



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4750th
Date: Monday, July 22, 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, Audrey Pascual - Deputy 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, Miranda Franken - Council Clerk Secretary

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

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

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

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

Pages

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Workplace Policy Statement

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

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

Name, Item and General Nature of Pecuniary Interest

3. **Adoption of the Minutes:**

10 - 24

Motion by

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

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

5.1 **At the July 15, 2024, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

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

At the In-camera Session, a report and advice subject to solicitor client privilege were received. Direction was given to staff and legal counsel to continue negotiations.

5.2 **At the July 22, 2024, Session under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

4.1 Proposed Disposition of Land in the Crane West 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);

5.1 Judicial Review: Stratford (City) v. Stratford Professional Fire Fighters Association Local 534 - Labour relations or employee negotiations (section 239.(2)(d)).

6. Hearings of Deputations and Presentations:

6.1 Request for Delegation - Communities in Bloom 2024 Judges

Bob Ivison and Susan Ellis will be addressing Council regarding Communities in Bloom judging taking place in Stratford.

Motion by

THAT Bob Ivison, International Communities in Bloom Judge and Susan Ellis, National Chair Person, Communities in Bloom Board of Directors, be heard.

6.2 Request for Delegation and Correspondence Regarding Item 8.1

25 - 27

The following persons have requested to speak in support of the motion to be considered under Item 8.1:

- Ken Wood
- Robert Roth - will be requesting that the policy be amended to not apply to delegations or meetings.
- Jane Marie Mitchell
- David Yates
- Tim Forster - will be requesting that the policy be suspended and not amended to be kept in force while a review is undertaken and that the Respectful Workplace Policy Statement be removed from the opening comments of meetings.

Correspondence was received from Joan Bidell in support of the motion to be considered under Item 8.1.

Motion by

THAT Ken Wood, Robert Roth, Jane Marie Mitchell, David Yates and Tim Forster be heard.

Motion by

THAT the correspondence from Joan Bidell dated July 18, 2024, be received.

7. Orders of the Day:

- 7.1 Resolution - Housing Projects and Initiatives Update (COU24-081) 28 - 35

Motion by

Staff Recommendation: THAT the report titled Housing Projects and Initiatives Update (COU24-081) be received as information.

- 7.2 Resolution - Amendment to Maintenance Cost Apportionment – Line 29 Mileage 91.23 of Guelph Subdivision (COU24-075) 36 - 40

Motion by

Staff Recommendation: THAT the Chief Administrative Officer be authorized to execute the Maintenance Cost Apportionment Agreement for the Crossing Warning System for Line 29 between The Corporation of the City of Stratford, The Corporation of the Township of Perth South and Canadian National Railway Company, to revise the cost apportionment with the Township;

THAT the effective date for the City of Stratford be 01 January 2024, subject to Council approval;

AND THAT the Delegation of Authority By-law 135-2017 as amended, be further amended to delegate its authority to the Chief Administrative Officer to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs, with signed copies to be provided to the Clerk's Office and Infrastructure Services Department.

- 7.3 Resolution - Abandonment of Portions of the Mullin Municipal Drain (COU24-076) 41 - 44

Motion by

Staff Recommendation: THAT a by-law to abandon portions of the Mullin Municipal Drain within the limits of the City of Stratford in accordance with the Drainage Act, be adopted.

- 7.4 Resolution - Shakespeare Park Outdoor Fitness Equipment Proposal Award (COU24-077) 45 - 47

Motion by

Staff Recommendation: THAT the Request for Proposal (RFP-2024-12) for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park be awarded to PlayPower LT Canada

Inc. in the amount of \$118,761.87, including HST.

- | | | |
|-----|--|---------|
| 7.5 | <p>Resolution - T-2024-17 Perth Line 36 Culvert Replacement Tender Award (COU24-078)</p> <p>Motion by</p> <p>Staff Recommendation: THAT the Tender (T-2024-17) for the Perth Line 36 Culvert Replacement Project be awarded to Lavis Contracting Co. Limited, at a total tender price of \$786,199.47, including HST;</p> <p>AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2024-17.</p> | 48 - 51 |
| 7.6 | <p>Resolution - Human Resources Investment and Revised Staffing Model (COU24-079)</p> <p>Motion by</p> <p>Staff Recommendation: THAT Council approves the investment into three additional full-time positions for the Human Resources Department;</p> <p>AND THAT the Director of Human Resources be authorized to proceed with recruitment of these positions.</p> | 52 - 72 |
| 7.7 | <p>Resolution - Diversity, Equity, and Inclusion Policy (COU24-080)</p> <p>Motion by</p> <p>Staff Recommendation: THAT the report titled, "Diversity, Equity, and Inclusion Policy" (COU24-080), be received for information.</p> | 73 - 88 |
| 7.8 | <p>Proclamation - 24th Annual Child Care Worker and Early Childhood Educator Appreciation Day</p> <p>The 2024 Child Care Worker and Early Childhood Educator Appreciation Day theme is Worth More, as part of the continuing campaign for decent work and pay for the early years and child care workforce.</p> <p>Motion by</p> <p>THAT Stratford City Council hereby proclaims October 24, 2024 as the 24th annual "Child Care Worker and Early Childhood Educator Appreciation Day" to recognize the education, dedication and commitment of child care workers to children, their families and quality of life of the community.</p> | 89 - 94 |
| 7.9 | <p>Proclamation - Rail Safety Week</p> <p>Motion by</p> | 95 - 97 |

THAT Stratford City Council hereby proclaims September 23-29, 2024 as Rail Safety Week in support of CN and Operation Lifesaver ongoing efforts to raise awareness, save lives and prevent injuries in communities including our municipality.

8. Business for Which Previous Notice Has Been Given:

8.1 Notice of Motion from Councillor Sebben

At the July 8, 2024, Regular Council meeting, notice was given that Councillor Sebben intended to put forward the following motion for consideration:

THAT the "Respectful Workplace Policy," policy number H.1.36, be suspended;

AND THAT staff provide options for the review of this policy to council for consideration at a future meeting.

Motion by

THAT the "Respectful Workplace Policy," policy number H.1.36, be suspended;

AND THAT staff provide options for the review of this policy to council for consideration at a future meeting.

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 July 22, 2024 be adopted as printed.

9.1.1 Stratford Landfill Public Input Invite June 2024 (ITS24-012) 98 - 100

THAT Council consider any comments received as part of the Stratford Landfill Public Input June 2024;

AND THAT the report titled Stratford Landfill Public Input Invite June 2024 (ITS24-012) be received for information.

9.1.2 Exemption to Noise Control By-law 113-79 for a private event held at Memorial Baptist Church in Stratford (ITS24-011) 101 - 103

THAT approval be granted to the event organizers from Memorial Baptist Church, located at 113 Bruce Street, Stratford

for an exemption to Noise Control By-law 113-79 for a private event to be held on Saturday, August 10, 2024 from 5:00 p.m. to 11:00 p.m. from the following provisions:

- Unreasonable noise [Schedule 1 clause 8]
- The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2]

10. Notice of Intent:

None scheduled.

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.

11.1 Delegation of Authority to Sign Agreements and Amending Agreements with Railway Companies and Road Authorities 104 - 106

To amend By-law 135-2017, as amended, to delegate Council's authority to the Chief Administrative Officer to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs.

11.2 Abandon Mullin Drain 107

To abandon a portion of the Mullin Municipal Drain in the City of Stratford.

11.3 Award Tender for Supply and Delivery of Outdoor Fitness Equipment at Shakespeare Park 108

To authorize the acceptance of a proposal from PlayPower LT Canada Inc. for the design, supply, delivery, and installation of outdoor fitness

equipment at Shakespeare Park (RFP-2024-12).

11.4 Award Tender for Perth Line 36 Culvert Replacement Project

109

To authorize the acceptance of a tender, execution of a contract and the undertaking of work from Lavis Contracting Co. Limited for the Perth Line 36 Culvert Replacement Project (T-2024-17).

12. Consent Agenda: CA-2024-121 to CA-2024-129

110 - 116

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

13. New Business:

14. Adjournment to Standing Committees:

The next Regular Council meeting is August 12, 2024 in the Council Chamber, City Hall.

Motion by

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

- **Community Services Committee [7:05 P.M. or thereafter following the Regular Council meeting]**

and 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 July 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 Reading of the Confirmatory By-law (reconvene):

117

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

By-law 11.5 Confirmatory By-law

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

Motion by

THAT By-law 11.5 be read a First and Second Time.

Motion by

THAT By-law 11.5 be read a Third Time and Finally Passed.

15.3 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the July 22, 2024 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4749th
 Date: Monday, July 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 McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

Regrets: Councillor Hunter

Staff Present: Joan Thomson - Chief Administrative Officer, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Dave Bush - Director of Human Resources, Miranda Franken - Council Clerk Secretary, Joani Gerber - CEO, Stratford Economic Enterprise Development Corporation/investStratford

Also Present: Members of the Public and Media

1. Call to Order:

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

Councillor Hunter provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Workplace Policy Statement

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

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

3. Adoption of the Minutes:

R2024-250

Motion by Councillor McCabe

Seconded by Councillor Nijjar

THAT the Minutes of the Regular Meeting dated June 24, 2024, the Special Council Meeting dated June 27, 2024 and July 2, 2024 of Council of The Corporation of the City of Stratford be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2024-251

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated July 8, 2024 be added to the Agenda as printed.

Carried

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

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

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

At the In-camera Session for Item 4.1, personal information regarding the candidates were considered.

6. Hearings of Deputations and Presentations:

6.1 ADDED - Request for Delegation Regarding Item 10.1 Notice of Intent

Following publishing of the agenda, the persons below requested to speak to Item 10.1 in support of the proposed motion:

- Barb Shaughnessy
- Tim Forster
- Mike Sullivan

It was noted that Jane Marie Mitchell has withdrawn their request for delegation with respect to Item 10.1.

R2024-252

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT Barb Shaughnessy, Tim Forster, and Mike Sullivan be heard.

Carried

Barb Shaughnessy requested to speak to Item 10.1 in support of the proposed motion. Highlights of the delegation included:

- every person having the right to criticize government without fear of prosecution as per *Ellis v. Corbett*;
- the City of Stratford's Respectful Workplace Policy not being a requirement for municipalities;

- there being twelve legislative requirements for municipalities including the Procedural By-law that outlines how Council works and how delegates behave;
- harassment and intimidation cases being handled by the police as they constitute criminal acts;
- the City of Stratford's policy being deficient in comparison to those of other municipalities;
- the policy being misused to target residents and to penalize those who delegate to Council;
- the policy lacking built in safeguards;
- six reasons being outlined on why the motion to suspend the policy should be supported by Council including:
 - lack of data to support the policy in the first place;
 - financial implications resulting from the applications of the policy contrary to what is outlined in the policy;
 - respectful workplace policies in other municipalities only applying to staff and not residents;
 - respectful workplace policies in other municipalities allowing Council to make decisions in regards to the application of the policy;
 - lack of safeguards in the policy including clauses that prohibit abuse of power; and
 - lack of consequences for complaints that are frivolous, vexatious, or made in bad faith.

Tim Forster requested to speak to Item 10.1 in support of the proposed motion. Highlights of the delegation included:

- Mr. Forster having delegated at the May 13, 2024 Council meeting to speak about the Respectful Workplace Policy and to promote a similar motion;
- Mr. Forster reading an excerpt from his May 13th delegation asking for the rescindment of the policy;

- an email being sent directly to Council outlining a four-step solution related to the application of the policy including:
 - repealing the policy;
 - authorizing a third-party review of the policy;
 - apologizing to those affected by the heavy-handed enactment of the policy; and
 - reimbursing the legal fees of the residents involved;
- Council being responsible, under the Municipal Act, for ensuring the accountability and transparency of the operations of the municipality including the actions of senior management;
- an overview of a discussion with Mr. Forster and the Director of Human Resources regarding a complaint made against Mr. Forster; and
- Mr. Forster inviting Council to have a conversation on how to draft a solution.

Mike Sullivan requested to speak to Item 10.1 in support of the proposed motion. Highlights of the delegation included:

- the City of Stratford's Respectful Workplace Policy not being applicable to voters as they apply to employees of the municipality;
- an overview being provided of the Bracken v. Fort Erie case, which involved a ban being overturned by the court;
- some cities quoting the court case in their workplace policy as it provides a limit;
- lots of cities having workplace policies that generally do not apply to the public;
- Council having an obligation to protect all individuals using their space from violence however this obligation does not permit them to limit non-violence speech according to the courts;
- the manner in which the policy was implemented having created chaos and illegally restricting Charter rights; and

- a thorough review of the policy being necessary before further damage is done.

7. Orders of the Day:

7.1 Resolution - Proposed 2025 Budget Process, Tentative Schedule and Multi-Year Budgeting Policy (FIN24-019)

The Director of Corporate Services provided an overview of the staff report. Highlights included:

- the intent of the report being to identify the proposed budget process, to introduce a multi-year budget policy, to talk about assumptions and input into the budget, and tentative schedule for the budget process;
- the multi-year budget process not constituting an approval of a multi-year budget but laying the foundation for the upcoming year and illustrating the projected effects of the budget;
- the report talking about the process and assumptions and the analysis being conducted by staff before the draft budget is presented to Council;
- an overview of the factors being considered for the preparation of the draft budget including rates of inflation and implementation of approved initiatives; and
- an overview of the proposed timeline for the budget process.

2024-253

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT the report titled, "Proposed 2025 Budget Process, Tentative Schedule and Multi-Year Budgeting Policy" (FIN24-019), dated June 18, 2024, be received;

THAT Council approve the Multi-Year Budgeting Policy as presented;

THAT Staff be directed to make changes to the budget survey and public engagement format to identify additional ways to increase engagement;

THAT Staff be authorized to proceed to schedule budget meeting dates for Finance Committee as follows:

- **November 28, 2024 – 9:00 a.m. to 4:00 p.m.**
- **December 3, 2024 – 9:00 a.m. to 4:00 p.m.**
- **December 9, 2024 – 4:30 p.m. to 8:00 p.m.**

AND THAT Council provide staff with any specific known initiatives to be considered, changes or additions to capital projects identified in the current 10-year capital forecasts, and changes in service levels or activities to advance the approved strategic priority goals it wishes to be considered for the 2025 fiscal year, if any at this time.

Members of Council and the Director of Corporate Services held a discussion regarding the following:

- more pauses being built into the budget schedule due to the long meeting formats;
- providing background information to the public prior to the survey through in-person or recorded presentations regarding expansion requests, service level changes, or effects of inflation factors;
- the challenges with engaging the public being noted;
- having Council be a part of the public engagement process through an in-person engagement format;
- the effectiveness of budget open houses versus budget surveys;
- the timing of the in-person engagement formats;
- additional information being provided to the public regarding the multi-year budget;
- the historic process whereby Council provides staff with a specific target and then asks staff to bring back a budget within that parameter;
- the setting of a target being a less preferred approach as it can limit the creativity and discussion around enhanced services or potential opportunities for the municipality;

- the zero-base approach being used in Stratford in the last few years which involves assessing the cost of the current level of service and determining if there are ways to affect the cost or the service;
- staff not recommending setting a target as there are pressures outside of the control of Council and staff such as provincial downloading and cuts to programming which would affect the current level of service and costs;
- the setting of service levels being a function of elected officials and it being difficult for staff to make suggestions to the proposed service delivery;
- staff continuing to provide Council with their ideas and Council making the hard decisions regarding the budget;
- the possibility of getting a more fulsome service level report to help Council make their decisions;
- when setting a target, there being a tendency for Council to ignore long-term viability of infrastructure;
- the evaluation being conducted with respect to the fees and charges updates;
- the consideration of long-term asset management in budget analysis;
- crafting survey questions to illicit responses from residents on their preferred services and their ideas for Council;
- the timeline for the budget process; and
- adding a virtual option for the public engagement formats.

A member requested a recorded vote on the matter.

In Support (8): Councillor Biehn, Councillor McCabe, Councillor Briscoe, Mayor Ritsma, Councillor Henderson, Councillor Beatty, Councillor Nijjar, and Councillor Burbach

Opposed (2): Councillor Sebben, and Councillor Wordofa

Absent (1): Councillor Hunter

Carried

7.2 Resolution - Road Widening Pertaining to Site Plan Application SP21-21, 207 St. Patrick Street (COU24-069)

R2024-254

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT the conveyance of Part 2 on Reference Plan 44R-5971 from Waterloo Development Inc. to The Corporation of the City of Stratford, be authorized;

AND THAT upon conveyance of Part 2 on Reference Plan 44R-5971 to the City of Stratford, these lands be dedicated as public highway forming part of St. Patrick Street.

Carried

7.3 Resolution - Purchase of 4-Wheel Drive Industrial Loader Backhoe and Attachments (COU24-070)

R2024-255

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT the Tender (T-2024-14) for the Supply and Delivery of one 4-Wheel Drive Industrial Loader Backhoe and Attachments be awarded to Delta Power Equipment for a total price of \$230,842.05, including HST.

Carried

7.4 Resolution - Closed Meeting Investigation Final Reports (COU24-071)

The Deputy Clerk noted that the practice was to list the Closed Meeting Investigation Report on the next available Council agenda following receipt from the Investigator. The report is then listed on the City's website under the "Accountability and Transparency" page.

A member commented that they would move to continue the current process being followed by staff.

R2024-256

Motion by Councillor Biehn

Seconded by Councillor Sebben

THAT the Closed Meeting Investigation Final Reports 36684-6 and 36684-7, be received for information;

AND THAT Staff be directed to continue the current process being followed for making closed meeting investigation reports public.

Carried

7.5 Resolution - Canada Community-Building Fund (COU24-072)

R2024-257

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the entering into of the Municipal Funding Agreement on the Canada Community-Building Fund with the Association of Municipalities of Ontario be authorized;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Municipal Funding Agreement;

AND THAT the Clerk be directed to prepare a by-law authorizing the execution of the agreement.

A member enquired as to the report listing no budgetary impact in relation to the fund. The Director of Corporate Services noting that the fund was formerly the Federal Gas Tax Fund and there has not been significant changes to it in the past years. The Director added that as noted on the report, there is a slight escalation in the funding received which was immediately dedicated to the Roads and Infrastructure deficit.

The Mayor called the question on the motion.

Carried

7.6 Resolution - Award of Tender T-2024-07 (COU24-073)

R2024-258

Motion by Councillor McCabe

Seconded by Councillor Biehn

THAT the Tender (T-2024-07) for the Supply and Delivery of one Forestry 4x4 One Ton Dually Extended Cab Chassis be awarded to Winegard Motors Ltd. at a total tender price of \$144,364.28, including HST.

Carried

7.7 Resolution - Downtown Stratford Business Improvement Area Board of Management Appointment (COU24-074)

R2024-259

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT Ryan O'Donnell and Carl Gross be appointed to the Downtown Stratford Business Improvement Area Board of Management for the remainder of the four-year term to November 14, 2026, or until successors are appointed by Stratford City Council.

Carried

7.8 Proclamation - Childhood Cancer Awareness Month

R2024-260

Motion by Councillor Wordofa

Seconded by Councillor Henderson

THAT Stratford City Council hereby proclaims September as Childhood Cancer Awareness month to raise awareness that Childhood Cancer is a Canadian child-health priority;

AND THAT Stratford City Council authorizes the flying of the Childhood Cancer Awareness Gold Ribbon flag in support of those affected, to remember those who have passed and to bring hope for a future where Childhood cancer is no longer the number one cause of death by disease of Canadian Children.

Carried

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

There were no Standing Committee reports considered at the July 8, 2024 meeting.

10. Notice of Intent:

10.1 Notice of Motion

At the July 22, 2024, Regular Council meeting, Councillor Sebben intends to put forward the following motion for consideration:

THAT the "Respectful Workplace Policy," policy number H.1.36, be suspended;

AND THAT staff provide options for the review of this policy to council for consideration at a future meeting.

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:

11.1 Conveyance for the Widening of St. Patrick Street – By-law 79-2024

To accept the transfer (conveyance) from Waterloo Development Inc. of Part 2 on Reference Plan 44R-5971.

11.2 Dedication of Part of St. Patrick Street as Public Highway – By-law 80-2024

To dedicate Part 2 on Reference Plan 44R-5971 as public highway forming part of St. Patrick Street in the City of Stratford.

11.3 Award Tender for Supply and Delivery of One 4-Wheel Drive Backhoe and Attachments – By-law 81-2024

To authorize the acceptance of a tender, from Delta Power Equipment for the supply and delivery of one 4-Wheel Drive Industrial Loader Backhoe and Attachments (T-2024-14).

11.4 Municipal Funding Agreement - Canada Community Building Fund – By-law 82-2024

To authorize the execution of the Municipal Funding Agreement on the Canada Community Building Fund with The Association of Municipalities of Ontario to March 31, 2034.

11.5 Award Tender for Supply and Delivery of One Forestry 4x4 One Ton Dually Extended Cab Chassis with installed Aluminum Chipper Box – By-law 83-2024

To authorize the acceptance of a tender, from Winegard Motors Ltd. for the supply and delivery of one Forestry 4x4 One Ton Dually Extended Cab Chassis (T-2024-07).

