveillance audit on April 28th, 2023, by Janet McKenzie. There were no non-conformances and three OFI's identified.

Staff are required to conduct an annual Management Review meeting to evaluate the effectiveness of the QMS. Deficiencies and opportunities for improvement are identified and action items are developed to ensure follow-up. The City of Stratford held their management review meeting on December 18th, 2023. All requirements were met in 2023.

## **1.0 System Overview**

This annual summary for the City of Stratford Drinking Water System was published in accordance with Schedule 22 of Ontario's Drinking Water Systems Regulation for the reporting period of January 1, 2023 to December 31, 2023. The City of Stratford Drinking Water System (waterworks number 220000530) is categorized as a Large Municipal Residential Drinking Water System.

This report was prepared by the City of Stratford on behalf of the Corporation of the City of Stratford and must be supplied to the municipal council by March 31, 2023.

## **2.0 Compliance with Regulations**

The City of Stratford Drinking Water System is operated and maintained to ensure that safe drinking water supplied to the consumers and serviced by the system satisfy requirements within the Safe Drinking Water Act, the regulations, the Municipal Drinking Water License (074-101) and Drinking Water Works Permit (074-201).

The Ministry of the Environment, Conservation and Parks (MECP) conducted the routine annual inspection on June 5th, 2023. The inspecting officer, Neville Rising, identified three non-compliances with the regulatory requirements. Two of them were administrative in nature and were corrected immediately. The third involved modifications to our well supply infrastructure that was completed in February 2024. Updates were sent to Mr. Rising during this process to show our progress on the corrective actions.

There were nine Adverse Drinking Water Quality Incidents (AWQI) reported during this reporting period. Eight occurred from our mandated sodium and fluoride sampling that is detailed in the following paragraph. It should be noted that typically, all sodium/fluoride incidents are recorded on one AWQI for each parameter. However, in 2023, all sodium exceedances were on one AWQI, but all seven fluoride exceedances were reported individually.

Water quality exceedances for Fluoride and Sodium were observed in samples taken in 2023. The Fluoride and Sodium levels continue to be an issue in the system due to them occurring naturally. Annual notification is provided to property owners on their water bill as well as notification on the Huron Perth Public Health website of the Fluoride levels.

Fluoride & Sodium exceedances are reportable every 57 months. Next reportable exceedances will be in 2027 and 2028.

- Next reporting requirement for Fluoride, for all treated entry locations, is March 8, 2028.

- Next reporting requirement for Sodium, for all treated entry locations, is December 8, 2027.

The other AWQI occurred with a distribution sample taken on August 9, 2023, at 777 Romeo St. S. One Total Coliform was identified during sampling with a result of 1 cfu/100mL. This was reported to SACC and the MECP as required. Resamples were taken at the source and the upstream and downstream hydrants on August 12th, 2023. All resamples passed.

### **3.0 Corrective Actions**

The routine MECP Inspections have an Inspection Rating Record, which evaluates the system to provide information for the owner/operator on areas that need to be improved. The particular areas that were evaluated for the City of Stratford Drinking Water System were: Treatment Process, Operations Manuals, Water Quality Monitoring, Reporting and Corrective Actions and Other Inspection Findings. This system received 20 out of 654 non-compliance risk ratings and as such received 96.94% for the Final Inspection Rating.

### **4.0 Summary of Quantity of Water Supplied**

#### **Production Wells and Treated Flows**

Within the City of Stratford Drinking Water System is a total of 11 confined artesian wells. Of the 11 wells in the system, five are considered remote facilities that are located throughout the City. The distribution system has over 180 kilometers of cast iron, ductile, steel and PVC water main, varying in size from 100mm to 400mm. Additionally, The City of Stratford's water system is 100% metered, with more than 12,537 service connections.

There are also two water towers within the distribution system that provide both storage and pressure stability. The City's topography is moderately level which allows for a single pressure zone throughout the distribution system.

Attached as Appendix A is a summary the flow rates for 2023, which include; Municipal Drinking Water License Schedule C rated capacity, total and average daily flows, and raw water peak flows.

#### **Monitoring Wells**

As per section 4.2 (4) of the Permit to Take Water, all data collected under the monitoring well program shall be analyzed, interpreted, and summarized in an annual report by a qualified person. The 2023 final report was prepared by ARL Groundwater Resources Ltd. on February 29th, 2024. Reports can be viewed at 82 Erie Street, 3rd Floor Engineering.

General comments include:

- Total pumpage from all wells was approximately 8% lower in 2023 compared with 2022.
- The Romeo Street well field accounted for approximately 42% of the total well production in 2023, followed by Lorne Avenue (20%), O'Loane (15%), Dunn (11%), Chestnut St. (7%) and Mornington St. (4%), respectively.
- The hydrographs of water level measurements recorded at the City multilevel monitoring wells in 2023 are generally consistent with measurements recorded in recent years. There is some evidence that water levels were lower during 2020-2023, compared to 2018-2019.
- There is no evidence available to indicate that water taking by the City in 2023 had an adverse effect on other private wells or the natural environment.

Recommendations:

- That water level monitoring at the multilevel monitoring wells continue with some changes in methodology including a shift to more automated monitoring using dataloggers and transducers.
- That a more comprehensive review and interpretation of the monitoring data be performed in 2024, to better determine the relationship between pumping at individual supply wells, and water level response at both the multilevel monitoring wells and the individual supply wells themselves.
- That a review of the monitoring and reporting requirements in the PTTW for the City supply wells should be considered in 2024. The objective of the review would be to update and improve on the effectiveness of the monitoring and reporting program required under the PTTW.

## Appendix "A" – Flow Data

### Chestnut Street Well and Pumphouse

Month	<b>Raw Peak Flow Rate</b> (Max = 2500 L/min)	<b>Treated Water</b> (MDWL Limit = 3600 m <sup>3</sup> /day)	<b>Monthly Average</b> (m <sup>3</sup> /day)
January	1600	699	219
February	1606	1774	919
March	1618	1060	818
April	1620	978	859
May	1622	1781	1047
June	1598	1726	891
July	1608	1781	1136
August	1600	1801	1193
September	1600	1746	1071
October	1615	1759	956
November	1623	1008	714
December	1629	1679	515
<b>Average</b>	-	-	<b>862</b>
<b>Maximum</b>	<b>1629</b>	<b>1801</b>	-

### Morningson Street Well and Pumphouse

Month	<b>Raw Peak Flow Rate</b> (Max = 3410 L/min)	<b>Treated Water</b> (MDWL Limit = 4910 m <sup>3</sup> /day)	<b>Monthly Average</b> (m <sup>3</sup> /day)
January	2277	585	375
February	2277	962	478
March	2277	1815	646
April	2286	1469	577
May	2286	765	526
June	2260	1550	518
July	2278	1656	604
August	2266	597	333
September	2265	939	374
October	2269	635	380
November	2272	687	467
December	2364	698	345
<b>Average</b>	-	-	<b>469</b>
<b>Maximum</b>	<b>2364</b>	<b>1815</b>	-

## Appendix "A" – Flow Data

### Lorne Avenue Well and Pumphouse

Month	<b>Raw Peak Flow Rate</b> (Max = 1370 L/min)	<b>Treated Water</b> (MDWL Limit = 1973 m <sup>3</sup> /day)	<b>Monthly Average</b> (m <sup>3</sup> /day)
January	1101	739	377
February	1081	281	101
March	1091	305	112
April	1109	308	101
May	1085	209	114
June	1119	1435	465
July	1090	948	229
August	1466	873	173
September	1086	142	23
October	0	0	0
November	0	0	0
December	7630	443	443
<b>Average</b>	-	-	<b>178</b>
<b>Maximum</b>	<b>7630</b>	<b>1435</b>	-

\*December 1, 2023 – Flushing to Waste, extended our PTTW L/min due to no back pressure during flushing.

### Dunn Road Well and Pumphouse

Month	<b>Raw Peak Flow Rate</b> (Max = 5000 L/min)	<b>Treated Water</b> (MDWL Limit = 7200 m <sup>3</sup> /day)	<b>Monthly Average</b> (m <sup>3</sup> /day)
January	2419	1375	1068
February	2445	2699	1350
March	2453	1671	1120
April	2453	1502	1191
May	2949	2672	1500
June	6603	2740	1773
July	2375	2566	1588
August	2376	2603	1550
September	2427	1623	1259
October	2456	2565	1053
November	2459	1338	997
December	2443	2596	1065
<b>Average</b>	-	-	<b>1293</b>
<b>Maximum</b>	<b>6606</b>	<b>2740</b>	-

\*June 19, 2023 – Flushing to waste, extended our PTTW L/min due to no back pressure during flushing.

## Appendix "A" – Flow Data

### O'Loane Avenue Well and Pumphouse

Month	<b>Raw Peak Flow Rate</b> (Max = 3406 L/min)	<b>Treated Water</b> (MDWL Limit = 4905 m <sup>3</sup> /day)	<b>Monthly Average</b> (m <sup>3</sup> /day)
January	2981	2039	1649
February	2986	2053	1349
March	2984	2063	1640
April	4124	2135	1734
May	3007	2945	1814
June	2972	3414	2123
July	2999	2438	1164
August	2992	2435	1761
September	2340	2512	2108
October	3102	2629	1734
November	3113	2668	1542
December	3094	1999	1472
<b>Average</b>	-	-	<b>1674</b>
<b>Maximum</b>	<b>4124</b>	<b>3414</b>	-

\*April 14, 2023 – Flushing to Waste, extended our PTTW L/min due to no back pressure during flushing.

### Romeo Street Pumping Station

Month	<b>Raw Peak Flow Rate</b> (see individual flow rates FW 1, 2, 3, 4, 6, 7)	<b>Treated Water</b> (MDWL Limit = 17012 m <sup>3</sup> /day)	<b>Monthly Average</b> (m <sup>3</sup> /day)
January	-	5670	5354
February	-	6100	5104
March	-	5330	4772
April	-	5540	5029
May	-	7360	6170
June	-	9324	6445
July	-	6370	5258
August	-	5730	5259
September	-	5720	5307
October	-	5950	5446
November	-	5780	5508
December	-	5220	4683
<b>Average</b>	-	-	<b>5361</b>
<b>Maximum</b>	-	<b>9324</b>	-

## Appendix "A" – Flow Data

### Romeo Street Pumping Station Raw Peak Flows

Field Wells 1, 2, 3, 4, 6, 7 (PTTW allowable water taking is per individual field well)

Month	<b>FW1</b> (L/min)	<b>FW2</b> (L/min)	<b>FW3</b> (L/min)	<b>FW4</b> (L/min)	<b>FW6</b> (L/min)	<b>FW7</b> (L/min)
January	1094	1085	1001	1082	2819	2559
February	1097	1085	1005	1072	2899	2565
March	1098	1090	1008	1070	2953	2571
April	1097	1093	983	1066	0	2590
May	1093	1102	973	1101	2968	2558
June	1093	1095	937	1069	2848	2563
July	1101	1093	928	1065	2993	2558
August	1099	1089	922	1069	61715	2567
September	1099	1098	915	1059	62951	2559
October	1096	1102	900	1127	3003	2546
November	1091	1102	896	1072	2976	2543
December	1096	1099	903	1067	3047	2584
<b>Average</b>	-	-	-	-	-	-
<b>Maximum</b>	1101	1102	1008	1127	3047	2590
<b>Max Limit</b>	<b>1136</b>	<b>1136</b>	<b>1136</b>	<b>1136</b>	<b>3858</b>	<b>3410</b>

\*August 23, 2023 – False readings on FW #6 flows, due to the installation of a new mag meter at the well.

\*September 15, 2023 – False readings on FW #6 flows, related to software issues between the mag meter and PLC.






---

## 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:** FIN24-008  
**Attachments:** 1) Destination Stratford 2023 Year in Review;  
 2) Destination Stratford 2023-24 Budget Review

---

**Title:** Destination Stratford 2024 Update 1

**Objective:** To receive an update on 2023-24 activities and financials for Destination Stratford.

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

**Analysis:** Zac Gribble from Destination Stratford has been invited to attend to present the attached reports for Destination Stratford.

### **Financial Implications:**

#### **Financial impact to previous year and current year operating budget:**

Destination Stratford received financial contributions in 2023 for general operations from the City as outlined in the attachment. In 2023, the City contribution was \$595,000 of their total budget of \$860,000.

In 2024, the City contribution is \$618,800 plus \$150,000 toward the Lights On Stratford program, for a total City contribution of \$768,800 (\$75,000 coming from Municipal Accommodation Tax revenues and \$693,800 via the tax levy). Destination Stratford has a total operating budget of \$1,420,321.

Beyond the financial contributions from the City, there are some in-kind impacts that are provided in the form of facility costs at 47 Downie, and specific program supports from the Community Services division including the Al Fresco program. The costs relating to the building are included in the City Facilities division and are approximately \$90,150, consisting of custodial costs, heat, hydro, water, and other general maintenance.

### **Financial impact on future year operating budget:**

It is anticipated that the City will continue to support Destination Stratford through annual operating contributions. The Lights On event will also continue to require support as outlined in presentations.

### **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.

**Staff Recommendation: THAT the Destination Stratford 2024 Update 1 (FIN24-008) dated March 19, 2024, be received for information.**

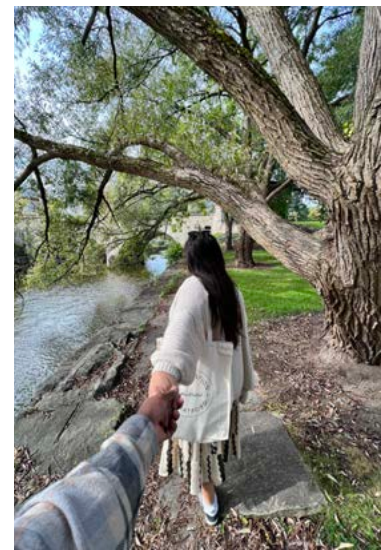
**Prepared by:** Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer  
**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

# 2023 Year in Review



# DESTINATION STRATFORD

**ARTS** THE ARTS ARE  
WHAT WE ARE



## 2023 YEAR IN REVIEW HIGHLIGHTS:

1. Destination Marketing
2. Destination Development
3. Destination Management
4. ADDENDUM: Lights On Stratford 2023/24



## VISION

Destination Stratford will be an internationally recognized leader in regenerative tourism, ensuring Stratford remains one of Canada’s top year-round cultural destinations.

## MISSION

Develop, manage and market Stratford as a globally competitive cultural destination through regenerative, sustainable and socially responsible tourism that improves quality of life and prosperity throughout our community.

## DESTINATION BRAND PROMISE

The arts are what we are.

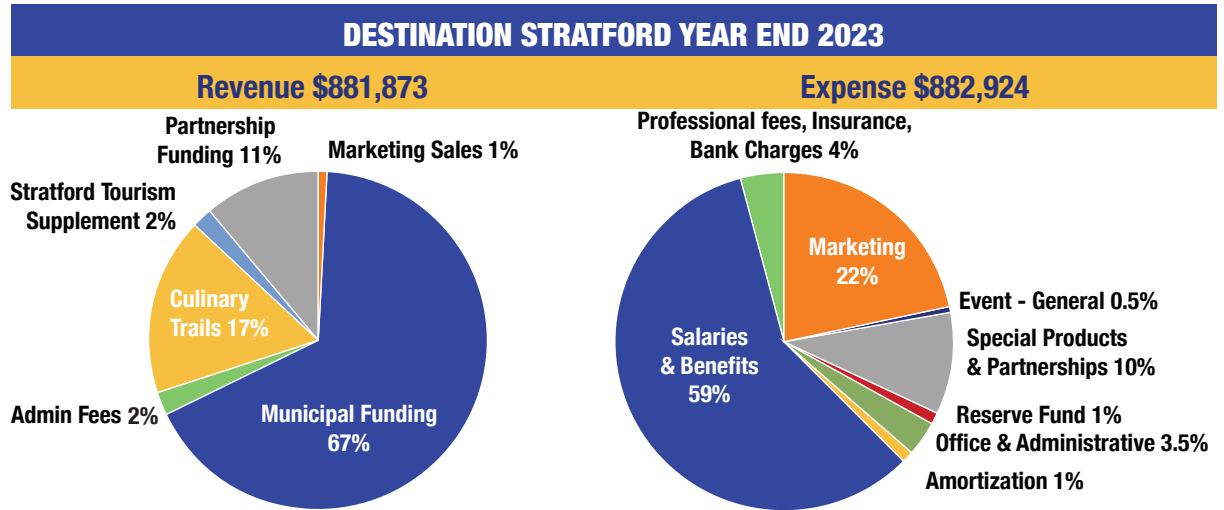
Destination Stratford has been the city’s official Destination Marketing and Management Organization since 2007. We are a non-profit, government-funded organization with a purpose to develop, manage and promote “Destination Stratford” as a national and international tourism icon. The organization is industry-led by a volunteer Board of Directors – comprised of respected local civic, business and tourism leaders – and staffed with a dedicated team of destination marketing, development and management experts. Please visit our website to learn more: [VisitStratford.ca/about](http://VisitStratford.ca/about).

Managed by skilled and experienced tourism planners directly involved in the Stratford community, the goal of the organization is to strengthen the local economy and enrich the quality of life in the city of Stratford and surrounding region through regenerative tourism.

Destination Stratford is pleased to share highlights, performance results and successes for 2023.

## 2023 BUDGET

Destination Stratford’s fiscal year ends December 31st. The following charts contain 2023’s year-end unaudited revenues and expenses, forecasting a small operational deficit of \$1,051. Formal audited statements are completed each year in May and presented at Stratford City Council.



**1. DESTINATION MARKETING** Destination Stratford strategically built and executed impactful marketing campaigns to increase destination awareness and year-round visitation. These campaigns were thoughtfully executed across various channels including print, radio, digital, broadcast TV, regional billboards, social media and influencer marketing. Audiences were targeted to entice overnight visitors in both Canada and border US cities as well as regional visitors. Performance metrics include website statistics, record breaking culinary trail sales, and online views and engagement throughout social media channels.

# 37

**INFLUENCER  
CAMPAIGNS**

# 1,136,427

**INFLUENCER CAMPAIGN SOCIAL MEDIA REACH**



## 33,038 LIKES

## 2,332 COMMENTS

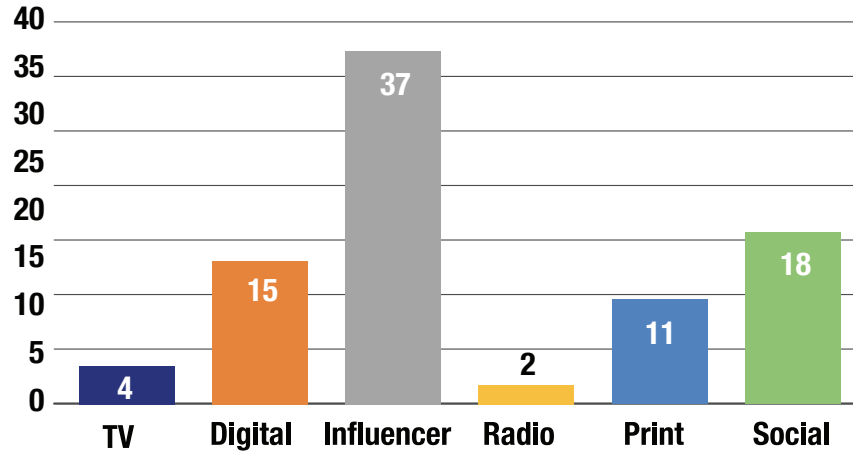
## 29,173 SHARES + SAVES

## 1,507,381 VIDEO VIEWS

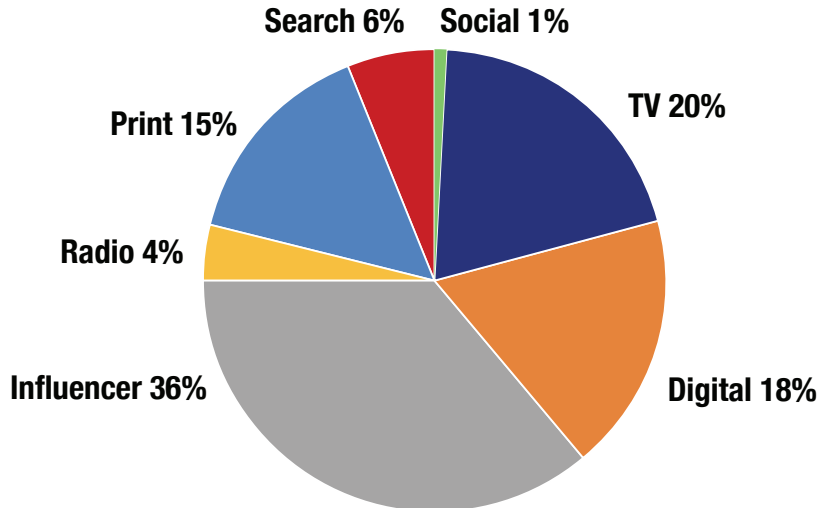
Destination Stratford captured **112 tourism related articles and blogs** across print, online and radio including content both owned and earned. The team distributed **19 press releases** and conducted **multiple interviews** across local and regional outlets; in addition to quarterly round-ups strategically sent to publications and freelancers. The captured articles covered an array of topics including Destination Stratford's marketing initiatives, tourism industry news, press release coverage, community events and collaborations as well as destination guides and curated blog posts.



## 2023 MARKETING CAMPAIGNS (87) BY CHANNEL



## 2023 ADVERTISING SPEND BY CHANNEL



## Digital Promotion with Google Ad Grants

In our second year with Louise Street Marketing working on our Google Search Ads using the Google Grants Program, Destination Stratford had over 32,000 new users visit our Web site and a total of 13% of our site traffic linking from the Google Ads. The quality of clicks from the ads in 2023 improved significantly with the number of pages viewed and the time on site increasing by 11% and 12% respectively. The 2023 total value in free ads gained through this program was \$70,100 and represents 41,000 clicks to the [VisitStratford.ca](https://www.visitstratford.ca) site. Louise Street Marketing is paid a monthly management fee for their work on our behalf.

*“Stratford was one of the most 🏳️‍🌈 friendly cities we’ve been to! Not only was there lots of positive marketing in the shops and restaurants, but we also saw so many other queer couples walking around town together which made us feel so welcome 😊.” Megan & Julie*

*“Every shop, every restaurant is so welcoming, friendly and clearly understands how important hospitality is here.” Carolyn R.*

*“We had the best time!!! We honestly can’t stop raving about our visit. The interactive light show was incredible and the trails are so much fun and such a great way to spend a day!” Shelby B.*

## Social Media 2023 Growth

**INSTAGRAM** = 19% increase (Jan 2023: 11,977 | Dec 2023: 14,339)

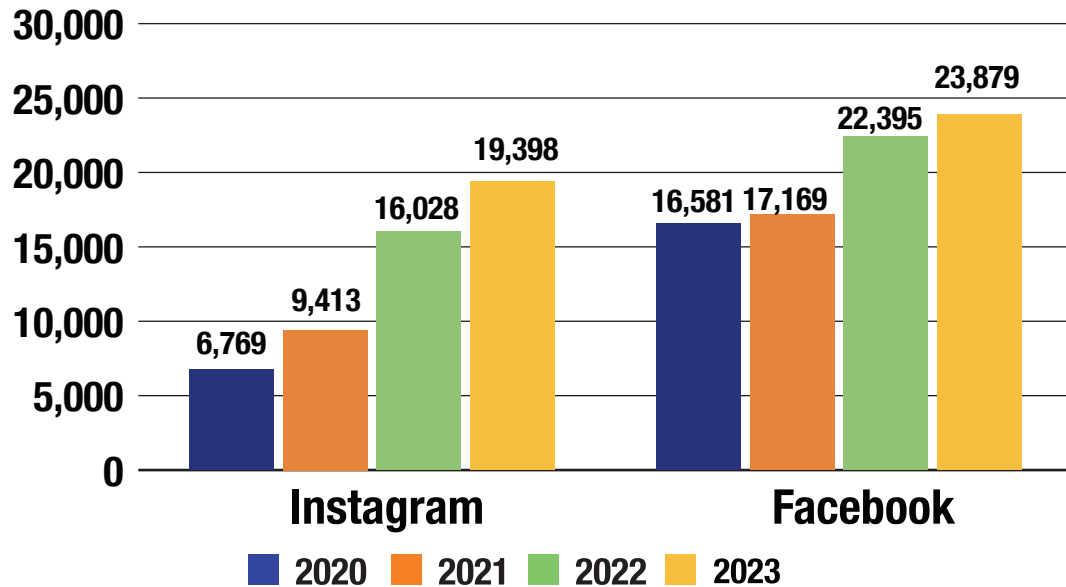
**FACEBOOK** = 4% increase (Jan 2023: 18,595 | Dec 2023: 19,328)

**DESTINATION STRATFORD + LIGHTS ON STRATFORD:**

**INSTAGRAM** = 21% increase (Jan 2023: 16,028 | Dec 2023: 19,398)

**FACEBOOK** = 7% increase (Jan 2023: 22,395 | Dec 2023: 23,879)

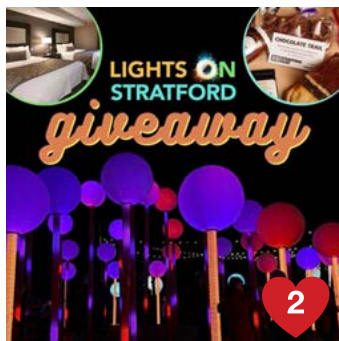
Instagram & Facebook Follower Growth



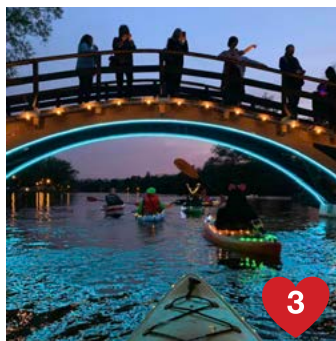
# Top 10 engaged <sup>72</sup>Instagram posts of 2023



Total Engagement: 1,494  
Total Reach: 7,042



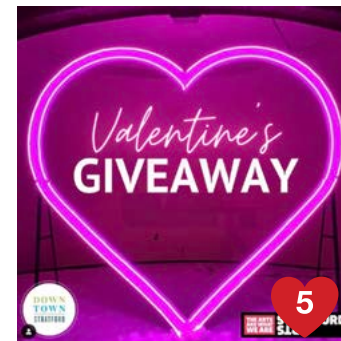
Total Engagement: 1,373  
Total Reach: 5,720



Total Engagement: 1,076  
Total Reach: 11,357



Total Engagement: 1,039  
Total Reach: 13,528



Total Engagement: 970  
Total Reach: 4,252



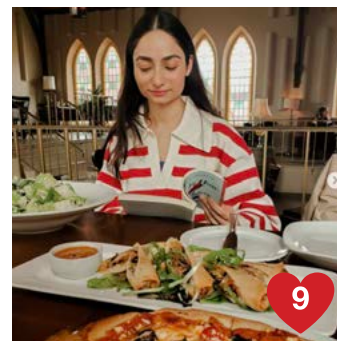
Total Engagement: 900  
Total Reach: 8,962



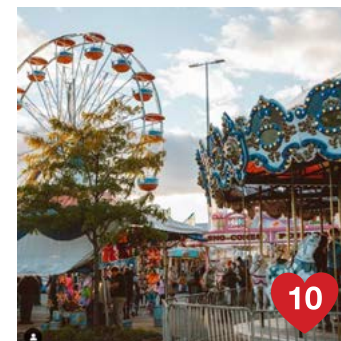
Total Engagement: 858  
Total Reach: 4,569



Total Engagement: 715  
Total Reach: 7,898



Total Engagement: 703  
Total Reach: 5,473



Total Engagement: 693  
Total Reach: 7,524



# Top 10 engaged Facebook posts of 2023



Total Engagement: 4,479  
Total Reach: 248,143



Total Engagement: 1,598  
Total Reach: 73,445



Total Engagement: 1,306  
Total Reach: 16,859



Total Engagement: 1,053  
Total Reach: 88,597



Total Engagement: 1,047  
Total Reach: 76,021



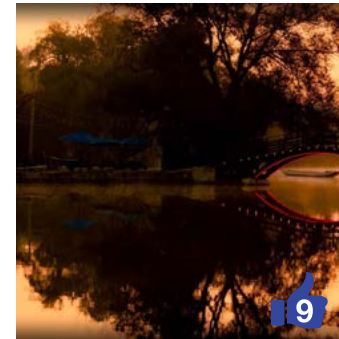
Total Engagement: 749  
Total Reach: 105,093



Total Engagement: 541  
Total Reach: 27,006



Total Engagement: 534  
Total Reach: 24,459



Total Engagement: 486  
Total Reach: 19,468



Total Engagement: 471  
Total Reach: 16,481



▶ 327K

Explore ON LOS  
VIEWS: 327,331  
ENGAGEMENT: 12,095



▶ 239K

The curious creature  
VIEWS: 239,557  
ENGAGEMENT: 13,480



▶ 137K

Curated KW LOS  
VIEWS: 137,518  
ENGAGEMENT: 4,588



▶ 84.7K

Curated KW  
VIEWS: 84,716  
ENGAGEMENT: 3,443



▶ 69.3K

Curated KW  
VIEWS: 69,370  
ENGAGEMENT: 2,103

# Top 10 Instagram reels of 2023



▶ 46.4K

Wandering Foodie Girl  
VIEWS: 46,467  
ENGAGEMENT: 2,070



▶ 43.3K

TO Food Diary LOS  
VIEWS: 43,313  
ENGAGEMENT: 2,241



▶ 35.1K

TO Food Diary  
VIEWS: 35,159  
ENGAGEMENT: 1,944



▶ 32.8K

Wandering Foodie Girl  
VIEWS: 32,813  
ENGAGEMENT: 989



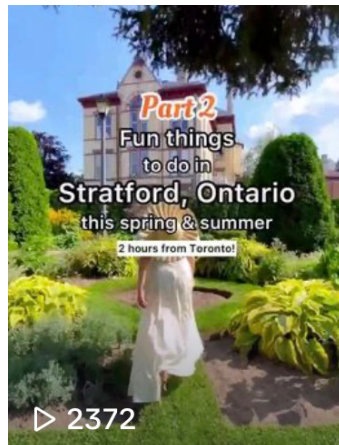
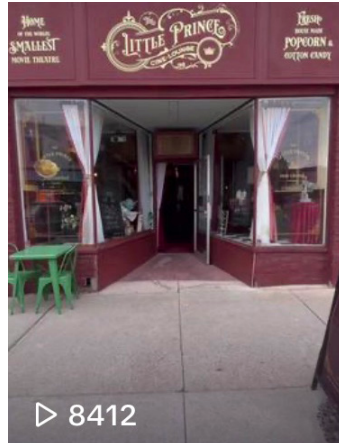
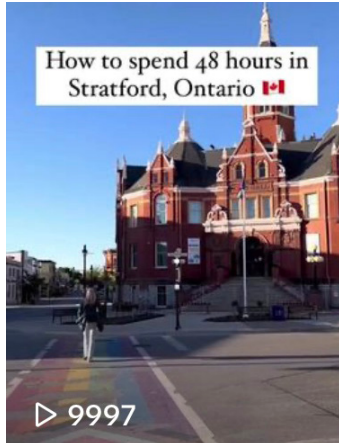
▶ 31.8K

Mint in Canada  
VIEWS: 31,839  
ENGAGEMENT: 1,056

“This reel is very helpful for my next visit to Stratford... thanks for sharing!”  
- Harsh P. 📷

“Love love love, Stratford. Thanks for always highlighting the uniqueness of our city’s many amazing small businesses.”  
- Phillip C. 📷

# Top 10 TikTok videos of 2023



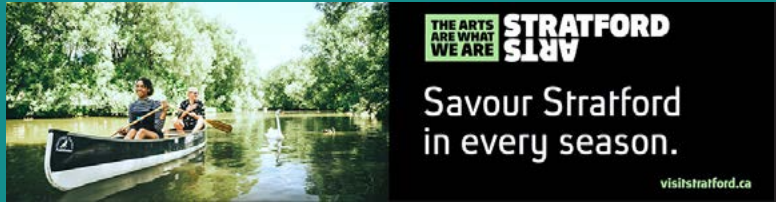
TikTok Stats: 1,281 followers, 125,310 Views, 7,447 Engagements, 45% follower growth rate on TikTok in 2023

# Website Analytics

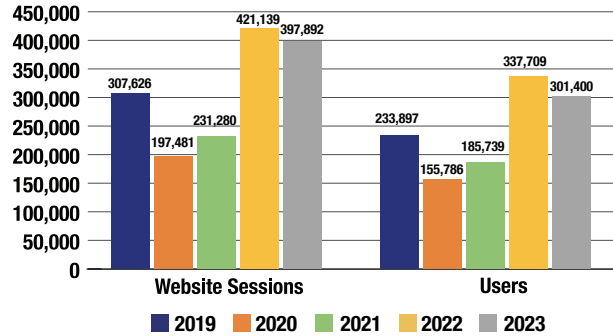
Direct & Referral: 32% (earned visits) + 4% Social Media  
 Google Grants: 13% (free Google search ads)

With phones and tablets representing 67% of VisitStratford.ca online traffic, Destination Stratford continues to take a mobile-first approach to improve the online user experience. In 2023, the continued revisions and daily maintenance of interactive maps, audio tours, cultural events calendar and high impact visual storytelling evolved this compelling resource for visitors to explore Stratford from their home and during their visit.

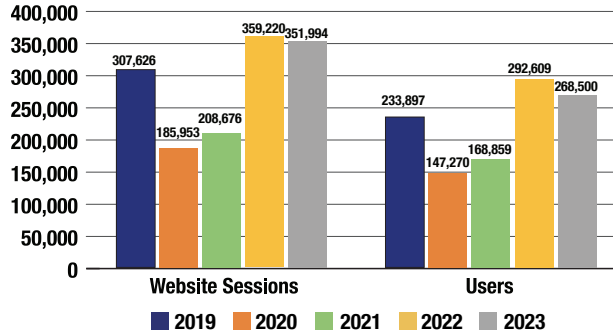
Mobile 63% | Desktop & Smart TV 33% | Tablet 4%



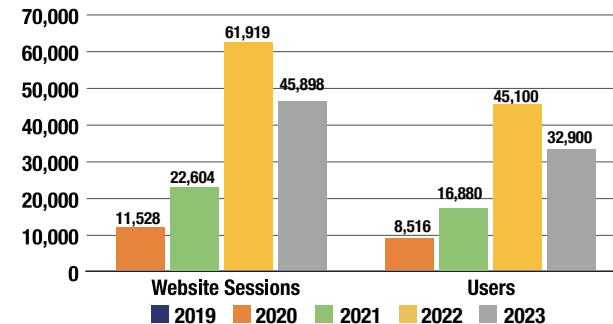
76  
 TOTAL WEB SESSIONS & USERS 2019 THROUGH 2023



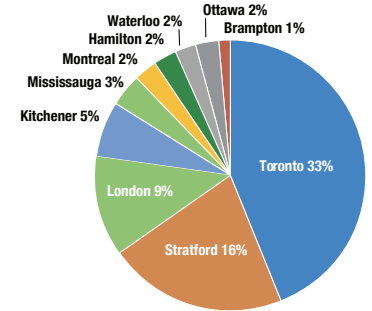
VISITSTRATFORD.CA 2019 THROUGH 2023



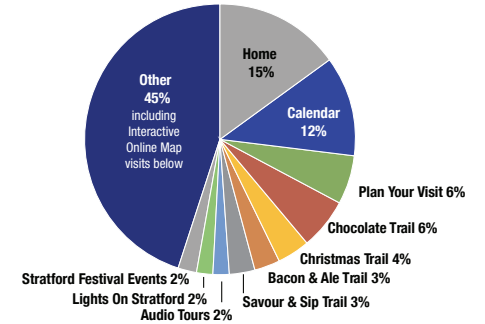
LIGHTSON STRATFORD.CA 2019 THROUGH 2023



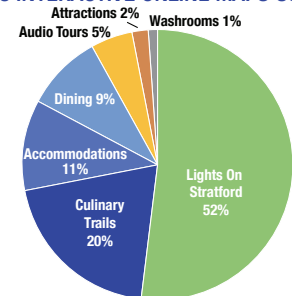
2023 TOP 10 SITE VISITOR LOCATIONS



2023 TOP 10 VISITSTRATFORD.CA PAGES



2023 INTERACTIVE ONLINE MAPS USAGE



**2. DESTINATION DEVELOPMENT** Our Guiding Principles for all of our Destination Development and Management initiatives are included in the diagram below. Each project must strive to holistically improve the quality of life within our community, build prosperity through the tourism economy, enhance the visitor experience, and maintain and expand our tourism and community infrastructure. Through these collaborative projects, Destination Stratford continues to build impactful partnerships with myriad community organizations and tourism operators.