11.6 Downtown Stratford BIA Board Of Management Appointments – By-law 84-2024

To amend By-law 4-2023, as amended, to make appointments to the Downtown Stratford Business Improvement Area Board of Management.

R2024-261

Motion by Councillor Nijjar

Seconded by Councillor Henderson

THAT By-laws 79-2024 to 84-2024 be taken collectively.

Carried unanimously

R2024-262

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT By-laws 79-2024 to 84-2024 be read a First and Second Time.

Carried two-thirds support

R2024-263

Motion by Councillor Nijjar

Seconded by Councillor Beatty

THAT By-laws 79-2024 to 84-2024 be read a Third Time and Finally Passed.

Carried

12. Consent Agenda: CA-2024-116 to CA-2024-120

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

13. New Business:

There were no New Business items considered by Council.

14. Adjournment to Standing Committees:

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

R2024-264

Motion by Councillor Sebben

Seconded by Councillor McCabe

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

- **Infrastructure, Transportation and Safety 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.

Carried

15. Reading of the Confirmatory By-law:

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

By-law 11.7 Confirmatory By-law – By-law 85-2024

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

R2024-265

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT By-law 85-2024 be read a First and Second Time.

Carried two-thirds support

R2024-266

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT By-law 85-2024 be read a Third Time and Finally Passed.

Carried

16. Adjournment of Council Meeting

R2024-267

Motion by Councillor Nijjar

Seconded by Councillor Beatty

THAT the July 8, 2024 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 8:07 P.M.

Reconvene Meeting Start Time: 8:10 P.M.

Reconvene Meeting End Time: 8:11 P.M.

Mayor - Martin Ritsma

Deputy Clerk - Audrey Pascual

July 16, 2024

Mayor Martin Ritsma and Members of Council
Corporation of the City of Stratford
P.O. Box 818
Stratford, Ontario
N5A 6W1

Dear Mayor Ritsma and Members of Council,

Re: Policy # H.1.36 "Respectful Workplace Policy"

I am writing today with respect to a Notice of Motion put forward by Councillor Sebben at Council's meeting on July 8, 2024 as follows:

THAT the "Respectful Workplace Policy," policy number H.1.36, be suspended;
AND THAT staff provide options for the review of this policy to council for consideration at a future meeting.

What has transpired over the past three months beginning in early April should give reason for pause and perhaps even a reset for the Respectful Workplace Policy (RWP) and its implementation. Clearly, there is no disagreement with the need for respectful and civil discourse in matters involving the City of Stratford, its employees and its citizens. The current RWP would appear to reflect five other existing City policies related to workplace harassment, violence and various Codes of Conduct.

The stated Purpose of the RWP is to *"define behaviour that may create unsafe or harmful conditions that negatively impact the experience of people who work at the City, access City services and visit the workplace"*. Since the policy's definition of "City Workplace" includes *"all locations where the business of the organization is conducted"* it covers a broad spectrum of locations and situations. Some may be relatively benign and others, more contentious. So when does an interaction cross the line and become disrespectful, inappropriate and vexatious behaviour? From whose point of view? These are questions not easily answered and the tendency to act hastily from any one standpoint should be carefully considered.

I feel that the current RWP is quite broad and open to differing interpretations depending on one's point of view. The policy states that unacceptable conduct includes "*conduct that is known or ought to be reasonably to be known as unwelcome*". Does this refer to name-calling, intimidation or mere criticism?

Was the intent of the alleged inappropriate behaviour to cause "*emotional harm*", to humiliate or demean a person(s) or merely to present a factual or alternative viewpoint?

Remedies and Oversight

There are a wide range of remedies in the RWP for dealing with disrespectful behaviour or misconduct. Perhaps a more systematic or step by step approach would be useful to avoid escalation of an issue. The elements are there, just not in an progressive fashion.

The use of alternative forms of dispute resolution can also be a less combative way of settling complaints between respective parties. Indeed, the RWP defines a Respectful Workplace as inclusive of "*constructive resolution of disputes*". Perhaps this could be set out in greater detail through a revised policy.

The oversight or responsibility for enforcement of the RWP should be an independent and arms length process. Indeed, the current Policy under the Appeal Process, makes reference to seeking possible legal advice or referral of the matter to a "*consultant*". The latter, although not clearly defined, would presumably be outside the internal City structure and more of an arbiter of the situation.

Finally, the closing paragraph of the RWP, the "Evaluation of Occurrences" section (pg.6) reads:

On an annual basis, an analysis of occurrences will be completed by the Corporate Leadership Team. The Procedures and Guidelines will be evaluated and revised as needed.

I would urge the City of Stratford to take this opportunity to review its Respectful Workplace Policy of May 8, 2023 per the Motion before Council for the purpose of strengthening the policy and to present the findings in a public report.

Yours sincerely,

Joan Bidell

cc. Ms. Tatiana Dafoe, City Clerk

Ms. Joan Thomson, Chief Administrative Officer

Mr. David Bush, Director, Human Resources



MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and Council
From: Joan Thomson, Chief Administrative Officer
 Joani Gerber, CEO of investStratford
 Kim McElroy, Director of Social Services
Report Number: COU24-081
Attachments: None

Title: Housing Projects and Initiatives Update

Objective: To provide Council with an update regarding projects and initiatives across the spectrum of supportive, community, affordable and attainable housing.

Background: The Stratford Attainable Housing Project identified the spectrum of housing types and provided clarity between the role of the Social Services and other social service agencies in supportive, emergency and affordable housing relative to attainable rental, attainable ownership and market housing. The following graphic was developed to visually depict the full spectrum of housing:



City Social Services/
Social Service Agencies

Attainable
Housing
Project

The Stratford Attainable Housing Project is a result of a collaborative effort amongst Council members, municipal staff, stakeholders, and community participants. Key recommendations include:

- Develop a Community Incentive Toolkit with an implementing Community Improvement Plan to financially support the creation of attainable housing. *Status: Deferred to a future budget year.*
- Consider municipally owned land as a tool to further support the creation of additional attainable housing. *Status: Options currently under review.*
- Launch an awareness campaign to inspire the community to be informed, engage, and act on matters related to attainable housing. *Status: On-going posts through various social media channels.*
- Engagement of a housing specialist position to guide attainable housing research, projects and initiatives. *Status: Underway.*

These recommendations are intended to complement the Housing and Homelessness Plan for Stratford, Perth County and St. Marys and the Community Safety and Well-being Plan. The goal of the Housing and Homelessness Plan is ending homelessness, creating attainable housing options, sustaining community housing and addressing a diversity of needs as strategic objectives, while the Community Safety and Well-being Plan's Priority Area 2 is Adequate, Affordable and Attainable Housing with a goal of increased availability and accessibility of affordable, safe and suitable housing. Additionally, the City of Stratford's Strategic Priorities from 2024–2027 include the priority of Building Housing Stability.

The current Centralized Waitlist for housing (rent-geared-to-income), at the end of April 2024 includes the following:

Date	Type of unit				Type of family			Total
	1 Bedroom	2 Bedroom	3 Bedroom	4+ Bedroom	Singles and Couples	Families	Seniors	Grand Total
April 2024	305	85	57	53	265	180	55	500

At the same period there were 166 individuals reported as homeless on the By-Name List for Stratford, Perth County and St. Marys.

Additionally, the number of current open employment opportunities in Stratford is 500+ (indeed.ca, Jul 10, 2024). In the Spring/Summer of 2023 our large employer visits informed us that 40-60% of their workforce is commuting. This translates to ongoing and immediate risk in the existing workforce as well.

Analysis: the strategic objectives and goals listed above. This includes the rebuild and revitalization of 9 Fulton Street in Milverton and building a supportive multi-residential building at 398 Erie Street in Stratford.

9 Fulton Street, Milverton:

Type: Social Housing

- The rebuild and revitalization of 9 Fulton Street, Milverton was approved by Council on February 26, 2024, through the City of Stratford 2024 Capital Program at an estimated cost of \$5,301,500 to be funded by undertaking long-term debt. The tender for demolition of the building has been released with a contract anticipated to be awarded in September 2024. Tender documents for architectural services and construction management are being developed and are anticipated to be released in August 2024.

398 Erie Street, Stratford:

Type: Supportive Housing

- The creation of a multi-residential supportive housing building at 398 Erie Street, Stratford was approved by Council on February 26, 2024, as an Expansion Initiative at an estimated cost of \$4,972,000 to be funded by undertaking long-term debt. Tenders for demolition, architectural services and construction management are being developed and are anticipated to be released in August 2024.

Housing Specialist:

Type: Affordable/Attainable Rental/Ownership Housing Initiatives

The Housing Specialist is a jointly funded initiative between the City and investStratford for a one-year period and was a key recommendation of the Stratford Attainable Housing Project. Work commenced in June 2024 on the following deliverables:

- Provide a point of contact and communication link between internal and external stakeholders.
- Expand community partnerships and enabling additional private-public-not-for-profit collaborations with the goal of building needed housing.
- Activate and collaborate with realtors, homeowners, builders, renovators, and municipal staff to support the creation of additional dwelling units and secondary suites, including, but not limited to the creation of online tools and resources.
- Develop and execute communication and marketing strategies to inform, encourage, and enable the public to create additional housing units, while also acting as a concierge for stakeholder inquiries.

- Liaise with the private sector; City of Stratford Departments; City Council and the CAO's Office to assess lands (new & existing), infill opportunities and all Government funding programs to improve the service delivery and process of housing development and identify opportunities for dwelling units priced with working individuals and families in mind.
- Provide insight and guidance to enhance service delivery, process, and policy development that would enable needed attainable/affordable housing via ongoing conversations and collaborations with City staff.
- Activate identified city held lands and projects and provide support to ensure progress towards new build attainable/affordable housing.
- Research and assess multiple opportunities and provide clear recommendations to senior City leadership and Stratford City Council for consideration.

Working closely and in collaboration with City and investStratford staff, the Housing Specialist is currently active with two potential opportunities, Now Housing and 161 East Gore Parcel:

Analysis: The Social Services Department is currently undertaking two projects intended to work towards addressing the strategic objectives and goals listed above. This includes the rebuild and revitalization of 9 Fulton Street in Milverton and building a supportive multi-residential building at 398 Erie Street in Stratford.

9 Fulton Street, Milverton:

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- Liaise with the private sector; City of Stratford Departments; City Council and the CAO's Office to assess lands (new & existing), infill opportunities and all Government funding programs to improve the service delivery and process of housing development and identify opportunities for dwelling units priced with working individuals and families in mind.
- Provide insight and guidance to enhance service delivery, process, and policy development that would enable needed attainable/affordable housing via ongoing conversations and collaborations with City staff.
- Activate identified city held lands and projects and provide support to ensure progress towards new build attainable/affordable housing.
- Research and assess multiple opportunities and provide clear recommendations to senior City leadership and Stratford City Council for consideration.

Working closely and in collaboration with City and investStratford staff, the Housing Specialist is currently active with two potential opportunities, Now Housing and 161 East Gore Parcel:

NOW Housing:

Type: Affordable Rental Housing

- NOW Housing is an Ontario focused company using modular construction to provide affordable housing where it is needed most. By providing an improved housing solution, the organization's goal is to change the landscape of communities, allowing everyone to maintain independence and dignity. NOW Housing has a passion to provide affordable housing for everyone, especially those with a variety of special needs. Steel modular housing has been successful in communities around the world with a growing appreciation in Canada.

Through cooperative endeavors with agencies, organizations, Municipal and Regional Governments, private and non-profit organizations, NOW Housing aims to be the largest builder of affordable housing in Ontario and eventually Canada, by continuing to deliver cost-conscious solutions.

- Subject to further Council review and approvals, City staff and investStratford have been in discussions with NOW Housing and are in the process of developing a strategy, in partnership with interested not-for-profits organization(s), for donating a multiplex of six fully furnished 1 bedroom, 320 sq. ft. units in Stratford.
- The preliminary project budget is \$1.2-1.75M and NOW Housing is donating approximately \$1.1M, excluding land and servicing costs that are estimated at upwards of \$650,000. The City is to identify the most strategic location, which may be City-owned lands or a not-for-profit organization with excess lands (e.g., church) that is interested in affordable housing. Once the multiplex is fully constructed, the intent would be to donate the development to a local not-for-profit or other organization to maintain and manage.

161 East Gore Parcel:

Type: Community and/or Attainable Ownership/Rental Housing

- Preliminary research and investigations are underway for the potential development of the City-owned 161 East Gore Street parcel for community and/or attainable ownership/rental housing. The property is approximately 0.24 hectares in size and is designated as 'Residential Area' in the Stratford Official Plan. Servicing would need to be enhanced and extended, including approximately \$600,000 for a watermain of which \$215,000 for preliminary work included in the 2024 budget. Various density and development options are also being explored for the parcel.
- The current goals would be to develop the property in partnership with a not-for-profit organization and to maximize the number of units through a public planning process. A detailed report and strategy will be presented to Council for consideration at a future date.

Public Private Partnerships:

Type: Affordable/Attainable Ownership/Rental Housing

- Ongoing relationships are being nurtured and exist between the City of Stratford and our development & Non-Profit community. Existing buildings and new builds are being reviewed often for opportunities. These can include partnership and promotion of the space or a potential purchase of a building into the City Housing inventory.

Financial Implications:

Financial Implications:

Financial impact to current year operating budget:

- Estimated cost of \$5,301,500.00 for rebuild and revitalization of 9 Fulton St., Milverton. \$250,000 was included in the 2024 budget representing 50% of the long-term debt repayment costs. If these amounts are not required in the current year because debt is not yet incurred, the amounts are used to reduce the required borrowing.
- Estimated cost of \$4,972,000 for multi-residential supportive housing building at 398 Erie St., Stratford. \$500,000 was included in the 2024 budget representing 50% of the long-term debt repayment costs. If these amounts are not required in the current year because debt is not yet incurred, the amounts are used to reduce the required borrowing.
- \$100,000 cost for Housing Specialist Position split between the City and investStratford. This was included in the 2024 budget.

Financial impact on future year operating budget:

- The remaining 50% of the debt repayment will be brought into future operating budgets to ensure sufficient funds are available for the debt repayment. Detailed reports and financial analysis for NOW Housing and 161 East Gore Street will be brought forward as expansion initiatives in the 2025 budget process for consideration.

Link to asset management plan and strategy:

- Development of any new City-owned assets are recorded in the City's asset inventory, where amortization is captured over the useful life of the asset, and future replacement costs are quantified to establish transfers to reserve funds to pay for the ultimate replacement of assets and their components.

Legal considerations:

- Potential partnerships with not-for-profits and other organizations will require legal oversight and review.

Insurance considerations:

- All new City-owned assets are recorded in the City's asset inventory, where they are typically insured for replacement value. Additional assets result in increased insurance premiums.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as:

- Streamlining of the approvals process to enhance opportunities for new forms of residential development.
- Potential for partnerships with non-profit organizations to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing.

Intentionally Change to Support the Future

This report aligns with this priority:

- Building meaningful partnerships to address community needs.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled Housing Projects and Initiatives Update (COU24-081) be received as information.

Prepared by:

Kim McElroy, Director of Social Services
 Joani Gerber, CEO of investStratford
 Jeff Wilson, Manager of Housing
 Mike Pullen, Managing Director of investStratford

Recommended by:

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and City Councillors
From: Joan Thomson, Chief Administrative Officer
Report Number: COU24-075
Attachments: Map of CN Railway Crossing at Line 29 Boundary

Title: Amendment to Maintenance Cost Apportionment – Line 29 Mileage 91.23 of Guelph Subdivision

Objective: To seek Council approval to enter into a Maintenance Cost Apportionment Agreement between the City, Township of Perth South and Canadian National Railway Company to amend the apportionment of the maintenance cost of the crossing warning system on Line 29 at Mileage 91.23 of the Guelph Subdivision, and to seek delegation of authority for railway cost apportionment agreements.

Background: The Canadian Transportation Agency [CTA] is a federal organization that operates within the context of the extensive Canadian transportation system. One of the CTA's responsibilities of Canada's overall transportation system is railways.

Stratford has a long association with railway companies and the railway lines that passed through the City. Today, railway companies and lines are fewer in number and the community has grown up around the remaining railway lines. These railway lines cross several local, collector and arterial roads in Stratford. To warn on-coming traffic and pedestrians of approaching trains, railway crossings have warning systems installed by the railways. The cost of the operation and maintenance of these systems is shared between the road authorities [municipalities] and the railway companies.

Section 101 of the Canada Transportation Act [the Act] provides that railway companies, road authorities [municipalities] and utility companies may negotiate agreements for any aspect of a railway crossing. These agreements usually include rates to be charged for work performed, maintenance and specify which parties are responsible for paying for this work. Where agreements cannot be reached by the parties, the CTA upon receiving an application may resolve issues relating to the construction, maintenance and apportionment of costs of road and utility crossings.

Under these cost apportionment agreements, the physical work associated with the maintenance of the crossings is the responsibility of the Railway. Costs associated with the maintenance of the crossings are apportioned with the road authorities [municipalities] and the railway company.

The rates and apportionments are set by the CTA – Schedule A: Scheduled Maintenance of Crossing Warning Systems. Stratford is invoiced for monthly maintenance fees by Canadian National Railway Company and Goderich-Exeter Railway Company Limited for the crossings involving municipal roads in Stratford.

There is one railway crossing on Line 29 where the cost is apportioned with an abutting municipality, the Township of Perth South as this is a boundary road with Stratford.

Analysis: Prior to the 2020 boundary adjustment involving the Township of Perth South, the cost apportionment was 25% Stratford, 25% Township and the remaining 50% was paid by Canadian National Railway Company. As a result of the 2020 boundary adjustment, certain Township lands on the south side of the crossing were annexed into the City which impacts the apportionment cost sharing with the Township.

The Township approached the City to revise the road authority portion of the maintenance costs from being split equally, to Stratford paying 75% and Perth South paying 25% of the municipal 50% share [ie 37.5% and 12.5% of total maintenance costs respectively].

The financial impact is a reduction in the Township's monthly billing from the railway company of approximately \$85 and an increase in Stratford's monthly billing at the equivalent amount. It is noted for Council's awareness that the annual maintenance overall fees increased in 2023 as per CTA regulations.

A map of the 2020 municipal boundary is attached to this Report. This map shows the Township lands highlighted in blue and the City highlighted in yellow. Three-quarters of the lands at this railway crossing are now within Stratford's municipal boundaries.

By entering into the maintenance cost apportionment agreement with Canadian National Railway Company, City of Stratford and Township of Perth South, the cost apportionment for maintaining the crossing warning system at Line 29 will be revised to the following: CNR 50%, Stratford 37.5% and Perth South 12.5%. This will formalize the current practice based on discussions with the Township and the City since the boundary adjustment.

In the event of a dispute on cost apportionment, the CTA will assess the merits of the case and determine whether or not the prescribed CTA rates should apply. It is noted that the rates may apply to any past orders issued by the CTA's predecessors.

Secondly, for efficiency in dealing with similar cost apportionment arrangements prescribed by CTA regulations, it is recommended that authorization be delegated to

staff to enter into future cost apportionment agreements or amending agreements with railway companies including crossing warning systems.

By-law 135-2017 as amended, could be amended for the following:

Authority for the Chief Administrative Officer to enter into agreements and amending agreements with railways and road authorities for any aspect of a railway crossing a municipal road, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs, with signed copies to be provided to the Clerk's Office and Infrastructure Services Department.

Financial Implications:

Financial impact to current year operating budget:

There is no impact to the current year operating budget as the amounts are included in the approved budget.

Financial impact on future year operating budget:

The City will continue to include apportionment costs for Stratford's share of the Line 29 crossing warning system, along with all other railway crossings as part of annual budget submissions.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as railway crossing systems improve the pedestrian, cycling and transportation experience. While crossing systems are not part of the City's infrastructure, having a warning system for pedestrians, bikers and drivers contributes to a safer experience.

Alignment with One Planet Principles:

Not applicable: This report relates to an amending agreement for apportionment of costs for a railway crossing warning systems. The system provides warning to pedestrian and vehicular traffic when approaching the railway crossing.

Staff Recommendation: THAT the Chief Administrative Officer be authorized to execute the Maintenance Cost Apportionment Agreement for the Crossing Warning System for Line 29 between The Corporation of the City of Stratford, The Corporation of the Township of Perth South and Canadian National Railway Company, to revise the cost apportionment with the Township;

THAT the effective date for the City of Stratford be 01 January 2024, subject to Council approval;

AND THAT the Delegation of Authority By-law 135-2017 as amended, be further amended to delegate its authority to the Chief Administrative Officer

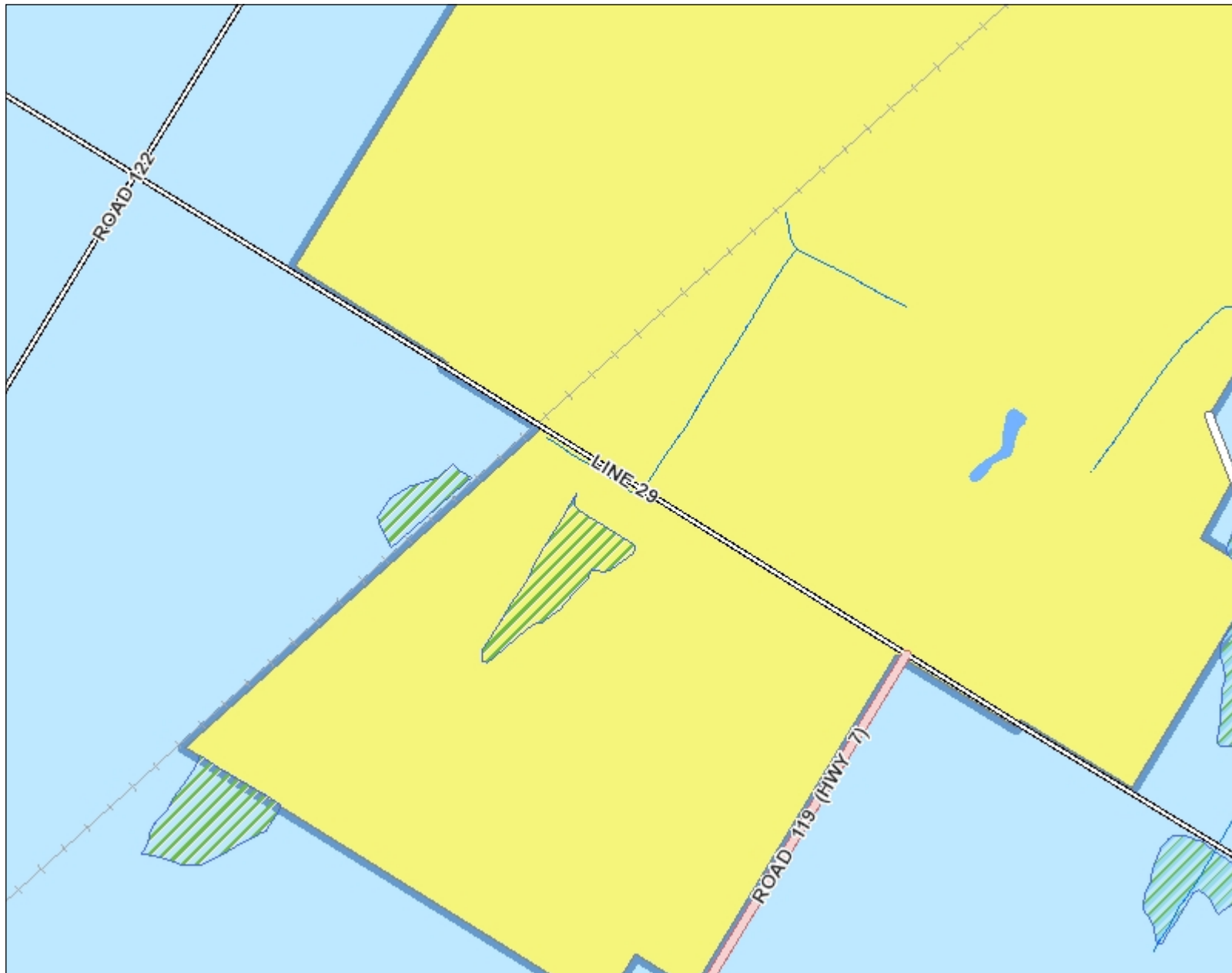
to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs, with signed copies to be provided to the Clerk's Office and Infrastructure Services Department.

Prepared by: Joan Thomson, Chief Administrative Officer

Recommended by: Joan Thomson, Chief Administrative Officer



CN Railway Crossing at Line 29 - Perth South and City of Stratford Boundary



Legend

Roads - Large Scale

- Provincial
- County
- Local Road
- Local Road (Gravel)
- Private or Unassumed

+

Cultural Heritage Sites

AED

Community Facilities

- Hospital
- Fire Station
- Police Station
- EMS Station
- Airport
- School
- Child Care Facility
- Library
- Government Facility
- Community Centre
- Baseball Diamond
- Public Pool
- Ice Arena
- Soccer Field
- Municipal Park
- Fair Grounds

Points of Interest

- Campground

917 0 459 917 Meters

1: 18,056



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

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Perth County
Cultivating Opportunity

February 23, 2023



MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and Council
From: Nancy Roulston, Manager of Engineering
Report Number: COU24-076
Attachments: Mullin Watershed Plan, Cachet Draft Plan of Subdivision

Title: Abandonment of Portions of the Mullin Municipal Drain

Objective: To abandon portions of the Mullin Municipal Drain to facilitate the servicing and development of the Cachet Subdivision.

Background: Council, at their Regular Council meeting of March 27, 2023, approved Draft Plan of Subdivision 31T21-003 submitted by Cachet Development (Stratford) Inc., for lands known municipally as 3025 Line 34, subject to various conditions including:

34. That a portion of the "Mullin Drain" be abandoned or realigned under the provisions of the Drainage Act, R.S.O. 1990, c.D.17 (the "Drainage Act") to the satisfaction of the City. In accordance with section 65(1) of the Drainage Act the Owner shall be responsible for all reasonable costs associated with updating the Drainage Reports on the Mullin Drain.

The Owner has completed a design acceptable to the City for a storm sewer system to replace the existing portions of the municipal drain crossing the draft approved Cachet subdivision. The City has provided written notice to the affected landowners of its intention to abandon the existing portions of the drain crossing the proposed subdivision lands. Objections to the notice were to be filed within 10 days of the notice. No objections were received.

Analysis: The City may now pass a By-law to abandon portions of the Mullin Municipal Drain. The developer will replace the municipal drain throughout the development with appropriately sized storm sewers, that will become part of the municipal storm sewer system upon assumption.

Financial Implications:

Financial impact on future year operating budget:

Upon assumption of the new storm sewers, annual operating and maintenance costs will be incurred. These will form part of the City's regular operating budget process. No impacts are expected in 2024.

Link to asset management plan and strategy:

The existing assets are approaching the end of their original 50-year useful lives so the recommendations in this report result in no replacement issues, as the upgrades are part of the development agreement. Because the assets are not fully amortized, this partial disposal of the current Mullin Drain may result in a book loss that is not expected to be material and will be determined at the time of the disposal. Upon assumption of the replacement sewers, the assets will be added to the asset management plan. The new asset replacements will be planned for based on an estimated useful life of 50 years, consistent with other storm sewer assets. The adjustment to the asset management plan will impact future capital planning forecasts and funding strategies will be updated accordingly.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as this development provides new infrastructure.

Build Housing Stability

This report aligns with this priority as this initiative supports sustainable development within the City.

Alignment with One Planet Principles:

Sustainable Water

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

Staff Recommendation: THAT a by-law to abandon portions of the Mullin Municipal Drain within the limits of the City of Stratford in accordance with the Drainage Act, be adopted.

Prepared by:

Nancy Roulston, Manager of Engineering

Recommended by:

Taylor Crinklaw, Director of Infrastructure Services

Joan Thomson, Chief Administrative Officer

TOWNSHIP OF NORTH EASTHOPE

ONTARIO STREET
Storm Sewer

HIGHWAY N^os 7 & 8 (Townline)

TOWNSHIP OF SOUTH EASTHOPE

Canadian Tire Corporation

Clean out and
Repair C.B.

Cachet Subdivision

New Storm Sewer

Mullin Drain to be Abandoned

Bristol Myers Products Canada Ltd.

LOT 42
CON. I

LOT 41
CON. I

LOT 40
CON. I

Bristol Myers Products Canada Ltd.

SCALE: 1"=300'

PLAN
of the

MULLIN DRAINAGE WORKS 1975

in the Township of South Easthope
and in the City of Stratford

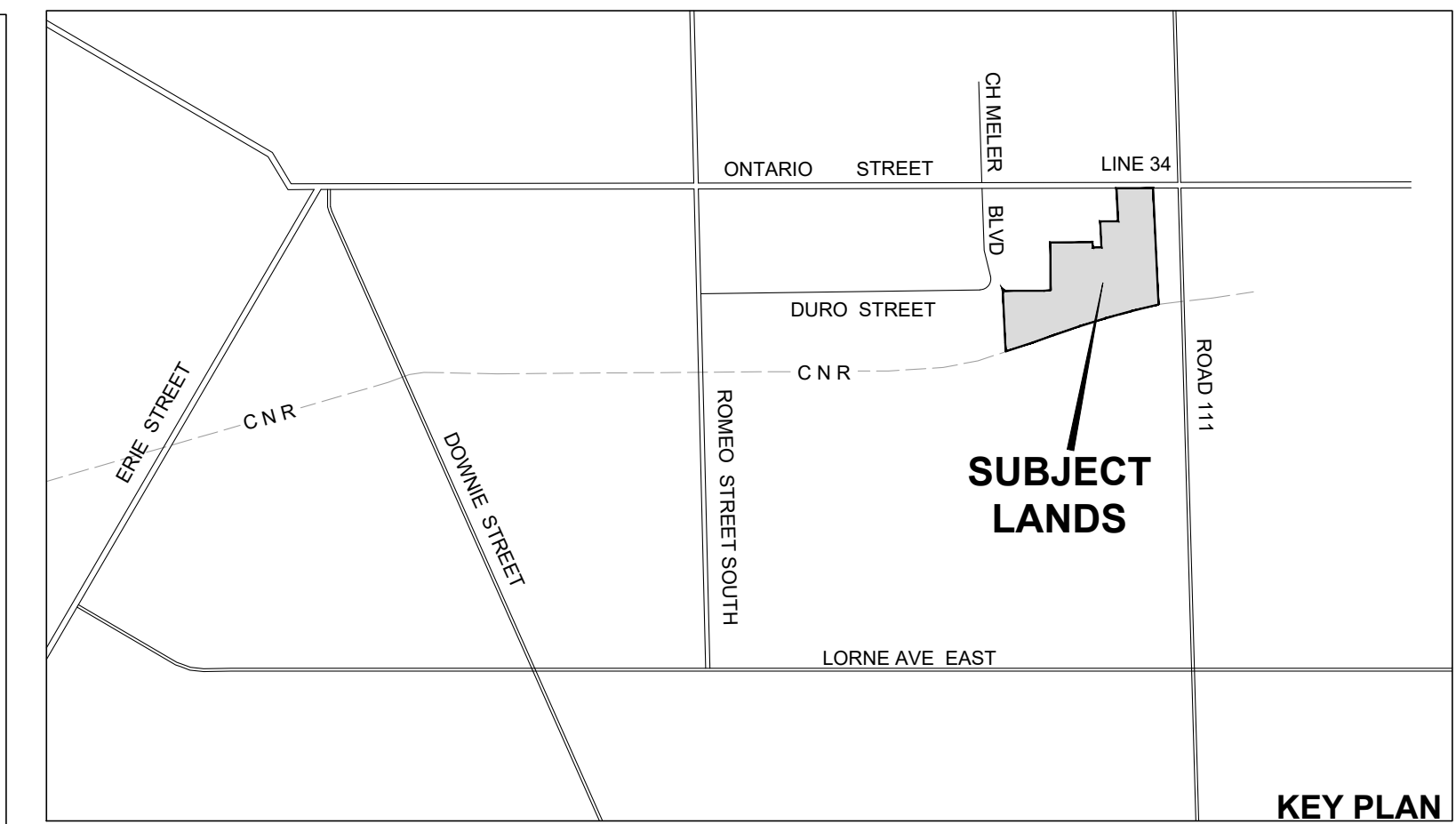
DATED, APRIL 29, 1975
ORANGEVILLE, ONTARIO

SIGNED: E. H. UDERSTADT, O.L.S.
E. H. UDERSTADT, INC.
Land Surveyors & Municipal Drainage Consultants

SHEET 1 OF 2

D-EA-5-127






DRAFT PLAN OF SUBDIVISION FILE # 31T21-001 CACHET DEVELOPMENTS (STRATFORD) INC.

CONCESSION 1
PART LOTS 41 & 42
RP 44R-4198 PART 1, PT PART3
(GEOGRAPHIC TOWNSHIP OF EASTHOPE)
CITY OF STRATFORD
COUNTY OF PERTH

OWNERS CERTIFICATE

I HEREBY AUTHORIZE GLEN SCHNARR & ASSOCIATES INC. TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE CITY OF STRATFORD FOR APPROVAL.

SIGNED


RAMSEY SHAHEEN, A.S.O.

CACHET DEVELOPMENTS (STRATFORD) INC.

DATE: MARCH 27, 2023

SURVEYORS CERTIFICATE

I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AS SHOWN ON THIS PLAN AND THEIR RELATIONSHIP TO ADJACENT LANDS ARE CORRECTLY AND ACCURATELY SHOWN.

SIGNED


J. R. ELLIOTT, O.L.S.

J D BARNES LIMITED SURVEYING

DATE: MARCH 27, 2023

ADDITIONAL INFORMATION

(UNDER SECTION 51(17) OF THE PLANNING ACT) INFORMATION REQUIRED BY CLAUSES A,B,C,D,E,F,G, J & L ARE SHOWN ON THE DRAFT AND KEY PLANS.

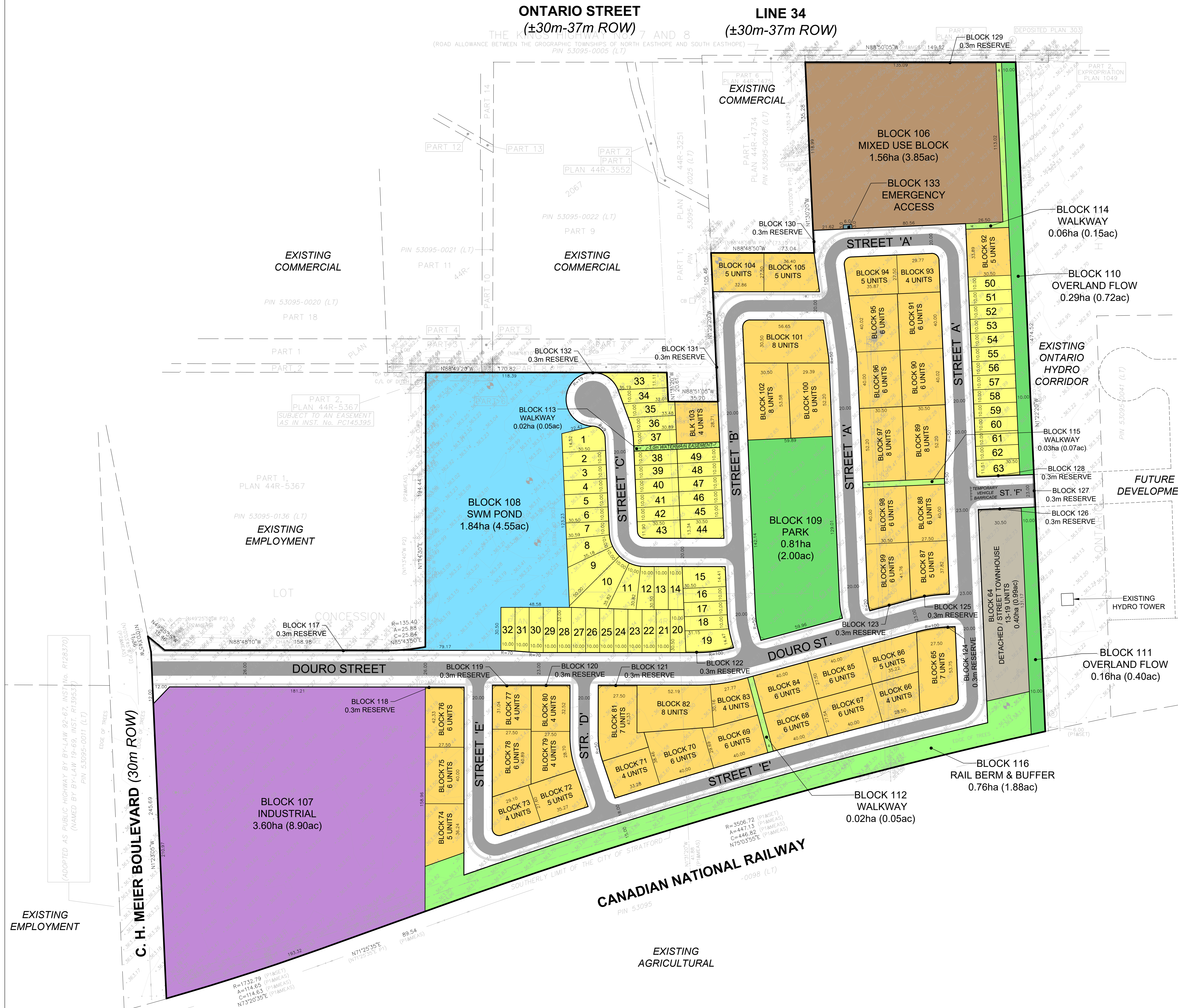
- H) MUNICIPAL AND PIPED WATER TO BE PROVIDED
I) SANDY LOAM AND CLAY LOAM
K) SANITARY AND STORM SEWERS TO BE PROVIDED

LAND USE SCHEDULE

LAND USE	LOTS / BLOCKS	AREA (ha)	AREA (ac)	UNITS	DENSITY (upha)
10.0m (33') DETACHED	1-63	2.14	5.29	63	29.4
DETACHED / TOWNHOUSES	64	0.40	0.99	13-19	32.5-47.5
6.1m (20') STREET TOWNHOUSE	65-105	4.79	11.84	234	48.9
MIXED USE BLOCK	106	1.56	3.85		
INDUSTRIAL	107	3.60	8.90		
SWM POND	108	1.84	4.55		
PARK	109	0.81	2.00		
OVERLAND FLOW	110,111	0.45	1.11		
WALKWAY	112-115	0.13	0.32		
RAIL BERM & BUFFER	116	0.76	1.88		
0.3m RESERVE	117-132	0.02	0.05		
EMERGENCY ACCESS	133	0.00	0.00		
26m ROW (LENGTH: 242m)		0.64	1.58		
23m ROW (LENGTH: 472m)		1.09	2.69		
20m ROW (LENGTH: 1,504m)		2.71	6.70		
18m ROW (LENGTH: 325m)		0.59	1.46		
TOTAL	133	21.53	53.20	310-316	42.3-43.1



SCALE: 1:1250
(24 x 36)
MARCH 27, 2023





MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and Council
From: Quin Malott, Manager, Parks, Forestry & Cemetery
Report Number: COU24-077
Attachments: None

Title: Shakespeare Park Outdoor Fitness Equipment Proposal Award

Objective: To seek approval of the Request for Proposal (RFP-2024-12) for the design, supply, delivery, and installation of outdoor fitness equipment at the Shakespeare Park.

Background: At the July 10, 2023 Council meeting, Council authorized staff to issue a Request for Proposal for the design and installation of a Stratford Urban Gym for Shakespeare Park. An Urban Gym would promote fitness and draw a different demographic to the park. By having components that adults can use, it would provide opportunities for families to be active and put a more inclusive lens to the park. These additions to the park were to be paid entirely from fundraised dollars and private contributions.

A Request for Proposal (RFP) was advertised and closed on November 20, 2023 for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park.

Five submissions were received and reviewed by the Community Services Department staff, the resident spearheading the project, and members of the Accessibility Advisory Committee. The submissions did not meet the expectations and vision of what the outdoor park was meant to be, therefore it was determined that new proposals with altered specifications would be obtained in the new year.

Analysis: A subsequent RFP was advertised and closed on May 8, 2024 for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park.

Seven submissions were received with one being disqualified as it did not include pricing. The submissions were reviewed by the Community Services Department staff and the resident spearheading the project who also worked with the Chair of the Accessibility Committee on the design implements and surfacing requirements.

Submissions were rated on the following criteria:

1. Play value & safety
2. Accessibility
3. Appearance and novelty
4. Quality and durability of materials
5. Warranty, service, and maintenance requirements
6. Price

The highest-ranking submission total cost including HST is \$118,761.87, with net cost after HST rebate of \$106,948.74. The funds have been raised from private donations and service clubs, as well as the resident spearheading the project.

To award the work, the City will receive the fundraised dollars with no expected timing issues before paying the vendor.

Financial impact to current year operating budget:

There is no expected net impact to the City's operating budget in the current year as the project is being funded by outside sources.

Financial impact on future year operating budget:

Inspection of the equipment will be an additional item to the operations budget which would be added to the existing playground inspection list. This would be absorbed in the current operating budget and therefore have a nominal impact, if any.

Link to asset management plan and strategy:

Based on the total installation costs and expected useful life of the asset components, it is anticipated that increasing the contributions to reserves to deal with future requirements would be approximately \$10,700 plus annual inflation above the requirements identified for existing assets over the next 10 years.

Insurance considerations:

The Urban Gym will constitute a playground structure and be assessed similarly to other playgrounds with respect to managing risks. It will not materially impact the City's risk profile and is not expected to cost additional funds to insure against liability risks or equipment failure risks.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the project will support the community's well-being.