In 2023, Destination Stratford continued building on creative destination development initiatives, which consisted of existing and new growth opportunities to increase visitation from October to May, specifically. We distributed \$35,000 to local arts organizations and cultural experience providers through the Destination Development Fund, a project led by our team in collaboration with RTO4 and Downtown Stratford BIA.

Destination Stratford recorded the highest culinary trail sales to date. We executed yet another year of success for both the 4th annual Lights On Stratford and Stratford AI Fresco, including winter pilots for year-round outdoor tables in Market Square and alcohol permitted in designated public spaces during the winter lights festival.

In addition, strategic destination development continued in a number of areas including: cycle tourism, welcoming community, sport tourism and the municipal cultural plan in partnership with the City of Stratford. Another important role of the organization is to pursue funding opportunities through upper levels of government, especially for tourism development grants where municipalities are not eligible. In 2023, as a non-profit entity separate from the City, Destination Stratford was able to secure over \$100,000 in Provincial and Federal funding for direct investment in our community, in addition to supporting many other grant applications by other Stratford organizations.



# Destination Stratford Culinary Trails

Destination Stratford's culinary trails have been in the market for 14 years; first launching with the Chocolate Trail in 2010. Destination Stratford offers 2 year-round trails (Chocolate and Bacon & Ale) as well as a seasonal Christmas Trail (November & December). New for 2023, another seasonal trail was added to the roster to encourage Al Fresco dining/curated picnics throughout downtown and in the City's park system. The New Savour & Sip Trail launched in May and ran through October and quickly became a new favourite. Each trail costs \$35 +HST and provides visitors with vouchers to redeem from a list of participating businesses; which also includes an interactive digital map of each location. The culinary trails are an incredible year-round activity available to visitors and offer an experience in all seasons of the year. We have seen tremendous success with our trails from both visitors and locals; selling thousands each year and hitting a record for trails sold in 2023; resulting in over **26,000 visits into participating businesses**. It's a fantastic opportunity for Destination Stratford to promote a range of retailers and restaurants through a unique, hands-on experience. It also allows us to track sales and increase traffic into the businesses on the trails and gives visitors a reason to stay longer to enjoy our destination. Currently, over 100 local businesses collectively are included across our 4 trails and the number of partners continues to grow each year.

Destination Stratford saw a tremendous increase in 2023 for culinary trails sales resulting in the highest number of sales ever! And that's before we add in the sales for the NEW Savour & Sip Trail.

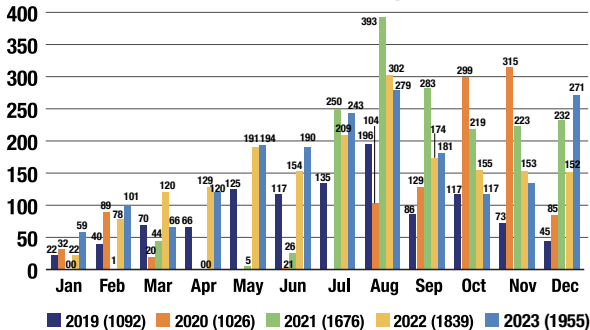
## PERCENTAGE INCREASE OVER PRE-PANDEMIC 2019

CHOCOLATE TRAIL	BACON & ALE TRAIL	CHRISTMAS TRAIL	SAVOUR & SIP TRAIL
<b>+79%</b>	<b>+87%</b>	<b>+86%</b>	<b>NEW</b>

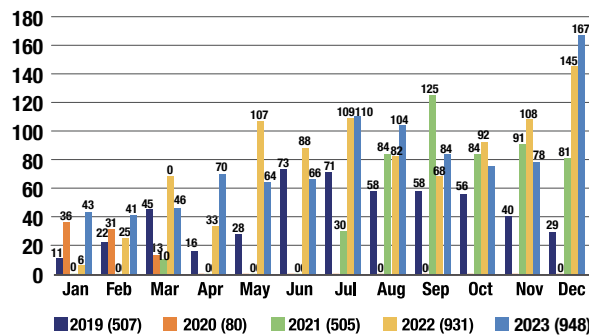
## CUMULATIVE TIME SPENT ON CULINARY TRAIL WEBSITE PAGES IN 2023

<b>24,988</b> sessions for the year x 58 secs <b>= 403 HOURS</b>	<b>13,166</b> sessions for the year x 51 secs <b>= 187 HOURS</b>	<b>16,212</b> sessions for the year x 40 secs <b>= 180 HOURS</b>	<b>11,436</b> sessions as of May 10 x 44 secs <b>= 140 HOURS</b>
---	---	---	---

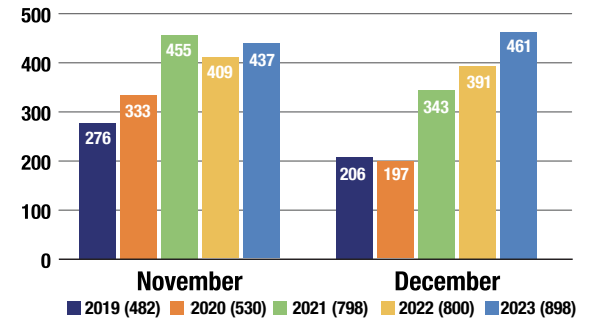
Chocolate Trail - 2019 through 2023



Bacon & Ale Trail - 2019 through 2023



Christmas Trail - 2019 through 2023



[visitstratford.ca/chocolatetrail](http://visitstratford.ca/chocolatetrail)

[visitstratford.ca/bacontrail](http://visitstratford.ca/bacontrail)

[visitstratford.ca/christmastrail](http://visitstratford.ca/christmastrail)

[visitstratford.ca/savourtrail](http://visitstratford.ca/savourtrail)

# The Savour & Sip Trail

Destination Stratford was thrilled to launch a brand-new seasonal culinary trail that aligned with the Al Fresco dining season running May - October. Introducing the **Savour & Sip Trail** - a new culinary trail focused on showcasing local businesses who have carefully chosen savoury and sweet delights for trail participants to enjoy. The Savour & Sip Trail encouraged outdoor dining by featuring take-out items to help curate a unique outdoor experience through picnics, and DIY charcuterie boards to enjoy in various outdoor settings throughout the city and park system. Trail participants enjoyed a wide variety of local offers such as cheese, meat, housemade breads, local preserves, sandwiches, salads and an assortment of desserts and cold beverages. The products along the trail focused largely on locally made and prepared in Stratford/surrounding regions.

The team developed a launch strategy, aligning partnerships and advertising to promote the new trail. There were fifteen media and social media collaborations executed, which generated awareness and 645 trails sales.

As a result, the trail also received generated media coverage in various regional and local publications including:

- The Kit
- Culinary Tourism Alliance
- Hamilton Spectator
- CTV Kitchener
- Toronto Star
- Auburnlane.com
- Adult Lifestyle Magazine
- Stratford Times
- CJCS Radio
- Beacon Herald



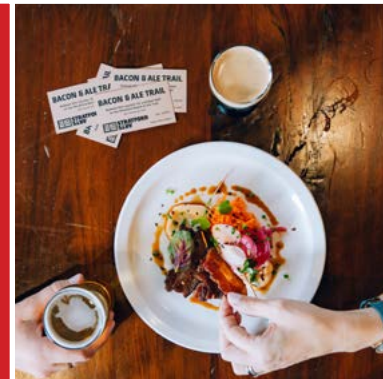
*"We explored both the Savour & Sip Trail and the Chocolate Trail, which is the perfect way to discover local businesses there if you're not familiar with the town." Date night yyz*



*"We absolutely loved the Savour & Sip Trail – it's day date goals! I'm already planning a second (and third, and fourth) visit!" Lena Almedia*



*"Great way to visit so many amazing small businesses in town."  
- Hayle's Electric & Contracting*



*"Such a great way to experience Stratford."  
- Angela's Gelato*

# Cycle Tourism

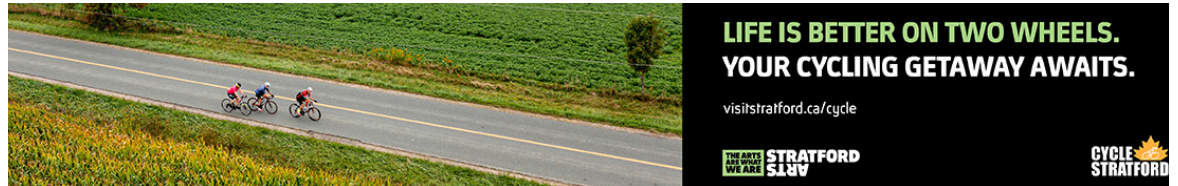


Building on the success since 2021, a collaborative effort to strategically develop Cycle Tourism in the region was continued in partnership with Perth County, the Town of St. Marys and RTO4, with the robust, informative pocket-sized cycle map to promote key cycling routes including city, rural, gravel and mountain bike. 2023 updates to the map included switching the Perth County routes to their new Signature Routes that stemmed from the new Perth County Cycle Tourism Strategy created with Ontario By Bike. Thousands of maps were handed out to residents and visitors at regional businesses and visitor centres, and received positive feedback for its size, content, and overall usability.

To continue the development of Cycle Tourism, the organizations continue to partner on promotional opportunities with the Ontario By Bike Network, and other cycling outlets, to utilize their promotion and resources in expanding this fast growing tourism segment.

[VisitStratford.ca/cycle](https://VisitStratford.ca/cycle)

*“With a growing number of bicycle friendly businesses, the city offers a variety of accommodations, restaurants ranging from fine dining to quick eats, and services to support every cyclist’s needs.” Jennifer Nickel, Cycle Stratford*



**LIFE IS BETTER ON TWO WHEELS.  
YOUR CYCLING GETAWAY AWAITS.**

[visitstratford.ca/cycle](https://visitstratford.ca/cycle)

THE ARTS  
AND WHAT  
WE ARE  
**STRATFORD**  
SLIV

**CYCLE  
STRATFORD**



## Stratford Al Fresco

Building on its success from the previous 3 years, Stratford Al Fresco dining areas were in as high demand in 2023 as they have been since the start. Destination Stratford's Al Fresco staff provided visitor information at the welcome hut in Market Square, and daily cleaning and maintenance of Al Fresco tables at all locations, especially first thing each morning, and at peak use times during the day. The liquor-with-food bylaw remained in place and was very successful with a wide variety of participating restaurants.

NEW for 2023 was the expansion of the Al Fresco table season and the liquor-with-food bylaw. The City agreed to a pilot allowing the Al Fresco tables to remain year-round, and for the liquor-with-food bylaw to be in effect for Lights On Stratford December 15, 2023 to January 13, 2024 with local businesses offering warm boozy and non-boozy beverages to be enjoyed at the light displays. Due to the success of this initiative, we look forward to working with the City to make this Bylaw amendment permanent. A year-round European approach to liquor in public spaces, together with our creative local culinary sector, uniquely positions Stratford as a progressive destination that is clearly differentiated from other competing Ontario locations.

[VisitStratford.ca/alfresco](https://www.visitstratford.ca/alfresco)



## Sport Tourism

During 2022, the City of Stratford partnered with investStratford and Destination Stratford to develop a Sport Tourism Strategy for the City. The final Stratford Sport Tourism Strategy was presented to City Council in January 2023, where Council directed the steering committee to explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget. In late 2023, Destination Stratford secured matching Provincial grant funds to hire a Stratford Sport Tourism Director and is moving ahead with that process as of January 2024.

The Sport Tourism Strategy includes:

- economic impact, size and scope of existing sport tourism opportunities – including an inventory of capital assets (infrastructure) and human assets (volunteer groups, local sport associations)
- the results of exploring the potential to expand those existing opportunities and to identify new areas for growth, complete with financial and socio-community impacts, effects and outcomes
- recommended technology tools that link sport bookings to tourism assets, amplifying the visitor experience with local retail, food/beverage and accommodation providers
- a needs analysis for growth and potential funding opportunities

[VisitStratford.ca/sporttourism](https://VisitStratford.ca/sporttourism)



**2023-2027**

## Sport Tourism Strategy

## Municipal Cultural Plan

The City of Stratford, in partnership with Destination Stratford, started work in 2022 on a Municipal Cultural Plan for Stratford.

The project, funded by the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) via Regional Tourism Organization 4 (RTO4), assessed the City's current cultural assets, gathered information through public consultations and provided recommendations for growth and next steps.

STEPS Public Art was selected as the consultant to lead this work, and started public consultation on the Municipal Cultural Plan in October 2022. The final Municipal Cultural Plan was presented to City Council in June 2023. A position to take on first-year priorities and actions from the Plan is in the 2024 City budget process.

The Municipal Cultural Plan offers guidance on the long-term and short-term growth of Stratford's cultural fabric and community and knits together policies covering a wide range of areas and cultural sectors into a growth strategy that sets the city on a path towards its desired long-term vision.

Through November 2022, over 250 connections and conversations were had with community members, key cultural

stakeholders, Stratford City staff, Council, and the incoming and outgoing Mayors, relating to the Municipal Cultural Plan. These community conversations were through a public survey on Engage Stratford, online and in-person stakeholder focus groups, one-to-one interviews and a Data Gathering Station in Market Square.

Through the Cultural Plan, we envisage providing a refreshed perspective and action-oriented strategies that will help find ways to support:

- Community involvement and ownership of local cultural initiatives
- Enhance cross-sectoral partnerships and cooperations between City departments, including diverse City committees, such as heritage, planning, events, public works, and parks
- Create democratic cultural policy by better understanding what people are doing and want to do
- Development of meaningful and respectful relationships across various cultural stakeholder groups
- Programs and services that respond to the desires of the community
- Communication and cooperation among the creative sector and other community groups
- Effective integration of arts and culture into the larger community
- Greater awareness and understanding of the cultural sector's potential economic impact
- Visibility of community artists, cultural workers, and organizations
- Improvement of community safety while increasing greater social and cultural inclusion (especially for communities that may not traditionally be engaged in programming)
- Develop and enhance the cultural facilities that enable access to cultural activities and the development of larger audiences
- Increased public and private support for culture

[VisitStratford.ca/municipalculturalplan](https://www.visitstratford.ca/municipalculturalplan)

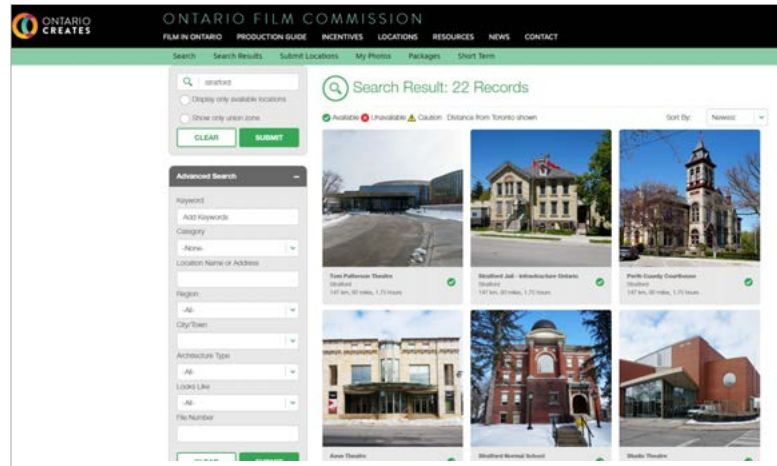


## Ontario Film Commission - Ontario Creates



In late 2022, Destination Stratford reached out to Ontario Creates, a provincial agency that facilitates economic development, investment and collaboration in Ontario's creative industries, after noticing that their digital location library only had a few outdated images of Stratford included. The digital location library is utilized by producers and location scouts for filming options in Ontario.

Destination Stratford uploaded several images to the database and provided an extensive shot list to an Ontario Creates Location Scout. The list was condensed to the top 20 and the Scout visited in February 2023 for some winter photography, and again in July 2023 to capture new summer photos. When producers or location scouts login to the database, they now have a multi-season array of unique locations and architecture of our city to explore.



**3. DESTINATION MANAGEMENT** Destination Stratford continues to prioritize destination management year-round; working closely with various community stakeholders and the City of Stratford to enhance the destination and ultimately improve both the visitor experience and quality of life for residents. In 2023, the organization, along with the community, identified and defined what it means for Stratford to be a “welcoming community”; increasing inclusivity and attractiveness to residents and visitors.

### Welcoming Community Initiative

In concert with the collaborative community work on the Welcoming Community Statement, and the City’s hiring of a Manager of Inclusion, Equity and Indigenous Initiatives, a Community Equity Collective was formed. Destination Stratford remains committed to the work that was started, and fully participates in this ongoing journey with other like-minded community businesses and organizations.

The overall goals of this Welcoming Community engagement were to:

- Reach out to prospective partners, activating involvement from deeper reaches of our community, to join us in working with a facilitator to lay the groundwork for defining what “welcoming community” means to our city.

**Diversity, Equity & Inclusion Initiatives** Our initial diversity, equity and inclusion (DEI) project goals to engage and empower leaders within the Destination Stratford business, public and community catchment area to identify and dismantle personal and systemic racism and other biases within organizational structures, practices, and policies; and provide internal Destination Stratford board members and stakeholders access to learning experiences (skills, language, and tools) designed to understand how to identify and dismantle racism and bias, were completed as of May 2021. In 2022 and 2023, we collaboratively defined what it means to be a “welcoming community” and brought this definition to Stratford City Council for formal recognition to continue EDIAR awareness and action within our community, especially for our front-line tourism teams and residents. The Welcoming Community Statement was presented in July 2023 to City Council via delegation by Mending the Chasm. In 2024, a case study from Mending the Chasm about the work that has been done in Stratford will be completed and posted for the public.

- Collectively defining “welcoming community” for Stratford with those drawn to join in.
- Presenting our definition to Stratford City Council for formal recognition of Stratford’s vision of being a “welcoming community” using this collaborative definition.
- Reach out to the local workforce, especially businesses with public-facing staff and those in the manufacturing sector, to work towards the aspirational goal of being a truly welcoming community with everyone drawing from the collective definition.

[VisitStratford.ca/welcoming-community](https://www.visitstratford.ca/welcoming-community)

### Downtown Dollars

**Downtown dollar sales continued to be strong in 2023 with over \$108,000 in sales.**

Frontline staff at Destination Stratford facilitate the sale of downtown dollars, which significantly impacts the downtown businesses.