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

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

Staff Recommendation: THAT the Request for Proposal (RFP-2024-12) for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park be awarded to PlayPower LT Canada Inc. in the amount of \$118,761.87, including HST.

Prepared by: Quin Malott, Parks, Forestry & Cemetery Manager
Recommended by: Tim Wolfe, Director of Community Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU24-078
Attachments: T-2024-17 Bid Summary

Title: T-2024-17 Perth Line 36 Culvert Replacement Tender Award

Objective: To obtain Council approval to accept the lowest bid from Lavis Contracting Co. Limited of \$786,199.47 including HST, for the Perth Line 36 Culvert Replacement Contract T-2024-17.

Background: Structure 01-BR-01 is a culvert located on Perth Line 36 (Quinlan Road), 720m west of Mornington Street, crossing the Court Drain. The existing structure is a 5.5m span x 1.8m high x 17.6m open footing culvert with precast retaining walls. Perth Line 36 is an arterial road and designated truck route. The legislated bi-annual visual inspection (2021) identified Structure 01-BR-01 as requiring replacement, noting concrete cracking and delamination throughout the structure.

The City engaged B.M. Ross and Associates Limited (BM Ross) in November 2023 to develop the design, contract specifications and detailed estimate. This structural engineering consulting firm has been retained to provide construction contract administration and inspection.

The Perth Line 36 Culvert Replacement Contract tender was posted on the City's website on June 12, 2024. The work includes replacing the existing structure with a precast concrete box culvert and constructing new retaining walls, sidewalk, guiderails, and road structure. The tender closing date was July 4, 2024, and construction is planned for Fall 2024.

Perth Line 36 is a boundary road subject to the conditions in the Boundary Agreement with the County of Perth. This agreement states that regular upgrades to boundary roads will be borne on a 50/50 basis and that the City is responsible for any cost to improve the road beyond rural standards.

Analysis: There were a total forty-eight registered bidders for the project, with six submitting official bids. The lowest qualified bid of \$786,199.47 including HST was provided by Lavis Contracting Co. Limited. The submission was reviewed, and their experience and references were checked with positive results. The contractor has successfully completed other projects in the City and County of Perth. The Lavis Contracting Co. Limited bid of \$786,199.47 is \$707,996.98 after the HST Partial Rebate.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	707,996.98
Consultant fees (incl. contract admin)	\$	59,000.00
Utility Relocates (estimated)	\$	30,000.00
Geotechnical & Material Testing fees (estimated)	\$	35,000.00
Total	\$	831,996.98

The 2024 capital budget projected total costs of \$1,200,000 for this project to be funded as follows:

Federal Gas Tax	\$	750,000.00	R-R11-RFED
Recoverable - County of Perth	\$	450,000.00	N/A
Total	\$	1,200,000.00	

Upwards of \$450,000 is expected to be recovered from Perth County through the Boundary Road Agreement. The unspent federal gas tax funds will remain for future capital expenditures.

Financial Implications:

Financial impact to current year operating budget:

The full cost of the project will be borne by the City, with the County of Perth invoiced for their portion.

Financial impact on future year operating budget:

The eventual capital replacement work would result in decreased annual operating and maintenance cost in future years once the bridge structure is rehabilitated.

Link to asset management plan and strategy:

This installation will replace the City's existing asset inventory. The expected service life of the replacement asset component is 75 years.

The new asset would be added to the asset management plan, and the old asset removed. New asset replacement would be planned for based on estimated useful life. The adjustment to the asset management plan would impact future capital planning forecasts and funding strategies would be updated accordingly.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the new asset will maintain the longevity and safety of a critical transportation route.

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.

Land and Nature

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

Travel and Transport

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

Staff Recommendation: THAT the Tender (T-2024-17) for the Perth Line 36 Culvert Replacement Project be awarded to Lavis Contracting Co. Limited, at a total tender price of \$786,199.47, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2024-17.

Prepared by:

Nathan Bottema, Project Engineer

Recommended by:

Taylor Crinklaw, Director of Infrastructure Services

Joan Thomson, Chief Administrative Officer

T-2024-17

Perth Line 36 Culvert Replacement

Closing Date: July 4, 2024

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Bid Submission</u>
Lavis Contracting Co. Limited	Clinton, Ontario	Submission 1	\$786,199.47
VanDriel Excavating Inc.	Clinton, Ontario	Submission 1	\$835,038.63
Cox Construction Limited	Guelph, Ontario	Submission 1	\$997,582.02
Murray Mills Excavating & Trucking (Sarnia) Ltd.	Sarnia, Ontario	Submission 1	\$1,107,603.40
J-AAR Civil Infrastructures Limited	London, Ontario	Submission 1	\$1,141,669.09
North American Demolition INC	Keswick, Ontario	Submission 1	\$1,564,903.10



MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and Council
From: Dave Bush, Director of Human Resources
Report Number: COU24-079
Attachments: 3 Business Cases

Title: Human Resources Investment and Revised Staffing Model

Objective: To build a Human Resources Department that is properly resourced to support The Corporation of the City of Stratford in accomplishing its strategic priorities.

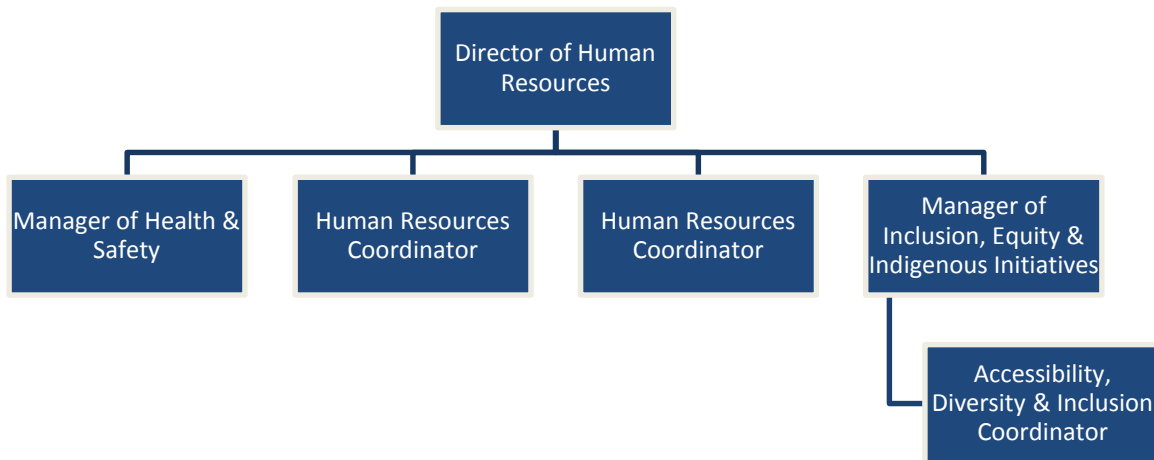
Background: Human Resources was formalized in 1988 with the hiring of a Director of Personnel and a Personnel Assistant. In 1998 the Director retired, and a Manager of Personnel was hired to work alongside the Personnel Assistant. In 2003, a Director of Human Resources was hired to work with the Human Resources Assistant. In 2004 a second Human Resources Assistant was added to the department. In 2008 the Manager of Health & Safety was created to support the organization after a Health & Safety Audit determined the need. The Director retired in 2016 and the position was gapped for a year due to a transition in the Chief Administrators Office. The current Human Resources complement has existed since 2016:

- Director of Human Resources
- Manager of Health & Safety
- Human Resources Coordinator (x2)

In 2024 the Diversity, Equity and Inclusion team was added to the Human Resources Department that includes the following complement:

- Manager of Inclusion, Equity, and Indigenous Initiatives
- Accessibility, Diversity, and Inclusion Coordinator

The mandate of the DEI Team supports building and fostering an inclusive organization for all equity-deserving staff, all employees, councillors, contractors, and volunteers in their dealings with any members of the public. The DEI Team is critical to organizational health and wellbeing, however, does not support the day-to-day operations of the Human Resources Department.



Analysis: The Human Resource Staffing to Employee Ratio is the proportion of HR staff in an organization compared to the total number of employees. It is typically calculated by dividing the number of HR staff by the number of employees and expressing the result as a percentage or decimal. Standard Human Resource (HR) industry practice supports an HR to Employee ratio average of 1.7 rounded to 2 HR staff per 100 employees. Applying this standard would support an HR Team of 8.26 and the proposed complement is 8, that includes 3 additional roles.

$$\text{HR to Employee ratio} = \frac{\text{Number of HR Staff (FTE)} * 100}{\text{Number of total staff (FTE)}}$$

Current Stratford

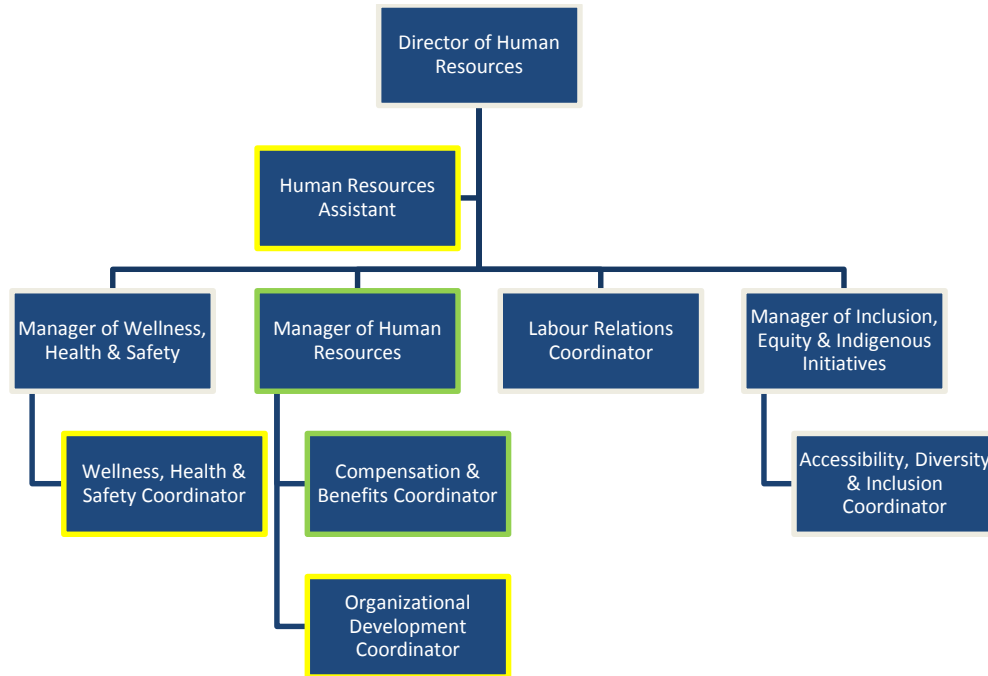
$$\text{HR to Employee ratio} = \frac{4}{415.5} * 100 = .96$$

For a variety of reasons, the Human Resources Team complement at the City of Stratford has not been altered in the last 15 years, despite service reviews that support building out the portfolios and overall personnel levels increasing. A recent Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis conducted by the new Director reveals that leaders interviewed agreed that the Human Resources Team was understaffed and underfunded.

The three new roles, as explained through the attached business case submissions, are: Wellness, Health & Safety Coordinator; Organizational Development Coordinator; and a Human Resources Assistant. Additionally, there will be a reallocation of the current Human Resources Coordinator position to Manager of Human Resources, and of the current Payroll Coordinator to Compensation & Benefits Coordinator. The goal is to ensure

that Human Resources can effectively support the organization's workforce and contribute to the organization's success.

Proposed Organizational Structure – Human Resources 2024



Green – Reallocated current positions, Yellow – New positions

The table below indicates the anticipated annualized costs of the proposed structure.

Status	Position	Salary/Hourly @ Job Rate	Benefits 32%	One Time Costs, Cell Hardware	Total
*New	Wellness, Health & Safety Coordinator	\$85,613/\$47.04	\$27,396	\$3,300	\$116,309
*New	Organizational Development Coordinator	\$85,613/\$47.04	\$27,396	\$3,300	\$116,309
*New	Human Resources Assistant	\$79,640/\$43.76	\$25,485	\$3,300	\$108,425

Status	Position	Salary/Hourly @ Job Rate	Benefits 32%	One Time Costs, Cell Hardware	Total
					\$341,043

Recruitment and transition will take place through July/August with a realistic start time of September 1, 2024.

The Corporation of the City of Stratford Council has demonstrated a commitment to financial leadership and sustainability. The Director of Corporate Services is reviewing the reserve and reserve fund policy and will propose some changes to the HR Salary Contingency Reserve, so it is directly tied to the parts of the corporate surplus that relate to fiscally responsible budgeting for approved complement and compensation.

This proposed staffing model revision to the HR Department will ensure that the City is properly resourced to support its workforce and positioned to provide more than transactional staffing management. Consideration of this proposal will allow the City to become progressive and competitive in recruitment, labour relations and general support for employees.

Financial impact to current year operating budget:

There will be a four (4) month impact on the 2024 Operating results for 2024 of \$113,681. This impact can be offset through anticipated variances due to staffing variances within Human Resources and if required, use of the Human Resources Salary Contingency reserve, which has a current balance of \$69,214.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as we are building a creative, innovative, solution-focused Human Resources team that will support, guide, and encourage all divisions/departments in the Corporation to work together to have greater impact with our customers.

Intentionally Change to Support the Future

This report aligns with this priority as Human Resources, albeit an internal service provider, can and will have significant impact on the culture shift required by the Corporation to transition and evolve our employees and services to have greater flexibility in supporting the Stratford community.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT Council approves the investment into three additional full-time positions for the Human Resources Department;

AND THAT the Director of Human Resources be authorized to proceed with recruitment of these positions.

Prepared by:	Dave Bush, Director of Human Resources
Recommended by:	Karmen Krueger, Director of Corporate Services
	Joan Thomson, Chief Administrative Officer



2024 BUSINESS CASE - QUALITATIVE

Department:	Human Resources
Budget Division:	G112 Human Resources
Description of New Service/Position:	Organizational Development Coordinator

Program or Service Expansion Introduction and Overview:

Organizational Development (OD) is the practice of planned systemic change in the beliefs, attitudes, and values of employees for individual and corporate growth. OD aims to enable an organization to respond better and adapt to industry/market changes and technological advancements. Organizations that successfully implement OD tenants often exhibit higher levels of organizational agility; successfully navigating new challenges with speed and minimal disruption.

Organizational Development Coordinators support organizations that seek to manage transformational change and improve their organizational health and effectiveness. OD Coordinators are engaged in work such as employee engagement; team development; leadership development; strategic planning; organization design, performance, culture change, people plan, corporate onboarding and other critical initiatives that support organizational objects.

Analysis of Current Business Process:

Human Resources was formalized in 1988 with the hiring of a Director of Personnel including a Personnel Assistant. In 1998 the Director retired, and a Manager of Personnel was hired to work alongside the Personnel Assistant. In 2003 a Director of Human Resources was hired to work with the Human Resources Assistant. In 2004 a second Human Resources Assistant was added to the department. In 2008 the Manager of Health & Safety was created to support the organization after a Health & Safety Audit determined the need. The Director retired in 2016 and the position was gapped for a year due to a transition in the Chief Administrators Office. The current Human Resources compliment has existed since 2016:

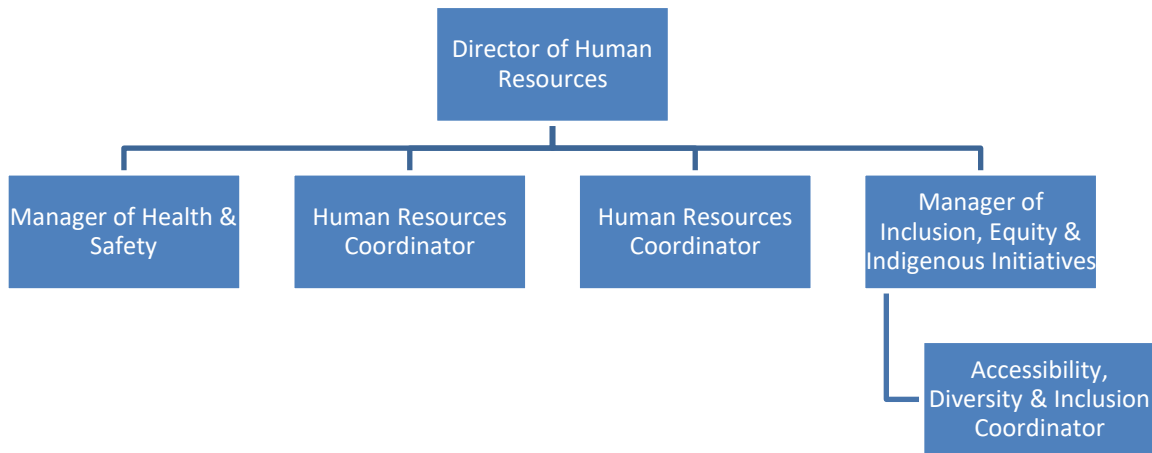
- Director of Human Resources
- Manager of Health & Safety
- Human Resources Coordinator (x2)

In 2024 the Diversity, Equity and Inclusion team was added to the Human Resources Department that includes the following compliment:

- Manager of Inclusion, Equity, and Indigenous Initiatives
- Accessibility, Diversity, and Inclusion Coordinator

The mandate of the DEI Team supports building and fostering an inclusive organization for all equity-deserving staff, all employees, councillors, contractors, and volunteers in their dealings with any members of the public. The DEI Team is critical to organizational health and wellbeing, however, does not support the day-to-day operations of the Human Resources Department.

Current Organizational Structure – Human Resources 2024



The HR to Employee Ratio is the proportion of HR staff in an organization compared to the total number of employees. It is typically calculated by dividing the number of HR staff by the number of employees and expressing the result as a percentage or decimal.

$$\text{HR to Employee ratio} = \frac{\text{Number of HR Staff (FTE)} * 100}{\text{Number of total staff (FTE)}}$$

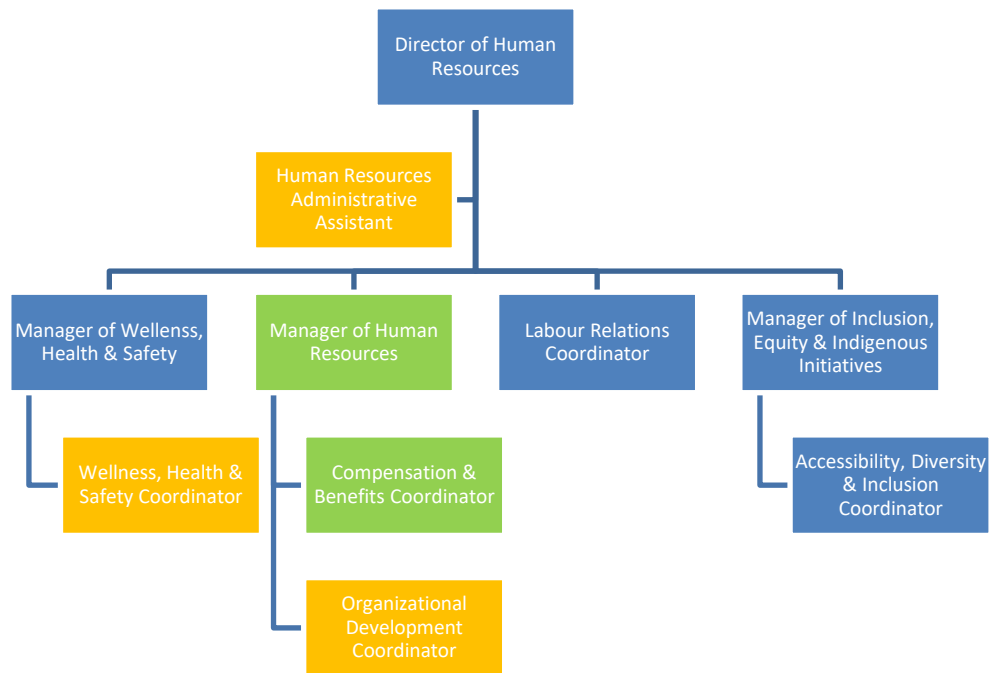
Current Stratford

$$\text{HR to Employee ratio} = \frac{4}{415.5} * 100 = .96$$

For a variety of reasons, the Human Resources Team compliment at the City of Stratford has not been altered in the last 15 years, despite a few service reviews that support building out the portfolios. A recent SWOT analysis conducted by the new Director reveals that leaders interviewed agreed that the Human Resources Team was understaffed and underfunded. Standard HR industry practice supports a HR to Employee ratio average of 1.7 rounded to 2 HR staff per 100 employees. Applying this standard would support an HR Team of 8.26 and the proposed compliment is 8, that includes 3 new additional roles.

The focus of the new roles will be explained though business case submissions and they are: Wellness, Health & Safety Coordinator, Organizational Development Coordinator, and a HR Administrative Assistant. Reallocating a current Human Resources Coordinator position to Manager of Human Resources and reallocating the current Payroll Coordinator to Compensation & Benefits Coordinator. The goal is to ensure that HR can effectively support the organization's workforce and contribute to the organization's success.