[VisitStratford.ca/downtown-dollars](https://www.visitstratford.ca/downtown-dollars)





The high-traffic interactive digital maps on [VisitStratford.ca](https://www.visitstratford.ca) were launched in 2020 and are updated daily as a resource and guide for visitors and locals to explore the city based on interests, location and events.



# Boathouse Public Washroom Expansion Project

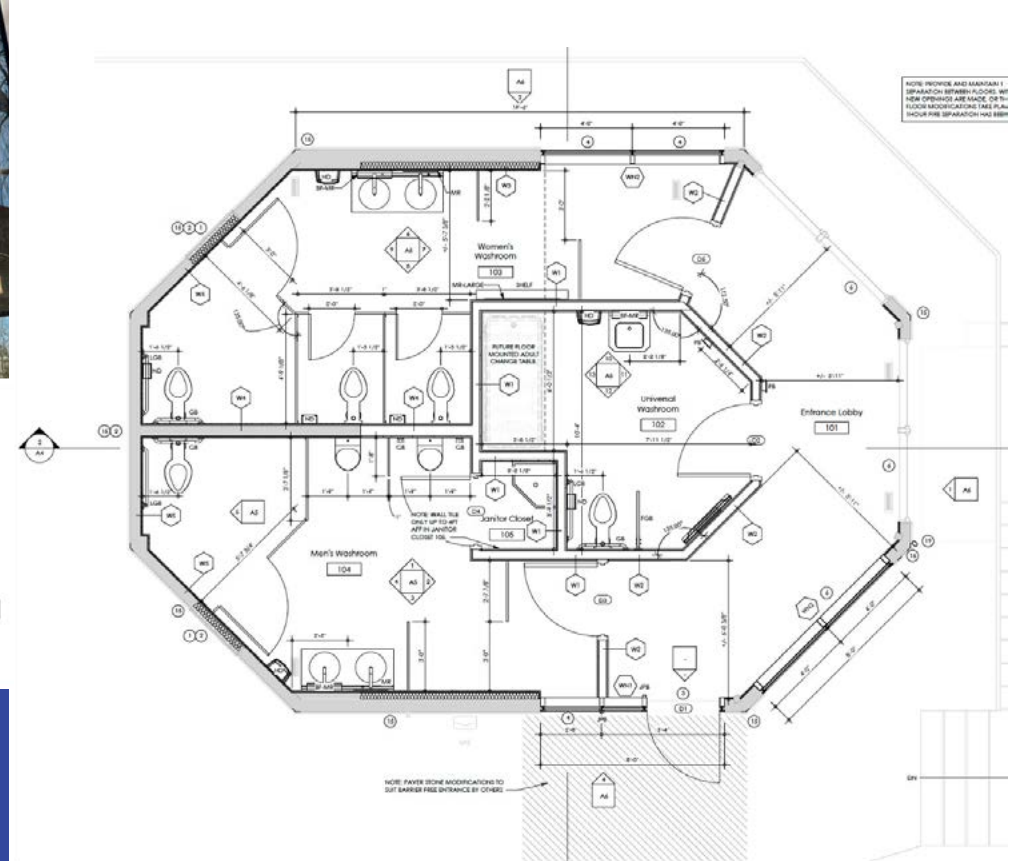
A great example of a Destination Management infrastructure initiative is the Boathouse Public Washroom Expansion Project. In 2021, Destination Stratford proposed the idea of combining our Boathouse Tourism Kiosk with the outdated seasonal washrooms into a modern, fully accessible, and greatly expanded year-round public washroom. As project lead, Destination Stratford successfully obtained Federal funding to contribute a majority of the cost for this public infrastructure project, and worked in partnership with the City and Community Services to manage the renovation. The upgraded public facility was unveiled and opened in 2023 with daily hours of 8:30am to 9:00pm year-round! Not only is this a critically important infrastructure project for the economic recovery and sustainability of our tourism sector, but it is also a necessary investment in being a healthy, welcoming community. Year-round, accessible, and safe public washrooms are foundational in our ability to have vibrant public spaces that truly benefit and serve everyone – including visitors and those who call Stratford home.

[VisitStratford.ca/boathouse](https://VisitStratford.ca/boathouse)



**Accessible Tourism Award  
WINNER**

Destination Stratford is thrilled to report that the Stratford Boathouse Washroom Project received the Provincial Accessible Tourism Award at the 2023 Ontario Tourism Summit. The facility has been officially verified as accessible on the AccessNow site and app.





[VisitStratford.ca](http://VisitStratford.ca)



@StratfordON



@StratfordON



@VisitStratfordON



@StratfordON



@destinationstratford



**LIGHTS ON STRATFORD  
2023/24 WINTER FESTIVAL REPORT**

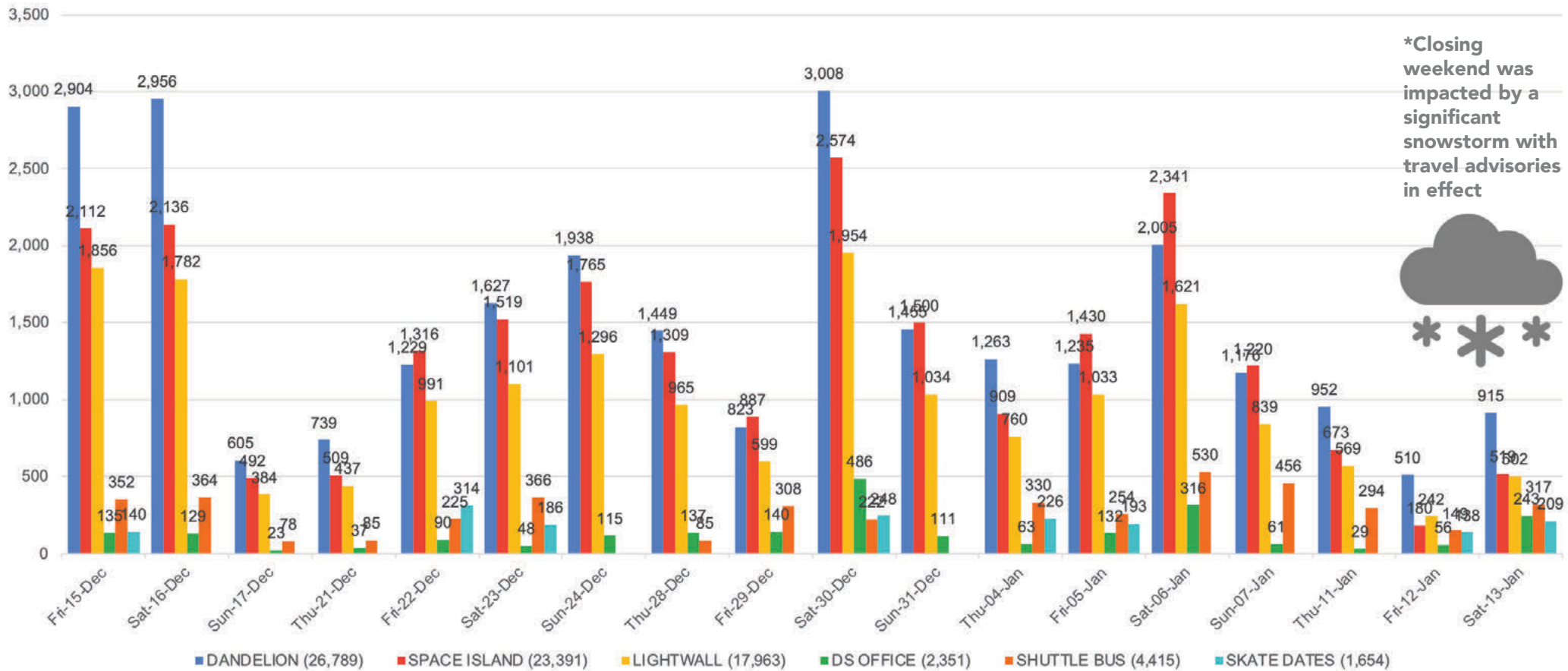




## 4 YEAR PROJECTION

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Festival Attendance</b> Combined across main locations	<p> <span style="color: red;">■</span> Stratford &amp; Area Resident  <span style="color: white;">■</span> Visitor (&gt;40km)  <span style="color: purple;">■</span> Total Patron Count                 </p>							
<b>Daily Av. Attendance</b> Combined across main locations	-	1,818	1,860	4,254	4,869	5,217	5,565	5,869
<b>Production Days</b>	30+ <small>*Closed early due to Covid shutdown</small>	44	45	18	23	23	23	23
<b>Main Light Art Installations</b>	4	5	6	5	7	8	8	8
<b>Additional Cultural Activations</b>	0	2	8	10	15	18	20	20
<b>Funding</b> DS = Destination Stratford	<b>\$422K</b> CITY \$0 GRANTS & PARTNERS \$311K SPONSORS \$111K	<b>\$470K</b> CITY \$0 GRANTS & PARTNERS \$407K SPONSORS \$63k	<b>\$740K</b> CITY \$0 GRANTS & PARTNERS \$669K SPONSORS \$71K	<b>\$575K</b> CITY \$150K DS \$150K GRANTS & PARTNERS \$200K SPONSORS \$75K	<b>\$625K</b> CITY \$150K DS \$150K GRANTS & PARTNERS \$200K SPONSORS \$125K	<b>\$650K</b> CITY \$150K DS \$150K GRANTS & PARTNERS \$225K SPONSORS \$125K	<b>\$675K</b> CITY \$150K DS \$150K GRANTS & PARTNERS \$225K SPONSORS \$150K	<b>\$675K</b> CITY \$150K DS \$150K GRANTS & PARTNERS \$225K SPONSORS \$150K

# Lights On Stratford 2023/24 Attendance Across Main Displays (Total: 76,563 | Daily Avg: 4,254)



Lights On Stratford staff recorded attendance at each of the main locations throughout the festival. The combined total is 76,563 patrons with attendance at each main location listed in the chart above.

*“I look forward to Lights on Stratford every year. It’s an amazing festival. Definitely worth the drive from Mississauga.”*

**Eleanor Manzo Lloyd, Instagram**

*“Congratulations on another amazing and well orchestrated Lights on Stratford season. Cannot wait for next year!”*

**Sheri Maguire, LinkedIn**

*“Beautiful!!! Already looking forward to next year!!”*

**@bradshaws1895, Instagram**

*“We loved visiting Stratford! And you convinced us to go back in the winter 🥰”*

**@ajourneyinspired Candace & Geoff, Instagram**

*“Extraordinary Experience! Thank you to everyone who made us light up this winter.”*

**Rosemary Delong, LinkedIn**

*“We took in this event this weekend. Really enjoyed the Dandelion display downtown and the display on the island. Shuttle bus was fun too.”*

**Ann McEwan, Facebook**

## PATRONS | PLACE OF RESIDENCE

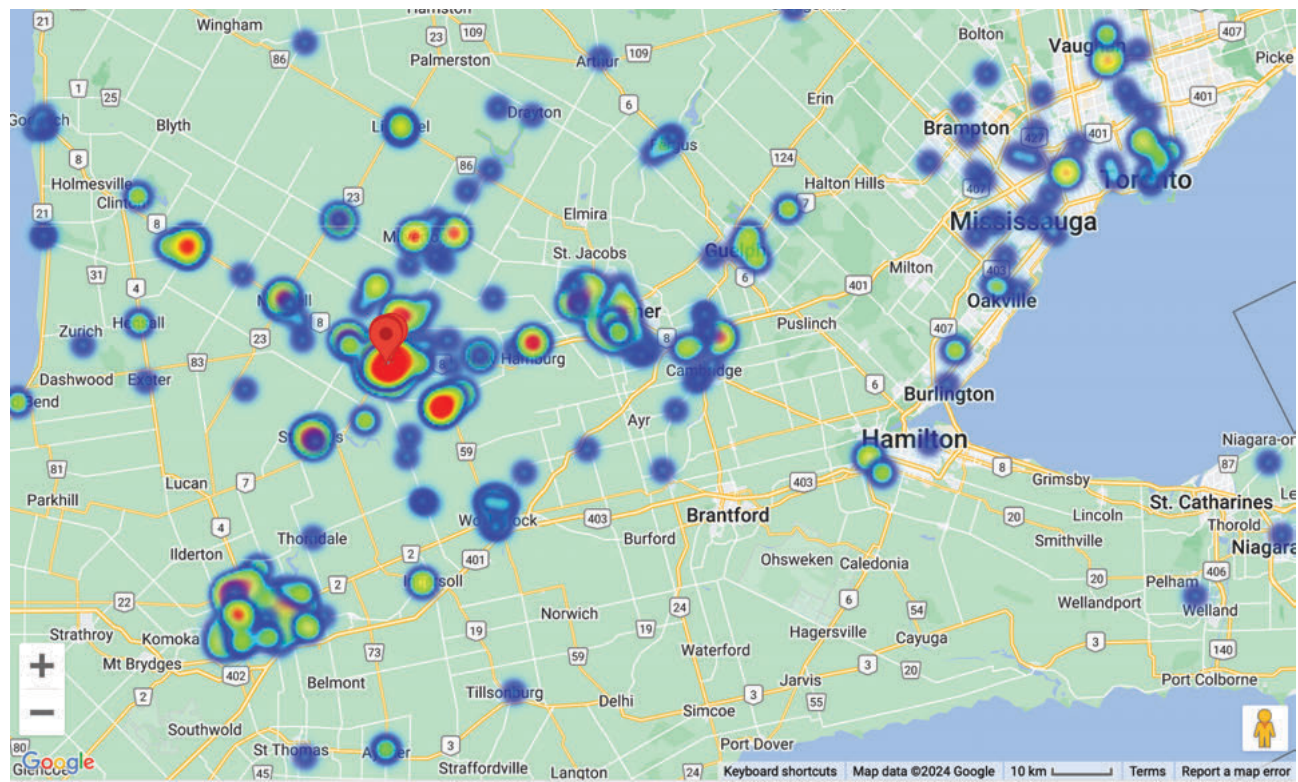
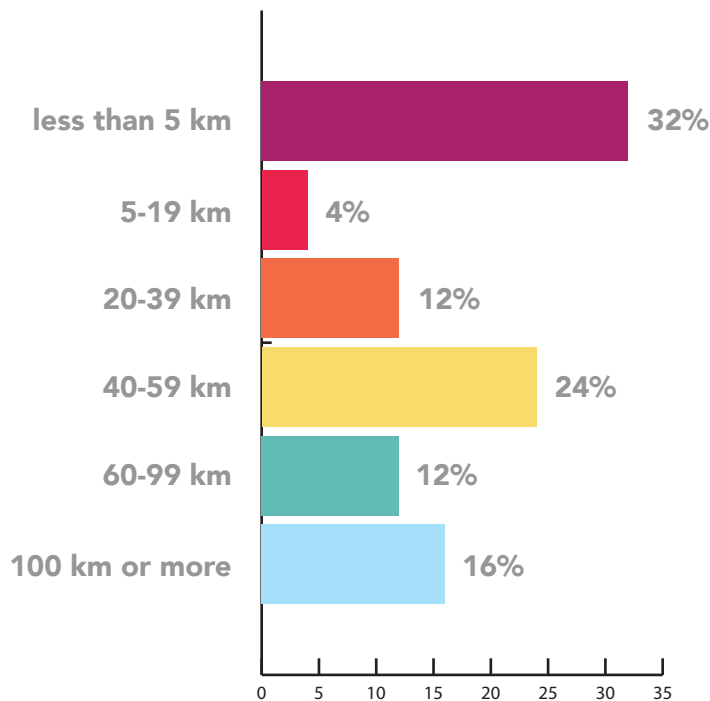
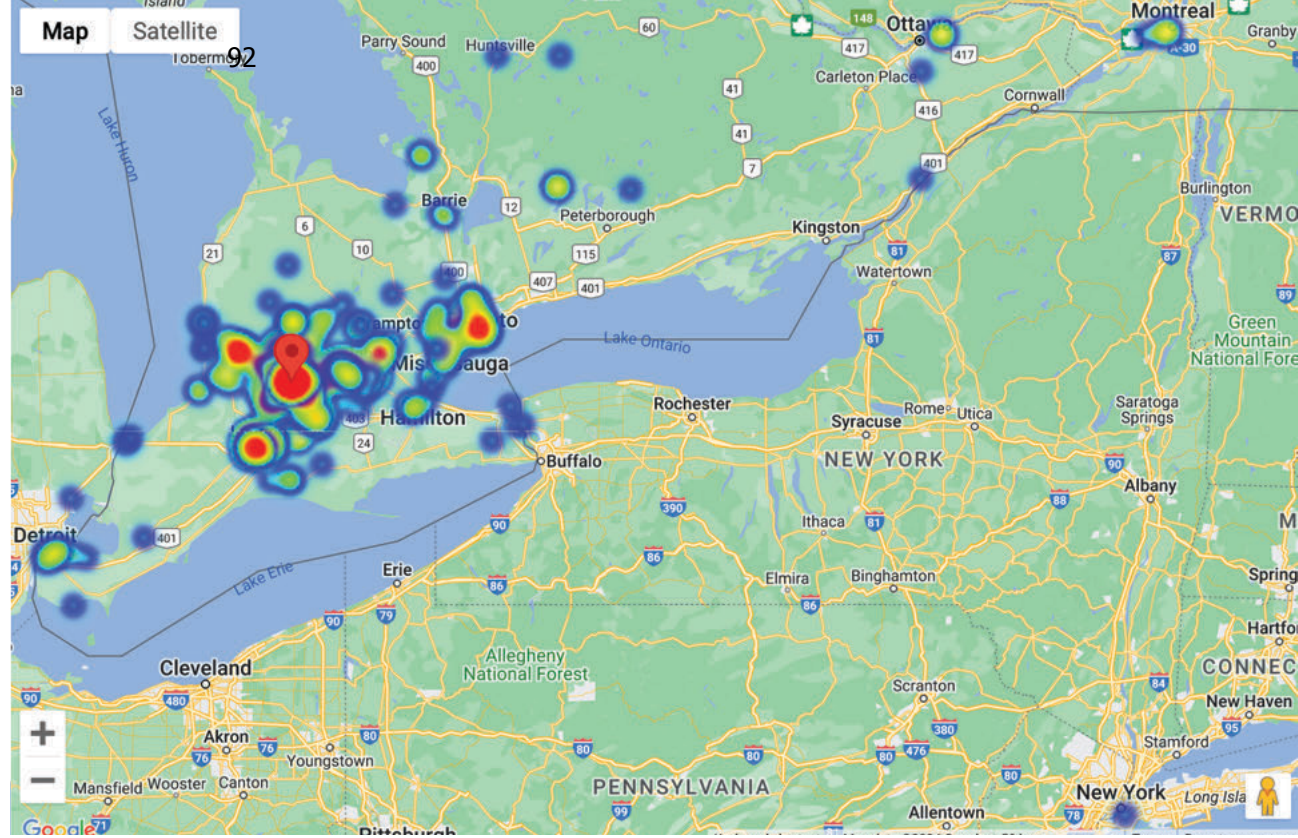
Mobility data reports (provided by Propulso: Ethical Data Intelligence Platform - propulso.io) for the December 15, 2023 to January 13, 2024 festival period used mobility data to accurately provide the place of residence of patrons that visited the geo-fenced Lights On Stratford main locations (Market Square, Tom Patterson Island, Veterans Drive Bandshell and LightWall).

Patron residence location is reflected in the 2 heat-maps to the right, with red being the highest density.

## PATRONS | TRAVEL DISTANCE

Similarly, the mobility data reports provide the distance from the patron place of residence to Stratford.

The average travel distance was 33.4 km with 32% local, 16% regional and 52% from over 40km away.



## MARKETING | STRATEGY

Destination Stratford strategically aligned impactful and measurable marketing campaigns to promote the 4th annual Lights On Stratford Winter Festival of Lights.

The primary goal was to 1) position Stratford as a premier winter destination, 2) create a sense of urgency to experience Lights On Stratford, and 3) align tourism partnerships in all sectors to encourage participation from the local community, day trips and overnight visits.

## MARKETING | KEY INITIATIVES

- Created compelling video and photo assets for use in marketing campaigns and across all Destination Stratford and Lights On Stratford social channels and websites
- Collaborated with local businesses to create customized packages and offers
- Aligned marketing campaigns across all mediums (TV, Radio, Print, Digital, Social Media)
- Targeted various markets/demographics to increase visitation
- Generated media coverage through hosted visits, influencer partnerships and organic online storytelling
- Encouraged User Generated Content (UGC) for sharing on social media and increasing word-of-mouth promotion

## MARKETING | TARGET MARKETS

1. Toronto/GTA regions (priority to capture overnight stays)
2. Kitchener-Waterloo
3. London

## MARKETING | CAMPAIGNS

- Broadcast Television with Bell Media (CTV)
- Radio Campaigns (Virgin 105.3, CJCS 107.1 & 2day 107.7)
- Print (Canada Travel & Lifestyle Magazine, Horizon Travel Magazine, Stratford Beacon Herald)
- Digital Billboards (Toronto's largest highway screen network featuring 18-screens on 401, 403, 407, 427). Yonge and Dundas Media Tower. Rotating ads in London, Kitchener, Cambridge, Mississauga, Woodstock and Port Credit
- Social Media Influencer Partnerships
- Media Press Trip

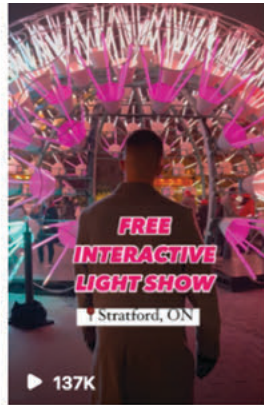


## SOCIAL MEDIA | STRATEGY

During the festival, we highlighted the central exhibits and the array of cultural activations scattered across the city. This included not only headline events like Skate Dates and Silent Discos organized by Lights On Stratford but also supplementary activities like sponsored Music Pop-Ups, Winter Al Fresco restaurant experiences, accommodation packages, promotions, late-night retail events, and various other engaging initiatives throughout the city.



Total Views: 10,579  
Engagement: 342



Total Views: 137,268  
Engagement: 4585



Total Views: 324,268  
Engagement: 12,040



Total Views: 5345  
Engagement: 225

## SOCIAL MEDIA | INFLUENCERS & COLLABORATORS

A pivotal aspect of our promotional efforts involved collaborations with influencers and content creators. By inviting them to experience Lights On Stratford and encouraging them to share their perspectives, we successfully leveraged their reach to connect with wider audiences. This strategic partnership played a significant role in enhancing the festival's visibility and resonance across diverse demographics.

## SOCIAL MEDIA | USER GENERATED CONTENT

A key element of the Lights On Stratford social media strategy involved actively encouraging User Generated Content (UGC). Through both original posts and resharing story posts, our goal was to foster an online atmosphere that mirrors our vibrant community and sparks excitement through shared experiences. User Generated Content not only contributed to our content diversity but also generated enthusiasm, ensuring continuous engagement from festival-goers.



FOUNDING PARTNERS



2023/24 IN-KIND SUPPORTERS



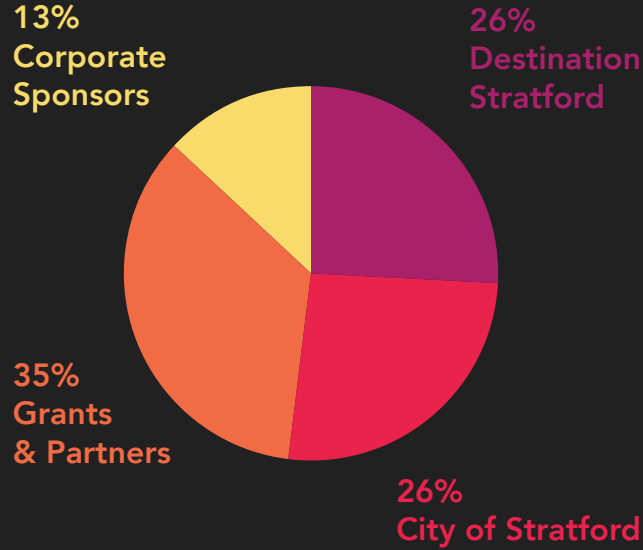
2023/24 GOLD SPONSORS



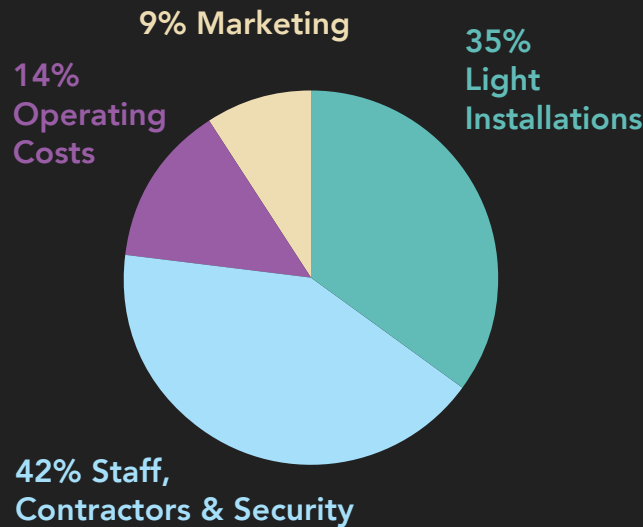
2023/24 SILVER SPONSORS



95  
2023/24 BUDGET | FUNDING  
The Lights On Stratford 2023/24 funding sources include:



2023/24 BUDGET | EXPENSES  
The forecasted total annual budget for 2023/24 is approx. \$575,000:



2023/24 BRONZE SPONSORS



2023/24 COMMUNITY SPONSORS



GOVERNMENT SUPPORT



This event has been financially assisted by the Ontario Cultural Attractions Fund a program of the Government of Ontario through the Ministry of Tourism, Culture and Sport, administered by the Ontario Cultural Attractions Fund Corporation



## 2023/24 BIA SURVEY | BACKGROUND

Downtown Stratford BIA surveyed its members between January 26, 2024 and February 7, 2024 about the 2023/24 Lights On Stratford winter festival and received **36 responses**.

This year, total combined attendance across the main light displays was 76,563 in 18 days of production. In comparison, last winter was 83,715 in 45 days of production.

The daily average combined attendance across all the main festival locations this winter was 4,254/day. The daily average from last winter was 1,860/day. That's an increase of more than double the daily average attendance. December 30th was the highest recorded attendance ever, with 3,008 people at the Dandelion installation (previous record was also in Market Square last winter on Jan. 21 with 2,135 people visiting The Pool installation). The hop-on-hop-off free shuttle bus (in collaboration with Stratford Transit) had a ridership of 4,415 people.

## 2023/24 BIA SURVEY | RESULTS

**78%** Satisfied or Very Satisfied with the 2022/23 Lights On Stratford festival of winter lights. **6%** Dissatisfied or Very Dissatisfied.

**75%** Agree or Strongly Agree that Lights On Stratford is an effective strategy for growing a cultural tourism draw in the winter. **8%** Disagree or Strongly Disagree.

**78%** Agree or Strongly Agree that Lights On Stratford is effective in activating the downtown and park system for the community and visitors during the 4-week festival period. **8%** Disagree or Strongly Disagree.

**7.78** (weighted average out of 10) for how likely are you to recommend future Lights On Stratford festivals to friends or colleagues.

*“I cannot emphasize enough, the significance of tourism development during nonpeak and shoulder season periods. The picturesque landscapes and cultural richness of Stratford are not confined to a single season but extend seamlessly throughout the year.*

*Initiatives such as Lights On Stratford and Stratford Sport Tourism have played and will play a pivotal role in transforming Stratford into a year-round destination.*

*The strategic collaboration between Destination Stratford and these initiatives as well as the broader tourism sector will be instrumental in creating a robust and viable year-round local economy. By diversifying the offerings and embracing the unique attributes of each season, Stratford will become a beacon for those seeking enriching experiences in all weather conditions.*

*The commitment to year-round tourism development in Stratford will not only elevate its status as a sought-after destination but will also create a lasting impact on the local economy and community spirit. Lights On Stratford and Stratford Sport Tourism are just two opportunities that exemplify the success that can come with a collaborative approach, open minds, and a desire to make Stratford flourish throughout the entire year.”*

**Shelley Windsor, Vice President  
Windsor Hospitality Inc.**



*“The Stratford Festival is pleased to continue to support Destination Stratford and Lights On Stratford. This event helps to invigorate the downtown core and park system during December and January, and encourages visitors to experience our beautiful city outside of the traditional tourist season. We share Destination Stratford’s goal of making Stratford a 4-season cultural destination, which creates a positive economic impact for the City, and strengthens the retail, restaurant, and accommodation sectors. This event continues to gain popularity – what started as a COVID recovery event has turned into an annual tradition for many. Bravo!”*

**Shelley Stevenson, Administrative Director,  
Stratford Festival**

*“It was an absolute pleasure and privilege to work with Destination Stratford in preparation and through participation in this year’s Lights On Stratford Winter Festival. It was heartening to see the many faces and hear stories from the multitude of locals and tourists who enjoyed the exhibits and enthusiastically patronized our local establishments during the cold winter weeks of December and January. It is exactly this kind of initiative that effectively ensures the success of local business through attracting tourism and locals alike to check out all that Stratford has to offer 12 months of the year.”*

**Ryan Stokes, Owner,  
Black Swan Brewing Co.**

*“This year at The Parlour Inn, we’ve had a great response to the Lights On Stratford winter light festival, with at least 20 room bookings more than last year. Our guests have commented how nice it is to have something so pretty to brighten up the dull winter blues! We look forward to next year’s event, where we plan to light up our building even more making it a sparkling beacon in the night!”*

**Steve Ireson, Manager, Operations/Food & Beverage,  
The Parlour Inn**

*“Looking forward to next year! Really hope I can help open the event with grass dancing!”*

**Chris Mejaki**



“Destination Stratford is a priceless tourism partner for the Stratford Perth Museum. We've never seen so many visitors in the shoulder season. We are happy to report that Lights On Stratford is responsible for generating over 50% of the museum's seasonal holiday visitors.

Together we strive to attract a rapidly changing and diverse community. We share resources that offer cultural activities for all demographics. This event augments ongoing museum programs and provides opportunity for elaborative and enriching content that is connected to Lights On themes. Our Heritage Trails are available year-round, but during Lights On we offer a corresponding outdoor lit space. Also, we offer nightlight story walks, snowshoeing, ghost tours and complementary astronomy programming.

Stratford Perth Museum looks forward to continued partnership and collaboration with Destination Stratford. Without question, Destination Stratford has pulled out all the stops to help Stratford thrive as a year-round cultural destination.”

**Kelly McIntosh, General Manager,  
Stratford Perth Museum**

9

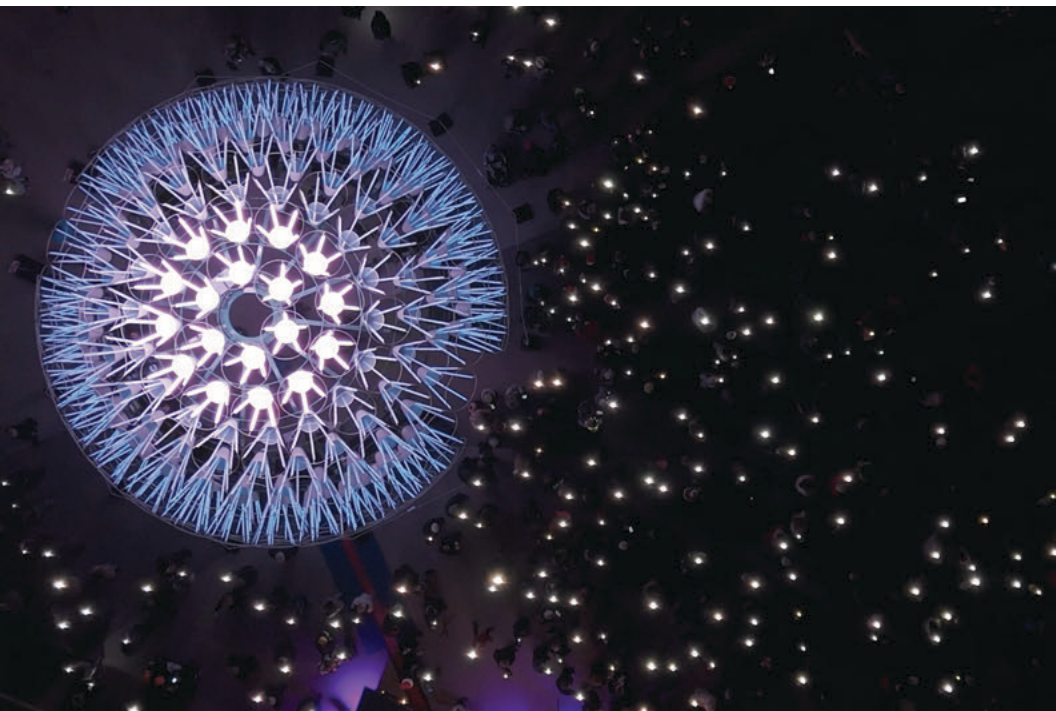


“Lights On Stratford! What a delightful event it turned out to be! As newcomers to the area, my wife, son, and I braved the rain to experience the charming Lunar Lamp Posts and the unexpected dance party that unfolded. It was a warm and welcoming introduction to the community.

Opening night, Stratford Summer Music staff visited the Dandelion in Market Square. Imagine the sheer delight of witnessing countless wishes for our community soar into the night sky, accompanied by the melodic tunes of local musicians echoing from nearby cafes and restaurants.

As the new Executive Director of Stratford Summer Music, I can say that Lights On Stratford brought a wonderful, inclusive, and exciting event to our city. This event is more than just lights; it's a celebration of the vibrant spirit that defines Stratford. The blend of lights, music, and community was heartwarming, and we're eager to continue supporting this event and all that Destination Stratford has to offer. We look forward to collaborating and partnering with Destination Stratford towards making Stratford shine as a 4-season cultural destination.”

**Crystal L. Spicer, Executive Director,  
Stratford Summer Music**





*“Lights On Stratford had a significant positive impact on business at The Starlight. Our music night that coincided with the opening of Lights On Stratford and that was sponsored by Lights On Stratford was one of our busiest evenings to date and we also were able to raise \$300 for The Local. We had multiple customers come in to order mulled wine, hot chocolates and our Lights On Spritz to go while they enjoyed the exhibits. We look forward to watching LOS grow in future years as well as its impact on downtown businesses.”*

**Megan Jones, Co-owner, The Starlight Bar**

*“We definitely noticed a bump in guests during the live music, especially on the Friday night. Lights On Stratford in general brought a lot of people into the restaurant and hotel over the period. Staff made a point of asking what brought people in and Lights On Stratford was mentioned a great deal. The postcards with the list of locations were a popular takeaway.”*

**Ryan O’Donnell, Owner/General Manager,  
Mercer Kitchen + Beer Hall + Hotel**

*“Wellspring Stratford Cancer Support Centre proudly collaborated with the Lights On Stratford Winter Festival as the chosen charity to illuminate the season with hope. This partnership symbolized a collective effort to raise awareness and support for those facing the challenges of cancer within the community.”*

**Lisa Stacey, Wellspring Cancer Support Centre**



# LIGHTS ON STRATFORD MANIFESTO

We bring light and joy to Stratford's public spaces.

We believe in the importance of public art.

We are free to the public and accessible for everyone to participate.

We are a cultural anchor tenant that enables additional events and experiences.

We celebrate and embrace winter.

We help grow a vibrant year-round visitor economy for the region.

We improve the quality of life within our community.