Proposed Organizational Structure – Human Resources 2024



***New** Administrative Assistant: \$79,640/\$43.76 + Benefits

***New** Organizational Development Coordinator: \$85,613/\$47.04 + Benefits

***New** Wellness Coordinator: \$85,613/\$47.04 + Benefits

***Reallocate** Manager Human Resources differential: \$ 125,777/\$69.11 - \$85,613/\$47.04 = \$40,164

***Reallocate** Compensation & Benefits Coordinator differential: \$85,613/\$47.04 - \$68,686/\$37.74 = \$16,926

Background:

The City of Stratford established formal Human Resource support internally in 1988. At that time there was a Director of Personnel and a Human Resources Assistant. As a result of limited growth and support for HR, a proper organizational structure has not been implemented. A critical role and function of a municipal department is a organizational development coordinator. OD Coordinators are engaged in work such as employee engagement; team development; leadership development; strategic planning; organization design, performance, culture change, people plan, corporate onboarding and other critical initiatives that support organizational objects. Focus areas of development for the City of Stratford's culture shift for future success.

How This Position Reflects Council's 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.

Program or Service Expansion Benefits:

At a high level there are five benefits in building an organizational development culture at the City of Stratford.

1. **Continuous Improvement:** The OD process creates a continuous cycle of improvement whereby strategies are planned, implemented, evaluated, improved, and monitored. OD is a proactive approach that embraces change (internal and external) and leverages it for renewal. Here are some ways OD can contribute to continuous improvement:
 - Diagnostic Assessment
 - Goal Setting and Strategic Alignment
 - Feedback and Performance Management
 - Change Management
 - Monitoring and Evaluation
 - Continuous Feedback Loop
 -
2. **Increased Communication:** One of the key advantages of OD is increased communication, feedback, and engagement within the organization. Improving communications aims to align all employees to shared corporate goals and values.
3. **Talent Development and Retention:** OD initiatives often include training and development programs aimed at enhancing employee skills and capabilities. Investing in employee's growth and providing opportunities for advancement, organizations can attract and retain top talent, resulting in a more skilled workforce.
 - **Skill Enhancement and Learning Opportunities:** By investing in employees' growth and providing opportunities for learning and professional development, OD helps individuals expand their knowledge base and acquire new skills. This improves their performance in their current roles and prepares them for future opportunities within the organization, increasing their overall satisfaction and engagement.
 - **Career Advancement and Growth Pathways:** By establishing frameworks for promotion, succession planning, and growth opportunities, OD provides employees with a sense of direction and a clear understanding of the potential career trajectory within the organization.
 - **Employee Engagement and Empowerment:** OD fosters employee engagement by involving them in decision-making processes, seeking their input, and valuing their contributions. By creating a culture of empowerment, where employees have a voice

and feel valued, OD enhances their sense of ownership and commitment to the organization.

- **Feedback and Performance Management:** OD incorporates feedback and performance management processes that provide employees with regular and constructive feedback on their performance. This feedback helps individuals understand their strengths, areas for improvement, and developmental needs.
 - **Work-Life Balance and Well-being:** By implementing flexible work arrangements, wellness programs, and initiatives that support employees' physical and mental health, OD demonstrates a commitment to the holistic well-being of employees.
4. **Product and Service Innovation:** OD encourages employees to think more creatively and generate innovative ideas by promoting creativity, risk-taking, and a continuous improvement mindset. It focuses on breaking down silos and promoting cross-functional collaboration. OD enhances communication, knowledge sharing, and collaboration by bringing together individuals from different departments and disciplines. OD also emphasizes the importance of meeting customer needs by incorporating customer feedback and insights into processes. It helps organizations to have a more agile mindset essential for innovation and promotes process improvement, risk management, experimentation, and leadership development initiatives.
5. **Increased Business Success:** Through raised innovation and productivity, efficiency and profits are increased. Costs are also reduced by minimizing employee turnover and absenteeism. As OD aligns objectives and focuses on development, product/service quality and employee satisfaction are increased. The culture shift to one of continuous improvement gives the company a distinct advantage in the competitive marketplace.

Overall, OD's benefits contribute to organizations' long-term sustainability and success. By continuously assessing and improving organizational effectiveness, OD ensures that organizations remain adaptable, resilient, and capable of achieving their strategic objectives in a dynamic business environment.

Program Expansion Costs:

To be funded from anticipated variances and/or utilizing the reallocation of current positions or vacancies.

***New** Organizational Development Coordinator: \$85,613/\$47.04 + 32 % Benefits

***Reallocate** Manager Human Resources differential: \$ 125,777/\$69.11 – HR Coordinator
 $\$85,613/\$47.04 = \$40,164$

***Reallocate** Compensation & Benefits Coordinator differential: \$85,613/\$47.04 - Payroll Coordinator
 $\$68,686/\$37.74 = \$16,926$

*See attached Quantitative Summary

Alternatives:

The alternative is to leave the staff compliment status quo and continue to be disconnected, lacking strategic HR direction, limit corporate culture development and not support the evolution of the corporate strategic direction. Without dedicated basic human resource roles, there will be ongoing concerns around the consistency, capacity, and capabilities to accomplish Stratford's strategic priorities. Ultimately, the responsibility falls to the Corporate Leadership Team to establish a governance model to help guide leaders and employees as they navigate many competing day-to-day priorities.



2024 BUSINESS CASE - QUALITATIVE

Department:	Human Resources
Budget Division:	G112 Human Resources
Description of New Service/Position:	Human Resources Assistant

Program or Service Expansion Introduction and Overview:

Working as the first contact for electronic, written, and verbal inquiries from all internal and external contacts, the main function of this position is to provide positive and professional administrative support to ensure good customer service for internal and external customers. As the human resources assistant for the department the role provides strategic support and coordination to the HR Team, as well as the service areas under the HR portfolio; Wellness, Health & Safety, Recruitment, Compensation, Benefits, Labour Relations, and Diversity, Equity, and Inclusion to assist in creating a supportive and efficient team environment. This role has access to confidential corporate and human resource matters, along with power-user status on all current and future human resources information/management systems.

Analysis of Current Business Process:

Human Resources was formalized in 1988 with the hiring of a Director of Personnel including a Personnel Assistant. In 1998 the Director retired, and a Manager of Personnel was hired to work alongside the Personnel Assistant. In 2003 a Director of Human Resources was hired to work with the Human Resources Assistant. In 2004 a second Human Resources Assistant was added to the department. In 2008 the Manager of Health & Safety was created to support the organization after a Health & Safety Audit determined the need. The Director retired in 2016 and the position was gapped for a year due to a transition in the Chief Administrators Office. The current Human Resources compliment has existed since 2016:

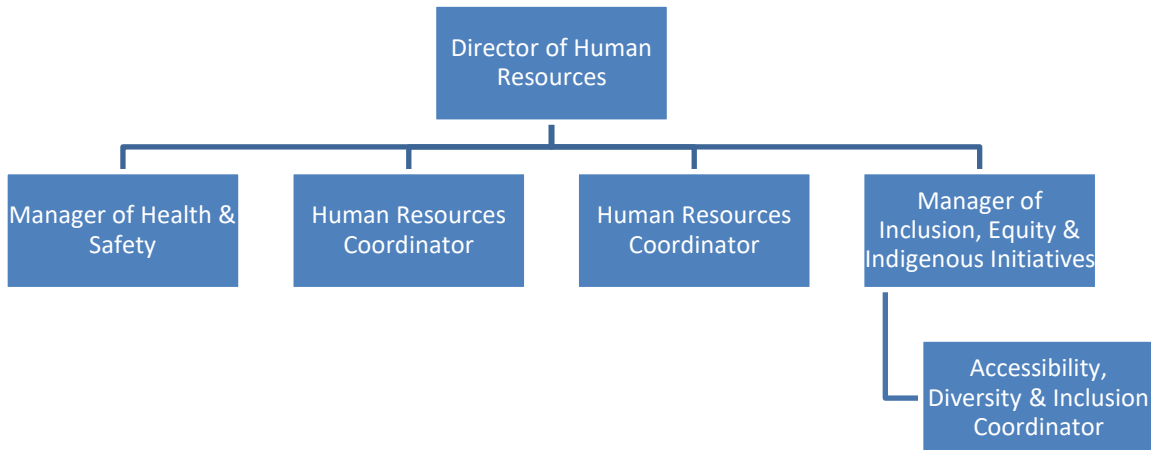
- Director of Human Resources
- Manager of Health & Safety
- Human Resources Coordinator (x2)

In 2024 the Diversity, Equity and Inclusion team was added to the Human Resources Department that includes the following compliment:

- Manager of Inclusion, Equity, and Indigenous Initiatives
- Accessibility, Diversity, and Inclusion Coordinator

The mandate of the DEI Team supports building and fostering an inclusive organization for all equity-deserving staff, all employees, councillors, contractors, and volunteers in their dealings with any members of the public. The DEI Team is critical to organizational health and wellbeing, however, does not support the day-to-day operations of the Human Resources Department.

Current Organizational Structure – Human Resources 2024



The HR to Employee Ratio is the proportion of HR staff in an organization compared to the total number of employees. It is typically calculated by dividing the number of HR staff by the number of employees and expressing the result as a percentage or decimal.

$$\text{HR to Employee ratio} = \frac{\text{Number of HR Staff (FTE)} * 100}{\text{Number of total staff (FTE)}}$$

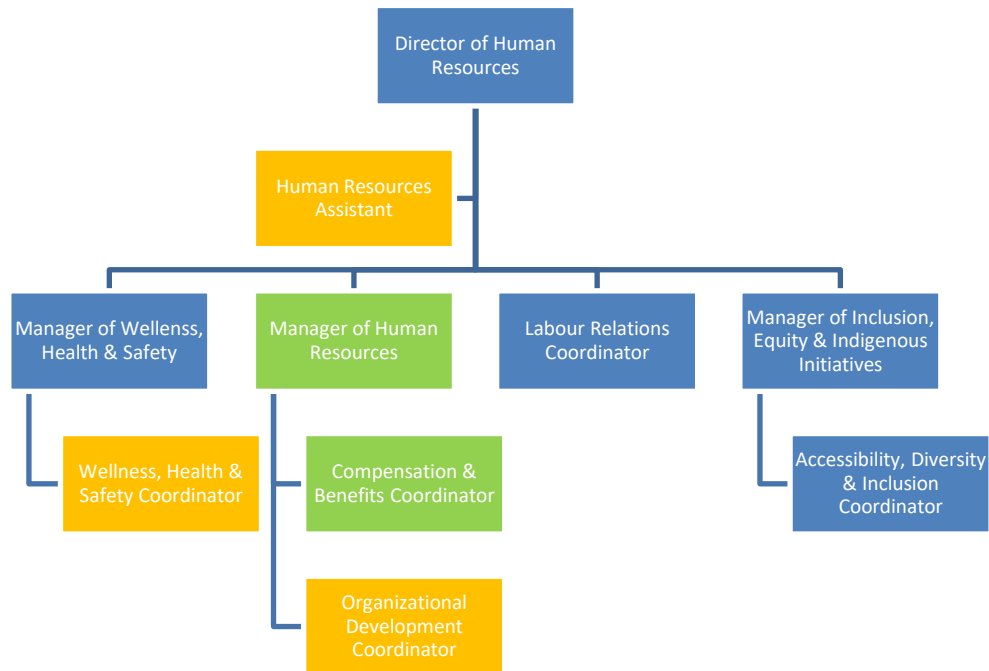
Current Stratford

$$\text{HR to Employee ratio} = \frac{4}{415.5} * 100 = .96$$

For a variety of reasons, the Human Resources Team compliment at the City of Stratford has not been altered in the last 15 years, despite a few service reviews that support building out the portfolios. A recent SWOT analysis conducted by the new Director reveals that leaders interviewed agreed that the Human Resources Team was understaffed and underfunded. Standard HR industry practice supports a HR to Employee ratio average of 1.7 rounded to 2 HR staff per 100 employees. Applying this standard would support an HR Team of 8.26 and the proposed compliment is 8, that includes 3 new roles.

The focus of the new roles will be explained though business case submissions and they are: Wellness, Health & Safety Coordinator, Organizational Development Coordinator, and a HR Administrative Assistant. Reallocating a current Human Resources Coordinator position to Manager of Human Resources and reallocating the current Payroll Coordinator to Compensation & Benefits Coordinator. The goal is to ensure that HR can effectively support the organization's workforce and contribute to the organization's success.

Proposed Organizational Structure – Human Resources 2024



***New** Human Resources Assistant: \$79,640/\$43.76 + Benefits

***New** Organizational Development Coordinator: \$85,613/\$47.04 + Benefits

***New** Wellness Coordinator: \$85,613/\$47.04 + Benefits

***Reallocate** Manager Human Resources differential: \$ 125,777/\$69.11 - \$85,613/\$47.04 = \$40,164

***Reallocate** Compensation & Benefits Coordinator differential: \$85,613/\$47.04 - \$68,686/\$37.74 = \$16,926

Background:

The City of Stratford established formal Human Resource support internally in 1988. At that time there was a Director of Personnel and a Human Resources Assistant. The HR Assistant role expanded into the current HR Coordinator role and was never replaced. As a result of limited growth and support for HR, a proper organizational structure has not been implemented. A critical role and function of a municipal department is the administrative assistant to plan, guide, control and support the department's mandate across the organization.

How This Position Reflects Council's 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.

Program or Service Expansion Benefits:

1. **Organizational Skills:** Support the Director's business schedule and anticipate needs, take initiative to obtain details and work independently. Draft and edit material such as presentations, spreadsheets, graphics and reports as required. Coordinate other committee meetings including specialized and politically sensitive committees. Provide administrative support to the Director's direct reports as required.
2. **Political Acumen:** Recognize politically sensitive and/or confidential issues and bring matters to the attention of the Director; communicate to AAs/determine best course of action. Maintain professional discretion at all times and demonstrate the ability to triage concerns/issues and negotiate/facilitate scheduling, reporting and the necessary follow up.
3. **Administration and Governance:** Represent the division on committees as directed. Assist the division with reports to Council; assist with divisional business planning; ensure documents comply with city standards and meet deadlines. Liaise and exchange information with other departments and external parties. Support the creation of weekly council agenda forecasts used by the offices of the Mayor and Council and the Clerk. Be informed about the divisional mandates and work plans.
4. **Financial Administration:** Participate in the annual divisional budget exercise, working with the budget analyst to find explanations for variances throughout the year. Work with the Director in preparing forecast change reports for capital budgets. Work with your divisional management teams in preparing budgets and reconciliations for all purchase card statements for the division and its service areas. Prepare and process payment requests for the division and its service areas. Signing authority for payment requests under \$5,000 for the division and its service areas.
5. **Strategic Understanding:** Identify continuous improvement opportunities in the department and promote corporate values. Conduct research and analysis of subjects to identify and support improvement opportunities. Coordinate events related to training and information sessions for the division. Collaborate with management and supervisory staff in the division to identify specialized training requirements.

6. **Research:** Act as support on special projects as identified, tracking project schedules, task deadlines, milestones, project reports, coordinate project meetings with project stakeholders and liaise with consultants and service providers as directed by project manager. Business analytics and reporting as required.
7. **Other duties include:** Department records coordinator; attendance record reporting; web editor; Maintain regular open communication with the team.

Program Expansion Costs:

To be funded from anticipated variances and/or utilizing the reallocation of current positions or vacancies.

***New** Human Resources Assistant: \$79,640/\$43.76 + 32 % Benefits

*See attached Quantitative Summary

Alternatives:

The alternative is to leave the staff compliment status quo and continue to be disconnected, lacking strategic HR direction, limit corporate culture development and not support the evolution of the corporate strategic direction. Without dedicated basic human resource roles, there will be ongoing concerns around the consistency, capacity, and capabilities to accomplish Stratford's strategic priorities. Ultimately, the responsibility falls to the Corporate Leadership Team to establish a governance model to help guide leaders and employees as they navigate many competing day-to-day priorities.



2024 BUSINESS CASE - QUALITATIVE

Department:	Human Resources
Budget Division:	G112 Human Resources
Description of New Service/Position:	Wellness, Health & Safety Coordinator

Program or Service Expansion Introduction and Overview:

The Wellness, Health, & Safety Coordinator is responsible for providing advice, education, and support to all levels of staff in the Organization. The position has corporate accountability for Occupational Wellness, Health, & Safety programs and supports the organization in the development and on-going improvement of its Wellness, Health, and Safety program.

Using health and safety expertise and demonstrated experience in evaluation, assessment and interpreting legislative requirements, responsible for recommending solutions, ensuring all parties establish and maintain a safe and healthy workplace and comply with all applicable legislation to continuously improve workplace wellness, health, and safety. Enhances the safe return to work processes and programs to assist employees in returning to work from being out of the workplace due to illness, injury or short term/long term disability.

Analysis of Current Business Process:

Human Resources was formalized in 1988 with the hiring of a Director of Personnel including a Personnel Assistant. In 1998 the Director retired, and a Manager of Personnel was hired to work alongside the Personnel Assistant. In 2003 a Director of Human Resources was hired to work with the Human Resources Assistant. In 2004 a second Human Resources Assistant was added to the department. In 2008 the Manager of Health & Safety was created to support the organization after a Health & Safety Audit determined the need. The Director retired in 2016 and the position was gapped for a year due to a transition in the Chief Administrators Office. The current Human Resources compliment has existed since 2016:

- Director of Human Resources
- Manager of Health & Safety
- Human Resources Coordinator (x2)

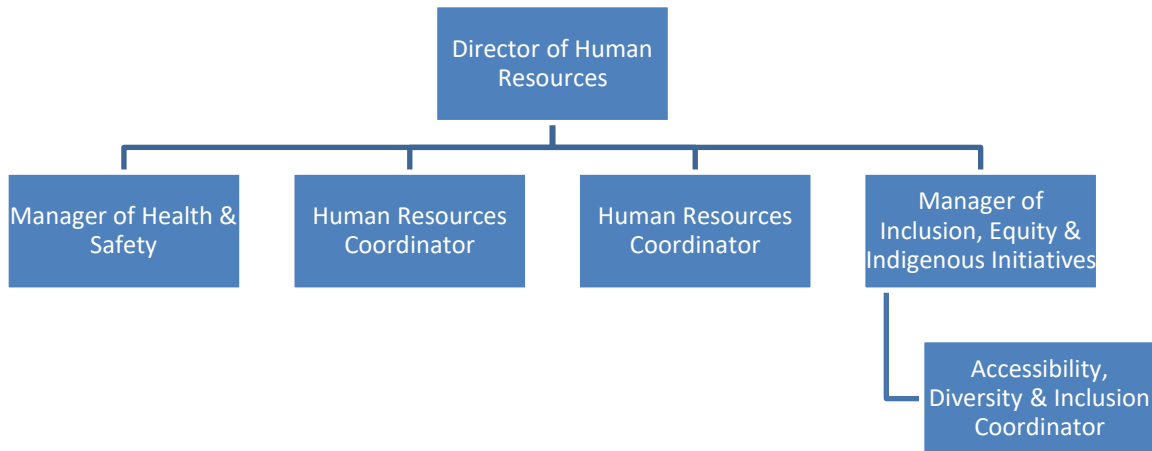
In 2024 the Diversity, Equity and Inclusion team was added to the Human Resources Department that includes the following compliment:

- Manager of Inclusion, Equity, and Indigenous Initiatives
- Accessibility, Diversity, and Inclusion Coordinator

The mandate of the DEI Team supports building and fostering an inclusive organization for all equity-deserving staff, all employees, councillors, contractors, and volunteers in their dealings

with any members of the public. The DEI Team is critical to organizational health and wellbeing, however, does not support the day-to-day operations of the Human Resources Department.