## Destination Stratford Budget: 2023 Actual and 2024 Adjusted

Destination Stratford 2024 Budget	2023 Budget	2023 Actual	2024 Budget	2024 Adjusted	Notes
<b>INCOME</b>					
3999 · MAT DS PORTION				405,021	\$180,021.73 from 2023 + ~\$225k (estimate of Q1+Q2+Q3 2024 MAT)
9999 · CITY LOS CONTRIBUTION				150,000	*City contribution / City MAT portion
4050 · MARKETING SALES	98,000	159,983	127,000	138,500	
4260 · PARTNERSHIPS	747,000	701,210	744,300	726,800	
(4001 · City of Stratford Portion)	595,000	595,000	618,800	618,800	4% increase or \$23,800 over 2023.
4280 · STRATFORD TOURISM SUPPLEMENT	15,000	16,506	0	0	NO LONGER ACTIVE
<b>TOTAL REVENUE</b>	<b>860,000</b>	<b>877,699</b>	<b>871,300</b>	<b>1,420,321</b>	
<b>EXPENSE</b>					
5100 · CONTRACT AND CONSULTING	2,500	0	2,500	15,000	Strategic Plan Community Engagement
<b>MAT DEVELOPMENT PROJECTS</b>					
5992 · STRATFORD AL FRESCO				35,000	
5997 · LIGHTS ON STRATFORD				300,000	City + DS matched contribution
5999 · SPORT TOURISM OFFICE				75,000	
<b>Total MAT Development Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>410,000</b>	
<b>DESTINATION DEVELOPMENT</b>					
5950 · SPECIAL PROJECTS	42,000	58,178	27,000	35,000	Destination Development Projects
5990 · PARTNERSHIPS	30,000	33,440	35,000	35,000	Destination Development Fund
<b>Total MAT &amp; Development Projects</b>	<b>72,000</b>	<b>91,618</b>	<b>62,000</b>	<b>480,000</b>	
<b>MARKETING</b>					
6000 · MARKETING - INTERNET	22,975	13,628	19,475	19,475	
6150 · MARKETING - MEDIA & PRINT	99,300	59,543	84,490	109,490	
6151 · MARKETING - RADIO	2,500	0	2,500	2,500	
6152 · MARKETING - TRAILS, INFLUENCERS	90,500	120,398	108,750	130,971	
<b>Total Marketing</b>	<b>215,275</b>	<b>193,569</b>	<b>215,215</b>	<b>262,436</b>	Increased expenses with additional marketing projects
<b>ADMINISTRATION</b>					
5637 · BANK CHARGES	4,000	3,495	4,000	4,000	
5645 · INSURANCE	5,000	5,081	5,250	5,250	
5660 · TRAVEL	2,500	394	2,500	2,500	
6153 · PROFESSIONAL FEES	23,200	23,844	23,200	23,200	
6155 · FACILITY MAINTENANCE	2,000	1,591	2,000	2,000	
6480 · PAYROLL	484,635	517,472	501,135	539,135	
6540 · OFFICE EXPENDITURES	20,900	12,093	25,000	32,800	
6550 · EVENT EXPENSES	2,000	4,440	2,000	2,000	
7000 · TELEPHONE/COMMUNICATIONS	16,000	15,932	16,500	17,000	
<b>Total Administration</b>	<b>560,235</b>	<b>584,342</b>	<b>581,585</b>	<b>627,885</b>	
<b>TOTAL EXPENSE</b>	<b>850,010</b>	<b>869,529</b>	<b>861,300</b>	<b>1,385,321</b>	
5154 Transfer to Reserve	10,000	10,000	10,000	35,000	Catching up with \$60k missed pandemic years contributions
<b>NET REVENUE</b>	<b>-10</b>	<b>-1,830</b>	<b>0</b>	<b>0</b>	



---

## MANAGEMENT REPORT

**Date:** March 19, 2024  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report Number:** FIN24-009  
**Attachments:** FHI and FHSI Q3 Update

---

**Title:** Festival Hydro Update Q3 for the period ended September 30, 2023

**Objective:** To receive an update on Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) financial results and activities at quarter ending September 30, 2023.

**Background:** City Council is updated regularly on the financial and operating activities of Festival Hydro.

**Analysis:** Please refer to the attached statements attached for your information. As this period has not yet captured the year-end activities and the year-end has passed at this time, there will likely be a more fulsome analysis that can occur at that report.

For FHI at September 30, 2023, net income was above expected by \$88,000 due largely to a staffing vacancy in IT for the first part of the year.

For FHSI at September 30, 2023, net income was below expected by \$7,000 due largely to multiple emergency repairs affecting operating expenses.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

There are no financial impacts to the 2024 operating budget, as this update relates only to 2023.

In 2023, the City received quarterly interest payments of \$282,750 for the \$15.6 million demand loan. To September 30, 2023, three quarterly interest payments were received and no dividends. Final 2023 dividends amount will be determined once final results at December 31, 2023, are known.

**Financial impact on future year operating budget:**

No financial impacts for future years are noted because of this information report.

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

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

**Developing our Resources**

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

**Alignment with One Planet Principles:**

**Not applicable:** There is no direct alignment with One Planet Principles from this information report.

**Staff Recommendation: THAT the Festival Hydro Inc. financial statements and commentary for the period ended September 30, 2023, be received for information;**

**AND THAT the Festival Hydro Services Inc. financial statements and commentary for the period ended September 30, 2023, be received for information.**

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

**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services

**To:** Mark Hunter and the Finance and Labour Relations Committee  
**From:** Alyson Conrad, CFO  
**Re:** Commentary on FHI Financial Results –  
 For the period ended September 30, 2023

Net income for the period is \$1.67M, which is \$88K above the YTD budget. Detailed commentary on the balance sheet and statement of operations are noted below:

**BALANCE SHEET COMMENTARY:**

**Accounts Receivable** – The accounts receivable balance is \$1.66M less than it was in September of 2022 and \$573K higher than June 2023. This variance is the result of the following:

- Electric receivables are \$12K higher than September 2022. Arrears balances have increased by \$71K compared to September 2022, with the majority being less than 30 days. We will continue to monitor electric receivables and engage in payment arrangements with as many customers as possible before the beginning of the Winter Disconnection Moratorium.
- Water and sewer receivables are \$226K higher than September 2022, mostly current balances as arrears have only increased by \$35K.
- OER has decreased by \$1.55M compared to the prior year because of a large drop in the OER rate from 17% to 11.7%.

Electric receivables that are in arrears are being diligently reviewed and acted on by the customer service team as we prepare for the next Winter Disconnection Moratorium (starting on November 15). We generally see arrears increase through the disconnection period, so we attempt to be in the best state prior to that start date.

**Due from FHSI** – The balance in this account increased from June 30, 2023, moving from a payable to a receivable position of \$20K. The change is due to ongoing work being completed by FHSI staff for FHI.

**Unbilled Revenue** – This balance is \$2.2M lower than the balance in June of 2023, and \$241K more than September 2023. The main difference between June and September was due to a decrease in global adjustment rates from 9.9 cents to 5.8 cents.

**Regulatory Assets** – The regulatory asset balance has increased by \$2.9M since September 2022 and is driven virtually all by the commodity accounts (1588/89). There was an \$879K decrease related to 1589 which is the Global Adjustment (GA) Variance indicating there have been less monthly fluctuations between the first and final estimates for GA this year compared to prior year. The variance in 1588 increased by \$3.8M from a large receivable balance in 2022 to a near net zero balance in 2023. This account is intended to be close to zero at any given point.

**A/P and Accrued Liabilities** – This balance has decreased by \$284K from the June 2023 balance. The difference mainly relates to a decrease in IESO billing from \$6M to \$5.8M. The remainder are typical trade payable variances.



## INCOME STATEMENT COMMENTARY

**Gross Margin on Service Revenue (Distribution Revenue)** – The distribution revenue to the end of Q3 2023 is \$130K above budget. Overall kWhs for the year are relatively comparable to the prior year; however, there has been a decrease in residential usage and an increase in non-residential usage by 6M kWh which increases distribution revenue.

**Other Revenue** – Other revenue is running \$92K below budget at the end of Q3. \$35K is due to less billable work being completed this year compared to the prior year. When there is more billable work, administrative costs are billed to the customer. \$20K is due to lower joint pole revenue, and \$36K is due to scrap metal sale being down compared to budget.

**Controllable Costs** - Total controllable costs are \$148K less than budget to the end of Q3.

Operating and Maintenance expenses are up overall by \$36K compared to the budget. Transformer and Distribution Station Expense is up by \$28K. A portion of this is due to Hydro One transfer trip testing that required additional consultant time. There was also an additional cost for the disposal of failed metering equipment. Distribution Lines and Services Overhead is under by \$45K. The majority of this is the timing of tree trimming that will be completed in Q4. Underground Distribution Lines and Services is over budget by \$40K. This is due to higher volumes of labour, truck and materials for call outs compared to prior year and budget both during regular time and overtime.

Billing, Collecting and Meter Reading expenses are down \$16K compared to the budget. So far in 2023, FHI is underspent in software support. There has been less support requested from Daffron as we look to migrate to Jomar in 2024. The majority of the lower Daffron costs have been offset by the hiring of a contract customer service representative, that was not budgeted, to assist with the workload while other team members are assisting with the new CIS project.

Administration expenses are down overall by \$168K. The majority of this balance is due to the vacancy of the VP of IT position for the first half of the year and a portion of the year without a Director/Manager of HR position. There are also many administrative costs that occur in the final quarter of the year that have not yet been spent yet. Costs related to legal, environmental and tax support have been accrued for unbudgeted amounts anticipated to the end of the year.

## CASH FLOW COMMENTARY

As per the cash flow statement, the September 30 cash balance increased by \$354K since June 2023. Cash flows have improved due to improved net income and some larger capital expenses such as CIS and renovation costs occurring earlier in the year. In any given month, half of the month is in a positive balance and later in the month it is in a credit position because of the timing of the IESO invoice.

## LOAN COVENANT RATIOS

The Loan Covenant liquidity ratios and debt to equity ratios as prescribed by our lender, RBC, are being met.

*Presented for information purposes.*

---

# FESTIVAL HYDRO INC.

## Balance Sheet

For the period ending September 30, 2023

	YTD as at Sep 30, 2022	YTD as at Dec 31, 2022	YTD as at Sep 30, 2023		YTD as at Sep 30, 2022	YTD as at Dec 31, 2022	YTD as at Sep 30, 2023
<b>ASSETS</b>				<b>LIABILITIES</b>			
<b>Current Assets</b>				<b>Current Liabilities</b>			
Accounts Receivable	8,357,624	8,460,478	6,700,552	Bank Indebtedness	1,111,759	3,740,695	2,158,227
Inventory	468,422	177,526	493,853	Accounts Payable & Accrued Liabilities	9,534,438	9,663,091	9,102,876
Prepaid Expenses	250,483	230,441	167,088	Current Portion of Consumer Deposits	936,528	1,016,175	950,518
Due from FHSI	201,894	122,147	20,363	Current Portion of Long Term Loans	179,712	728,464	184,163
Corporate PILS Recoverable	405,962	511,562	759,334	Dividends Declared	—	248,506	—
Unbilled Revenue	5,442,859	4,783,498	5,684,102	Promissory Note	15,600,000	15,600,000	15,600,000
				Loan Advance	—	—	2,500,000
	<b>15,127,244</b>	<b>14,285,653</b>	<b>13,825,292</b>		<b>27,362,437</b>	<b>30,996,931</b>	<b>30,495,783</b>
<b>Property, Plant &amp; Equipment</b>	57,193,434	58,854,036	59,902,505	<b>Other Liabilities</b>			
				Unrealized loss on interest rate swap	938,948	(784,886)	(784,886)
<b>Other Assets</b>				Deferred Revenue	2,607,528	2,914,627	3,074,907
Intangible Assets	1,810,613	1,806,282	2,107,683	Employee Future Benefits	1,361,643	1,009,878	1,009,878
Future payments in lieu of income taxes	(3,109,920)	(3,239,959)	(3,239,959)				
Regulatory Assets	4,010,827	7,261,719	6,890,952	<b>Long Term Debt</b>			
				Consumer Deposits over one year	—	980,367	—
				RBC Loan - LT Portion	10,540,477	9,812,012	9,812,012
				<b>TOTAL LIABILITIES</b>	<b>42,811,032</b>	<b>44,928,929</b>	<b>43,607,694</b>
				<b>EQUITY</b>			
				Share Capital - Common	9,468,388	9,468,388	9,468,388
				Share Capital - Preferred	6,100,000	6,100,000	6,100,000
				Retained Earnings	17,010,516	18,524,894	20,364,869
				Accumulated Other Comprehensive Income	(357,737)	(54,479)	(54,479)
				<b>TOTAL EQUITY</b>	<b>32,221,167</b>	<b>34,038,803</b>	<b>35,878,778</b>
<b>TOTAL ASSETS</b>	<b>75,032,199</b>	<b>78,967,731</b>	<b>79,486,473</b>	<b>TOTAL LIABILITIES AND EQUITY</b>	<b>75,032,199</b>	<b>78,967,731</b>	<b>79,486,473</b>

# FESTIVAL HYDRO INC.

## Income Statement For the period ending September 30, 2023

	YTD as at Sep 30, 2022	YTD as at Sep 30, 2023	YTD Budget at Sep 30, 2023	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>REVENUE</b>					
Service Revenue	56,970,163	55,956,613	68,450,010	(12,493,398)	(18%)
Cost of Power	47,670,713	45,944,644	58,568,495	(12,623,851)	(22%)
<b>GROSS MARGIN (DISTRIBUTION REVENUE)</b>	<b>9,299,450</b>	<b>10,011,969</b>	<b>9,881,515</b>	<b>130,453</b>	<b>1%</b>
Other Operating Revenue	843,849	743,971	835,798	(91,827)	(11%)
<b>OPERATING &amp; MAINTENANCE EXPENSE</b>					
Transformer & Distribution Station Expense	121,441	281,203	253,238	27,965	11%
Distribution Lines & Services Overhead	1,270,979	1,297,128	1,342,016	(44,889)	(3%)
U/G Distribution Lines & Services	174,003	204,794	164,684	40,111	24%
Distribution Transformers	59,273	62,803	64,453	(1,650)	(3%)
Distribution Meters	349,795	325,785	323,941	1,844	1%
Customer Premises	130,039	179,450	166,694	12,756	8%
<b>TOTAL OPERATING AND MAINTENANCE</b>	<b>2,105,530</b>	<b>2,351,163</b>	<b>2,315,025</b>	<b>36,137</b>	<b>2%</b>
<b>ADMINISTRATION</b>					
Billing, Collecting & Meter Reading	984,841	1,034,697	1,050,816	(16,119)	(2%)
Administration	1,976,352	2,246,318	2,414,264	(167,947)	(7%)
<b>TOTAL ADMINISTRATION</b>	<b>2,961,194</b>	<b>3,281,014</b>	<b>3,465,080</b>	<b>(184,066)</b>	<b>(5%)</b>
Allocated Depreciation	(94,522)	(91,746)	(91,746)	—	—
<b>TOTAL CONTROLLABLE COST</b>	<b>4,972,202</b>	<b>5,540,431</b>	<b>5,688,359</b>	<b>(147,928)</b>	<b>(3%)</b>
<b>NET INCOME BEFORE DEP'N, INTEREST &amp; TAX</b>	<b>5,171,097</b>	<b>5,215,508</b>	<b>5,028,954</b>	<b>186,554</b>	<b>4%</b>
Depreciation	1,919,507	2,014,416	2,014,416	—	—
Interest Expense	1,207,822	1,530,294	1,197,777	332,517	28%
Interest Income	(52,346)	(214,106)	(24,750)	(189,356)	765%
<b>NET INCOME BEFORE SWAP, ICM &amp; PBA &amp; INC TAXES</b>	<b>2,096,114</b>	<b>1,884,904</b>	<b>1,841,511</b>	<b>43,393</b>	<b>2%</b>
Current Tax	351,000	215,000	259,500	(44,500)	(17%)
<b>NET INCOME BEFORE SWAP &amp; ICM</b>	<b>1,745,114</b>	<b>1,669,904</b>	<b>1,582,011</b>	<b>87,893</b>	<b>6%</b>
Unrealized Gain/Loss on Swap	—	—	—	—	—
Marketable Security - recorded as OCI	—	—	—	—	—
<b>NET INCOME</b>	<b>1,745,114</b>	<b>1,669,904</b>	<b>1,582,011</b>	<b>87,893</b>	<b>6%</b>

# FESTIVAL HYDRO INC.

## Cash Flow Statement

For the period ending September 30, 2023

	YTD as at Dec 31, 2022	YTD as at Sep 30, 2023
<b>Cash from Operations</b>		
Net Income	4,381,488	1,669,904
Depreciation	2,505,726	2,014,416
Amortization of deferred revenue in other revenue	(358,598)	160,280
Unrealized loss on interest rate swap	(1,723,834)	—
Decrease/(Increase) in Receivables	(179,111)	2,124,925
Decrease/(Increase) in Inventory	(14,081)	(316,327)
Decrease/(Increase) in Prepays	126,840	63,353
Decrease/(Increase) in Due from FHSI	210,656	101,784
Decrease/(Increase) in PILS	(155,505)	(247,771)
Decrease/(Increase) in Unbilled Revenues	447,273	(900,604)
Decrease/(Increase) in Future Tax (offsetting entry in payabl	130,039	—
Decrease/(Increase) in Regulatory Assets	(2,664,508)	370,767
Increase/(Decrease) in Payables	(1,257,307)	(560,215)
Increase/(Decrease) in Deposits	232,689	(1,046,024)
Increase/(Decrease) in Employee Future Benefits	(351,765)	—
Contributed Capital	483,203	134,577
<b>Net Cash Provided</b>	<b>1,813,204</b>	<b>3,569,065</b>
<b>Cash from Financing</b>		
Loan Repayments	707,718	544,301
Loan Advance	—	(2,500,000)
Cash Used - Capital Expenditures	3,939,526	3,498,863
Cash Used - Dividends paid current year	390,330	443,434
Cash Used - Dividends declared in prior year	500,556	—
<b>Net Cash Used</b>	<b>5,538,130</b>	<b>1,986,598</b>
<b>Increase (Decrease) in Cash Position</b>	<b>(3,724,926)</b>	<b>1,582,467</b>
<b>Bank Indebtedness, Beg of Period</b>	<b>(15,769)</b>	<b>(3,740,695)</b>
<b>Bank Indebtedness, End of Period</b>	<b>(3,740,695)</b>	<b>(2,158,227)</b>
<b>Bank and Line of Credit Analysis</b>	<b>2022</b>	<b>2023</b>
High balance (YTD)	5,889,735	2,146,529
Low Balance (YTD)	(8,463,958)	(6,140,288)
Overdraft interest (annualized)	84,552	206,863
<b>Interest rate (avg annual for period)</b>	<b>4.13%</b>	<b>6.86%</b>
<b>Average overdraft balance</b>	<b>2,046,185</b>	<b>3,017,398</b>

<b>Key Financial Ratios:</b>	Actual Ratio	Required Ratio
RBC Compliance Ratio - Funded Debt to Total Capital	0.44	Less than 0.65
Debt to Equity Test	23:73	Less than 75:25
Debt Service Ratio	2.28	Not less than 1.30X

# FESTIVAL HYDRO INC.

## Statement of Capital For the period ending September 30, 2023

	YTD as at Sep 30, 2022	YTD as at Sep 30, 2023	YTD Budget at Sep 30, 2023	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>DISTRIBUTION</b>					
Distribution Overhead	785,372	911,703	545,175	366,528	67%
Underground Conductor and Devices	236,733	157,697	586,975	(429,278)	(73%)
Distribution Transformers	255,213	361,916	157,500	204,416	130%
Services	260,215	183,232	97,500	85,732	(100%)
Distribution Meters	156,634	355,729	167,500	188,229	112%
SCADA/Distribution Automation	20,143	76,704	37,500	39,204	105%
Tools and Miscellaneous Equipment	11,190	23,748	15,000	8,748	58%
<b>TOTAL DISTRIBUTION</b>	<b>1,725,500</b>	<b>2,070,730</b>	<b>1,607,150</b>	<b>463,580</b>	<b>29%</b>
<b>OTHER CAPITAL</b>					
Land and Buildings	190,369	678,751	459,000	219,751	48%
Transformer Station	16,080	89,088	82,500	6,588	8%
Vehicles and Trailers	63,625	81,470	37,500	43,970	117%
Computer Hardware and Software	326,414	578,825	320,888	257,937	80%
<b>TOTAL OTHER CAPITAL</b>	<b>596,488</b>	<b>1,428,133</b>	<b>899,888</b>	<b>528,246</b>	<b>59%</b>
<b>TOTAL CAPITAL</b>	<b>2,321,988</b>	<b>3,498,863</b>	<b>2,507,038</b>	<b>991,825</b>	<b>40%</b>

**To:** Mark Hunter and the Finance and Labour Relations Committee  
**From:** Alyson Conrad, CFO  
**Re:** Commentary on FHSI Financial Results –  
For the period ended September 30, 2023

The net income for the period was \$19K which is \$7K lower than budget and \$27K lower than at this point last year. Detailed commentary on the balance sheet and income statement activity are noted below:

**Balance Sheet Commentary:**

**A/R & Prepaids** – This balance is lower than Q2 by \$16K. This is lower due to a portion prepaid amount of joint use expenses being recognized in the period. This balance is also \$24K lower than prior year because of decreased shared revenue and fibre ring reimbursement from Wightman.

Outstanding accounts receivable balances are generally held in Festival Hydro as they hit the intercompany account and revenues when they are billed, not when they are collected. They are being monitored through the monitoring of the miscellaneous AR aging in Festival Hydro. We will continue to monitor the aged miscellaneous AR balances regularly to ensure Rhyzome receivables are not impacting Festival's cash flows increasingly.

**Capital Asset Additions** – Additions to the end of September 2023 are \$91K, or 66% of Q3 budget. This includes \$47K in computer hardware additions, \$17K on the data centre building and \$27K on fibre related projects. Details on the capital spend to date are as noted below:

**Computer Hardware and ISP Capital:** Total spend for FHSI on computer hardware and ISP capital YTD is \$47K. Budgeted for 2023 is a replacement of the core routing equipment used by Rhyzome. Costs incurred to date for that project amount to \$47K. Work is ongoing to move the new core routing equipment into production.

**Building Capital:** Building capital has held steady at \$17K. The HVAC improvements have been working reliably and the DC UPS Expansion has been fully operationalized, with costs being recovered through Acronym revenue.

**Fibre Capital:** Total spend on fibre capital YTD is \$27K. This infrastructure will provide capability for downtown expansion. In addition, 2023 fibre asset remediation has kicked off and work will be ongoing for the remainder of the year.

---

**Due to Festival Hydro Inc.** – The balance in this account increased from June 30, 2023, moving from a receivable to a payable position of \$20K. The change is due to ongoing work being completed by FHSI staff for FHI.

**Deferred Revenue** – This balance has decreased from the June 2023 balance as a portion of the balance has been recognized into revenue for Q3 2023. No new contributions have been received in the period.

**Income Statement Commentary:**

**Revenues** – Revenues are \$33K higher than budget in Q3. ISP revenue is down by \$57K mainly due to the completion of the fibre ring reimbursement with Wightman. The conclusion of this contract was not reflected in the preparation of the budget so this variance will continue throughout the year. Dark fibre is up due to a one year contract for fibre strands with Acronym. Wi-Fi revenue is down \$10K mainly due to a decrease in non-contract Wi-Fi purchases and limited growth in Wi-Fi customers. Consulting revenue is up \$23K due to additional work being completed for FHI, specifically on the new CIS and for EA coverage in the first several months of the year. Lastly, FHSI sold its shares of QR Fibre for a gain of \$50K. This transaction was completed in Q1.

**Operating Expenses** – Operating expenses are above budget by \$40K at the end of Q3. Fibre costs are up due to multiple emergency repairs compared to an average year. This account fluctuates year over year depending on equipment maintenance needs. FHSI has seen an increase over budget in employee costs by \$25K. Employee costs have increased due to some training and development costs that occurred earlier in the year. FHSI also had one network administrator leave in Q2 but the position was quickly filled with a more experienced employee at a higher rate.

**Cash Flow Commentary:**

The cash balance has increased to \$34K from the \$15K June 2023 balance. The variances in cash from Q2 are due to the net change in receivables and payables, loan repayments, capital purchases, share sale and working capital items. There were limited capital additions in the quarter which allowed for cash increases.

---

# FESTIVAL HYDRO SERVICES INC.

## Balance Sheet

For the period ending September 30, 2023

	YTD as at Sep 30, 2022	YTD as at Dec 31, 2022	YTD as at Sep 30, 2023		YTD as at Sep 30, 2022	YTD as at Dec 31, 2022	YTD as at Sep 30, 2023
<b>ASSETS</b>				<b>LIABILITIES</b>			
<b>Current Assets</b>				<b>Current Liabilities</b>			
Cash	20,824	6,341	17,875	Accounts Payable	32,269	56,021	34,150
Accounts Receivable & Prepays	50,913	40,212	27,254	Due to Festival Hydro Inc.	201,894	122,147	20,363
Inventory	7,617	7,617	7,410	Current Portion of LTD	10,627	43,324	10,831
<b>Total Current Assets</b>	<b>79,353</b>	<b>54,169</b>	<b>52,539</b>	Promissory Note	372,000	372,000	372,000
				Income Tax Receivable/(Payable)	7,299	22,299	(4,159)
<b>Fixed Assets</b>				<b>Total Current Liabilities</b>	<b>624,088</b>	<b>615,791</b>	<b>433,184</b>
Gross Book Value	5,451,735	5,454,945	5,565,498				
Accumulated Depreciation	(2,536,415)	(2,593,336)	(2,874,270)	<b>Other Liabilities</b>			
<b>Net Book Value</b>	<b>2,915,321</b>	<b>2,861,608</b>	<b>2,691,229</b>	Deferred Revenue	543,857	550,160	502,077
				Deferred Tax Liabilities	243,000	247,000	247,000
<b>Other Assets</b>							
Investment in QR Fibre Co.	—	49,500	—	<b>Long Term Debt</b>			
				POP Loan Long Term Portion	321,305	277,981	277,981
				<b>TOTAL LIABILITIES</b>	<b>1,732,251</b>	<b>1,690,933</b>	<b>1,460,242</b>
				<b>EQUITY</b>			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	1,013,188	1,025,109	1,034,290
				<b>TOTAL EQUITY</b>	<b>1,262,423</b>	<b>1,274,345</b>	<b>1,283,525</b>
<b>TOTAL ASSETS</b>	<b>2,994,674</b>	<b>2,965,277</b>	<b>2,743,768</b>	<b>TOTAL LIABILITIES AND EQUITY</b>	<b>2,994,674</b>	<b>2,965,277</b>	<b>2,743,768</b>



# FESTIVAL HYDRO SERVICES INC.

## Statement of Operations

For the period ending September 30, 2023

	YTD as at Sep 30, 2022	YTD as at Sep 30, 2023	YTD Budget at Sep 30, 2023	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>TOTAL REVENUE</b>	989,482	1,076,861	1,043,674	33,186	3%
<b>TOTAL OPERATING EXPENSES</b>	629,436	730,510	690,957	39,552	6%
<b>NET INCOME BEFORE DEPRECIATION &amp; INTEREST</b>	<u>360,046</u>	<u>346,351</u>	<u>352,717</u>	<u>(6,366)</u>	<u>(2%)</u>
Depreciation	281,892	280,933	280,933	—	—
Interest Expense	32,293	32,757	35,227	(2,470)	(7%)
Interest Income	161	(1,358)	—	(1,358)	—
<b>NET INCOME FOR THE PERIOD BEFORE TAXES</b>	<u>45,700</u>	<u>34,019</u>	<u>36,556</u>	<u>(2,537)</u>	<u>(7%)</u>
Current Tax Provision	—	15,000	16,125	(1,125)	(7%)
Future Tax Provision	—	—	(6,000)	6,000	(100%)
<b>NET INCOME(LOSS) FOR THE PERIOD</b>	<b>45,700</b>	<b>19,019</b>	<b>26,431</b>	<b>(7,412)</b>	<b>(28%)</b>

# FESTIVAL HYDRO SERVICES INC.

## Cash Flow Statement

For the period ending September 30, 2023

	YTD as at Dec 31, 2022	YTD as at Sep 30, 2023
<b>Cash from Operations</b>		
Net Income	50,921	19,020
Future tax provision	1,700	—
Current tax provision (ITC portion)	24,000	15,000
Depreciation	366,553	280,933
Amortization of contributed capital	(80,489)	(47,801)
Amortization of deferred revenue	(4,162)	(121)
Due to/from QR Fibre Co.	(49,500)	49,500
Net Change in Receivables/Payables	24,112	(80,165)
<b>Net Cash Provided</b>	<b>333,136</b>	<b>236,366</b>
<b>Cash from Financing</b>		
Capital expenditures - Festival	(119,993)	(90,554)
Contributed capital received DSRC - AVIN	37,346	—
Loan - Wightman	(42,508)	(32,493)
Loan from/(repayment to) Festival	(210,656)	(101,784)
<b>Net Cash Used</b>	<b>(335,811)</b>	<b>(224,831)</b>
<b>Increase (Decrease) in Cash Position</b>	<b>(2,676)</b>	<b>11,534</b>
<b>Cash Beg of Period</b>	<b>9,016</b>	<b>6,341</b>

# FESTIVAL HYDRO SERVICES INC.

## Statement of Capital

For the period ending September 30, 2023

	YTD as at Sep 30, 2023	YTD Budget at Sep 30, 2023	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>CAPITAL</b>				
Computer Equipment - Hardware	46,887	39,000	7,887	20%
Computer Software	—	750	(750)	(100%)
Buildings	16,592	15,000	1,592	11%
Fibre Capital	27,076	58,875	(31,799)	(54%)
WiFi Capital	—	23,250	(23,250)	(100%)
<b>TOTAL CAPITAL</b>	<b>90,554</b>	<b>136,875</b>	<b>(46,321)</b>	<b>(34%)</b>



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

---

BEING a By-law to accept the transfer (conveyance) from  
Stratford Holdings Inc. of Parts 1 and 2 on Reference  
Plan 44R-6210.

---

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

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

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

**AND WHEREAS** Site Plan Application SP13-21 requires the owner, being Stratford Holdings Inc., to dedicate a 5.18 metre wide strip of land to the City along the Ontario Street frontage for road widening purposes;

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

1. That The Corporation of the City of Stratford shall accept a conveyance of Part Lot 42, being part of P.I.N. 53081-0769 (LT), now designated as Parts 1 and 2 on Reference Plan 44R-6210 for the widening of Ontario Street from Stratford Holdings Inc.
2. That the Mayor and Clerk, or their respective delegates, of The Corporation of the City of Stratford are hereby authorized to execute all documents necessary for this conveyance that have been prepared by or reviewed by the City Solicitor.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd 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 dedicate Parts 1 and 2 on Reference Plan 44R-6210 as public highway forming part of Ontario Street in the City of Stratford.

---

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

**AND WHEREAS** Section 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

**AND WHEREAS** The Corporation of the City of Stratford is the owner of Parts 1 and 2 on Reference Plan 44R-6210;

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

1. The lands described in Section 2 herein are hereby dedicated as public highway forming part of Ontario Street in the City of Stratford.
2. The lands referred to in Section 1 hereof are described as being:  
  
Part Lot 42, being part of P.I.N. 53081-0769 (LT), now designated as Parts 1 and 2 on Reference Plan 44R-6210.
3. That this By-law shall come into force upon registration with the Land Titles Office for Perth County.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office for Perth County.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd 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 amend By-law 4-2023, as amended, to make appointments to the Stratford Economic Enterprise Development Corporation Board of Directors.

---

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

**AND WHEREAS** Council of The Corporation of the City of Stratford adopted By-law 4-2023 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2022 term of municipal office;

**AND WHEREAS** Council of The Corporation of the City of Stratford created an Ad-Hoc Grand Trunk Renewal Committee;

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to make appointments to the Stratford Economic Enterprise Development Board of Directors;

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

1. That section 2.9 a) of By-law 4-2023, as amended, be further amended by deleting and replacing section 2.9 a) with the following:
  - a) Michael Adams, representing the Digital Media/Creative Economy sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council.
2. That section 2.9 b) of By-law 4-2023, as amended, be further amended by deleting and replacing section 2.9 b) with the following:
  - b) Ekin Alfieri, representing the Banking/Financial sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council and that an exemption be granted from the Appointments Policy.
3. That section 2.9 e) of By-law 4-2023, as amended, be further amended by deleting and replacing section 2.9 e) with the following:

- e) Bill Boon, representing the Technology sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three year term to June 2027 or until a successor is appointed by Council.
4. All other provisions of By-law 4-2023 remain in force and effect.
5. That this By-law shall come into force and effect on June 14, 2024.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd 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 set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2024 and govern and regulate the finances of The Corporation of the City of Stratford.

---

**WHEREAS** Section 9 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Act") provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**WHEREAS** Council of The Corporation of the City of Stratford has by By-Law Number 17-2024 of the City dated the 26th day of February, 2024 prepared and adopted estimates of all sums required during the year for the purposes of the Municipality totaling \$80,090,376 pursuant to Section 290 of the Act;

**AND WHEREAS** Section 10(2)3 of the Act provides that a single-tier municipality may pass by-laws respecting financial management of the municipality and its local boards;

**AND WHEREAS** Section 307.(1) of the Act provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the Assessment Act according to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions;

**AND WHEREAS** Section 308.(2) and (3) of the Act provides that every municipality shall establish a set of tax ratios, and such tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1;

**AND WHEREAS** Section 312.(2) of the Act provides for the passing of a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

**AND WHEREAS** the taxes for School Purposes shall be levied, collected and administered by the Municipality in accordance with the Education Act, R.S.O. 1990, c.E.2, Ontario Regulation 400/98 made and most recently revised under that Act;

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

1. For the taxation year 2024 the starting property class tax ratios are:



<b>Property Class</b>	<b>Tax Ratio</b>
a. Residential / Farm	1.000000
b. Multi-residential	2.000000
c. New Multi-residential	1.000000
d. Commercial	1.975937
e. Industrial	2.542033
f. Pipelines	1.509000
g. Farmlands	0.250000
h. Landfill	1.965003

2. For the purpose of this by-law:
  - a) The commercial property class includes all occupied commercial office property, shopping centre property and parking lot property.
  - b) The industrial property class includes all occupied industrial property.
3. That the final tax levy to be billed and imposed under this by-law shall be paid in two instalments due on the following dates:
  - c) 50% thereof on the 28<sup>th</sup> day of August, 2024; and
  - d) The remainder thereof on the 29<sup>th</sup> day of October, 2024.
4. That the final tax levy to be billed under this by-law shall be reduced by the amount billed by the interim tax levy.
5. That all taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.
6. That the final tax levy for those on a 12-month pre-authorized automatic withdrawal payment plan shall be paid in 6 equal instalments due and payable on or after the first day of each month July to December. The pre-authorized payment plans shall be penalty free for as long as the taxpayer is in good standing with the terms of the plan agreement.
7. That a penalty of one and one-quarter (1¼) per cent shall be added to any instalment on the first day of default and on the first day of each calendar month thereafter in which such default continues until the end of the year in which the taxes are levied, and such penalty shall be levied and collected in the same manner as if it had been originally imposed with and formed part of such instalment.
8. That the Treasurer may mail or cause to be mailed to the address of the residence or place of business of each person taxed under this by-

law, a notice specifying the amount of taxes payable.

9. That the notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered on the tax bill under Section 343 of the Municipal Act.
10. That the Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under this by-law in respect of non-payment or late payment of any taxes or any instalment of taxes.
11. That nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
12. That the City Treasurer is hereby directed and authorized to undertake any required action necessary to collect the taxes levied herein.
13. That Schedule "A" attached hereto forms part of this by-law.
14. That Schedule "B" attached hereto forms part of this by-law.
15. That this by-law shall be deemed to have come into force and to take effect on January 1, 2024.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 22nd day of April, 2024.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law XXX-2024  
Adopted this 22nd day of April, 2024**

1. That the assessment made and concluded in the last preceding year to wit is hereby adopted by the Council of The Corporation of the City of Stratford for the year 2024 and shall be levied, excepting Exempt assessment.

<b>Class</b>	<b>RTC/RTQ Codes</b>	<b>Current Value Assessment</b>
Residential	RT	3,571,142,947
Residential-Education Only	RD	428,000
Multi-Residential	MT	191,053,900
New Multi-Residential	NT	46,627,500
Commercial Occupied	CT	457,483,532
Commercial Excess Land	CU	4,405,938
Commercial Vacant Land	CX	4,440,400
Shopping Centre Occupied	ST	42,789,700
Office Building Occupied	DT	8,395,600
Parking Lot	GT	49,000
Industrial Occupied	IT	66,316,200
Industrial Excess Land	IU	3,639,733
Industrial Vacant Land	IX	5,222,400
Large Industrial Occupied	LT	75,149,084
Large Industrial Excess Land	LU	554,016
Pipelines	PT	9,726,000
Farmlands	FT	23,371,761

**Payments in Lieu**

<b>Class</b>	<b>Qualifying Codes</b>	<b>Current Value Assessment</b>
Residential	RH	103,000
Commercial Occupied-Full	CF	8,667,808
Commercial Occupied-General	CG	4,208,300
Commercial Occupied-Shared	CH	2,298,000
Commercial Vacant Land-Shared	CJ	80,500
Commercial Vacant Land-Full	CY	145,000
Industrial Occupied-Shared	IH	1,172,000
Landfill	HF	2,227,292

**Exempt**

<b>Class</b>	<b>Qualifying Code</b>	<b>Amount</b>
Exempt	E	266,477,336

**Total Returned Tax Roll: \$4,796,174,927**

**This is Schedule "B" to By-law XXX-2024  
Adopted this 22nd day of April, 2024**

1. That the tax rates of The Corporation of the City of Stratford for the year 2024 for the purposes mentioned in this By-law, but not including local improvement rates or other special rates collected as taxes, shall be as follows:

<b>Class</b>	<b>RTC/ RTQ</b>	<b>Municipal</b>	<b>Education</b>
Residential, New Multi-Residential	RT, NT	0.01465647	0.00153000
Residential-Education Only	RD	0.00000000	0.00153000
Multi-Residential	MT	0.02931295	0.00153000
Commercial Occupied/Excess Land/Vacant Land, Shopping Centre Occupied, Office Building Occupied, Parking Lot	CT, CU, CX, ST, DT, GT	0.02896027	0.00880000
Industrial Occupied/Excess Land/Vacant Land, Large Industrial Occupied/Excess Land	IT, IU, IX, LT, LU	0.03725724	0.00880000
Pipelines	PT	0.02211662	0.00880000
Farmlands	FT	0.00366412	0.00038250

**Payments in Lieu**

<b>Class</b>	<b>Class Code</b>	<b>Municipal</b>	<b>Education</b>
Residential	RF, RH	0.01465647	0.00153000
Commercial Occupied-Full/Shared/Vacant Land-Shared/Full	CF, CH, CJ, CY	0.02896027	0.01250000
Commercial Occupied-General	CG	0.02896027	0.00000000
Industrial Occupied-Shared	IH	0.03725724	0.01250000
Landfill	HF	0.02880002	0.01250000



**STRATFORD CITY COUNCIL**  
**CONSENT AGENDA**

April 22, 2024

**REFERENCE NO.      CONSENT AGENDA ITEM**

CA-2024-057      In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that the following street will be closed on Wednesday, April 3<sup>rd</sup> & Thursday, April 4<sup>th</sup> to facilitate parking on McCarthy Road for the Canadian Dairy Expo event being hosted at the Rotary Complex:

- McCarthy Road from Fraser Drive to Mornington Street from 7:00am to 9:00am both days.

A fire and emergency personnel lane will be maintained. Local traffic will be permitted on McCarthy Road, including City and School buses.

CA-2024-058      Noise Control By-law Exemption – Dock Music Concert Series:

I, Tim Wolfe, Director of Community Services, as authorized by By-law 135-2017, do hereby authorize that;

- An exemption be granted from Noise Control By-law 113-79 for the Dock Music Concert Series.
- For amplification of sound, the use of singing [Schedule 2 clause 16] and from the unreasonable noise provision [Schedule 1 clause 8] on the following dates between the hours of 7:00 p.m. and 8:30 p.m.
  - Sunday, June 2, 2024
  - Sunday June 16, 2024
  - Sunday, June 23, 2024 – Rain date
  - Sunday, July 7, 2024
  - Sunday, July 21, 2024
  - Sunday, July 28, 2024 – Rain date

- That the grant of this exemption is subject to change should new information become available prior to the start of the Event.
- All other provisions of Noise Control By-law 113-79 that are applicable remain in force and effect

CA-2024-059

Temporary Road Closure Request for Family Fair in the Square 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 Saturday, August 24, 2024, from 6:00 a.m. to 3:00 p.m. as follows:

- Market Place from Downie Street to Wellington 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-2024-060

In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that the following street will be closed on Sunday, June 2, 2024 from 6:00 a.m. until 1:00 p.m:

- Market Place from Downie Street to Wellington Street

A fire and emergency personnel lane will be maintained.

CA-2024-061

Noise Control By-law Exemption – Canada Day Celebration

I, Tim Wolfe, Director of Community Services, as authorized by By-law 135-2017, do hereby authorize that;

- An exemption be granted from Noise Control By-law 113-79 for the 2024 Canada Day Celebration at the Stratford Recreation and Education Centre.
- For amplification of sound, the loading and unloading provision [Schedule 2, Clause 4], and from the unreasonable noise

provision [Schedule 1 clause 8] on Monday, July 1, 2024 between the hours of 5:00 p.m. and 11:30 p.m.

- That the grant of this exemption is subject to change should new information become available prior to the start of the Event.
- All other provisions of Noise Control By-law 113-79 that are applicable remain in force and effect.

CA-2024-062 Notification that the Infrastructure Services Department intends to call Tenders in accordance with the City's Purchasing Policy for:

- Erie Street Road Widening
- 2024 Asphalt Resurfacing
- 2024 Pedestrian Crossovers
- Perth Line 36 Culvert Replacement

CA-2024-063 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

Guthrie Street, from William Street to Delamere Street, Stratford, will be temporarily closed to through traffic, local traffic only, for one day only, Tuesday, April 9, 2024 for Water Main Repair.

CA-2024-064 Resolution from the City of Guelph regarding support of the OEB Decision to End the Subsidization of Fossil Gas.

Attachment – Letter from the City of Guelph dated April 4, 2024.

Endorsement of this resolution is requested.

CA-2024-065 Resolution from the Township of Adelaide Metcalfe regarding a request to increase Tile Drain Loan limit.

Attachment – Letter from the Township of Adelaide Metcalfe dated March 22, 2024.

Endorsement of this resolution is requested.

CA-2024-066 Resolution from The Corporation of the City of Sault Ste. Marie regarding a request to express support for Bill C-332 as well as to call on the Government of Canada to support Bill C-332 and enact the necessary amendments to the Criminal Code of Canada to include coercive control of an intimate partner.

Attachment – Letter from the Corporation of the City of Sault Ste. Marie dated April 11, 2024.

Endorsement of this resolution is requested.

CA-2024-067

Temporary Road Closure Request for the Kinsmen Car Show 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, September 1, 2024, from 6:00 a.m. to 4:00 p.m. as follows:

- Lakeside Drive from Front Street to Lakeside Drive North
- Queen Street from Lakeside Drive to the Festival Theatre Parking Lot

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-2024-068

Municipal Information Form for Liquor Licence Application for an indoor area at 46 Ontario Street (Hungry Ninja)

Section 2 - To be completed by the City Clerk.

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application.

Public Health, has not expressed concerns with this application.

The Building Division provided the following comments

- A separate AGCO letter will be required from the Building Department. The applicant will be required to submit the following:
  - A fee of \$80.00 is required to be paid (2024 Fee)
  - The attached AGCO template form filled out within the "RE" section and sent to our office,
  - Applicant is required to submit a floor plan, completed by a qualified designer, demonstrating:



- the areas desired to be licensed,
- the occupant loads for the licensed areas,
- exits/egress paths for the licensed areas, and,
- Washrooms.

All information is to be submitted to [building@stratford.ca](mailto:building@stratford.ca)

As of April 15, 2024, no response has been received from the Fire Department or Stratford Police Services.



Thursday, April 4, 2024

Sent via email to: [premier@ontario.ca](mailto:premier@ontario.ca); [MinisterEnergy@ontario.ca](mailto:MinisterEnergy@ontario.ca);

**The Honourable Doug Ford**

Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1

**The Honourable Todd Smith**

Minister of Energy  
10<sup>th</sup> Floor, 77 Grenville Street  
Toronto, ON M7A 2C1

**RE: Guelph City Council Resolution to Support the Decision of the Ontario Energy Board (OEB) to End the Subsidization of Fossil Gas**

Dear Premier Ford and Minister Smith,

Guelph City Council at its meeting held on March 26, 2024 passed the following resolution in support of the Ontario Energy Board (OEB) decision to revise the revenue horizon for calculating the upfront cost for new natural gas connections, and to end the Gas Pipeline Subsidy:

WHEREAS, residents are struggling with energy bill increases and need relief;

WHEREAS, natural gas is no longer the cheapest way to heat homes because electric heat pumps are now much more efficient, can provide all heating needs even in the cold climates, and result in far lower energy bills over the long term compared to gas heating;

WHEREAS, natural gas is methane gas, which is a fossil fuel that causes approximately one-third of Ontario's GHG emissions, and must be phased out because it is inconsistent with all climate targets, while heat pumps result in the lowest GHG emissions and are consistent with a zero-carbon future;

WHEREAS, the Ontario Energy Board ("OEB") decided to end a subsidy for methane gas pipelines to be built in new construction developments, effective 2025, finding that this would lower energy bills for existing gas customers and improve affordability for new homebuyers, but this decision is at risk of being overturned by the provincial government;

WHEREAS, the OEB decision will help lower energy bills and encourage heating systems that are consistent with climate targets and plans;

**City Hall**  
1 Carden St  
Guelph, ON  
Canada  
N1H 3A1

T 519-822-1260  
TTY 519-826-9771

[guelph.ca](http://guelph.ca)



WHEREAS, the construction of new methane gas pipelines, which have 60-year lifetimes, should not be subsidized because they are inconsistent with the City's climate targets and will result in higher carbon emissions, higher energy bills, higher future decarbonization retrofit costs to get off fossil fuel heating, and a continued financial drain as dollars leave the province to pay for fossil fuels extracted in other jurisdictions;

WHEREAS, Guelph City Council acknowledged the climate crisis (May 2019), passed a resolution to support the phase-out of gas-fired energy plants by 2030 (December 2020); and passed a resolution of support to the United Nations Race to Zero commitment (December 2021);

WHEREAS, transforming our existing and new buildings by supporting actions that improve the energy efficiency and GHG profile within the City is a stated goal of our Community Energy Initiative (CEI), our Official Plan and our Strategic Plan;

WHEREAS, the City of Guelph is actively working to support the decarbonization of heating and cooling systems in existing and future building stock within the community, as demonstrated by the Guelph Green Homes Energy Retrofit Program, which will provide 0% interest loans to Guelph homeowners to enable them to transition away from fossil-fuel powered heating and cooling equipment to low carbon air or ground source heat pump systems.

THEREFORE, BE IT RESOLVED:

(a) That the City of Guelph expresses its support for the decision of the Ontario Energy Board to end the fossil gas infrastructure subsidy and requests that the Ontario Government withdraw Bill 165 and allow the OEB decision to stand; and

(b) That this resolution be circulated to the President of Association of Municipalities of Ontario, Colin Best; Premier of Ontario, Doug Ford; Minister of Energy, Todd Smith; Minister of Finance, Peter Bethlenfalvy, MPP Mike Schreiner, and all Ontario Municipalities requesting support for the proposed changes.

Sincerely,

**Intergovernmental Services on behalf of Guelph City Council**

Chief Administrative Office

[Intergovernmental.relations@guelph.ca](mailto:Intergovernmental.relations@guelph.ca)

City Hall, 1 Carden Street, Guelph ON N1H 3A1

519-822-1260 x5602



**TTY:** 519-826-9771

CC: The Honourable Peter Bethlenfalvy, Minister of Finance;  
Mike Schreiner, MPP;  
Colin Best, President of the Association of Municipalities of Ontario;  
All Ontario Municipalities



March 22<sup>nd</sup>, 2024

The Honourable Lisa Thompson  
Ministry of Agriculture, Food and Rural Affairs  
11th Floor  
77 Grenville St.  
Toronto, ON M5S 1B3

**RE: Township of Adelaide Metcalfe – Request to Increase Tile Drain Loan Limit**

Dear Minister Thompson,

On March 18, 2024, the Township of Adelaide Metcalfe Council approved the following resolution:

*WHEREAS farm drainage is of paramount importance in Ontario due to its significant impact on agricultural productivity and sustainability. Effective drainage systems help mitigate waterlogging, control soil moisture levels, and enhance soil structure, thereby optimizing growing conditions for crops;*

*WHEREAS improved drainage also facilitates timely field operations, reduces erosion, and minimizes nutrient runoff, contributing to environmental conservation efforts;*

*WHEREAS Ontario's diverse agricultural landscape, where weather variability is common, well-maintained drainage systems play a crucial role in ensuring stable yields, economic viability, and long-term resilience for farmers across the Province;*

*WHEREAS the Tile Loan Drainage Act, R.S.O 1990, c. T.8 allows for the borrowing of money for the purpose of constructing drainage works;*

*WHEREAS the maximum annual limit for these loans, unchanged since 2004, is currently set at \$50,000.*

*WHEREAS costs for Tile Drainage has increased markedly since 2004;*

*NOW THEREFORE the Council of the Township of Adelaide Metcalfe requests that the Province through the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) consider increasing the maximum annual Tile Loan limit to a minimum of \$100,000.*

*AND THAT this resolution be circulated the Honourable Lisa Thompson – Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), and all Ontario municipalities.*

Your consideration of Council's request is appreciated.

Kind regards,

A handwritten signature in black ink, appearing to be 'MB', with a long horizontal line extending to the right.

Michael Barnier  
Clerk & Manager of Legislative Services  
Township of Adelaide Metcalfe  
[mbarnier@adelaidemetcalfe.on.ca](mailto:mbarnier@adelaidemetcalfe.on.ca)

Cc: Association of Municipalities of Ontario (AMO)  
Rural Ontario Municipal Association (ROMA)  
All Ontario Municipalities

**The Corporation of the  
City of Sault Ste. Marie**



**Clerk's Department**

Rachel Tyczinski  
City Clerk

April 11, 2024

The Right Honourable Justin Trudeau  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON  
K1A 0A2

Dear Sir:

**Re: Intimate Partner Violence and Coercive Control**

Please be advised that at its April 8, 2024 City Council meeting, Sault Ste. Marie City Council passed the following resolution:

Whereas the jury that heard the Carol Culleton, Anastasia Kuzyk, and Nathalie Warmerdam inquest (The Renfrew County Inquest) issued 86 recommendations to prevent future deaths and delivered those recommendations to the Province of Ontario; and

Whereas recommendation #85 of the inquest is to include "coercive control", as defined in the *Divorce Act*, as a criminal offence or as a type of assault under section 265 of the *Criminal Code*; and

Whereas according to experts, a perpetrator has privileged access to information about the target by virtue of the closeness of an intimate relationship and, as such, is able to identify unique vulnerabilities that can be exploited for coercive control; and

Whereas Coordinating Community Responses to Domestic Violence cites scholars and advocates in the field have consistently described intimate partner violence as both an expression of, and an attempt to maintain, power and control over intimate partners; and

Whereas in 2019, according to the Government of Canada, of the 107,810 people aged 15 and over who experienced intimate partner violence 79% were women. 55% of women who experienced physical or sexual intimate partner violence feared a partner at some point. Being afraid of a partner can indicate intimate partner violence that is more coercive, more severe, and more likely to reflect a pattern of abusive behaviours; and

Whereas between 2014 and 2019 in Canada, there were 497 victims of intimate partner homicide, and 80% (400 victims) were women; and

Intimate Partner Violence and Coercive Control  
Page 2 of 2

Whereas while Indigenous women account for about 5% of all women in Canada, they accounted for 21% of women killed by an intimate partner between 2014 and 2019 (83 victims). In 2021, the rate of gender-related homicide of Indigenous women and girls was more than triple that of gender-related homicides of women and girls overall (1.72 versus 0.54 per 100,000 women and girls); and

Whereas the Government of Canada names coercive control as one of the acts included in intimate partner violence, but does not include coercive control as an offence contained within the *Criminal Code* of Canada\* and

Whereas Bill C332, a private member's bill to amend the Criminal Code to create an offence of exercising coercive control of an intimate partner by engaging in a pattern of conduct that consists of any combination, or any repeated instances, of any of the following acts: using, attempting to use or threatening to use violence against certain persons, coercing or attempting to coerce the intimate partner to engage in sexual activity or engaging in other conduct that could reasonably be expected to cause the intimate partner to believe that their safety, or the safety of a person known to them, is threatened\*\*

Now Therefore Be It Resolved that the Sault Ste. Marie City Council express its support for Bill C-332 as well as call on the Government of Canada to support Bill C-332 and enact the necessary amendments to the *Criminal Code* of Canada to include coercive control of an intimate partner; and

Further it be resolved that a copy of this motion be circulated to the Right Honourable Justin Trudeau, Prime Minister of Canada, the Honourable Dominic LeBlanc, Minister of Public Safety, the Honourable Patty Hajdu, Minister of Indigenous Services, the Honourable Mark Holland, Minister of Health, the Honourable Marci Ien, Minister for Women and Gender Equality and Youth, the Honourable Jenna Sudds, Minister of Families, Children and Social Development, the Honourable Arif Virani, Minister of Justice, City of Sault Ste Marie MP Terry Sheehan, MP Laurel Collins, the Association of Municipalities of Ontario, Federation of Northern Ontario Municipalities, Federation of Canadian Municipalities, and all Ontario municipalities.

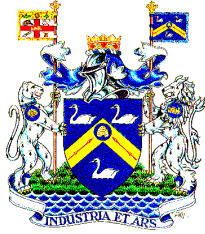
- \* <https://women-gender-equality.canada.ca/en/gender-based-violence/intimate-partner-violence.html>
- \*\* <https://www.parl.ca/documentviewer/en/44-1/bill/C-332/second-reading>
- <https://www150.statcan.gc.ca/n1/pub/85-002-x/2023001/article/00003-eng.htm>

Sincerely



Rachel Tyczinski  
City Clerk





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

---

BEING a By-law to authorize the entering into and execution of the Amending Agreement No. 1 to the Transfer Payment Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Transportation, for the Province of Ontario for the Investing in Canada Infrastructure program public transit stream.

---

**WHEREAS** Section 9 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

**AND WHEREAS** the Province and The Corporation of the City of Stratford entered into the Transfer Payment Agreement for the Investing in Canada Infrastructure Program (ICIP): Public Transit Stream effective as of February 28, 2021, as amended from time to time (the Agreement);

**AND WHEREAS** the Agreement was entered into pursuant to the Canada-Ontario Integrated Bilateral Agreement for the ICIP, effective as of March 26, 2018 (the "Bilateral Agreement");

**AND WHEREAS** there have been amendments to the Bilateral Agreement and developments in the Projects defined in the Agreement, both of which require changes to the Agreement;

**AND WHEREAS** the Council of The Corporation of the City of Stratford intends to enter into the Amending Agreement No. 1 to the Transfer Payment Agreement to continue participating in the ICIP public transit stream;

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

1. That the Amending Agreement No. 1 to the Transfer Payment Agreement between The Corporation of the City of Stratford and His Majesty the King in Right of Ontario as represented by the Minister of Transportation, for the Province of Ontario for the Investing in Canada Infrastructure program public transit stream, 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 22nd 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 confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 22, 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 22, 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 22nd day of April, 2024.

---

Mayor – Martin Ritsma

---

Clerk – Tatiana Dafoe