Current Organizational Structure – Human Resources 2024



The HR to Employee Ratio is the proportion of HR staff in an organization compared to the total number of employees. It is typically calculated by dividing the number of HR staff by the number of employees and expressing the result as a percentage or decimal.

$$\text{HR to Employee ratio} = \frac{\text{Number of HR Staff (FTE)} * 100}{\text{Number of total staff (FTE)}}$$

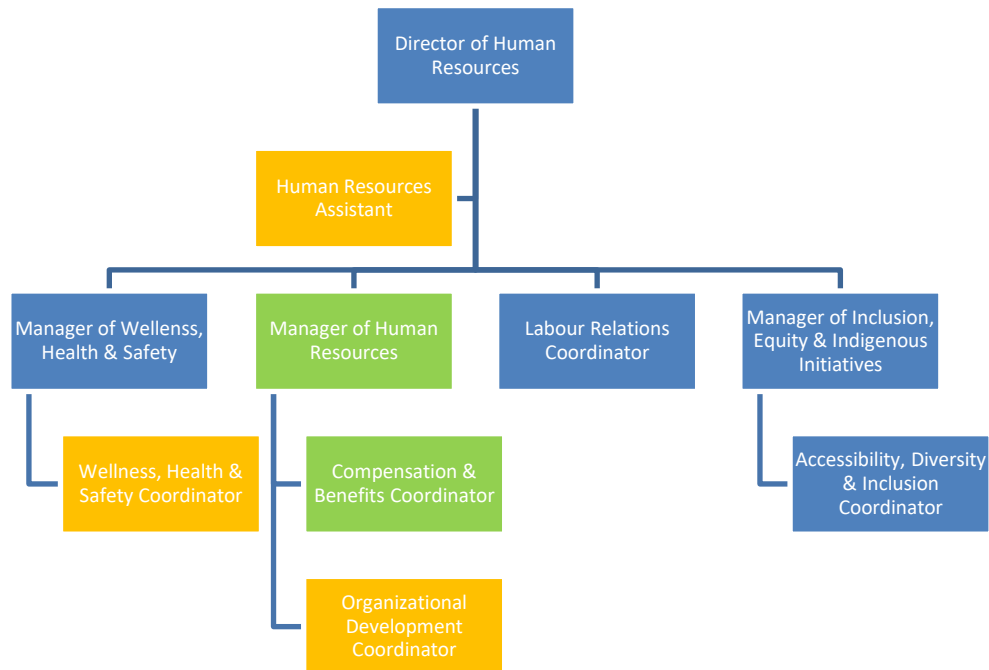
Current Stratford

$$\text{HR to Employee ratio} = \frac{4}{415.5} * 100 = .96$$

For a variety of reasons, the Human Resources Team compliment at the City of Stratford has not been altered in the last 15 years, despite a few service reviews that support building out the portfolios. A recent SWOT analysis conducted by the new Director reveals that leaders interviewed agreed that the Human Resources Team was understaffed and underfunded. Standard HR industry practice supports an HR to Employee ratio average of 1.7 rounded to 2 HR staff per 100 employees. Applying this standard would support an HR Team of 8.26 and the proposed compliment is 8, that includes 3 additional roles.

The focus of the new roles will be explained though business case submissions and they are: Wellness, Health & Safety Coordinator, Organizational Development Coordinator, and a HR Administrative Assistant. Reallocating a current Human Resources Coordinator position to Manager of Human Resources and reallocating the current Payroll Coordinator to Compensation & Benefits Coordinator. The goal is to ensure that HR can effectively support the organization's workforce and contribute to the organization's success.

Proposed Organizational Structure – Human Resources 2024



***New** Administrative Assistant: \$79,640/\$43.76 + Benefits

***New** Organizational Development Coordinator: \$85,613/\$47.04 + Benefits

***New** Wellness Health & Safety Coordinator: \$85,613/\$47.04 + Benefits

***Reallocate** Manager Human Resources differential: \$ 125,777/\$69.11 - \$85,613/\$47.04 = \$40,164

***Reallocate** Compensation & Benefits Coordinator differential: \$85,613/\$47.04 - \$68,686/\$37.74 = \$16,926

Background:

How This Position Reflects Council's 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.

Program or Service Expansion Benefits:

There are many benefits for a municipality to support and encourage wellness, health & safety in the workplace.

- 1) **Improves employee health behaviours:** by helping your employees develop healthy habits, you help them avoid health complications that can lead to chronic disease. Wellness programs encourage employees to eat at healthy foods and exercise, reducing the risk of long-term health problems and helping them feel more energized and happier throughout their workdays. A wellness, health & safety program can have a positive impact on your team's mental health as well. Many companies encourage employees to adopt healthy eating habits and provide nutritious food on site to encourage this behaviour. Research shows that eating a nutritious diet not only provides sustained energy levels but can also reduce feelings of anxiety and depression.
- 2) **Increases productivity:** research shows that employees who are healthier tend to be more productive in the workplace because they're more rested, energized, and motivated to complete their work to the best of their abilities. By participating in wellness, health & safety programs in the workplace, employees remain focused on maintaining healthy behaviours like exercise, which shown to improve sleep and increase productivity in the workplace.
- 3) **Improves employee engagement:** when companies create a culture focused on employee wellness, they typically have a more engaged workforce. Weight loss challenges, walking groups and other wellness activities help employees feel more connected to the company they work for and to their co-workers. These activities help strengthen the relationships employees have with one another and their managers and can increase the likelihood that an employee will remain with the company for a long time.
- 4) **Improves morale:** a wellness, health & safety program can help improve the morale of your entire team, as participating in one can create a feeling of satisfaction among employees. Wellness, health & safety programs help employees feel more supported in their health and wellness goals, which can help them feel more valued by their employer. These employees are more likely to embrace the opportunity as Wellness, health & safety programs can also add variety to the workday. Educational programs and wellness activities teach employees new things and add an element of fun into the work environment to generate enthusiasm and boost morale.
- 5) **Reduce stress levels:** while stress does occur in the workplace, a wellness, health & safety program can help reduce or eliminate prolonged stress that reduces productivity and leads to unnecessary absenteeism from work. By creating a wellness, health & safety program that's focused on reducing stress in the workplace, you can improve your team's performance and employee retention.
- 6) **Improves attendance:** wellness, health & safety programs help to improve the health of a company's workforce. Elevating the health & safety of your team and minimizing stress as much as possible can increase their overall satisfaction in their role by making them feel more invested in their work. Enhances safe return to work processes and programs. When employees feel healthy, safe and morale is good, they're more motivated to come to work and perform at their best, improving company-wide attendance.

- 7) **Reduces healthcare costs:** wellness, health & safety programs can result in measurable savings for a company in the form of reduced healthcare costs. By improving the health & safety of a company's workforce, those employees are less likely to get sick or be injured on the job. This means that employees are receiving medical care less frequently, saving both themselves and the organization money in healthcare expenses.
- 8) **Improves teamwork:** when employees work well as part of a team, they're more productive and the quality of their work also improves. They also tend to be more creative, since teamwork generally results in better collaboration and the development of more innovative ideas. By participating in wellness, health & safety programs together, particularly team-based activities, employees can strengthen their relationships with one another, encourage each other and hold one another accountable for their goals. Taking part in wellness activities outside of the workplace can also help with team bonding and camaraderie, which further improves communication and collaboration in the workplace.
- 9) **Attracts new talent:** besides salary, prospective employees are also interested in seeing what other benefits a company can offer employees. Research shows that many candidates include wellness, health & safety programs on the list of benefits that are extremely important to them. By including wellness benefits in our compensation package, you can attract talented candidates. Companies can also use wellness, health & safety programs to create a strong sense of loyalty among their employees and improve long-term retention.

Program Expansion Costs:

To be funded from anticipated variances and/or utilizing the reallocation of current positions or vacancies.

***New** Wellness Health & Safety Coordinator: \$85,613/\$47.04 + 32% Benefits

*See attached Quantitative Summary

Alternatives:

The alternative is to leave the staff compliment status quo and continue to be disconnected, lacking strategic HR direction, limit corporate culture development and not support the evolution of the corporate strategic direction. Without dedicated basic human resource roles, there will be ongoing concerns around the consistency, capacity, and capabilities to accomplish Stratford's strategic priorities. Ultimately, the responsibility falls to the Corporate Leadership Team to establish a governance model to help guide leaders and employees as they navigate many competing day-to-day priorities.



MANAGEMENT REPORT

Date: July 22, 2024
To: Mayor and Council
From: Kevin Bonnell, Manager of Inclusion, Equity, and Indigenous Initiatives
Report Number: COU24-080
Attachments: FINAL- Diversity Equity and Inclusion Internal Policy [June 2024]

Title: Diversity, Equity, and Inclusion Policy

Objective: To advise Council of this new administrative policy for information and awareness.

Background: The City of Stratford is committed to advancing Diversity, Equity, and Inclusion (DEI) across all facets of its operations, aiming to create a fair, inclusive, and equitable environment for all employees, council members, contractors, and volunteers. This policy ensures that DEI principles are embedded in every aspect of the City's operations, from internal procedures to public engagement. The City is dedicated to fostering an inclusive workplace, where equity-deserving staff, including those facing barriers due to discrimination and bias, feel valued and supported. This commitment extends to interactions with the public, aiming to ensure equitable service delivery to all community members.

The DEI policy aims to achieve several key objectives. Firstly, it focuses on educating the workforce by providing continuous and systematic training opportunities on DEI topics such as unconscious bias, cultural competence, anti-racism, indigeneity, and other dimensions of DEI that emerge from the community and internal priorities. Additionally, it emphasizes the importance of culturally responsive practices, offering training to effectively engage with diverse communities, respect cultural norms, and ensure the accessibility of city services. Secondly, the policy guides and examines work processes through equity impact assessments, which evaluate the impact of policies and programs on marginalized communities to ensure fairness and inclusivity. It also emphasizes the regular review of physical spaces, digital platforms, internal procedures or practices and communication methods to remove barriers hindering access for individuals with marginalized groups. Finally, the policy promotes a cultural shift to prioritize equity, diversity, inclusion, and anti-racism by integrating DEI values into decision-making processes, modeling inclusive behaviors, and setting clear objectives to foster diversity and inclusivity. It encourages community engagement through open dialogues to understand and address DEI-related needs, collaborating with community

organizations to co-create initiatives, and ensuring that all decision-making processes incorporate equity considerations, including budget allocation and policy formulation. By making small shifts towards a culture change this policy ensures that principles related to DEI are continuously, thoughtfully, and systematically engaged with at various levels and in various projects at the City of Stratford.

The City believes that establishing a truly equitable, diverse, and inclusive workplace is the collective responsibility of every member within the organization. To uphold this commitment, all staff will use an equity lens to regular progress assessments and transparent reporting mechanisms. Fostering a culture that values and celebrates diversity is paramount, empowering individuals to voice their perspectives and actively contribute to the City's shared dedication to equity and inclusion. While the primary focus of roles and responsibilities lies with staff and management, all councillors, contractors, volunteers, and other community members are expected to adhere to internal procedures in their interactions with the City. It falls upon staff and management to ensure that an appropriate framework is established that supports all internal procedures related to equity, thereby ensuring consistency and accountability throughout the organization. Management responsibilities encompass ensuring employment decisions are free from discrimination, setting individual DEI goals, mitigating unconscious bias in employment practices, and cultivating a safe work environment that upholds DEI values. Employees are expected to engage in continuous DEI learning, respect the diversity of all individuals, contribute to creating an inclusive environment free from discrimination, harassment, and bullying, and proactively working towards fostering diversity and inclusivity within their teams by setting DEI goals, subject to manager approval.

The DEI policy underscores our commitment to nurturing an inclusive and equitable environment within our community. By embedding DEI principles into our daily operations, our aim is to forge a future where every individual feels valued, respected, and empowered to contribute meaningfully. This policy is pivotal as it signifies our dedication to advancing diversity, equity, and inclusion across both our community and organization. While the DEI division will serve as a critical advisor, consultant, and feedback provider, the responsibility rests with each of us to conscientiously craft policies and programs that integrate equity into our decision-making and everyday practices. Through our collective efforts, we will foster a stronger, more inclusive community where everyone can thrive, in alignment with our mission to empower the community with services promoting care, well-being, resilience, and environmental sustainability, and our vision of a flourishing city driven by inclusive growth and innovation.

Analysis: The DEI policy embodies our commitment to fostering an inclusive and equitable environment within our community. By continuously, thoughtfully, and systematically integrating DEI principles into our daily practices, we aim to create a city where every individual is valued, respected, and empowered to contribute meaningfully. This policy is crucial first steps as it reflects our intention to improve the culture where

we promote diversity, equity, and inclusion within both our community and organization. The DEI department will play a pivotal role in advising, consulting, and providing feedback. However, it is incumbent upon all of us to thoughtfully develop policies and programs that embed equity into our decision-making processes and everyday practices. Our collective efforts in this endeavor will ensure that we build a stronger, more inclusive community where everyone has the opportunity to thrive, aligned with our mission to build community partnerships to empower the community with services that promote care, well-being, resilience, and environmental sustainability, and our vision of a flourishing city driven by inclusive growth and innovation in all aspects of our operation.

Financial Implications:

Financial impact to current year operating budget: There is no financial impact to this current year operating budget.

Financial impact on future year operating budget: Any future year impacts related to the DEI Policy will be included in the annual operating/capital budget submissions for Council consideration.

Legal considerations: The DEI Policy will be administered in accordance with the City's obligations under the Ontario Human Rights Code (OHRC), Occupation Health and Safety Act (OHSA) and Accessibility for Ontarians with Disabilities Act (AODA), all collective legislation and related policies and procedures.

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.

Thoughtfully Develop Our City

- Work Together for Greater Impact
- Intentionally Change to Support the Future

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT the report titled, “Diversity, Equity, and Inclusion Policy” (COU24-080), be received for information.

Prepared by:	Kevin Bonnell, Manager of Inclusion, Equity, and Indigenous Initiatives
Recommended by:	Dave Bush, Director of Human Resources
	Joan Thomson, Chief Administrative Officer



The Corporation of the City of Stratford Policy Manual

Policy Number:	H.1.38
Policy Section:	Human Resources
Department:	Diversity, Equity and Inclusion
Date Adopted:	June 10, 2024
Date Amended:	Not applicable
Scheduled for Review:	Annually
Date of Last Review:	Not applicable
Policy Type:	Administrative Policy

Diversity, Equity and Inclusion (DEI)

Policy Statement:

The Corporation of the City of Stratford (the City) is committed to building and fostering an inclusive organization for all equity-deserving staff, including those who identify barriers to equal access, opportunities, and resources due to discrimination and bias.

This commitment extends to all employees, councillors, contractors, and volunteers in their interactions with the public. The City strives to be not only a fair and inclusive employer but also to ensure equitable service delivery to all members of the community. The City aims to educate the workforce on equity, diversity, inclusion, and anti-racism; conduct equity impact assessments and remove barriers; and foster a cultural shift prioritizing these values in decision-making and community engagement.

Scope:

This policy applies to all City employees, all members of City Council, contractors, and volunteers.

Purpose:

Diversity, Equity, and Inclusion can contribute to a safer community and internal organization for everyone while addressing systemic barriers to access of programs and services. The City recognizes that every employee, council member, contractor, and volunteer has the right to and should have access to a workplace that strives towards Diversity, Equity, and Inclusion in all dimensions within corporate development opportunities, practices, policies, and procedures. This policy seeks to proactively create

a safe and inclusive work environment. The City views its diverse workforce as a powerful resource, and the City is committed to leveraging these differences to foster a culture of inclusion, where varied perspectives and experiences are actively encouraged and embraced, ultimately driving innovation, collaboration, and success throughout this organization.

This equity policy serves as a powerful call to action, guiding the City to actively support and uplift equity-deserving staff and members of the public, ensuring their voices are heard, their experiences are valued, and their needs are met with fairness and compassion. Through this policy, the City is committed to using Diversity, Equity, and Inclusion as a foundational lens in City internal operations. The City adopts a comprehensive approach to understanding the spectrum of inclusion, recognizing that it encompasses not only visible diversity dimensions such as race, gender, age, ability, socio-economic status but also the diverse and intersecting perspectives, experiences, and backgrounds that shape everyone's unique identity, ensuring an inclusive environment that embraces and values the richness of the City's collective diversity. The City firmly establishes a shared responsibility and unwavering accountability for fostering inclusion at all levels of the organization, acknowledging that by collectively championing diversity and embracing a culture of equity, everyone contributes to building an inclusive workplace where every voice is heard, and all perspectives are valued.

- This policy has been established to provide a framework for Equity, Diversity, and Inclusion in the City. It is dedicated to promoting a supportive and inclusive workplace culture within the City of Stratford.
- This policy will work in tandem with Truth and Reconciliation Commission (TRC) of Canada: Calls to Action to respectfully engage and build relationships with Indigenous people.
- This policy also seeks to provide continuous professional education and opportunities for community engagement with Indigenous relationships and other equity-deserving communities.
- This equity policy is designed to be inclusive and adaptable, addressing all forms of marginalization and bias to promote fairness and equity for all individuals, regardless of their specific identities.

Equity-Deserving Communities:

All City employees and members of City Council are responsible for embedding equity in all City operations, plans, policies, public engagement, and strategic plan to create an inclusive and equitable space. This policy seeks to take a proactive and systemic approach to encourage individuals to understand systemic discrimination, address barriers and provide guidance on how to create a more inclusive workplace.

The City recognizes the importance of building and nurturing relationships with partner organizations that support equity-deserving communities. The City is committed to fostering collaboration and actively engaging with these organizations to promote equity, diversity, and inclusion. The City will continue to actively seek out partnerships with community-based organizations that advocate for equity and social justice. The City is committed to engaging in ongoing dialogue and consultation with these organizations to better understand the needs and challenges faced by equity-deserving communities.

Secondly, the City is committed to participating in joint initiatives and events organized by partner organizations, which provide platforms for meaningful conversations, knowledge-sharing, and the co-creation of solutions to address systemic inequities.

By establishing and sustaining these partnerships, the City aims to build trust, foster solidarity, and amplify the City's collective impact in advancing equity and inclusion for all.

Definitions:

"City business" refers to all business activities related to the City's operations, whether conducted on or outside of City work facilities.

"Diversity" refers to the differences in the characteristics of City employees and community members including age, race, colour, national or ethnic origin, family or marital status, sex, gender identity or expression, sexual orientation, language, physical and mental ability, genetic characteristics, political affiliation, religion, socio-economic status, and other unique attributes.

"Inclusion" refers to the process through which the City, as an employer, builds community and creates a deep sense of belonging for employees, where everyone is valued, each one's ideas are heard, and everyone advances this culture for everyone including the community we serve.

"Equity" refers to the practice of tailoring tools and resources to meet the unique needs of everyone in the workplace. Continually improving the City's internal and external systems and processes, so everyone can reach their full potential. Equity in the workplace ensures fair access to all employment and promotional opportunities and employee programs.

"Equity-Deserving Communities" refers to Equity deserving groups as communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social, and environmental barriers based on but not limited to age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation, and transgender status, etc.

"Protected Grounds" in the *Ontario Human Rights Code* requires an employer to provide workplace accommodation based on the following protected grounds

race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status, sex, disability, sexual orientation, gender identity, and gender expression.

"Systemic Barriers" refers to policies, practices or procedures that result in some people receiving unequal access or being excluded.

"Equity Assessments" are systematic evaluations conducted to analyze the impact of policies, programs, and practices on marginalized and underserved communities. These assessments identify potential disparities, barriers, and perspectives, ensuring that decisions promote fairness, inclusivity, and equal opportunities and outcomes for all individuals.

Roles and Responsibilities:

The City believes that creating a truly equitable, diverse, and inclusive workplace is the responsibility of every member of this organization. Accountability will be maintained through regular progress assessments, transparent reporting mechanisms, and fostering a culture that values and celebrates diversity, where everyone is empowered to speak up and actively contribute to the City's shared commitment to equity and inclusion. Although the roles and responsibilities primarily focus on staff and management, all councillors, contractors, volunteers and the other community are expected to adhere to the internal procedures in their work with the City. It is the responsibility of staff and management to ensure that the work of councillors, contractors, and volunteers aligns with and supports all internal procedures related to equity, ensuring consistency and accountability across all levels of the organization.

Management

- Ensure that employment-related decisions are free from discrimination.
- Set individual DEI goals to foster diverse representation and an inclusive environment within their teams.
- Engage in conscious inclusion and other behaviors that promote equity.
- Mitigate potential unconscious bias in employment decisions and talent practices (including performance and development, compensation, hiring).
- Draw from a broad pool of talent to inclusively reach talent, create diverse slates and, ultimately, a workforce that reflects the communities we serve.
- Provide reasonable accommodations when requested by individuals with a disability and for those with needs related to any of the Ontario Human Rights Code protected grounds.
- Create an inclusive and safe work environment that supports DEI that reinforce the City's values.
- Set clear and measurable department-specific objectives that foster diversity, inclusivity, and equity, ensuring a fair and inclusive workplace for all employees."

- Cultivate a culture that promotes respect for all employees, council members, members of the public, vendors, contractors, volunteers, and others in the work environment.
- Appropriately address any other behaviour not consistent with the roles and responsibilities listed. Respect in the Workplace Policy, or with applicable laws relating to human rights, Diversity, Equity, and Inclusion consequences will follow respect in the workplace policies.

Employees

DEI requires purposeful action every day. Every employee will be provided with continual learning opportunities related to DEI and is responsible for:

- Respecting the dignity and diversity of all people.
- Creating an inclusive and respectful environment that is free from discrimination, harassment, and/or bullying.
- Enhancing their awareness of potential unconscious bias and how that might hinder the City's ability to be more inclusive and collaborative with one another.
- Set individual DEI goals to foster diverse representation and an inclusive environment within their teams, subject to approval by the employee's Manager.

Procedures and Guidelines:

Employees are directed to review the detailed internal processes outlined in the policy document on page 7 onwards. These processes are integrated into the core elements of the policy to ensure clarity and accessibility.

DEI Objectives

1. Educating the Workforce for a Changing Community:
 - a. Development Opportunities: The City will provide ongoing development opportunities for all employees to enhance their understanding of equity, diversity, inclusion, and anti-racism. Topics to be covered include unconscious bias, cultural competence, and historical contexts to foster empathy and awareness.
 - b. Culturally Responsive Practices: Employees will be provided development opportunities on how to engage effectively with a diverse community, respecting diverse cultural norms, communication styles, and preferences. Cultural sensitivity development opportunities will be offered to ensure that city services are accessible and relevant to all residents.

2. Guidance and Examination of Work Processes:

- a. **Equity Impact Assessments:** The City will implement a process for conducting equity impact assessments on policies, programs, and services. This involves evaluating potential impacts on marginalized communities and making necessary adjustments to ensure fairness and inclusivity.
- b. **Removing Barriers:** The City will conduct regular reviews of its physical spaces, digital platforms, and communication methods to identify and remove any barriers that hinder access for individuals with disabilities or from marginalized groups.

3. Cultural Shift to Prioritize Equity, Diversity, Inclusion, and Anti-Racism:

- a. **Equity Commitment:** The City will work toward equity, diversity, and inclusion by setting a clear tone, modeling inclusive behaviors, and integrating these values into decision-making processes.
- b. **Community Engagement:** Foster open dialogues with the community to identify needs, priorities, and concerns related to equity, diversity, and inclusion. Collaborate with community organizations to co-create initiatives that address these issues.
- c. **Equity in Decision-Making:** Ensure that equity considerations are woven into all decision-making processes, including budget allocation, resource distribution, and policy formulation.

Policy Review:

This policy will be monitored and reviewed annually to ensure that Diversity, Equity, and Inclusion is continually promoted in the workplace.

Legislative Authority:

The parameters of this policy adhere to the applicable policies and regulations:

- Ontario Human Rights Code (OHRC)
- Occupation Health and Safety Act (OHSA)
- Accessibility for Ontarians with Disabilities Act (AODA)

Relationship to Other Policies:

Some activities and initiatives defined under this policy can also relate to other corporate policies.

- H.1.6 Discrimination and Harassment in the Workplace Policy
- H.1.23 Violence in the Workplace Policy

- H.1. 27 Employee Code of Conduct Policy
- Council Code of Conduct
- H.1.12 Health & Safety Policy
- H.1.36 Respectful Workplace Policy

Internal Processes:

Procedures and Guidelines

Employees must always take a proactive approach and consider the ways in which Diversity, Equity and Inclusion fit within their daily work operations and when providing services to members of the public.

The DEI procedures and guidelines are applicable to all City public service interactions, practices and policies on hiring, internal promotions, compensation and benefits, professional development, and social and recreational programming.

1. All employees and management employees will promote respectful communication and cooperation that welcomes and accepts different perspectives.
2. The City will strive to provide safe, welcoming, and inclusive interaction for Equity seeking employees and members for safer community and internal organization.
3. Management employees will ensure that all employees and members of the public are given the opportunity to participate without barriers or bias in the hiring, selection, and promotion process to ensure equal opportunity is provided to all.
4. The City will provide employees with continuous professional DEI development encompassing the experiences and challenges of the changing population in the City of Stratford. All employees will be encouraged to also pursue additional opportunities for continuous DEI learning.
5. Employees will learn to consider and center the experiences of equity-deserving members when creating or administering the City's policies, procedures, programs, services, or in decision-making. Embedding equity in this work will include:
 - a. Educating one-self, understanding, and giving primary focus to the needs, perspectives, and voices of individuals and communities that have

historically faced marginalization, discrimination, or systemic barriers. This approach acknowledges that certain groups, such as racial and ethnic minorities, Indigenous peoples, 2SLGBTQ+ individuals, persons with disabilities, and others, have been historically disadvantaged and have experienced unequal access to resources and opportunities.

- b. Employees will identify and reduce bias and systemic barriers to participation through continuous review of City policies, procedures, systems, and programs using a Diversity, Equity, and Inclusion lens.
 - c. When creating and initiating public feedback processes employees will identify, prevent, and remove barriers to ensure that diverse communities and individuals have opportunities to be meaningfully engaged.
6. As part of the City's commitment to equity, diversity, and inclusion, the City actively promotes and supports the development of essential competencies that empower City employees to cultivate the skills and knowledge required to effectively practice and champion inclusion, creating a workplace culture where every individual feels respected, valued, and empowered to thrive.
 7. All employees are encouraged to consult the Diversity, Equity, and Inclusion division in the Human Resources Department within the City if they have questions or concerns about applying and embedding equity and accessibility in their scope of work.

For Conducting Equity Assessments

Embedding equity within our organization means integrating principles of fairness, inclusion, and justice into all aspects of our operations and decision-making processes. This commitment involves systematically applying an equity lens to evaluate and shape our policies, programs, and practices. An equity lens is a critical tool that helps us identify and address the unique needs and challenges faced by marginalized and underserved communities. By conducting equity assessments, we can ensure that our actions promote equal opportunities, eliminate disparities, and foster an inclusive environment for all individuals. This approach not only aligns with our values but also enhances our ability to serve the diverse needs of our community effectively and equitably.

Embedding Equity: A Proactive Approach

- Understanding the historical and social context that has led to inequity (economic, racial, gender, disability and other)-how did we get here? What Keeps us here?

- Identifying and removing structural barriers that prevent individuals and groups from having an equal and fair experience, outcome, and access to resources and opportunities.
- Equity enables diversity and inclusion by creating the conditions where diversity can thrive and where diverse individuals and groups are part of the process and culture and feel a sense of belonging.

Use an Equity Lens

- What racial, cultural, and/or ethnic group(s) and other equity-deserving populations experience disparities related to this policy, program, or decision? Are they at the table? (If not, why?) What is the intended audience? And how might they experience the situation?
- How might the policy, program or decision affect the group(s)? How might it be perceived by the group(s)? What is the impact and intent?
- Does the policy, program or decision improve, worsen, or make no change to existing disparities? Please elaborate. Does it result in systemic change that addresses institutional discrimination?
- Does the policy, program, or decision produce any intentional benefits or unintended consequences for the affected group(s)?

Diversity, Equity, and Inclusion Implications

The Diversity, Equity, and Inclusion implications outlined in this policy are intended to guide our ongoing efforts to foster a more inclusive and equitable environment within the City. These implications represent the broad goals and impacts we aim to achieve through our DEI initiatives. Unlike specific objectives, which are detailed and measurable steps, these implications highlight the overarching outcomes and effects that our DEI efforts are designed to produce. By understanding and addressing these implications, we can better align our strategies and practices with our commitment to DEI values.

1. Diversity:

- a. Implementing proactive recruitment strategies to attract diverse talent.
- b. Creating an inclusive workplace culture that values and respects different perspectives.
- c. Ensuring diverse representation in decision-making processes and leadership roles.
- d. Organizing events and initiatives that celebrate diverse cultures and identities.

- e. Providing development opportunities and awareness programs to foster cultural competence and understanding.

2. Equity:

- a. Conducting regular pay equity analyses and addressing any disparities.
- b. Implementing flexible work policies to accommodate diverse needs.
- c. Providing resources and accommodations to promote an inclusive and accessible workplace.
- d. Establishing mentoring and sponsorship programs to support underrepresented employees.
- e. Addressing systemic barriers that hinder equitable advancement within the organization.

3. Accessibility:

- a. Conducting accessibility audits to identify and remove physical and digital barriers.
- b. Providing reasonable accommodation to support employees with disabilities.
- c. Ensuring all communication materials are accessible to diverse audiences (e.g., providing alternative formats for print, audio descriptions, closed captions).
- d. Offering development opportunities for employees on creating an inclusive and accessible environment.
- e. Collaborating with employees with disabilities to identify and address specific accessibility needs.

4. Anti-Racism:

- a. Implementing a zero-tolerance policy for discrimination and racism.
- b. Conducting anti-racism development opportunities for all employees to raise awareness and promote understanding.
- c. Creating safer spaces for open dialogue and discussions about race and racism and other forms of marginalization such as sexism

- d. Reviewing hiring practices to remove bias and promote diverse representation.
 - e. Developing inclusive policies and initiatives that consider the experiences of individuals with intersecting identities.
 - f. Conducting diversity development opportunities that incorporates intersectional perspectives.
 - g. Gathering and analyzing data to understand the experiences of individuals at various intersections.
5. Continuous Improvement:
- a. Establishing regular assessments and metrics to track progress on diversity, equity, accessibility, and anti-racism initiatives.
 - b. Encouraging feedback from employees and stakeholders to identify areas for improvement.
 - c. Engaging in ongoing learning and staying informed about emerging best practices and research in DEI.

Other Provincial and Federal Legislation

“Truth and Reconciliation Commission (TRC) of Canada” was designed by the Federal government to capture the history and the lasting impacts of Canadian Indian residential school system on Indigenous students and their families. The TRC released an executive summary of its findings along with 94 "calls to action" regarding reconciliation between Canadians and Indigenous Peoples

“Accessibility for Ontarians with Disabilities Act (AODA)” is a comprehensive legislation in Ontario, Canada, that embodies the principles of diversity, equity, and inclusion. AODA establishes a framework for creating a barrier-free society by setting accessibility standards and promoting equitable access for individuals with disabilities in various aspects of daily life. It serves as a pivotal tool in fostering an inclusive and accessible environment, aligning with organizational policies dedicated to diversity, equity, and inclusion.

DEI Framework

The City’s Diversity, Equity, and Inclusion Framework is designed to create a more inclusive and equitable environment for all employees and community members. Our DEI efforts are built on four key pillars: Community, Growth, Education, and

Engagement. These pillars guide our initiatives and strategies, ensuring that we address the diverse needs of our workforce and the community we serve.

Community involves fostering a culture of belonging, supporting authenticity and intersectionality, and embracing and appreciating our differences. Within the community pillar, we strive to recognize an approach to equity that is culturally driven, and leadership supported. Through the on-going work of the IDEA (Inclusion, Diversity, Equity, and Accessibility) committee and Community Equity Collective, we offer support, guidance, and advocacy for equity-deserving needs.

Growth involves building a diverse pipeline of talent and ensuring equitable access to opportunities, information, and leadership. Within the growth pillar, we understand and uncover equity challenges by studying the data. Working closely with our recruiting and professional-development teams, we develop the pipeline and support paths to success.

Education involves generating opportunities to learn about DEI to elevate our individual and collective consciousness. Within the education pillar, we broaden our mindset by offering presentations and discussions focused on broader societal topics. We offer interactive presentations on a range of DEI topics and provide formal foundational training. At key pivot points in the recruiting, development, and advancement process, we deliver DEI training and provide DEI lenses to encourage individuals to take ownership of their DEI commitment.

Engagement involves collaborating with external stakeholders. Within the engagement pillar, we partner with clients around our shared commitment to DEI, including hosting a DEI client summit. We support the important work of external diversity organizations through sponsorship and collaboration. Work with the community collective to provide educational opportunities for internal employees while looking to understand how we community practices can inform our internal operations.

COALITION ONTARIENNE POUR
de meilleurs services
éducatifs à l'enfance



ONTARIO COALITION FOR
Better Child Care



June 25, 2024

Re: 24th Annual Child Care Worker and Early Childhood Educator Appreciation Day, October 24, 2024

To Ontario mayors and councils,

Please share to Clerk's for next steps. m2

We are writing to ask that you and your council proclaim and participate in Child Care Worker & Early Childhood Educator Appreciation Day on Thursday, October 24, 2024. This day recognizes the commitment, skills and hard work of Early Childhood Educators (ECEs) and staff who work with young children. Each year, the day is proclaimed by the Ontario Coalition for Better Child Care (OCBCC), the Canadian Union of Public Employees (CUPE), municipalities and school boards across Ontario, and is marked by hundreds of child care centres, unions, and allies.

This year's Child Care Worker and Early Childhood Educator Appreciation Day **theme is WORTH MORE, as part of our continuing campaign for decent work and pay for the early years and child care workforce!**

To fulfil the promise of the Canada-Wide Early Learning and Child Care system we need to ensure high quality spaces for every family who needs it. We have seen how affordable child care is life-changing for many families, but we need to make that possible *for all*. To make that vision a reality we need to expand access to child care by building new programs – but most importantly we must ensure that we retain, re-attract and recruit ECEs and child care workers with decent work and fulfilling careers to lead these vital, educational programs.

We will be sharing these messages on Appreciation Day and we need your help to make it happen by making an official proclamation.

If your council does not issue official proclamations, there are many alternative ways for your municipality to participate in celebrating this important day:

- Organize a public announcement;
- Flag raising or purple light display;
- Display our posters and distribute our buttons; and
- Organize events and contests for the day or have councilors or the mayor participate in events hosted by child care centres.

A sample proclamation and document outlining additional ways to recognize this important day is attached.

We would love to acknowledge municipalities who choose to celebrate child care workers and ECEs across Ontario on October 24, 2024. Please let us know how your municipality is participating in the appreciation day and we will add you to our list of proclamations and celebrations.

Please direct any correspondence on proclamations and/or celebration activities to the attention of Carolyn Ferns, by mail: Ontario Coalition for Better Child Care, PO Box 73034 Wood Street PO Toronto, ON M4Y 2W5, or by email at: carolyn@childcareontario.org.

Thank you for your consideration.

Christa O'Connor
President, OCBCC

Fred Hahn
President, CUPE Ontario Division



Le 25 juin 2024

Objet : la 24^e Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance, le 24 octobre 2024

Aux maires et aux conseillers municipaux de l'Ontario,

Par la présente, nous vous demandons à vous et à votre Conseil municipal de proclamer et de célébrer la Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance, le 24 octobre 2024.

Cette journée reconnaît l'engagement, les compétences, le travail acharné et le dévouement des éducateurs et éducatrices de la petite enfance (ÉPE) et du personnel qui travaillent avec les jeunes enfants. Chaque année, la journée est proclamée par la Coalition ontarienne pour de meilleurs services éducatifs à l'enfance (COMSÉE), le Syndicat canadien de la fonction publique (SCFP), les municipalités et les conseils scolaires de l'Ontario. Elle est célébrée par des centaines de garderies, de syndicats et d'alliés.

Cette année, le thème de la Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance est **MÉRITENT MIEUX ! Cela s'inscrit dans le cadre de notre campagne permanente en faveur de conditions de travail et de salaires décentes pour les ÉPE et les travailleurs et travailleuses en garderie.**

Pour tenir la promesse en ce qui concerne un système pancanadien d'apprentissage et de services de garde d'enfants, nous devons garantir des places de qualité à toutes les familles qui en ont besoin. Nous avons constaté que des services de garde d'enfants abordables changent la vie de nombreuses familles et nous devons faire en sorte que cela soit possible pour tous(toutes). Pour que cette vision devienne réalité, nous devons élargir l'accès aux services de garde d'enfants en créant de nouveaux programmes. Mais, nous devons surtout nous assurer que nous retenons, attirons à nouveau et recrutons des ÉPE et des travailleurs et travailleuses en garderie avec un travail décent et une carrière épanouissante pour gérer ces programmes éducatifs essentiels.

Nous diffuserons ces messages lors la Journée d'appréciation. Veuillez nous aider en faisant une proclamation officielle.

Même si votre Conseil municipal n'émet pas de proclamation officielle, il y a de nombreuses façons de participer et de célébrer cette importante journée, par exemple :

- Organiser une annonce publique.
- Levée de drapeau ou un affichage lumineux violet.
- Apposer nos affiches et distribuer nos macarons.
- Organiser des événements et des concours pendant la journée ou encore vous assurer que les conseillers municipaux et le maire participent à des activités organisées par les garderies.

Vous trouverez ci-joints un exemple de proclamation ainsi que des documents faisant ressortir d'autres manières de reconnaître cette importante journée.

Nous tenons à reconnaître les municipalités qui célébreront les ÉPE et les travailleurs et travailleuses en garderie, à l'échelle de l'Ontario, le 24 octobre 2024. Veuillez nous informer de la façon dont votre municipalité participera à cette Journée et nous l'ajouterons à notre liste de proclamations et de célébrations.

Veuillez faire parvenir toute correspondance touchant les proclamations et/ou activités de célébration à l'attention de Carolyn Ferns, par la poste à la Coalition ontarienne pour de meilleurs services éducatifs à l'enfance, Boîte postale 73034, Wood Street PO, Toronto (Ontario) M4Y 2W5 ou par courriel à carolyn@childcareontario.org.

Nous vous remercions de l'attention que vous porterez à la présente.



Christa O'Connor
Présidente de la COMSÉE



Fred Hahn
Président de la division de l'Ontario du SCFP

24TH ANNIVERSARY | OCTOBER 24, 2024

CHILD CARE WORKER AND EARLY CHILDHOOD EDUCATOR APPRECIATION DAY

COALITION ONTARIENNE POUR
de meilleurs services
éducatifs à l'enfance



ONTARIO COALITION FOR
Better Child Care



This day recognizes the commitment, hard work and dedication of Early Childhood Educators (ECEs) and staff who work with young children. Each year, the day is proclaimed by The Ontario Coalition for Better Child Care (OCBCC), the Canadian Union of Public Employees (CUPE), municipalities and school boards across Ontario, and is marked by hundreds of child care centres, unions, and allies.

While recognition is important, action to achieve change is even better. Visit childcareontario.org to make your voice heard and ensure child care workers and early childhood educators are treated with respect.

Tips to Recognize and Celebrate the Day!

Everyone	Municipalities	School Boards	Child Care Centres
<p>Show child care workers your appreciation on social media:</p> <ul style="list-style-type: none"> • Share photos of how you're celebrating the day • Share an event prior to the date to raise awareness • Write a kind message about a child care provider you know • Use the hashtag #ECEappreciation and tag us @ChildCareON 	<ul style="list-style-type: none"> • Place an ad in the local newspaper promoting the day • Encourage local councillors to tour child care centres to find out more about this important work • Organize a community-wide celebration to recognize individual staff, centres, and programs 	<ul style="list-style-type: none"> • Insert the day on the October calendar • Arrange to have the day announced on the PA • Encourage classes of students to visit the child care centre • Set up a Wall of Fame where parents have the opportunity to say thank you to staff • Place our poster on school bulletin boards 	<ul style="list-style-type: none"> • Host a special lunch for staff • Give staff members a certificate of appreciation. • Have every staff in the centre vote on one child care champion of the year • Set up a board near the entrance of the centre where parents may write thank-you notes • Place our poster on the main doors

* Contact the OCBCC to order posters and buttons by October 1, 2024 to ensure timely delivery.

**24^E ANNIVERSAIRE |
LE 24 OCTOBRE 2024
JOURNÉE DE RECONNAISSANCE DES
TRAVAILLEURS DES SERVICES**

COALITION ONTARIENNE POUR
de meilleurs services
éducatifs à l'enfance



ONTARIO COALITION FOR
Better Child Care



Cette journée reconnaît l'engagement, le travail acharné et le dévouement des éducateurs et éducatrices de la petite enfance (ÉPE) et du personnel qui travaillent avec les jeunes enfants. Chaque année, la journée est proclamée par la Coalition ontarienne pour de meilleurs services éducatifs à l'enfance (COMSÉE), le Syndicat canadien de la fonction publique (SCFP), les municipalités et les conseils scolaires de l'Ontario. Elle est célébrée par des centaines de garderies, de syndicats et d'alliés.

Si la reconnaissance est importante, l'action préconisant le changement l'est encore plus. Consultez childcareontario.org pour faire entendre votre voix et veiller à ce que les travailleurs et travailleuses en garderie et les éducateurs et éducatrices de la petite enfance soient traité(e)s avec respect.

Quelques idées sur la façon de célébrer la journée !

Tout le monde	Les municipalités	Les conseils scolaires	Les garderies
<p>Montrez votre appréciation des travailleurs et travailleuses des services éducatifs à l'enfance sur les médias sociaux :</p> <ul style="list-style-type: none"> • Partagez des photos sur la façon dont vous célébrez la journée. • Annoncez un événement avant sa tenue afin de sensibiliser la population. • Écrivez un petit mot gentil à propos d'un(e) travailleur et travailleuse en garderie que vous connaissez. • Utilisez le mot clic #ECEappreciation et balisez-nous à @ChildCareON. 	<ul style="list-style-type: none"> • Placez une annonce dans le journal local faisant la promotion de la journée. • Invitez les conseillers et conseillères municipaux à visiter des garderies pour en savoir plus sur ce travail important. • Organisez une célébration à l'échelle de la communauté afin de reconnaître des membres du personnel, des garderies et des programmes. 	<ul style="list-style-type: none"> • Inscrivez le jour à l'agenda d'octobre. • Veillez à ce que la journée soit annoncée sur le système électroacoustique. • Invitez les élèves à visiter la garderie. • Installez un Mur de la renommée où les parents peuvent laisser un mot de remerciement au personnel. Apposez notre affiche sur le babillard du conseil scolaire 	<ul style="list-style-type: none"> • Organisez un dîner spécial pour le personnel. • Remettez à chaque membre du personnel un certificat d'appréciation. • Demandez au personnel de voter pour le champion des services de garde d'enfants de l'année. • Installez un babillard près de l'entrée de la garderie où les parents peuvent écrire un mot de remerciements. Apposez une affiche sur les portes principales

Veillez communiquer avec la COMSÉE pour commander des affiches et des macarons au plus tard le 1^{er} octobre 2024 pour garantir la livraison en temps opportun

Coalition ontarienne pour de meilleurs services éducatifs à l'enfance

Téléphone : 416-538-0628, poste 2

Adresse courriel : info@childcareontario.org

24th Annual Child Care Worker and Early Childhood Educator Appreciation Day

October 24, 2024

Proclamation

Whereas years of research confirms the benefits of high-quality early learning and child care for young children's intellectual, emotional, social and physical development and later life outcomes; and

Whereas child care promotes the well-being of children and responds to the needs of families and the broader community by supporting quality of life so that citizens can fully participate in and contribute to the economic and social life of their community; and

Whereas trained and knowledgeable Registered Early Childhood Educators are the key to quality in early years and child care programs – in licensed child care, Early ON programs, child life programs, and full-day kindergarten;

Whereas Registered Early Childhood Educators and child care workers will be vital to the success of the Canada-Wide Early Learning and Child Care system;

Therefore, Be It Resolved that October 24, 2024 be designated the 24th annual "Child Care Worker & Early Childhood Educator Appreciation Day" in recognition of the education, dedication and commitment of child care workers to children, their families and quality of life of the community.

24^e Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance

Le 24 octobre 2024

Proclamation

Attendu que des années de recherche viennent confirmer les avantages des services de garde d'enfants de haute qualité pour le développement intellectuel, émotionnel, social et physique des jeunes enfants et leurs résultats ultérieurs dans la vie; et

Attendu que les services de garde d'enfants favorisent le bien-être des enfants et pourvoient aux besoins des familles et de l'ensemble de la communauté en soutenant la qualité de vie afin que les citoyens et citoyennes puissent participer et contribuer pleinement à la vie économique et sociale de leur communauté; et

Attendu que les éducateurs et éducatrices de la petite enfance et les travailleurs et travailleuses en garderie formé(e)s et compétent(e)s sont la clé de la qualité des programmes d'apprentissage et de garde d'enfants; et

Attendu que les éducateurs et éducatrices de la petite enfance et les travailleurs et travailleuses en garderie agréé(e)s seront essentiel(le)s à la réussite du Système d'apprentissage et de garde des jeunes enfants pancanadien,

Il est donc résolu que le 24 octobre 2024 soit désigné comme la 24^e Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance en reconnaissance de l'éducation, du dévouement et de l'engagement des travailleurs et travailleuses en garderie envers les enfants, leurs familles et la qualité de vie de la communauté.

From: Stephen Covey
Sent: Friday, July 12, 2024 10:47 AM
To: Martin Ritsma
Subject: Rail Safety Week 2024 | Proclamation request

Dear Mayor Ritsma,

As neighbours and partners in our shared commitment to rail safety, we are inviting you to join us in raising awareness for this important issue by adopting this proposed proclamation. This proclamation helps communities like yours officially recognize Rail Safety Week 2024 and its significance in your area.

Rail Safety Week will be held in Canada and the United States from September 23-29, 2024.

Your council's leadership is key to increasing public awareness about the dangers around tracks and trains. We are asking for your support by signing the proclamation and taking the time to engage with your community about rail safety. We will be proud to recognize your commitment publicly.

Rail safety is a shared responsibility and together, we can achieve our common goal of eliminating incidents and saving lives in the communities where we live, work and play.

If you have any questions or concerns, please contact Daniel Salvatore, your local CN Public Affairs representative, at daniel.salvatore@cn.ca.

For more information:

- Questions or concerns about rail safety in your community, contact our Public Inquiry Line at [1-888-888-5909](tel:1-888-888-5909)
- For additional information about Rail Safety Week 2024 visit cn.ca/railsafety or operationlifesaver.ca
- Let us know how you promote rail safety in your community by visiting cn.ca/RSW2024
- For any questions about this proclamation, please email RSW@cn.ca

Thank you in advance for your support.



Janet Drysdale
 CN Senior Vice-President and
 Chief Stakeholder Relations Officer



Stephen Covey
 CN Chief of Police and
 Chief Security Officer



Chris Day
 Operation Lifesaver
 Interim National Director



OPERATION
 LIFESAVER





English

**RESOLUTION IN SUPPORT OF RAIL SAFETY WEEK**

WHEREAS Rail Safety Week is to be held across Canada from September 23 to 29, 2024;

WHEREAS, 229 railway crossing and trespassing incidents occurred in Canada in 2023; resulting in 66 avoidable fatalities and 39 avoidable serious injuries;


WHEREAS, educating and informing the public about rail safety (reminding the public that railway rights-of-way are private property, enhancing public awareness of the dangers associated with highway rail grade crossings, ensuring pedestrians and motorists are looking and listening while near railways, and obeying established traffic laws) will reduce the number of avoidable fatalities and injuries cause by incidents involving trains and citizens; and

WHEREAS Operation Lifesaver is a public/private partnership whose aim is to work with the public, rail industry, governments, police services, media and others to raise rail safety awareness;

WHEREAS CN and Operation Lifesaver have requested City Council adopt this resolution in support of its ongoing efforts to raise awareness, save lives and prevent injuries in communities, including our municipality;

It is proposed by Councillor (first name & last name):

Seconded by Councillor (first name & last name):

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MANAGEMENT REPORT

Date: June 26, 2024
To: Infrastructure, Transportation and Safety Sub-committee
From: Emily Skelding, Supervisor of Waste Operations
Report Number: ITS24-012
Attachments: Email Correspondence

Title: Stratford Landfill Public Input Invite June 2024

Objective: To consider comments received regarding the operation of the Landfill site.

Background: As a requirement of Environmental Compliance Approval (ECA) Number A150101 for the Stratford Landfill Site, the public must be invited to make comments, either verbal or written, about the operation of the Landfill Site on a semi-annual basis.

Analysis: Notice was placed in the Beacon Herald Town Crier and Marketplace from May 11th through June 22nd, 2024, inclusive, inviting citizens to provide comments on the operation of the landfill site or request to appear as a delegation at the June 2024 Infrastructure, Transportation and Safety Sub-committee meeting.

One response was received by Staff as of June 6th, with comments and suggestions summarized below.

Comment 1: An inquiry was received regarding the availability of compost at the landfill.

Response 1: Staff confirmed that the composting process is ongoing, with a provincially mandated period of active composting, curing and final testing before this material can be made available for use. It is expected that compost will be available at the end of June. Additionally, wood chips are available at the landfill on a first come first serve basis.

Financial Implications:

Financial impact to current year operating budget:

As a result of the public engagement there are no implications at this time.

Financial impact on future year operating budget:

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

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:**Culture and Community**

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

Zero Waste

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

Zero Carbon Energy

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT Council consider any comments received as part of the Stratford Landfill Public Input June 2024;

AND THAT the report titled Stratford Landfill Public Input Invite June 2024 (ITS24-012) be received for information.

Prepared by:

Emily Skelding, Supervisor of Waste Operations

Recommended by:

Taylor Crinklaw, Director of Infrastructure Services

Joan Thomson, Chief Administrative Officer

From: Brian Fewkes
To: Michelle Cronin
Subject: landfill input
Date: Friday, May 31, 2024 1:08 PM

I was just wondering why it seems so hard to get compost from the landfill. Last year they had none and this year I was told it would not be screened until the end of May and when I recently inquired at the dump I was told it would not be before the end of June at the earliest. Most of the planting season will be over by then. Thank you. Brian



MANAGEMENT REPORT

Date: June 26, 2024
To: Infrastructure, Transportation, Safety Sub-committee
From: Heather Denny, Events Coordinator
Report Number: ITS24-011
Attachments: None

Title: Exemption to Noise Control By-law 113-79 for a private event held at Memorial Baptist Church in Stratford.

Objective: To consider a request from Noise Control By-law 113-79 for a private event held on Saturday, August 10, 2024 from 1:00p.m. to 11:00p.m. at Memorial Baptist Church which is located at 113 Bruce Street, Stratford.

Background: Noise by-laws are designed to reduce and control both unnecessary and excessive sound which can be a nuisance and generally degrade the quality and peacefulness of neighbourhoods. The Noise By-law identifies different rules and restrictions for noise based on 4 geographical areas throughout the city known as zones (Quiet zone, Residential zone, Commercial zone, Park zone).

The production, reproduction or amplification of sound is one of the sounds regulated by Noise Control By-law 113-79. The nature of this event would include the aforementioned sounds.

Any new exemption to Noise Control By-law 113-79 is subject to Council review and final decision.

Analysis: This private event will be held at 113 Bruce Street and event organizers are requesting an exemption to Noise Control By-law 113-79 in a Residential Zone.

The intent of this noise exemption request on Saturday, August 10, 2024 from 5:00p.m. to 11:00p.m. in a residential zone, is to;

- Permit the noise produced by the event.
- Permit the operation of loudspeakers and amplification of sound for music played.

Impacts to Noise Control By-law 113-79 in a Residential Zone

Below are the schedules and clauses within the Noise By-law applicable to this event.

Schedule 1, Clause 8 – “Unreasonable noise provision.”

Schedule 2, Clause 2 – “The operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers, and intended for the production, reproduction, or amplification of sound.”

Prohibited all day Sundays and Statutory Holidays, and from 5pm of one day to 7am next day.

Notice of Intent to Neighbouring Residents

A notice of the noise exemption request was issued in the Town Crier, and the event organizers hand delivered 26 notices to residents within 120m of the event location. The deadline for comments due back to staff and organizers was Friday, May 24, 2024. To date, no responses have been received.

Financial Implications:

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

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Alignment with One Planet Principles:

Health and Happiness

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

Culture and Community

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

Staff Recommendation: THAT approval be granted to the event organizers from Memorial Baptist Church, located at 113 Bruce Street, Stratford for an exemption to Noise Control By-law 113-79 for a private event to be held on Saturday, August 10, 2024 from 5:00 p.m. to 11:00 p.m. from the following provisions:

- **Unreasonable noise [Schedule 1 clause 8]**
- **The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2]**

Prepared by: Heather Denny, Events Coordinator

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



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

BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Chief Administrative Officer to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs.

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

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

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

AND WHEREAS section 23.1 and 23.2 of the Municipal Act, 2001, as amended, authorizes a municipality to delegate certain powers and duties;

AND WHEREAS the Council of The Corporation of the City of Stratford adopted Delegation of Powers and Duties Policy as required under section 270 of the *Municipal Act, 2001*, with respect to the delegation of Council's legislative and administrative authority;

WHEREAS the Council of The Corporation of the City of Stratford enacted By-law 135-2017 to delegate certain authority to certain officials and employees of The Corporation of the City of Stratford or to authorize certain routine administrative practices;

AND WHEREAS By-law 135-2017 is amended from time to time by Council as deemed appropriate;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to further amend By-law 135-2017, as amended, to delegate certain authority to the Chief Administrative Officer to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs;

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

1. That the Council of The Corporation of the City of Stratford hereby delegates Council's authority to the Chief Administrative Officer to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs.
2. That Schedule "A" of By-law 135-2017, be amended by adding section 8.10 in Schedule "A" attached hereto.
3. All other provisions of By-law 135-2017, as amended, shall remain in force and effect.
4. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of July, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to By-law XXX-2024

Adopted this 22nd day of July, 2024

Amending Schedule "A"
To By-law 135-2017, as amended

NUMBER	DELEGATED AUTHORITY	DELEGATE	SOURCE OF POWER OR DUTY	DELEGATION RESTRICTIONS	COMMUNICATION	Previously Delegated	New
8.10	Authority to enter into agreements and amending agreements with railway companies and road authorities for railway lines crossing municipal roads, including but not limited to apportionment of costs for crossing warning systems, operating and maintenance and upgrade costs	Chief Administrative Officer	Municipal Act, 2001	None	Signed copies to be provided to the Clerk's Office and Infrastructure Services Department	No	Yes



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

BEING a By-law to abandon a portion of the Mullin Municipal Drain in the City of Stratford.

WHEREAS subsection 5(1) of the Municipal Act, 2001, S.O. 2001 c.25, as amended, ("the Municipal Act, 2001") provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS subsection 5(3) of the Municipal Act, 2001, provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Section 84 of the *Drainage Act, R.S.O. 1990*, as amended, ("the Drainage Act") provides for the abandonment of a drainage works or a part thereof by by-law;

AND WHEREAS the existing Mullin Drain was originally constructed in 1963 under Township of South Easthope By-law No. 1074 and further expanded under a report dated April 29, 1975, prepared by E. H. Uderstadt Inc. under the provisions of the Drainage Act;

AND WHEREAS the City of Stratford has notified all owners of land assessed for the drainage works of its intention to abandon 420m of the Mullin Drain on Part of Lot 41, Concession 1 (formerly South Easthope), now in the City of Stratford, in accordance with Section 84 of the Drainage Act;

AND WHEREAS no property owner has requested the appointment of an engineer to examine the abandonment within the time period specified in the Drainage Act;

AND WHEREAS the City of Stratford shall assume the future costs of maintenance and repair of the new storm drainage system replacing the drain as outlet under the provisions of the *Ontario Water Resources Act*;

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

1. That the 420m portion of the Mullin Municipal Drain contained within the boundaries of Lot 41, Concession 1 is hereby abandoned.
2. This by-law shall come into force and effect on the date of passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of July, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



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

BEING a By-law to authorize the acceptance of a proposal from PlayPower LT Canada Inc. for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park (RFP-2024-12).

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

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

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

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

1. That the proposal (RFP-2024-12) of PlayPower LT Canada Inc. for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the proposal (RFP-2024-12) for the design, supply, delivery, and installation of outdoor fitness equipment at Shakespeare Park is \$118,761.87, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of July, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



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

BEING a By-law to authorize the acceptance of a tender, execution of a contract and the undertaking of work from Lavis Contracting Co. Limited for the Perth Line 36 Culvert Replacement Project (T-2024-17).

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

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

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

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

1. That the proposal (T-2024-17) of Lavis Contracting Co. Limited for the Perth Line 36 Culvert Replacement Project, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the proposal (T-2024-17) for the Perth Line 36 Culvert Replacement Project is \$786,199.47, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of July, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

July 22, 2024

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2024-121	Noise Control By-law Exemption – 2024 Dragon Boat Festival
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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 Rotary Club of Stratford's 2024 Dragon Boat Festival as follows:
 - For the amplification of sound [Schedule 2 clause 2] on Saturday, September 14, 2024, from 7:00 a.m. to 9:00 p.m.
 - From the unreasonable noise provision [Schedule 1 clause 8] for the duration of the event on Saturday, September 14, 2024, from 7:00 a.m. to 9:00 p.m.
- That the grant of this exemption is subject to change should new information become available prior to the start of the event
- All other provisions of Noise By-law 113-79 that are applicable remain in force and effect.

CA-2024-122	Noise Control By-law Exemption – Kinsman Car Show
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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 to the Kinsmen Club of Stratford for the Kinsmen Car Show located on Lakeside Drive.
- For the amplification of sound [Schedule 2, clause 2], for the loading and unloading provision [Schedule 2 clause 4] and from the unreasonable noise provision [Schedule 1 clause 8] on Sunday, September 1, 2024, from 6:30 a.m. to 4:00 p.m.

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

CA-2024-123 Notification that the Infrastructure Services Department intends to call Tenders in accordance with the City's Purchasing Policy for:

- Consulting Services for the O'Loane Trunk Sanitary Sewer Extension

CA-2024-124 Resolution from The Corporation of the Township of Otonabee-South Monaghan regarding the Importance of Safe Use of Lithium-ion Batteries.

Attachment – Letter from the Corporation of the Township of Otonabee South Monaghan dated June 28, 2024.

Endorsement of this resolution is requested.

CA-2024-125 Road Closure Request – Stratford Lantern Parade

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, October 19, 2024 from 2:00 p.m. to 10:00 p.m as follows:

- Veterans Drive from Cobourg Street to Waterloo 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-2024-126 Resolution from The Corporation of the Town of Smith Falls regarding Provincial Regulations Needed to Restrict Keeping of Non-native ("exotic") Wild Animals

Attachment – Letter from the Corporation of the Town of Smith Falls dated July 4, 2024.

Endorsement of this resolution is requested.

CA-2024-127 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

There will be a lane restriction with traffic lights at the curve at C.H. Meier and Douro Streets beginning Monday, July 15 until approximately end of day, Friday, July 19, 2024. This is to facilitate the installation of Sanitary Connections.

CA-2024-128 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

Moderwell Street from Montieth to St. Vincent Street, Stratford, will be temporarily closed to through traffic, local traffic only, Wednesday, July 10, 2024 until approximately Friday, August 30, 2024. This closure is to facilitate the Moderwell Street Reconstruction.

CA-2024-129 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

The following street will be temporarily closed to through traffic from 7:00 a.m. on Friday, August 2 until 11:00 p.m. on Sunday, August 4 for the World in a Weekend hosted by Stratford Summer Music:

- Veterans Drive from Cobourg Street to Waterloo Street



The Corporation of the Township of Otonabee-South Monaghan

June 28, 2024

Via Email: david.piccinico@pc.ola.org

Hon. David Piccini M.P.P.
Minister of Labour, Immigration, Training and Skills Development
117 Peter Street
Port Hope, ON
L1A 1C5

Dear Minister Piccini:

Re: Regulations for the Importation and Safe Use of Lithium-ion Batteries

I am writing today to bring to your attention a matter of significant importance to the Township of Otonabee-South Monaghan, regarding the importation and safe use of lithium-ion batteries.

At the June 17, 2024 Council Meeting the Fire Chief of the Township of Otonabee-South Monaghan made a presentation to Council on the dangers presented by lithium-ion batteries. The Fire Chief was reporting back from attending the Charged For Life Symposium presented by the Office of the Fire Marshal.

During the presentation, the Fire Chief stressed that the increased importation and use of non-Original Equipment Manufacturer (OEM) aftermarket batteries is presenting a significant increase in fire and explosion, putting citizens and responding personnel in danger. These after market batteries are not Underwriter Laboratories of Canada (ULC) certified but can be imported into Canada without any associated regulations.

Unlicensed persons and locations can store and modify lithium-ion batteries in our communities without regulations, providing dangerous conditions within a community. Charging these batteries within the home or multi-unit dwellings can result in larger fires with grave results.

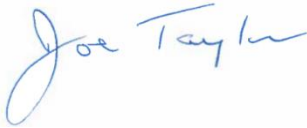
As Canada becomes more aware of Green Energy solutions, these batteries are used more often, increasing the danger to our communities. We support the Ontario Fire Marshal's program to educate citizens on the danger associated with lithium-ion batteries and encourage every municipality to actively promote safe practices for the use of lithium-ion batteries.

We also call upon all levels of government to enact regulations for the importation, sale, storage, and use of non-OEM or ULC certified lithium-ion batteries.

Thank you in advance for your attention to this very critical issue, and I look forward to your prompt consideration and support.

Please do not hesitate to contact me or our Fire Chief if you require any additional information.

Yours truly,
Township of Otonabee-South Monaghan

A handwritten signature in blue ink that reads "Joe Taylor". The signature is fluid and cursive, with the first name "Joe" and last name "Taylor" clearly distinguishable.

Joe Taylor, Mayor

Cc: MP, Philip Lawrence
All Ontario Municipalities



SMITHS FALLS

RISE AT THE FALLS

July 4, 2024

Jennifer Tracey, Senior Director
Strategic Communications & Guest Experience

VIA EMAIL ONLY: jtracey@torontozoo.ca

To Whom it May Concern:

Please be advised that the Council of the Corporation of the Town of Smiths Falls passed the following resolution at their June 17th, 2024 Council meeting:

Provincial Regulations Needed to Restrict Keeping of Non-Native (“exotic”) Wild Animals

WHEREAS Ontario has more private non-native (“exotic”) wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province; and,

WHEREAS the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of non-native (“exotic”) wild animals in captivity; and,

WHEREAS non-native (“exotic”) wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the province; and,

WHEREAS the keeping of non-native (“exotic”) wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife; and,

WHEREAS owners of non-native (“exotic”) wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns; and,

WHEREAS municipalities have struggled, often for months or years, to deal with nonnative (“exotic”) wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges; and,

AND WHEREAS the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection's campaign for provincial regulations of non-native (“exotic”) wild animals and roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry;

**SMITHS FALLS****RISE AT THE FALLS**

THEREFORE, BE IT RESOLVED THAT the Council of the Corporation of the Town of Smiths Falls hereby petitions the provincial government to implement provincial regulations to restrict the possession, breeding, and use of non-native ("exotic") wild animals and license zoos in order to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario's citizens and the non-native ("exotic") wild animal population;

AND BE IT FURTHER RESOLVED that this resolution will be forwarded to all municipalities in Ontario for support and that each endorsement be then forwarded to the Premier of Ontario, Ontario Solicitor General, Ontario Minister for Natural Resources and Forestry, local M.P.P., AMO, AMCTO, and MLEAO.

Please do not hesitate to contact me with any questions and/or concerns.

Yours truly,

Kerry Costello
Town Clerk



**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 July 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 July 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 July, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe