



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4752nd
Date: Monday, August 12, 2024
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, 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.

Councillor Burbach 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**3. Adoption of the Minutes:**

11 - 19

Motion by

THAT the Minutes of the Special Meeting of Council of the Corporation of the City of Stratford dated July 23, 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 August 12, 2024 be added to the Agenda as printed.

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

5.1 At the July 22, 2024, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was 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)

Motion by

THAT The Corporation of the City of Stratford hereby consents to the sale of the property known as Lot 2 in the Crane West Business Park, legally described as Part of Lot 1 and 2, Concession 3 (Downie) designated as Parts 9, 10 and 11 Reference Plan 44R-5904, subject to a drainage easement over Part 9, Reference Plan 44R-5904 as in R145534, in the City of Stratford, County of Perth being part of PIN 53264-0091(LT) to Crane Avenue Holdings (Stratford Lot 2) Inc.

Motion by

THAT The Corporation of the City of Stratford hereby consents to the sale of the property known as Lot 3 in the Crane West Business Park, legally described as Part of Lot 1 and 2, Concession 3 (Downie) designated as Parts 12, 14, 15, and 16 Reference Plan 44R-5904 subject to a drainage easement over Part 14, Reference Plan 44R-5904 as in R145534, in the City of Stratford, County of Perth being part of PIN 53264-0091 to Crane Avenue Holdings (Stratford Lot 3) Inc.

5.2 August 12, 2024, Committee of the Whole In-camera Session

The August 12, 2024, Committee of the Whole In-camera Session was cancelled.

6. Hearings of Deputations and Presentations:

6.1 Public Meeting under the Planning Act

20 - 56

Motion by

THAT the Council meeting adjourn to a public meeting under the Planning Act to hear from members of the public on Zone Change Application Z02-24 and Official Plan Amendment OPA01-24, for 3188 Vivian Line 37 and to reconvene at the conclusion of the public meeting.

7. Orders of the Day:

7.1 Resolution - Ad Hoc Grand Trunk Renewal Committee Workplan & Update 2 (COU24-086)

57 - 70

Joani Gerber, CEO of investStratford will be in attendance to present the work plan and update.

Motion by

Staff Recommendation: THAT staff be directed to work with members of the Ad Hoc Grand Trunk Renewal Committee and Working Group Chairs to implement the Q3-Q4 2024 workplan as presented in Report (COU24-086).

7.2 Resolution - Fees and Charges 2025 (COU24-085)

71 - 143

Motion by

Staff Recommendation: THAT the 2025 Fees and Charges By-law to set the fees and charges for services performed by the City in 2025 be approved as presented in Report COU24-085 with an effective date of January 1, 2025;

THAT the Fees and Charges By-law 117-2023 as amended, be repealed upon the new Fees and Charges By-law coming into force and effect;

AND THAT direction be given to the City Clerk to list the 2025 Fees and Charges By-law on a future agenda for consideration by Council.

- 7.3 Resolution - Crossing Guard Services – Contract Extension (COU24-083) 144 - 146
- Motion by
Staff Recommendation: THAT a contract extension with Commissionaires Great Lakes for the provision of Crossing Guard Services in the City of Stratford, for a one-year term ending in June 2025 be authorized;
- AND THAT the Mayor and Clerk, or their respective designates, be authorized to execute all necessary extension documents.
- 7.4 Resolution - Intensive Case Management (ICM) Program Update (COU24-084) 147 - 148
- Motion by
Staff Recommendation: THAT the report titled, "Intensive Care Management (ICM) Update" (COU24-084), related to the rebranding from the Supported Housing of Perth Program (SHOPP) model due to the funding source changes, be received for information.
- 7.5 Resolution - Request to Extend Timeframe for Part Lot Control Exemption for the Daly Avenue and Worsley Street Residential Development (COU24-087) 149 - 151
- Motion by
Staff Recommendation: THAT Council authorize an extension of the original Exemption from Part Lot Control, as set out in By-law 20-2023, for an additional 6-months in order to facilitate the easements required for the required retaining wall, sanitary sewers, and storm drainage as they relate to the Daly Worsley subdivision;
- AND THAT Council direct staff to prepare such by-law.
- 7.6 Resolution - Closed Meeting Investigation Report 36684-7 (COU24-088) 152 - 155
- Motion by
Staff Recommendation: THAT the Closed Meeting Investigation Final Report 36684-7 dated July 25, 2024, be received for information.
- 7.7 Correspondence - Lowering of the Flag on the Anniversary of the Montreal Massacre 1989 156

Motion by

THAT Stratford City Council authorizes the lowering of the Flag at City Hall on December 6, 2024, the anniversary of the 1989 Montreal Massacre, to remind us of the 14 women murdered and 14 people injured at the Ecole Polytechnique in a misogynist massacre of female students and to remind that violence against women remains an issue.

7.8 Proclamation - Overdose Awareness Day

157

Motion by

THAT Stratford City Council hereby proclaims August 31, 2024 as Overdoes Awareness Day to raise awareness of the tremendous burden addiction has on individuals, families and communities in the City of Stratford;

AND THAT Stratford City Council authorizes the flying of the Overdoes Awareness flag beginning on August 30, 2024 to raise awareness that Opioid use and overdoes have reached crisis levels in all communities.

7.9 Proclamation - British Home Child Day

158 - 162

Motion by

THAT Stratford City Council hereby proclaims September 28, 2024 as "British Home Child Day" in the City of Stratford.

7.10 Proclamation - Stratford Symphony Orchestra Week

The Stratford Symphony Orchestra is celebrating its 20th Season.

Motion by

THAT Stratford City Council hereby proclaims September 23 to 28, 2024 as Stratford Symphony Orchestra Week in recognition of the contribution made to the arts and the dedication to the community.

8. Business for Which Previous Notice Has Been Given:

None scheduled

9. Reports of the Standing Committees:

9.1 Report of the Community Services Committee

Motion by

THAT the Report of the Community Services Committee dated August 12, 2024 be adopted as printed.

9.1.1 Stratford Invasive Plant Plan 2024 (COM24-006)

163 - 231

THAT the Stratford Invasive Plant Plan be adopted;

AND THAT staff be directed to implement the recommendations contained in the Plan and to include sufficient resources and funding in the annual budget process for Council's consideration.

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 Amend Part Lot Control By-law 20-2023

232

To amend Part Lot Control By-law 20-2023 to extend the expiration date by six months.

11.2 Conveyance of Lot 2 in the Crane West Business Park

233 - 234

To authorize the transfer (conveyance) to Crane Avenue Holdings (Stratford Lot 2) Inc. of Lot 2, Plan 44R-5904, in the Crane West Business Park.

11.3 Conveyance of Lot 3 in the Crane West Business Park

235 - 236

To authorize the transfer (conveyance) to Crane Avenue Holdings (Stratford Lot 3) Inc. of Lot 3, Plan 44R-5904, in the Crane West Business Park.

11.4 Transfer of Lands for the Construction of a Public Road

237

To authorize the transfer (conveyance) from W. Charlot Grains Ltd. of

12. Consent Agenda: CA-2024-130 to CA-2024-139

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

13. New Business:**14. Adjournment to Standing Committees:**

The next Regular Council meeting is September 9, 2024 in the Council Chamber, City Hall.

Motion by

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

- **Finance and Labour Relations Committee [7:05 P.M. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [7:10 P.M. or thereafter following the Regular Council meeting]**

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

15. Council Reconvene:**15.1 Declarations of Pecuniary Interest made at Standing Committees**

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on August 12, 2024 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

15.2 Committee Reports**15.2.1 Finance and Labour Relations Committee**

Motion by

THAT Items 5.1 to 6.3 of the Finance and Labour Relations Committee meeting dated August 12, 2024, be adopted as follows:

5.1 SEEDCo/investStratford Update to March 31, 2024 (FIN24-020)

THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update for the period ending March 31, 2024, be received for information.

5.2 Destination Stratford Update (FIN24-024)

THAT the Destination Stratford Update (FIN24-024) dated July 16, 2024, be received for information.

5.3 2024 Community Grant Appeal Request (FIN24-023)

THAT the request from Playmakers! Theatre School to amend Council's decision regarding the 2024 community grant award to Playmakers! Theatre School be approved and the grant provided be increased to \$5,000.00.

5.4 Property Tax Arrears and Tax Sales Update (FIN24-025)

THAT the report titled, "Property Tax Arrears and Tax Sales Update" (FIN24-025), be received for information.

6.1 Stratfords of the World Advisory Committee Funding Request (FIN24-018)

THAT the request from the Stratfords of the World Advisory Committee for an additional \$500.00 to assist with expenses relating to hosting information sessions for the January 2025 New Zealand Reunion, be approved and funded from the advisory committee reserve.

6.2 Communities in Bloom 2024 Additional Funding Request (FIN24-022)

THAT the request from Communities in Bloom Advisory for an additional amount of up to \$5,000.00 to assist two members with expenses related to travelling to Charlottetown for the 2024 Communities in Bloom Symposium, be approved and funded from the advisory committee reserve.

6.3 Climate Conversations Steering Committee 2024 Request

for Financial Assistance (FIN24-026)

THAT a Community Grant in the amount of \$3281.42 be provided to the Climate Conversations Steering Committee in kind for their Climate Conversations to be held in 2024 and 2025 to fund the following:

- Auditorium Rental Fee - \$1,281.42
- Technical Support - \$2,000.00

15.2.2 Infrastructure, Transportation and Safety Committee

Motion by

THAT Items 5.1 to 8.1 of the Infrastructure, Transportation and Safety Committee meeting dated August 12, 2024 be adopted as follows:

5.1 Community Climate Action Plan (ITS24-015)

THAT the Community Climate Action Plan (CCAP) be adopted;

THAT staff be directed to:

- Identify and advance actions in CCAP that can be implemented within the existing staffing capacity and budget resources;
- Include CCAP programs and supporting resources required for consideration in the 2025 multi-year budget process;

AND THAT staff be authorized to continue to explore potential funding opportunities through senior levels of government.

6.1 Repair or Replace Fire Utility Vehicle (ITS24-014)

THAT the repair of the fire utility vehicle in the amount of \$28,025 be authorized.

6.2 Procure New Fire Apparatus using Canoe Procurement Group (ITS24-017)

THAT staff be authorized to use the Canoe procurement group to proceed with the procurement process to purchase a Pierce Quintuple Combination Pumper fire apparatus.

7.1 Request for an exemption to Noise Control By-law 113-79 for the Stratford Lantern Parade event (ITS24-013)

THAT approval be granted to Playmakers! Theatre School for an exemption to Noise Control By-law 113-79 for the Stratford Lantern Parade event occurring on Saturday, October 19, 2024, from 8:00 a.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];
- Loading and unloading [Schedule 2 clause 4].

8.1 Erie Street Parking Lot Surface Treatment (ITS24-016)

THAT Council authorize staff to proceed with the design and issuing a tender for the resurfacing of the Erie Street Parking Lot at this time;

THAT the matter with respect to the Erie Street Parking Lot project be referred to staff to investigate alternative options for the site;

AND THAT staff be directed to report back with alternative options for the consideration of Council at a future meeting.

15.3 Reading of the Confirmatory By-law (reconvene):

243

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 August 12, 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.

15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the August 12, 2024 Regular Council meeting adjourn.



Stratford City Council Special Council Open Session MINUTES

Date: Tuesday, July 23, 2024
 Time: 4:00 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 Wordofa
Regrets:	Councillor Sebben
Staff Present:	Joan Thomson - Chief Administrative Officer, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services, Karmen Krueger - Director of Corporate Services, Tim Wolfe - Director of Community 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
Also Present:	Members of the Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

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 Thereof

No disclosures of pecuniary interest were made by the members at the July 23, 2024, Special Council Meeting.

3. Added - Adoption of the Addendum to the Agenda:

R2024-294

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the Addendum to the Special Agenda of Council dated July 23, 2024, be added to the agenda as printed.

Carried

4. Added - Hearings of Deputations and Presentations:**4.1 Request for Delegation Regarding the Proposed Disposition of Land (Long Term Care Home) 3188 Vivian Line 37**

R2024-295

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT Paul Brown, Jane Marie Mitchell and Robert Verdun be heard.

Carried

Paul Brown, referring to a PowerPoint presentation, spoke to Council in opposition of the Proposed Disposition of Land (Long Term Care Home) at 3188 Vivian Line 37. Highlights of the presentation included:

- the proposal for City owned land sale for a private long-term care facility appearing to be a good investment and good revenue source in the short-term but a staggering liability for residents in the long term;
- the 160 long-term care facility not being a solution to Stratford's long term care needs and the construction of the private facility costing

taxpayers at least 400 million dollars based on conservative estimates with Stratford residents owning 0% of the investment;

- an overview of the estimate of costs of the beds in the long-term care facility in Stratford and the associated costs to the facility resident and the taxpayers;
- the taxpayers having to pay 80% of the project cost yet the developer retains ownership of the home and the land;
- the effects to taxpayers of the expansion of long-term care facilities as the province announced the addition of 30,000 long term care beds plus 28,000 upgraded beds;
- the importance of investing in home care and supportive housing particularly as the length of stay in a nursing home is now declining, medical knowledge is doubling, and clinical discoveries continue which could reduce chronic diseases allowing people to have a better quality of life as they age;
- a proper analysis of the short-term financial gain versus the real citizen cost of development projects being needed;
- the long-term care home solutions being aligned with real citizen needs and medical home care trends instead of real estate development opportunities; and
- the importance of transparent community input and involvement for home care and real estate investment opportunities.

A question-and-answer period between the Members of Council and Mr. Brown was held regarding the following:

- with respect to a member requesting clarification that the tax dollars being referred to in the presentation are provincial tax dollars, Mr. Brown noted that they are provincial tax dollars and that health programs are also funded by transfers from the federal government as well but there is only one taxpayer; and
- with respect to a member requesting comment regarding the provincial government's plan to add 30,000 beds which if rejected in Stratford would go in another community but Stratford would still have the same tax burden, Mr. Brown noted that funding for long term care will be from both from provincial and federal sources and

it is important that the links to housing are considered. Mr. Brown further noted that his proposition is for home care and supportive housing and that supportive housing can be built as a cohesive program at the same rate as building the nursing home with the same taxpayer money but residents will retain ownership.

Jane Marie Mitchell spoke to Council in opposition of the Proposed Disposition of Land (Long Term Care Home) at 3188 Vivian Line 37. Highlights of the presentation included:

- long-term care homes being very much in need but the proposal not meeting basic human needs as the site is not large enough to house 160 to 288 residents as well as a personal care and a personal service establishment;
- the parking reduction for the site not making sense as there will not be enough parking for staff and visitors;
- the removal of the parking strip and bike spaces being concerning;
- the proposal needing to align with the One Planet Principles;
- plans for climate change mitigation and green building initiatives needing to be considered for any building to be built;
- the low and non-existent setbacks being a concern of residents beside the property;
- the re-adaptive use of the building needing to be considered so that it does not end up as an underutilized building in the next generation when there is less need for long term care homes; and
- the considerations and questions needing to be answered when choosing the location of a building rather than asking for setbacks, variances, and reliefs from the zoning requirements afterwards.

Robert Verdun spoke to Council in support of the Proposed Disposition of Land (Long Term Care Home) at 3188 Vivian Line 37. Highlights of the presentation included:

- the project being long overdue and there being a need to expedite it;
- there being a 20-year period where no new nursing home beds were created in Ontario;

- a continuum of care being important as residents want to live in their homes forever but realize that there is a reality that bodies wear out;
- staff being encouraged to be supportive of the project and to get it done;
- there being lots of big provincial issues that need to be debated but the City's role in this matter is to facilitate something that is overdue;
- Mr. Verdun noting that the City's website showed the special meeting as having already occurred and that Council should look into the mistake;
- the City Clerk's role being important and statutory;

Mayor Ritsma reminded Mr. Verdun to stay on the topic of the delegation.

- Mr. Verdun further noted that the municipal clerk's role is statutory and essential and the CAO's role is optional so Council should pay close attention; and
- Mr. Verdun advising Council to read the Municipal Act, the law that gives Council the authority to do what they do, and Council to read the website about the duties of the Clerk.

A member commented that accessing the website worked fine for them.

5. Orders of the Day:

5.1 Proposed Disposition of Land (Long Term Care Home) 3188 Vivian Line 37

R2024-296

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT Council authorize the entering into and execution of an Agreement of Purchase and Sale with Stratford Long Term Care LP for the disposition of the surplus lands known municipally as 3188 Vivian Line 37 to facilitate the development of a minimum 160 bed long term care home and continuum of care facility;

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the Agreement of Purchase and Sale

substantially in the form provided that has been reviewed by the Chief Administrative Officer and the City Solicitor;

THAT the City Solicitor be directed to prepare the conveyance documents necessary for the disposition of the lands known municipally as 3188 Vivian Line 37, subject to the City's satisfaction of the completion of the terms and conditions of sale;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute any conveyance documents prepared by the City Solicitor as required for the conveyance of the land to Stratford Long Term Care LP.

Members of Council held a discussion regarding this matter. Highlights of the discussion included:

- the situation being one where the City is playing the best hand it can, but it does not mean that the City stops playing as this is still a very good hand that the City can have to meet an immediate need which the City has with its aging population;
- there still being things the City can do to work systemically to bring change;
- the City looking to bring the best possible care to its citizens with the availability that they have;
- there being hurdles faced by not-for-profit care which the City can advocate for;
- not-for-profit care facing a substantial turnover, being highly underfunded, and involving high amounts of risk which leads many to back out of that space leaving private care to come in;
- partnerships between for-profit and not-for-profit organizations existing to learn best practices.
- the project being one that Council should support now to meet the needs of the community;
- the continuum of care model getting the City to a place where it can bring in not-for-profit care as well as some of the really advanced in community living pieces;

- the Province making it a prerequisite to have a continuum of care in place when expansion requests are submitted;
- there being substantial waitlists, with provinces currently using up to a four-hour radius and this is a significant distance;
- Stratford being a retirement community and this opportunity allowing people to live a full and wholesome life exactly how they want;
- there being an undeniable need for long term care beds in the community and this being an opportunity to get beds in the community;
- there being a possibility that Council can use the proceeds from the sale for housing and to address other needs in the community;
- there being support for the proposed sale;
- it being acknowledged that it would be great to have more home care and for people to stay in their homes longer but that the system is not currently set up for it;
- support being expressed for Council to take advantage of this opportunity as it will be a way to invest in the local community and citizens would not have to move away to access care and a way to address many needs in the community;
- a member not being in support as the land could be used for affordable housing initiatives;
- support being expressed for more funding for independent living but needing to move forward with this opportunity;
- there being an urgent need for long-term care beds with over a thousand people being on the waitlist; and
- support being expressed for more provincial emphasis on home care which would go hand in hand and would be fantastic together.

The Mayor called the question on the motion.

Carried

6. Reading of the By-laws:

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

6.1 Agreement of Purchase and Sale - 3188 Vivian Line 37 – By-law 91-2024

To authorize the execution of an Agreement of Purchase and Sale with Stratford Long Term Care LP for 3188 Vivian Line 37.

6.2 Conveyance of 3188 Vivian Line 37 – By-law 92-2024

To authorize the transfer (conveyance) to Stratford Long Term Care LP of 3188 Vivian Line 37.

6.3 Confirmatory By-law – By-law 93-2024

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 23, 2024.

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT By-laws 91-2024 to 93-2024 be taken collectively.

Defeated

R2024-297

Motion by Councillor Biehn

Seconded by Councillor McCabe

THAT By-law 91-2024 be read a First and Second Time.

Carried two-thirds support

R2024-298

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT By-law 91-2024 read a Third Time and Finally Passed.

Carried

R2024-299

Motion by Councillor McCabe

Seconded by Councillor Beatty

THAT By-law 92-2024 be read a First and Second Time.

Carried two-thirds support

R2024-300

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT By-law 92-2024 be read a Third Time and Finally Passed.

Carried

R2024-301

Motion by Councillor Beatty

Seconded by Councillor Hunter

THAT By-law 93-2024 be read a First and Second Time.

Carried two-thirds support

R2024-302

Motion by Councillor Biehn

Seconded by Councillor McCabe

THAT By-law 93-2024 be read a Third Time and Finally Passed.

Carried

7. Adjournment:

R2024-303

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT the July 23, 2024, Special Council Meeting adjourn.

Carried

Meeting Start Time: 4:00 P.M.

Meeting End Time: 4:52 P.M.

Mayor - Martin Ritsma

Deputy Clerk - Audrey Pascual



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Council
From: Robyn McIntyre, Consulting Planner for the City of Stratford
Report Number: COU24-089
Attachments: Maps, Public Comments Received to July 31, 2024, Agency Comments Received to July 31, 2024

Title: Zone Change Application Z02-24 and Official Plan Amendment Application OPA01-24 for 3188 Vivian Line 37 in the City of Stratford

Objective: The purpose of this report is to describe the proposed development at 3188 Vivian Line 37 and the associated applications submitted by GSP Group on behalf peopleCare. This Zone Change and Official Plan Amendment will facilitate the establishment of a Nursing Home and a Retirement Home.

The purpose of the Official Plan Amendment application is to add a site-specific policy to the existing 'Residential Area' designation which will increase the maximum height on the north portion of the subject lands from 4 storeys to 5 storeys, and to increase the maximum height on the south portion of the subject lands from 4 storeys to 7 storeys.

The purpose of the Zoning By-law Amendment application is to rezone the property from Agricultural ("A") and Urban Reserve ("UR") to two separate site-specific Community Institutional Zones ("IN1-___" and "IN1-___"). Different site-specific provisions are requested for the north and the south portions of the subject lands. The following site-specific provisions are requested for each:

North Portion

- Section 2.3.2 b) of the Zoning Bylaw shall not apply;
- To limit the total number of beds permitted in the Nursing Home to 288;
- To reduce the minimum south interior side yard setback to 0.0 metres, whereas the Zoning Bylaw currently requires 9.9 metres;
- To reduce the minimum overall Landscaped Open Space requirement to 26%, whereas the Zoning Bylaw currently requires 35%;

- To add a provision stating that the Landscaped Open Space requirement shall include green roofs above ground level, for clarity;
- To reduce the minimum Landscaped Open Space requirement for Parking Lots with more than 50 parking spaces to 9.5%, whereas the Zoning Bylaw currently requires 15%;
- To remove the requirement for a planting strip between parking areas or aisles and lot lines where the IN1-XX zone (north portion of 3188 Vivian Line 37) and the IN1-XX zone (south portion of Vivian Line 37) abut, whereas the Zoning Bylaw currently requires a 1.5 metre planting strip or 0.15-metre-wide fence, wall, hedge, or shrub;
- To reduce the minimum bicycle parking requirement for the Nursing Home to 6 spaces, whereas the Zoning Bylaw currently requires 34 spaces;
- To add a provision that allows bicycle parking to be within 35 metres of the principle building entrance or the main employee entrance, whereas the Zoning Bylaw currently requires that bicycle parking be within 35 metres of the principle building entrance only;
- To reduce the minimum number of loading spaces for a Nursing Home to 2, whereas the Zoning Bylaw currently requires 3 spaces;
- To reduce the minimum loading space setback from the south interior lot line to 0.0 metres, whereas the Zoning Bylaw currently requires 1 metre where abutting a non-residential zone;
- To add a provision stating that a loading space shall not be required to be abutting the Nursing Home building, whereas the Zoning Bylaw currently requires that the space abuts the building; and
- To allow access and maneuvering to and from a loading space to exceed the boundaries of the subject lands only into a Right-of-Way easement registered in favour of the subject lands, whereas the Zoning Bylaw currently requires that access and maneuvering must be located on the same lot.

South Portion

- Section 2.3.2 b) of the Zoning Bylaw shall not apply;
- To allow a Personal Care Establishment and Personal Service Establishment accessory to a Retirement Home, whereas the Zoning Bylaw does not currently permit these as primary or accessory uses in the IN1 Zone;
- To reduce the minimum west interior side yard setback to 6.0 metres, whereas the Zoning Bylaw currently requires 12.25 metres;

- To reduce the minimum eastern interior side yard setback to 9.0 metres for a canopy, whereas the Zoning Bylaw currently requires 12.25 metres;
- To reduce the minimum rear yard setback to 0.0 metres, whereas the Zoning Bylaw currently requires 7.5 metres;
- To increase the maximum lot coverage to 34.5%, whereas the Zoning Bylaw currently allows a maximum of 30%;
- To remove the requirement for a planting strip between parking areas or aisles and lot lines where the IN1-XX zone (north portion of 3188 Vivian Line 37) and the IN1-XX zone (south portion of Vivian Line 37) abut, whereas the Zoning Bylaw currently requires a 1.5 metre planting strip or 0.15-metre-wide fence, wall, hedge, or shrub;
- To remove the parking requirement for a Personal Care Establishment and Personal Service Establishment accessory to a Retirement Home, whereas the Zoning Bylaw currently requires parking to be provided at a rate of 1 parking space per 30 square metres of net floor area for a Personal Care Establishment and a Personal Service Establishment;
- To reduce the minimum number of loading spaces required for a Retirement Home to 1, whereas the Zoning Bylaw currently requires 3;
- To reduce the minimum loading space setback from the rear lot line to 0.0 metres, whereas the Zoning Bylaw currently requires 1 metre where abutting a non-residential zone;
- To add a provision stating that a loading space shall not be required to be abutting the Retirement Home building, whereas the Zoning Bylaw currently requires that the space abuts the building; and
- To allow access and maneuvering to and from a loading space to exceed the boundaries of the subject lands only into a Right-of-Way easement registered in favour of the subject lands, whereas the Zoning Bylaw currently requires that access and maneuvering must be located on the same lot.

Staff Note:

The original circulation of the application indicated that site specific relief was also requested for both the north portion and south portion as follows:

“To add a provision stating that the vertical area of any decorative fencing or walls shall count towards the minimum Landscaped Open Space requirement for Parking lots with more than 50 parking spaces, for clarity;”

Upon subsequent review, it has been determined that this relief is no longer required. Staff and the applicant have agreed to remove this site-specific provision from the request for both the north and south portions.

Background:

History of Proposal

On January 13, 2022, the Ontario Ministry of Long-Term Care and the Perth-Wellington MPP, Randy Pettapiece, announced that approval had been given to peopleCare to build a new 160-bed Nursing Home in Stratford. This new facility is proposed to re-establish the 60 Long Term Care beds that were lost when the previous peopleCare Stratford home on Mornington Street was closed due to a flood in 2015. This new facility would also add 100 new beds and has been envisioned as part of a “campus of care” which would include a range of seniors housing and support options through a phased development.

In October 2022, the City of Stratford announced discussions with peopleCare on the potential development of the Nursing Home on one of two City-owned properties. The properties that were considered included: a portion of the Grand Trunk site (also known as the Cooper Block), or a vacant greenfield property at 3188 Vivian Line 37 in the north end of the City. Since discussions began, the Vivian Line 37 property has been identified as the preferred choice for the proposed development. It is approximately 5.7 acres in area, with access to municipal services from Vivian Line 37.

Following the selection of the site, a proposal was prepared. The proposal included a 288-bed Nursing Home on the north portion of the subject lands, and a 150 unit / 164-bed Retirement Home on the south portion of the subject lands. The Nursing Home on the north portion of the subject lands is proposed to be five-storeys in height. The Retirement Home is proposed to range from five to seven-storeys in height. The proposal also included associated resident parking, visitor parking, staff parking, landscaped space, amenity space, and other components.

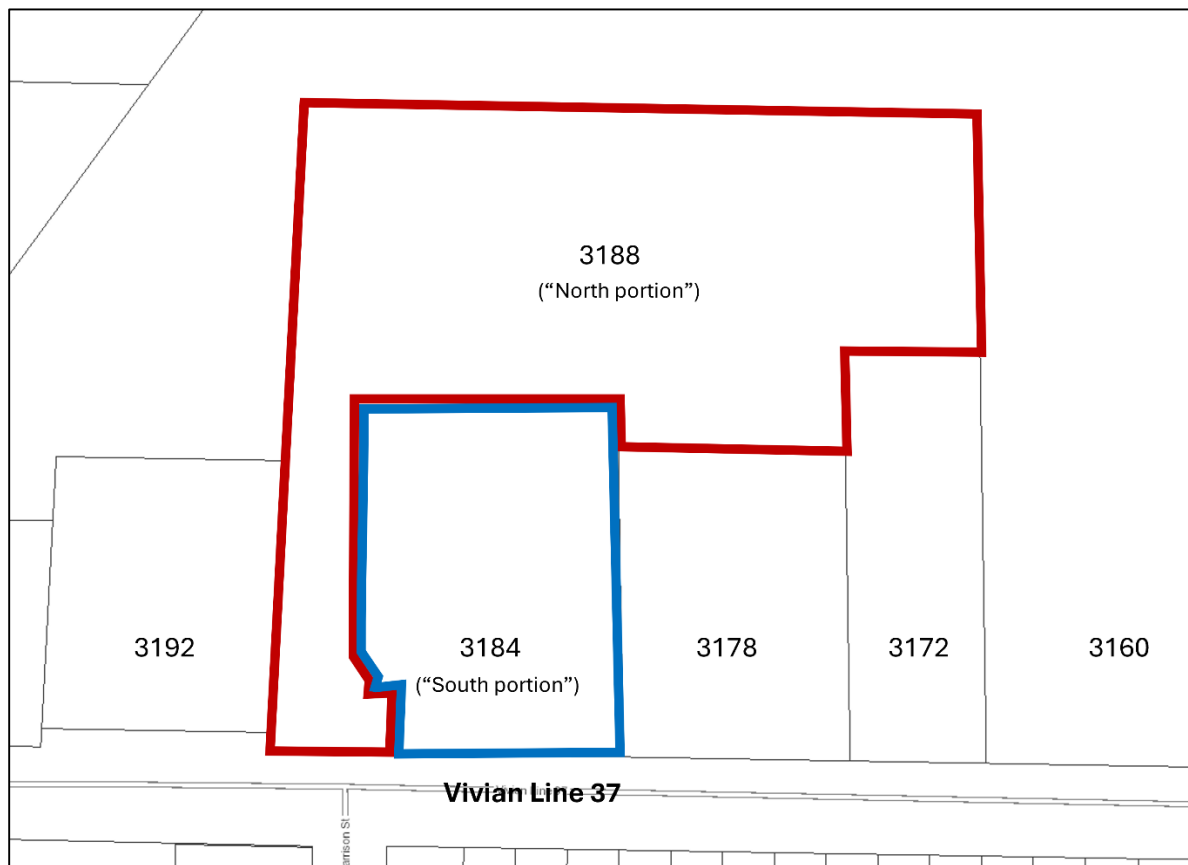
At the May 28, 2024, City Council meeting, a Notice of Intent was issued to ‘Consider Declaring as Surplus and to Dispose of 3188 Vivian Line 37’. The matter was considered by City Council at its June 10, 2024, Regular Meeting. Minutes from this meeting are available online, on the City of Stratford’s Council Calendar website.

At this meeting, City Council approved a resolution to declare the Vivial Line 37 lands as surplus, to dispose of the lands via direct negotiation and sale to a Nursing Home provider, and directed that Staff prepare a further report for Council’s consideration. This resolution can be found online on the City of Stratford’s Council Calendar website. A report on the potential sale of the property at 3188 Vivian Line 37 is to be considered by City Council.

peopleCare has retained GSP Group to assist with the planning applications required to facilitate the proposal. A Formal Consultation Application was received on May 1st, 2024, to gather preliminary comments on the proposal. Applications for an Official Plan Amendment and Zoning Bylaw Amendment were received on June 28th, 2024. Applications for Site Plan were received on July 3rd, 2024.

Proposed Phasing

The City has the authority to divide the lands through a Reference Plan prior to disposing of them. The lands are proposed to be divided into two parcels as outlined on the key map below. The North portion is to be municipally known as 3188 Vivian Line 37, and the South portion is to be municipally known as 3184 Vivian Line 37.



The North portion is proposed to be developed first, with the 288-bed Nursing Home with associated parking, landscaping, amenities, and other components. The South portion is proposed to be developed later, consisting of a 150-unit / 164-bed Retirement Home and associated parking, landscaping, amenities, and other components.

Site Characteristics

Characteristic Information	Details
Existing Use	Vacant / Agricultural
Frontage	94.5 metres
Depth	175 metres
Area	23,309 square metres
Shape	Irregular

Surrounding Land Uses

Direction	Use
North	Agricultural
East	Rural Residential and Agricultural
South	Residential
West	Residential and Agricultural

Public Comments

The Notice of Application and Public Meeting was sent to property owners within 120 metres of the subject lands on July 19th, 2024. Notice was also included in the Town Crier portion of the Beacon Herald on July 20th, 2024.

Public comments received prior to the finalization of this report have been appended to this report. Any public comments received after completion of the report will be provided to the Planning and Heritage Committee for consideration.

Agency Comments

The Zone Change and Official Plan Amendment applications materials were sent to agencies for review and comment on July 5th, 2024, with comments being due July 19th, 2024. The agency comments received to date have been appended to this memo.

Analysis:

Provincial Policy Statement, 2020

Resilient Development and Land Use Patterns

The PPS provides policy direction on achieving efficient and resilient development and land use patterns. This direction includes accommodating an appropriate range and mix of residential types in order to meet the long-term needs of the community.

Settlement Areas

The PPS specifically notes that settlement areas are to be the focus of growth and development. The City of Stratford is identified as a settlement area under the PPS. Land use patterns within settlement areas are to efficiently use land and resources in addition to infrastructure and public service facilities.

Land Use Compatibility

With respect to land use compatibility, developments are to avoid potential adverse effects from odour, noise, and other contaminants. Where avoidance is not possible, developments should mitigate these potential effects.

Housing

At the direction of the PPS, Planning authorities shall maintain the ability to accommodate residential growth; residential growth can take place through intensification. Through this residential growth, Planning authorities are required to provide for an appropriate range and mix of housing densities and options.

Infrastructure and Public Service Facilities

Generally, the PPS promotes the use of existing infrastructure and public service facilities to ensure they are optimized and adaptively reused where appropriate.

Long-Term Economic Prosperity

Development should support the long-term economic viability of communities by encouraging residential development to provide a range of housing options and optimize the long-term use of land.

City of Stratford Official Plan

Schedule of the City of Stratford Official Plan identifies the subject lands as being designated 'Residential Areas'; Schedule C identifies the subject lands as being partially in a SPP Significant Threat Area; and Schedule D identifies Vivian Line 37 as being a Collector Road.

Section 3 – General Policy Directions

As per policy 3.2.3, the subject lands meet the general definition of a 'Major Redevelopment Site' as they have potential for residential development, exceed 2 hectares, are located on a Collector Road, and are not within a Mixed-Use Corridor Area, Industrial Area, or Parks and Open Space Area.

As required under policy 3.5.6, an Archaeological Assessment is being completed on the subject lands and the resulting report will be provided to the City.

Section 4 – Land Use Strategy

Per policy 4.2, the subject lands are designated Residential Areas. Here, residential development is focused in stable, well established residential neighbourhoods. These neighbourhoods include a range of related uses such as parks and schools; a Nursing Home is also considered a related use. Undeveloped lands on the periphery of the city are intended for future residential development.

Additionally, policy 4.5, encourages residential areas to achieve a mix of housing types and a minimum average density of housing in the development of new residential areas in order to provide diversity in housing stock. Residential Areas are intended to permit low and medium density residential uses in addition to complementary non-residential uses. Certain non-residential uses are permitted provided they are complementary to, or compatible with, the neighbourhood. Institutional uses are considered a complementary use to residential uses.

The proposed development constitutes a New Residential Area. The maximum height permitted in a New Residential Area is four storeys. The proposed development exceeds the maximum of 4 storeys, and thus a site-specific policy is required to permit any heights over four storeys. The building on the north parcel is proposed to be 5 storeys, and the building on the south parcel is proposed to be 7 storeys and site-specific policies for both parcels have been requested by the Official Plan Amendment

Section 5 – Environment and Sustainability Strategy

The Source Protection Plan (“SPP”) Significant Threat Area prohibits any uses that are or would be, a significant drinking water threat as identified in the Thames-Sydenham Drinking Water Source Protection Plan (5.4.3). The SPP Significant Threats Area on the subject lands is in the southwest corner of the subject lands. No buildings are proposed in this location. The uses proposed within the subject lands as a whole do not constitute significant drinking water threats.

Section 7 – Community Infrastructure

Vivian Line 37 is identified as a Collector Road, which are required to have a road allowance width of 23 metres. In accordance with policies 7.2.1 and 7.2.2 the City shall require that sufficient lands be conveyed to the City to provide the appropriate Right-of-Way width as a condition of their approval. The Site Plan identifies the required road widening area to be retained by the City.

All new urban development shall be connected to municipal water and sanitary sewer systems and shall only be permitted where the systems have adequate capacity to service such development and/or redevelopment. The proposed development is intended to be on municipal water and sanitary sewer systems and therefore satisfies this requirement.

In order to ensure the City's supply of parkland is maintained, the City shall, as a condition of plan of subdivision, consent or site plan approval, require the conveyance of land for parkland or other public recreational purposes based on the parkland conveyance provisions of the Planning Act. Parkland dedication will be collected through the Site Plan Application process through cash-in-lieu of parkland.

Development proposals shall be reviewed to ensure they are designed to accommodate emergency vehicles and other safety considerations. Adequate access and safety considerations are to be addressed through the Site Plan Application process.

Northeast Secondary Plan Background Study and Policies

The subject lands are designated 'Residential' in the City of Stratford's Northeast Secondary Plan ("the Secondary Plan"). Policies for the Northeast Secondary Plan Area are included Section 11.1 of the Official Plan.

The predominant use of land in the Secondary Plan area will be low density residential uses. Medium density residential uses are to be restricted to townhouses, quadrplexes, or apartment style-residences (11.1.2.12). The proposal includes a Nursing Home and Retirement Home.

City of Stratford Zoning Bylaw

Permitted Uses

The subject lands are split zoned, part Urban Reserve ("UR") and part Agricultural ("A"). The UR zone permits existing uses, home occupations, and single detached dwellings; the proposed Nursing Home and Retirement Home are not currently permitted in the UR zone. The A zone permits agricultural uses, agricultural related uses, animal shelters, conservation uses, forestry, home occupations, institutional uses, livestock facilities, non-farm residential uses, on-farm diversified uses, and wayside permit aggregate operations. In this instance, 'institutional uses' refers to the following:

"[...] public or private school, place of worship, day care centre, nursing home, fire station, police station, ambulance dispatch office, ambulance terminal, administrative office of a municipal, provincial or federal government agency, auditorium, hospice, hospital, library, museum, park, and recreational park, or other similar type uses."

The proposed use is not currently permitted in the A zone. The Zone Change application proposes to rezone the subject lands with two separate site-specific Institutional Community Zones to permit the proposed Long Term Care Facility and Retirement Home uses.

Site Specific Provisions

A number of site-specific provisions are requested for the north and south portions respectively as listed earlier in this report.

Financial Implications:

Not applicable:

The purpose of this report is to present the Official Plan Amendment and Zone Change application for consideration during the public meeting. A detailed assessment of financial impacts is not applicable at this stage of the process.

Alignment with Strategic Priorities:

Not applicable: The purpose of this report is to present the Official Plan Amendment and Zone Change application for consideration during the public meeting. A detailed assessment of applications against the Corporate Strategic Priorities is not applicable at this stage of the process.

Alignment with One Planet Principles:

Not applicable: Alignment with the City's One Planet Principles will be included in the final report.

Staff Recommendation: THAT Council hear all interested persons with respect to Official Plan Amendment application OPA01-24 and Zoning Bylaw Amendment application Z02-24.

Prepared by:

Robyn McIntyre, BES, Consulting Planner for the City of Stratford

Recommended by:

Pierre Chauvin, MA, MCIP, RPP, Consulting Planner for the City of Stratford

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

Joan Thomson, Chief Administrative Officer



Location Map for 3188 Vivian Line 37, Stratford



Legend

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

1: 12,395



481.7 0 240.84 481.7 Meters



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

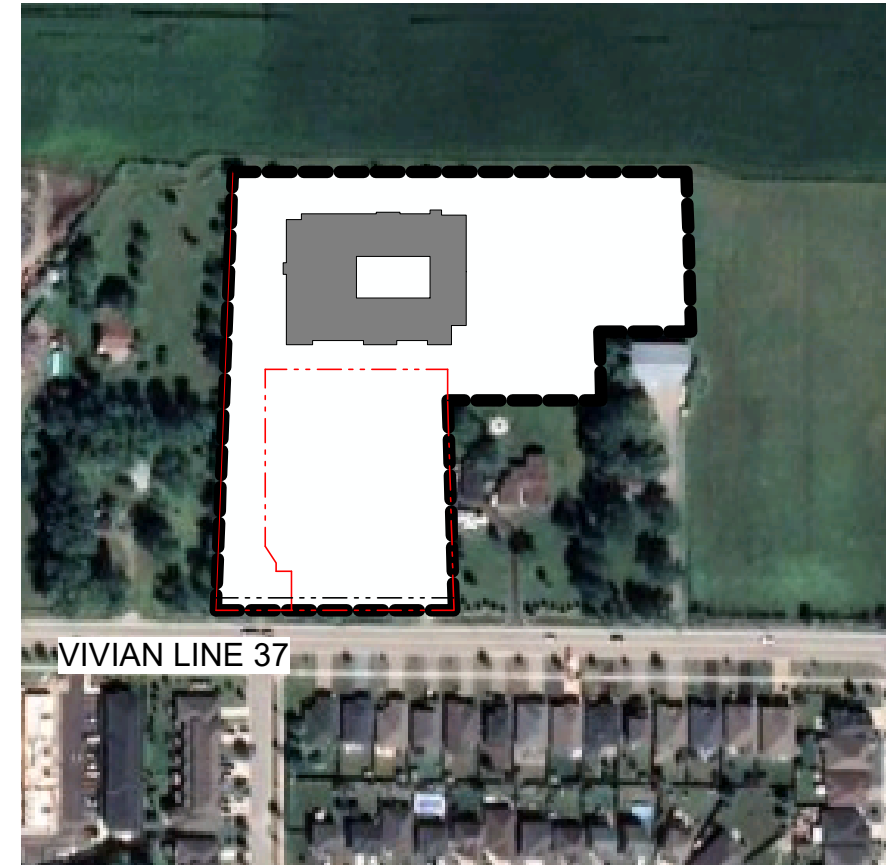
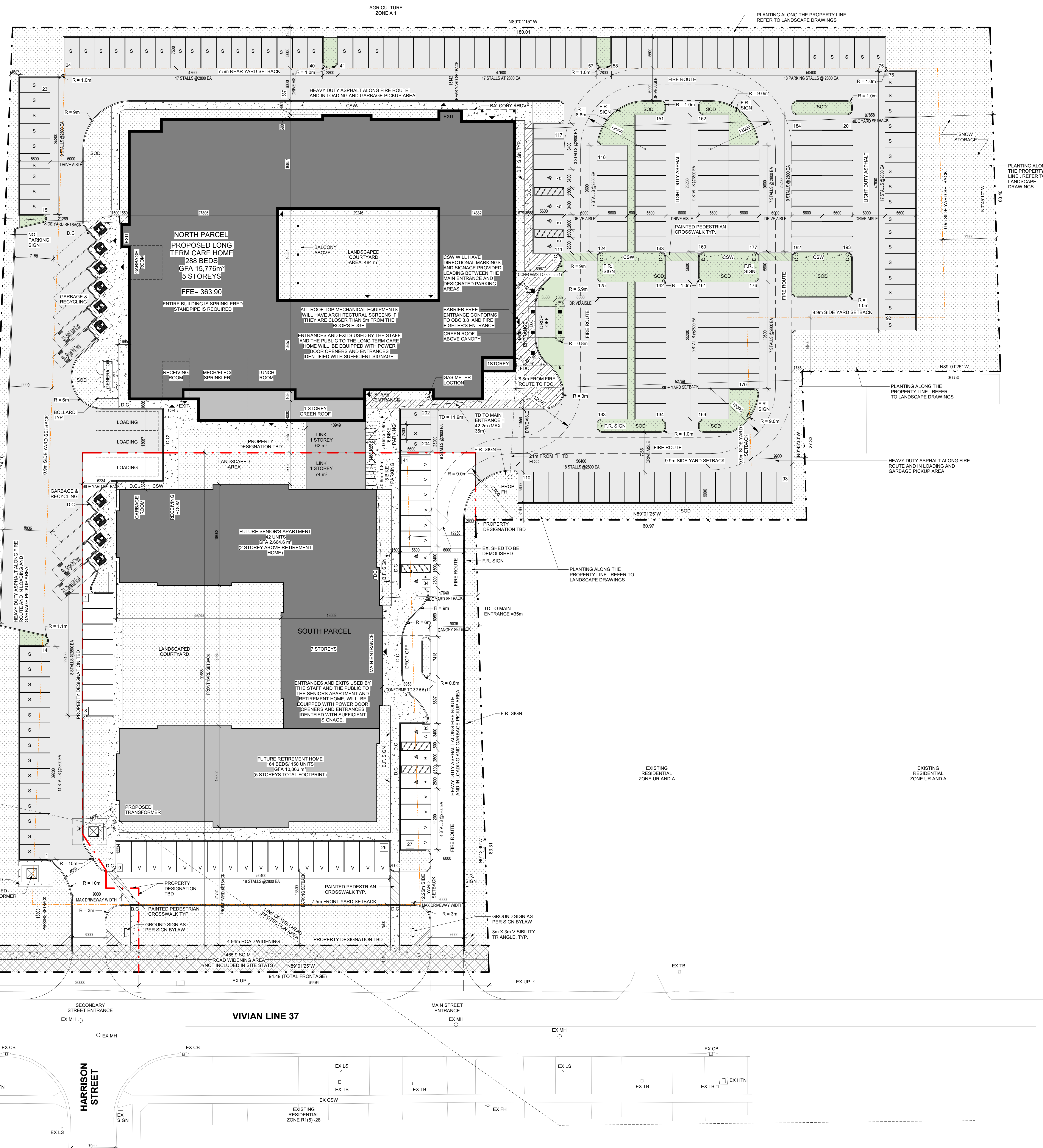
Notes

NAD_1983_UTM_Zone_17N

© City of Stratford

Map Printed: July 4, 2024

THIS MAP IS NOT TO BE USED FOR NAVIGATION



3 KEY PLAN
1:3000

SITE DATA - LONG TERM CARE

DATA	REQUIRED	PROVIDED
ZONING	INI (INSTITUTIONAL COMMUNITY)	
LOT AREA (m ²)	MIN 2,000 m ²	16,260.5 m ²
LOT FRONTAGE (m)	MIN 30 m	30 m
LOT COVERAGE (%)	MAX 35 %	21.19%
LANDSCAPE AREA (m ²)	MAX 4,869 m ²	3,447 m ²
FRONT YARD (m)	MIN 7.5 m	90.6 m
SIDE YARD (m) (4.5m or 1 half the height of the building whichever is the greater)	MIN 9.9 m	WEST- 21.3 m EAST- 52.76 m SOUTH- 1.0 m
REAR YARD (m)	MIN 7.5 m	15.14 m

*LOT COVERAGE INCLUDES BUILDING LINK AND COVERED PATIOS

BUILDING DATA - LONG TERM CARE HOME

DATA	REQUIRED	PROVIDED
TOTAL DENSITY (# of units)	-	288 BEDS
BUILDING AREA (m ²)	-	3,382 m ²
GROSS FLOOR AREA (m ²)	-	15,838 m ²
NET FLOOR AREA (m ²)	-	14,567 m ²
NUMBER OF STOREYS	-	5
BUILDING HEIGHT (m)	MAX 30 m	19.9 m
BUILDING LINK AREA (m ²)	-	62 m ²

*GROSS NET FLOOR AREA AND BUILDING AREA INCLUDES BUILDING LINK. BUILDING AREA DOESN'T INCLUDE COVERED PATIOS.

LANDSCAPING DATA - LONG TERM CARE HOME

DATA	REQUIRED	PROVIDED
LANDSCAPE AREA (percentage)	MIN 35 %	26.64 %
LANDSCAPE AREA (m ²)	5,680 m ²	4,532 m ²
HARDSCAPE AREA (m ²)	-	7,600 m ²
BUILDING FOOTPRINT (percentage)	-	20.67 %
BUILDING FOOTPRINT (m ²)	-	3,382 m ²
SURFACE PARKING AREA (m ²)	-	8,400 m ²
TOTAL LANDSCAPE OPEN AREA (m ²)	1,260 m ²	6,333 m ²
LANDSCAPE OPEN AREA (percentage)	MIN 15 % OF SURFACE PARKING AREA	9.9 %
LANDSCAPE OPEN AREA WITHIN SURFACE PARKING (m ²)	-	640 m ²
GREEN ROOF AREA (m ²)	-	110 m ² (80% PROPOSED)
CANOPY GREEN ROOF AREA (m ²)	-	83 m ²

*LANDSCAPE OPEN AREA INCLUDES SIDEWALKS, CURBS AND GREEN ROOFS. LANDSCAPE AREA EXCLUDES LANDSCAPE OPEN AREA. BUILDING FOOTPRINT INCLUDES BUILDING LINK AREA.

VEHICLE PARKING DATA - LONG TERM CARE HOME

DATA	REQUIRED	PROVIDED
LONG TERM CARE PARKING	96	139
BARRIER FREE PARKING (1:100 = 4% OF TOTAL REG.)	4 (INCLUSIVE)	4 (INCLUSIVE)
TOTAL	96	139

LOADING AND BICYCLE PARKING DATA

DATA	REQUIRED	PROVIDED
LONG TERM CARE HOME	34	9
BICYCLE PARKING	(2 + 1 PER 500 m ²)	10% OF REQUIRED PARKING STALLS
TOTAL	6	6
LONG TERM CARE HOME LOADING	3	2
TOTAL	3	2

SITE DATA - RETIREMENT HOME & SENIOR LIVING APARTMENTS LOT

3188 VIVIAN LINE 37, STRATFORD, ONTARIO

DATA	REQUIRED	PROVIDED
ZONING	INI (INSTITUTIONAL COMMUNITY)	
LOT AREA (m ²)	MIN 2,000 m ²	6,516.2 m ²
LOT FRONTAGE (m)	MIN 30 m	64.5 m
LOT COVERAGE (%)	MAX 30 %	34.46 %
FRONT YARD (m)	MIN 7.5 m	21.7 m
SIDE YARD (m) (4.5m or 1 half the height of the building whichever is the greater)	MIN 12.25 m	EAST - 17.6m WEST - 6.23 m SOUTH - 12.23 m
REAR YARD (m)	MIN 7.5 m	0 m

BUILDING DATA - RH & SA

DATA	REQUIRED	PROVIDED
TOTAL DENSITY (# of units)	-	192 UNITS
BUILDING AREA (m ²)	-	2,247.33 m ²
GROSS FLOOR AREA (m ²)	-	13,531 m ²
NET FLOOR AREA (m ²)	-	10,831 m ²
NUMBER OF STOREYS	-	7
BUILDING HEIGHT (m)	MAX 30 m	24.5m
BUILDING LINK AREA (m ²)	-	74 m ²

*GROSS FLOOR AREA AND BUILDING AREA INCLUDES BUILDING LINK. BUILDING FOOTPRINT INCLUDES BUILDING LINK AREA.

LANDSCAPING DATA - RH & SA

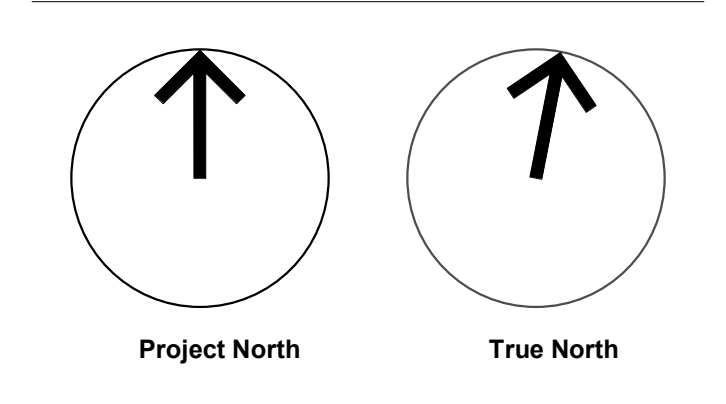
DATA	REQUIRED	PROVIDED
LANDSCAPE AREA (percentage)	MIN 35 %	38.18 %
LANDSCAPE AREA (m ²)	2,469 m ²	2,469 m ²
HARDSCAPE AREA (m ²)	-	1,780 m ²
BUILDING FOOTPRINT (percentage)	-	34.48 %
BUILDING FOOTPRINT (m ²)	-	2,247.33 m ²

VEHICLE PARKING DATA

DATA	REQUIRED	PROVIDED
RETIREMENT HOME PARKING (0.5 BED) (21 VIS. INCLUSIVE)	82	31
SENIORS APARTMENT PARKING (0.50 WELLS UNIT) (6 VIS. INCLUSIVE)	21	10
BARRIER FREE PARKING (101-200 = 1 + 3% OF TOTAL REG.)	5 (INCLUSIVE)	5 (INCLUSIVE)
RH AND SA PARKING ON NORTH PARCEL	-	65
TOTAL	103	106

LOADING AND BICYCLE PARKING DATA

DATA	REQUIRED	PROVIDED
BICYCLE PARKING (0.25 PER VISITOR PARKING)	7	8
LOADING PARKING	3	1
TOTAL	3	8



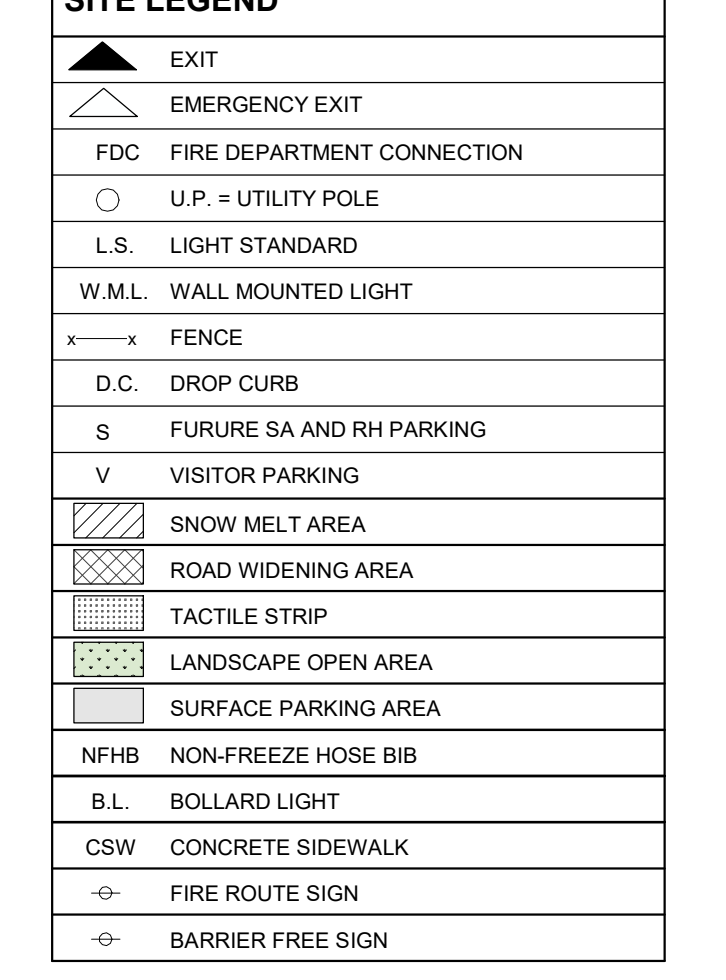
GENERAL NOTES

- Do not scale drawings. Written dimensions shall have precedence over scaled dimensions.
- All work shall comply with the 2012 Ontario Building Code and amendments.
- Contractors must check and verify all dimensions and specifications and report any discrepancies to the architect before proceeding with the work.
- All contractors and sub-contractors shall have a set of approved construction documents on site at all times.
- All documents remain the property of the architect. Unauthorized use, modification, and/or reproduction of these documents is prohibited without written permission. The contract documents were prepared by the consultant for the account of the owner.
- The material contained herein reflects the consultants best judgement in light of the information available to him at the time of preparation. Any use which a third party makes of the contract documents, or any reliance on or decisions to be made based on them are the responsibility of such third parties.
- The consultant accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on the contract documents.

GENERAL SITE NOTES

- ALL SITE PLAN DRAWINGS ARE TO BE FULLY COORDINATED WITH LANDSCAPE AND ENGINEERING DRAWING SUBMISSIONS.
- THE CONTRACTOR SHALL VERIFY ALL UTILITY LOCATIONS PRIOR TO CONSTRUCTION. ALL UTILITY LOCATIONS SHOW ARE APPROXIMATE, UNLESS NOTED OTHERWISE.
- THE CONTRACTOR IS RESPONSIBLE FOR NOTIFYING ALL UTILITY COMPANIES PRIOR TO COMMENCING WORK IN THE PROJECT AREA. LIKEWISE, THE CONTRACTOR IS RESPONSIBLE FOR COORDINATING HIS WORK AND THAT OF THE INVOLVED UTILITIES IN THE PROJECT AREA.
- THE CONTRACTOR SHALL BE RESPONSIBLE FOR FURNISHING ALL LABOUR, MATERIAL AND EQUIPMENT AND INCIDENTAL ITEMS NEEDED TO PROVIDE ADEQUATE CONSTRUCTION, SIGNING, BARRICADES, TRAFFIC CONTROL DEVICES AND OTHER RELATED ITEMS FOR THE PROJECT AREA, DURING THE CONSTRUCTION PERIOD.
- THE PROPERTY OWNER IS RESPONSIBLE FOR RIGHT-OF-WAY REPLACEMENT OR REPAIR COSTS TO CITY STANDARDS.
- THE GENERAL CONTRACTOR SHALL BE RESPONSIBLE FOR PROTECTING ADJACENT PROPERTIES FROM DAMAGE AND EROSION DURING THE CONSTRUCTION PERIOD. ANY DAMAGE TO ADJACENT PROPERTIES DURING CONSTRUCTION SHALL AT A MINIMUM, BE RESTORED TO A STATE EQUAL TO ITS PRECONSTRUCTION STATE.
- ALL SITE LIGHTING SHALL NOT RESULT IN ANY GLOW OR SPILL OVER TO SURROUNDING PROPERTIES OR PUBLIC VIEW.
- ALL SNOW STORAGE SHALL BE LOCATED ON SITE. SURPLUS SNOW STORAGE SHALL BE REMOVED OFF SITE AT OWNER'S EXPENSE BY PRIVATE REMOVAL SERVICE.

SITE LEGEND



No.	Date	Revision
8	2024-07-02	ISSUED FOR SITE PLAN APPROVAL
7	2024-06-27	ISSUED FOR COORDINATION
6	2024-06-26	ISSUED FOR COORDINATION
5	2024-06-24	ISSUED FOR COORDINATION
4	2024-06-20	ISSUED FOR COORDINATION
3	2024-06-11	ISSUED FOR MINISTRY PRELIMINARY SUBMISSION 02
2	2024-05-31	ISSUED FOR COORDINATION
1	2024-05-30	ISSUED FOR PRELIMINARY REVIEW

Client:

peopleCare communities

Project Name / Address:

3188 VIVIAN LINE 37 STRATFORD LONG TERM CARE HOME

Project No: 23069

Drawing No: 2024-06-28

Drawn by: SK

Checked by: TSLJLH

Office Location: KITCHENER

Plot Date / Time: 7/2/2024 2:06:04 PM

Drawing Name: **SITE PLAN - OVERALL**

Ontario Association of Architects

Architects

JEFFREY HALBURTON LICENCE

Revision No: **r8**

Drawing No: **D1.1**

OVERALL SITE PLAN

1:300

NOTE: PROPERTY BOUNDARY AND EXISTING CONDITIONS HAVE BEEN TAKEN FROM TOPOGRAPHIC PLAN OF SURVEY OF PART OF LOT 45, CONCESSION 5 CREATED BY STANTEC GEOMATICS LTD. DATED MAY 10, 2024



Consolidated Public Comments - Voicemails

Date: July 31, 2024

File: Official Plan Amendment OPA01-24
Zoning Bylaw Amendment Z02-24

Address: 3188 Vivian Line 37, Stratford

Owner/Agent: City of Stratford
GSP Group

This memo summarizes the public comments received via voicemail or phone call for Official Plan Amendment application OPA01-24 and Zoning Bylaw Amendment Z02-24 as of the date identified above. Any voicemails, phone calls, or public comments received after the staff report is finalized will be provided to Council for consideration.

1. Dennis Egan

Phone Call Discussion from July 23, 2024

- Has the sale of the lands been pre-determined?
 - No, the sale will not be completed without the approval of the applications, sale will be conditional on the completion of the ZBA and OPA.
- Where can online materials be found?
 - RM to find link and send to Dennis via email.
- Confirmation requested for front yard setback and western side yard setback.
 - RM to confirm and advise.
- Is a shadow study being considered / required?
 - Yes, required through Site Plan process. Holding being proposed if study is not completed in time for SPA.
- Will garbage be left outside all the time, or only on pickup days?
 - RM to ask applicant.
- If all approvals are received, when is construction anticipated?
 - RM to ask applicant.
- Confirmation of Green Roof.
 - Like a garden on a roof top, used as part of the landscape space requirements.

2. Beth Farrell

Voicemail from July 29, 2024

- Happy about proposal.
- Concerned about existing truck traffic and would like to see the truck route adjusted one street further north to improve circulation for residents.
- Would like to attend the public meeting to discuss the proposal, or to send a delegate from their building.

Phone Call Discussion from July 29, 2024

- Acknowledge receipt of comments.
- Truck Route was approved as part of the Transportation Master Plan in 2023. Route extends along Romeo Street from Lorne Avenue East in the south to Vivian Line 37 in the north. Truck Route is not part of the applications.
 - Changes to the truck route is outside the scope of the public meeting.
 - Concerns can be brought up to ward councillor for discussion with Council.
 - Truck Route may be discussed more generally as part of traffic interaction with the subject lands.
- Anyone can attend the public meeting to provide comments and ask questions. Don't need to register as delegate.

From: Robyn McIntyre
To: Angie Todd
Cc: Planning <planning@stratford.ca>
Subject: RE: Notice of application for official plan amendment & zoning by-law amendment for 3188 Vivian Line 37
Date: Friday, August 2, 2024 9:27 AM

Good Morning Angie,

Thank you for submitting your comments. I can confirm that I have saved them to the file and that they will be provided to Council for consideration at the Public Meeting. I will review your concerns and discuss them in my presentation to Council at the Public Meeting on August 12

Thanks Angie,

Robyn McIntyre, BES (Hons.) | Intermediate Planner
MHBC Planning, Urban Design & Landscape Architecture

From: Angie Todd
To: Robyn McIntyre
Subject: Notice of application for official plan amendment & zoning by-law amendment for 3188 Vivian Line 37
Date: Thursday, August 1, 2024 7:39 PM

Good evening Robyn,

I would like to submit my comments/concerns for the upcoming public meeting on August 12th, 2024. I live [REDACTED]

[REDACTED] and have been an owner/resident here for 9 years.

I have witnessed many changes to the area in the last 4 or 5 years that have made an impact on living here.

What used to be a quiet, country type neighborhood is now more built up/populated with much more traffic.

This has taken some getting used to.

Let me mention that I am not opposed to a long term care/retirement facility, as I believe there is great shortage for the aging population. Something I wish was available when my parents were alive.

I'm assuming this new plan will be something similar to Spruce Lodge/Hamlet Estates? And having a long term care/retirement facility within the boundaries of a residential area isn't entirely a bad thing, in fact it can be a nice addition. My father resided in the Mitchell Nursing Home, and this was located in a residential area.

A concern I do have is the increased amount of traffic along Vivian Line and Romeo Street. As it is now, with just a stop sign at Romeo, it is quite difficult to turn left onto Vivian Line from Romeo Street. And also turning left or right from Vivian Line onto Mornington.

So with this proposed new facility further down Vivian Line, the traffic will increase substantially. I would like to know what considerations are being made for this area with regards to the aforementioned?

Will there be a set of stop lights at the corner of Romeo Street North and Vivian Line? And also at the corner of Vivian Line and Mornington?

Safety for the residents who live in this area must be factored in.

Thank you for listening,

Angela Todd

From: [Robyn McIntyre](#)
To: [Cheryl.lehmann](#)
Subject: RE: 3188 Vivian Line 37 plan
Date: Friday, August 2, 2024 8:59 AM

Hi Cheryl,

Thank you for submitting your comments. I can confirm that I have saved them to the file and that they will be provided to Council for consideration as part of the Public Meeting. In response to your comments, I can provide the following:

- 1) The applicant has advised that the Personal Service and Personal Care Establishments are intended for residents of the Long Term Care Home and Retirement Home. The Personal Service and Personal Care Establishments are not intended to bring in 'outside' clients that would need additional parking on the subject lands.
- 2) I will ask the applicant for additional information on the plans for construction trailers.
- 3) Regarding the Official Plan Amendment, if approved, policies to limit the height of the Retirement Home to 7- storeys and Long Term Care Home to 5-stories would be included in the Official Plan. These policies could not be removed or adjusted without another public process such as the applicant is going through right now. If the heights were proposed to change again in the future, you would receive another notice and have the opportunity to participate in the public process again.

I will ensure I go over this information again in my presentation to Council at the Public Meeting on August 12.

Thanks Cheryl,

Robyn McIntyre, BES (Hons.) | Intermediate Planner
MHBC Planning, Urban Design & Landscape Architecture

From: Cheryl.lehmann
To: Robyn McIntyre
Subject: 3188 Vivian Line 37 plan
Date: Thursday, August 1, 2024 12:57 PM

Good afternoon

Thank you for the opportunity to comment on the proposed plan for this site. While we do support the concept of a combined LTC/Retirement Home on this site we do have some concerns.

Harrison Street has unfortunately become overflow parking for the various condo buildings in the area as well as construction vehicles, leading to no parking for guests of residents and frequently parking on both sides of the street which makes it difficult to safely exit our driveway. I am concerned that the request to remove the parking requirement of 1 parking spot per 30 square meters of floor area will exacerbate this situation. I would also ask for consideration of where the construction trailers will park. This will be a long term project and Harrison Street is not the solution.

The current concept requests an official plan ammendment to allow for 5 stories on the North and 7 stories on the South. I do not have an issue with this however what assurance do we have that the plan will not change to higher buildings and we will not be consulted. This concern is based on the two condo buildings behind us. The plan we were shown was for one four-storey building along Vivian Line with green space and parking directly behind us. This plan was obviously changed with no notice to the residents affected on Harrison Street.

Thank you for your consideration and I look forward to the additional information on Aug 12.

Cheryl Lehmann

From: [Robyn McIntyre](#)
To: [Thomas Miller](#)
Cc: [Planning <planning@stratford.ca>](mailto:planning@stratford.ca)
Subject: RE: 3188 Vivian Line 37
Date: Friday, August 2, 2024 9:16 AM

Hi Thomas,

Thank you for submitting your comments. I can confirm that I have saved them to the file and that they will be provided to Council for consideration at the Public Meeting. I will review your concerns and discuss them in my presentation to Council at the Public Meeting on August 12.

Thanks Thomas,

Robyn McIntyre, BES (Hons.) | Intermediate Planner
MHBC Planning, Urban Design & Landscape Architecture

From: [Thomas Miller](#)
To: [Robyn McIntyre](#)
Subject: 3188 Vivian Line 37 plan
Date: Thursday, August 1, 2024 7:40 PM

August 1, 2024

Robyn McIntyre
City of Stratford
Building and Planning Services Department

Re: 3188 Vivian Line 37

Robyn McIntyre

I am writing as a concerned neighbour to this development, and am against the zoning changes as they are being asked for by the city and by PeopleCare.

Bylaws are written to give guidelines as to what and how something is to be built and cared for within the limits of the city. They serve to introduce new construction and services and to acclimate them into a community in a way that will not be detrimental to its closest neighbours. The changes being asked for do just that. It is placing a building, or buildings on the property of a size in excess of what is currently allowed. Also the reduction of setbacks and buffer zones with put driveways and parking spaces, which I would assume will be illuminated right up to the property line of the back yard of its closest neighbour.

I do understand the need for Long Term Care beds but I also understand that this will significantly affect our neighbourhood. This is a slap to the current residents of Vivian Line that will have to endure the drastic increase of traffic that will follow.

Light pollution alone with illuminated parking lots and driveway will affect the evening enjoyment of our street that is enjoyed by many.

Again, we have a current set of rules by way of bylaws that govern how this should proceed. Changing the bylaws as a site specific change just shows the rest of us that the city cares less about us as residents and given enough money, rules don't matter.

Signed a concerned resident

Thomas S. Miller



Consolidated Comments

Date: July 22, 2024

File: Official Plan Amendment OPA01-24
Zoning Bylaw Amendment Z02-24

Address: 3188 Vivian Line 37, Stratford

Owner/Agent: City of Stratford
GSP Group

This memo is a summary of the agency comments received on Official Plan Amendment application OPA01-24 and Zoning Bylaw Amendment Z02-24 as submitted on June 28th, 2024 for the lands municipally known as 3188 Vivian Line 37, Stratford. This memo is a summary, the applicant is strongly encouraged to review the fulsome comments.

1. Canada Post Corporation

- 1.1. Currently Canada Post does not have any additional comments for this application.
- 1.2. Comments provided as part of the associated Formal Consultation Application include the following:
 - 1.2.1. Canada Post has reviewed the proposal for the above noted Development Application and has determined that the project adheres to the multi-unit policy and will be serviced by developer/owner installed Lock Box Assembly.
 - 1.2.2. Multi-unit buildings and complexes (residential and commercial) with a common lobby, common indoor or sheltered space, require a centralized lock box assembly which is to be provided by, installed by, and maintained by the developer/owner at the owner's expense. Buildings with 100 units or more MUST have a rear loading Lock Box Assembly with dedicated secure mail room.

2. Festival Hydro

- 2.1. Festival Hydro has no concerns with the OPA and Zoning applications.

3. Huron Perth Public Health

- 3.1. At this time Huron Perth Public Health does not have any specific concerns or feedback related to the current Official Plan Amendment (OPA01-24) and Zoning Bylaw Amendment (Z02-24) at 3188 Vivian Line37, Stratford.

4. Township of Perth East

- 4.1. Perth East has no comments or concerns for the proposed development.

5. Quadro

- 5.1. Quadro has no issues with this application.

6. City of Stratford Building Department

- 6.1. Official Plan Amendment OPA01-24
 - 6.1.1. No concerns from Building with the proposed official plan amendment for increase in building height.
- 6.2. Concerns with the proposal for a 0m setback to property line for the link portion that extends over property lines. Easements for this will be required to be established for this setback to be applicable. Easements to be completed prior to the issuance of building permits for the 0m setback to be applicable, once completed no concerns with proposed amendment.

7. City of Stratford Climate Change Department

- 7.1. Parking: has there been any consideration given to providing EV-ready parking stalls to future-proof the development? This would include adding adjacent energized power outlets (i.e. an electrical junction box or a receptacle) where an EV supply equipment (EVSE - i.e. an EV charger) can be installed in the future. Having this planned for some parking stalls would help achieve sustainability goals further. Although EV parking is not a requirement under the current Zoning bylaw, the applicant may consider planning for proving energized power outlets only.

8. City of Stratford Infrastructure Services Department

- 8.1. Official Plan Amendment OPA01-24
 - 8.1.1. The Engineering Division has no comments or concerns regarding the Official Plan Amendment (OPA-24).
- 8.2. Zoning Bylaw Amendment Z01-24

- 8.2.1. Landscape open space reduction – engineering is accepting of including green roofs as part of the calculation, however, using the area of the vertical face of fencing is not acceptable.

9. City of Stratford Fire Prevention Department

- 9.1. No comments from Fire Prevention at this time.

10. City of Stratford Parks Department

- 10.1. No issue with Zoning Bylaw Amendment.

11. City of Stratford Transit Department

- 11.1. No concerns from Transit.

12. Upper Thames River Conservation Authority

- 12.1. The Upper Thames River Conservation Authority (UTRCA) has reviewed this application with regard for the policies within the Environmental Planning Policy Manual for the Upper Thames River Conservation Authority (June 2006), Section 28 of the Conservation Authorities Act, the Planning Act, the Provincial Policy Statement (2020), and the Upper Thames River Source Protection Area Assessment Report.

12.2. Conservation Authorities Act

- 12.2.1. The subject lands are not affected by any regulations (Ontario Regulation 41/24) made pursuant to Section 28 of the Conservation Authorities Act.

12.3. Drinking Water Source Protection – Clean Water Act

- 12.3.1. The subject lands are located within a vulnerable area. For more information pertaining to drinking water source protection, please refer to the approved Source Protection Plan at:
<https://www.sourcewaterprotection.on.ca/approved-source-protection-plan/>

12.4. Recommendation

- 12.4.1. The UTRCA has no objections or requirements for this application. Thank you for the opportunity to comment.

13. Wightman

- 13.1. We have no comment.

14. Other

14.1. Though circulated on these applications, no comments were received from the following agencies:

14.1.1. Bell Canada c/o MMM Group Limited

14.1.2. Enbridge Gas

14.1.3. Rogers Cable TV

14.1.4. Rogers Communications – Service Expansion

14.1.5. Hydro One Networks Inc.

14.1.6. Ministry of Municipal Affairs and Housing

14.1.7. Ontario Power Generation (Hydro One)

14.1.8. Technical Standards & Safety Authority

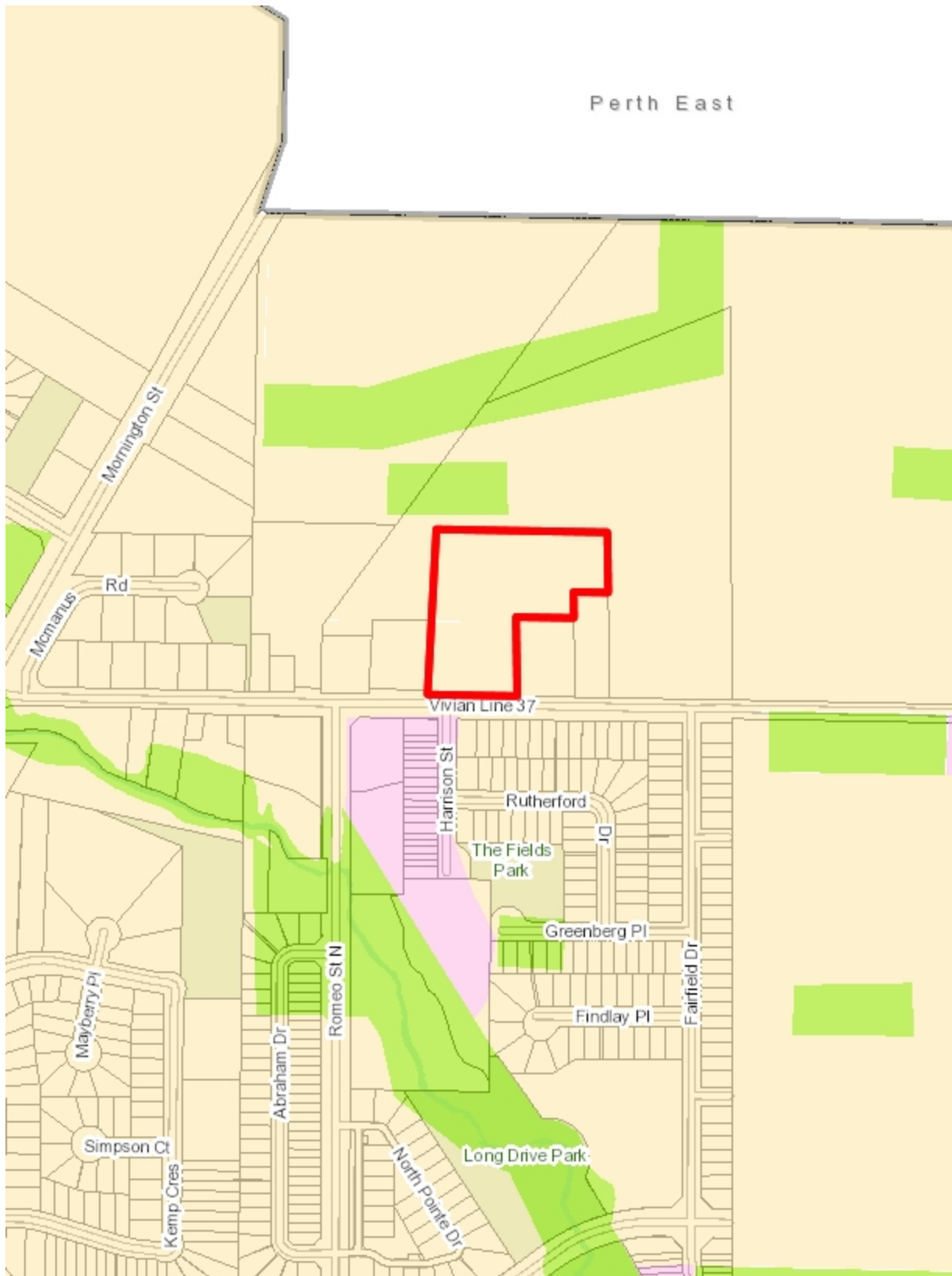
14.1.9. Corporation of the County of Perth

14.1.10. City of Stratford – Clerks Department

14.1.11. City of Stratford – Business Improvement Association



Current Official Plan Map for 3188 Vivian Line 37, Stratford



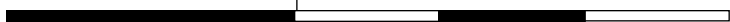
Legend

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

1:6,197



240.8 0 120.42 240.8 Meters



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

Notes

NAD_1983_UTM_Zone_17N

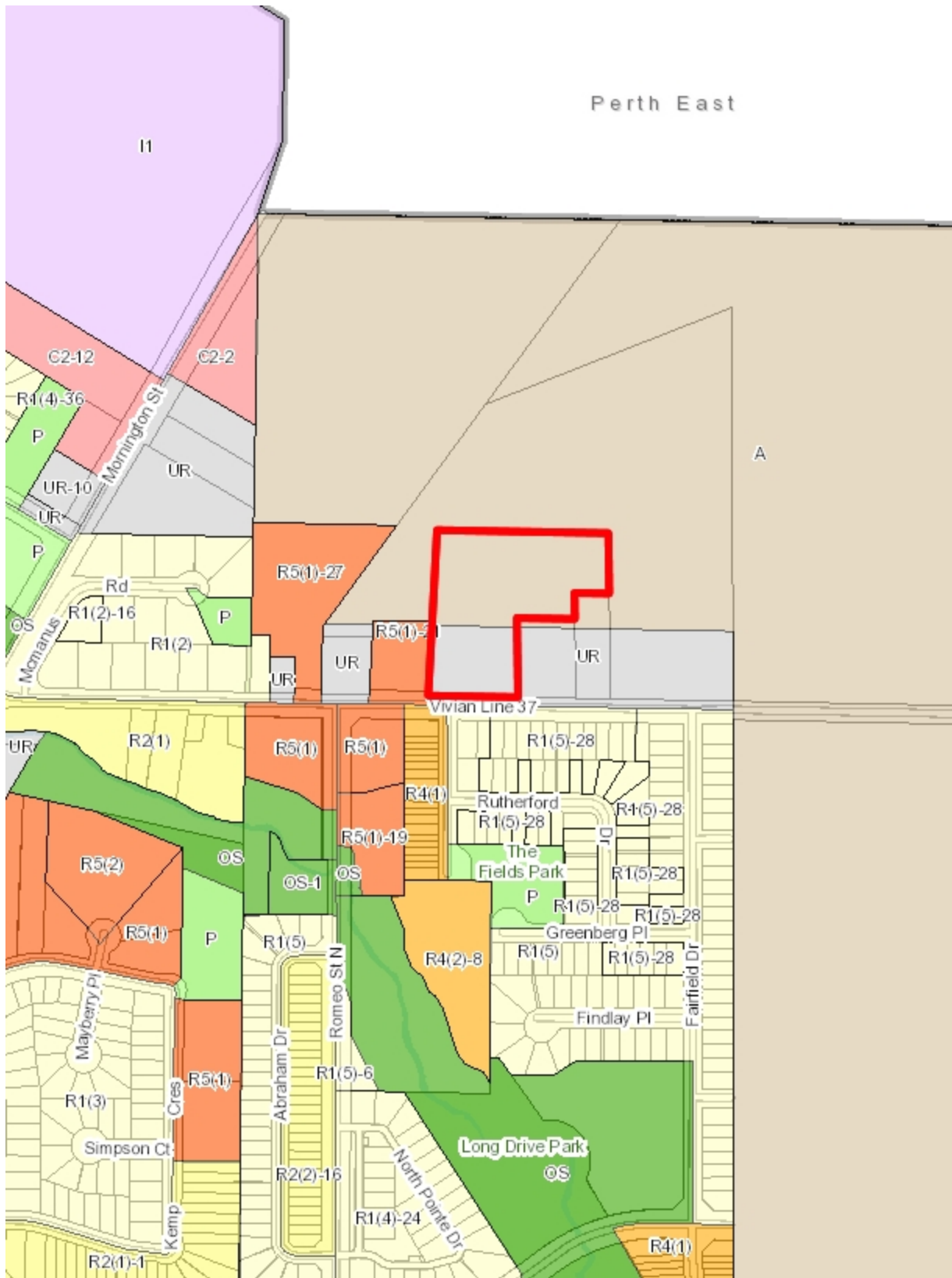
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Map Printed: July 4, 2024

THIS MAP IS NOT TO BE USED FOR NAVIGATION



Current Zoning Map for 3188 Vivian Line 37, Stratford



Legend

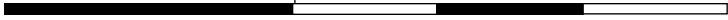
Comprehensive Zoning

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

1:6,197



240.8 0 120.42 240.8 Meters



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NAD_1983_UTM_Zone_17N

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Map Printed: July 4, 2024

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes



City of Stratford

Official Plan Amendment No. _____

Adopted August _____, 2024

DRAFT FOR PUBLIC MEETING

AMENDMENT NO. _____ TO THE OFFICIAL PLAN
OF THE CITY OF STRATFORD

Section 1 – Title and Components

This amendment shall be referred to as Amendment No. ___ to the Official Plan of the City of Stratford. Sections 1 to 4 constitute background information and are not part of the formal Amendment. Section 5 constitutes the formally adopted Amendment to the Official Plan.

Section 2 – Location

The subject lands are presently known as 3188 Vivian Line 37, Stratford. Legally, these lands are referred to as PT LT 45 CON 3, N Easthope PT 2, 44R1587 & PT 2, 44R1032 except PT1 44R1674, Perth E, City of Stratford, Perth County, Province of Ontario, PIN 53080-0027.

The subject lands are proposed to be divided into two parcels. The first parcel is 3188 Vivian Line 37, also referred to as the North portion. The North portion is approximately 1.6 hectares in size with 30 metres of frontage on Vivian Line 37. The second parcel is 3184 Vivian Line 37, also referred to as the south portion. The south portion is approximately 0.6 hectares with 64.5 metres of frontage on Vivian Line 37.

The key plan below shows 3188 Vivian Line 37 (north portion) in red, and 3184 Vivian Line 37 (south portion) in blue.

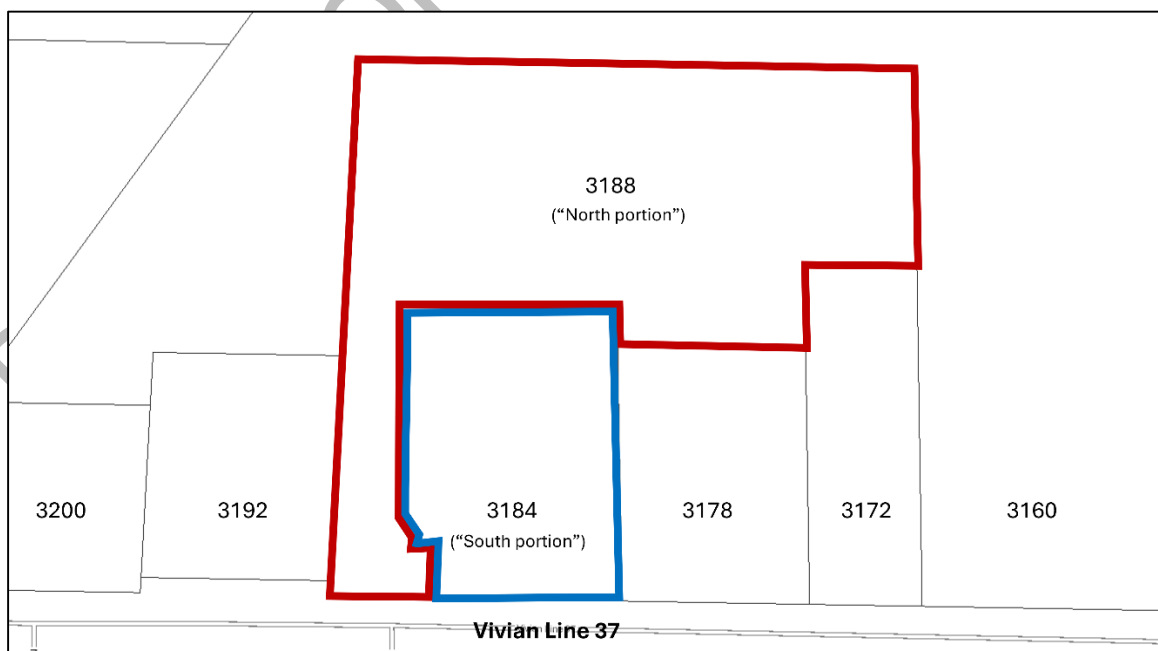


Figure 1: Key Plan depicting 3188 Vivian Line 37 (north portion) and 3184 Vivian Line 37 (south portion).

Section 3 – Purpose of the Amendment

The purpose of this amendment is to add special policies to the “Residential Area” designation that applicable to the Subject Lands at 3188 Vivian Line 37 (north portion) and 3184 Vivian Line 37 (south portion) respectively.

The special provisions include:

3188 Vivian Line 37 - North Portion

- a) The maximum building height for a Nursing Home shall be five (5) storeys.

3184 Vivian Line 37 – South Portion

- a) The maximum building height for a Retirement Home building shall be seven (7) storeys.

Section 4 – Basis of Amendment

Official Plan Amendment OPA01-24 will facilitate the establishment of a 288-bed Nursing Home at 3188 Vivian Line 37 (north portion), having a height of five (5) storeys whereas the Official Plan currently permits a maximum of four (4) storeys. Further, Official Plan Amendment OPA01-24 will facilitate the establishment of a 164-bed Retirement Home at 3184 Vivian Line 37 (south portion), having a height of seven (7) storeys whereas the Official Plan currently permits a maximum of four (4) storeys.

The Official Plan Amendment OPA01-24 would maintain the “Residential Areas” designation on the subject lands and to add Special Policy Areas to permit increased heights for 3188 Vivian Line 37 (north portion) and 3184 Vivian Line 37 (south portion) respectively.

The Official Plan Amendment is consistent with the Provincial Policy Statement, 2020. The Official Plan Amendment maintains the general intent of the City of Stratford’s Official Plan.

Section 5 – The Amendment

The Official Plan of the City of Stratford is amended as follows:

- a) Schedule “A” of the Official Plan of the City of Stratford is amended by adding ‘Special Policy Area _____’ to the Subject Lands, currently known as 3188 Vivian Line 37, which is inclusive of a future parcel to be known as 3184 Vivian Line 37, as identified on Schedule “A” to this Official Plan Amendment No. _____; and

b) By adding the following Section to the Official Plan of the City of Stratford:

1. "Section 4.5.4. _____

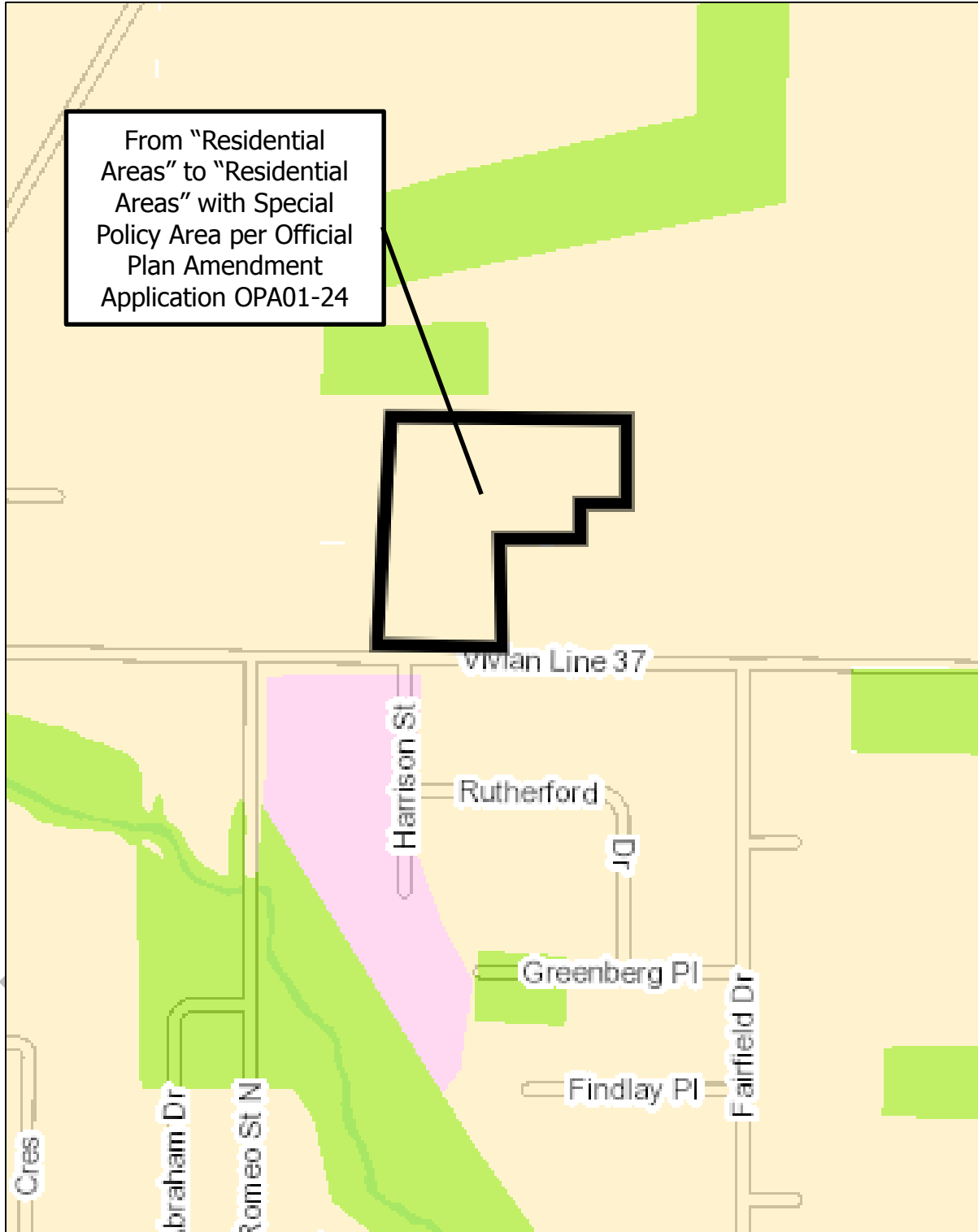
Notwithstanding any mention to the contrary herein, the maximum height of a Nursing Home at 3188 Vivian Line 37 shall be five (5) storeys and the maximum height of a Retirement Home at 3184 Vivian Line 37 shall be seven (7) storeys."

DRAFT FOR PUBLIC MEETING

Schedule "A"

To Official Plan Amendment No. _____

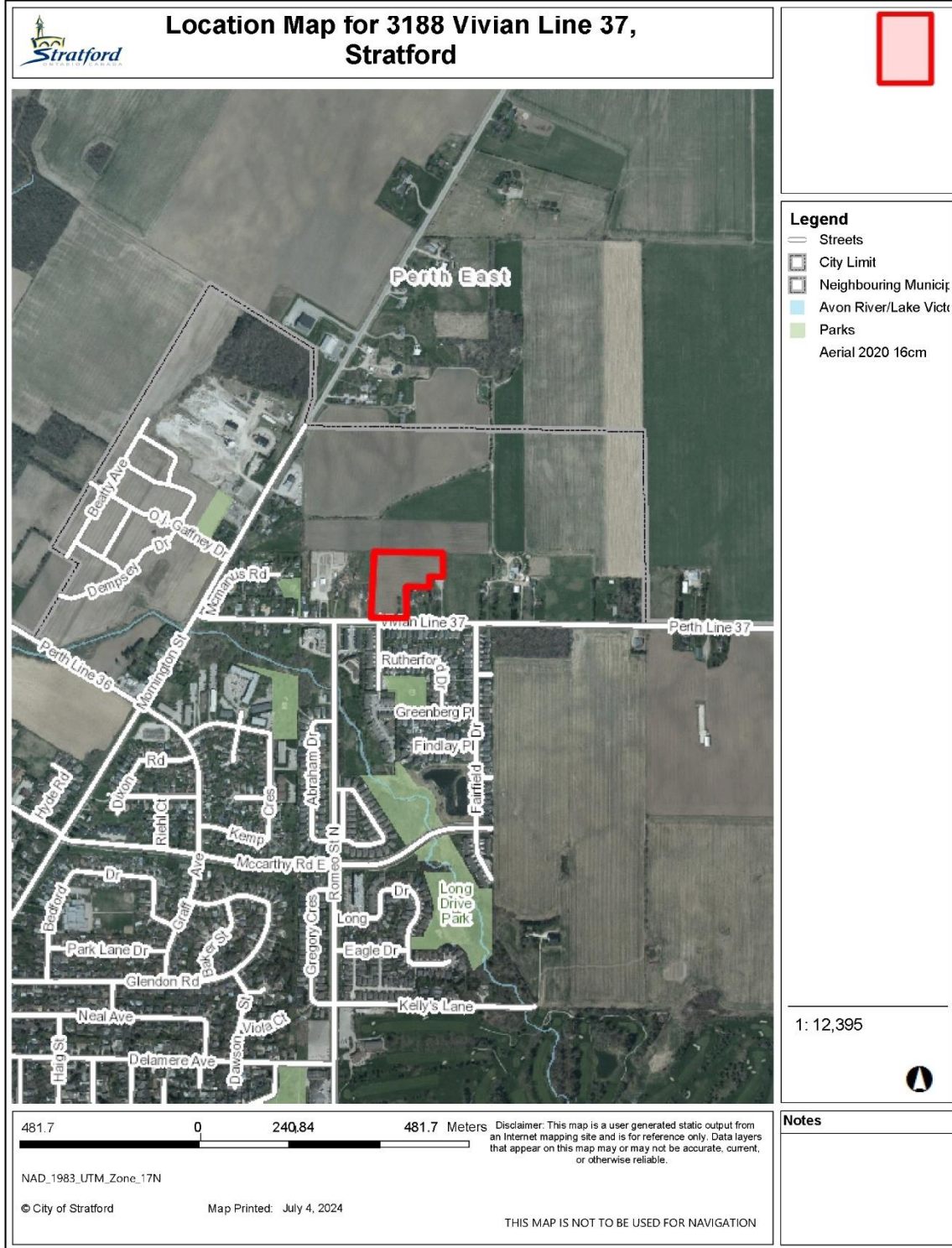
Special Policy Area.



Schedule "B"

To Official Plan Amendment No. _____

Location Map





BY-LAW NUMBER xx-2024
OF
THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to amend By-law 10-2022 as amended, with respect to Zoning Bylaw Amendment application Z02-24 by GSP Group to amend the zoning at 3188 Vivian Line 37 to be Institutional Community Special xx "IN1-XX", and to amend the zoning at future parcel 3184 Vivian Line 37 as "IN1-XX", as described herein.

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the Zoning By-law, be further amended.

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

1. THAT Schedule "A", Map 2, to Zoning Bylaw 10-2022 as amended, is hereby amended by rezoning those lands in the **north portion of 3188 Vivian Line 37** in the City of Stratford per the key map in Schedule "B" hereto, from Urban Reserve ("UR") and Agricultural ("A") to Institutional Community Special xx ("IN1-XX"); and
2. AND THAT Section 15.5 of Zoning Bylaw 10-2022 as amended be further amended by adding the following site-specific provisions to those lands in the north portion of 3188 Vivian Line 37 in the City of Stratford per the key map in Schedule "B" hereto:
 - a. "The IN1-XX zone shall apply to 3188 Vivian Line 37;
 - b. Section 2.3.2 b) of the Zoning Bylaw shall not apply;
 - c. The total number of beds permitted in the Nursing Home shall be 288;
 - d. The minimum south interior side yard setback shall be 0.0 metres where abutting 3184 Vivian Line 37;
 - e. The minimum overall Landscaped Open Space requirement shall be 26%;

- f. The Landscaped Open Space requirement may include green roofs above ground level;
 - g. The minimum Landscaped Open Space requirement for Parking Lots with more than 50 parking spaces shall be 9.5%;
 - h. A planting strip between parking areas or aisles and lot lines where the **IN1-XX** zone (3188 Vivian Line 37) and the **IN1-XX** zone (3184 Vivian Line 37) abut shall not be required;
 - i. The minimum bicycle parking requirement for the Nursing Home is 6 spaces;
 - j. Bicycle parking is permitted to be within 35 metres of the principle building entrance or the main employee entrance;
 - k. The minimum number of loading spaces for a Nursing Home shall be 2;
 - l. The minimum loading space setback from the south interior lot line shall be 0.0 metres where abutting 3184 Vivian Line 37;
 - m. A loading space shall not be required to be abutting the Nursing Home building;
 - n. Access and maneuvering to and from a loading space may exceed the boundaries of the subject lands only into a Right-of-Way easement over 3184 Vivian Line 37 registered in favour of the subject lands;
3. AND THAT Schedule "A", Map 2, to Zoning Bylaw 10-2022 as amended, is hereby amended by rezoning those lands in the **south portion of 3188 Vivian Line 37** in the City of Stratford per the key map in Schedule "B" hereto, from Urban Reserve ("UR") and Agricultural ("A") to Institutional Community Special xx ("**IN1-XX**") and
4. AND THAT Section 15.5 of Zoning Bylaw 10-2022 as amended be further amended by adding the following site-specific provisions to those lands in the south portion of 3188 Vivian Line 37 in the City of Stratford per the key map in Schedule "B" hereto:
- a. "The **IN1-XX** zone shall apply to 3184 Vivian Line 37;
 - b. Section 2.3.2 b) of the Zoning Bylaw shall not apply;
 - c. A Personal Care Establishment shall be a permitted use provided it is accessory and subordinate to a Retirement Home use;
 - d. A Personal Service Establishment shall be a permitted use provided it is accessory and subordinate to a Retirement Home use;
 - e. There shall be no parking requirement for a Personal Care Establishment or Personal Service Establishment that is accessory to a Retirement Home use;

- f. The minimum west interior side yard setback shall be 6.0 metres where abutting 3188 Vivian Line 37;
 - g. The minimum eastern interior side yard setback shall be 9.0 metres where abutting 3188 Vivian Line 37;
 - h. The minimum rear yard setback shall be 0.0 metres where abutting 3188 Vivian Line 37;
 - i. The maximum lot coverage shall be 34.5%;
 - j. A planting strip between parking areas or aisles and lot lines where the IN1-XX zone (3184 Vivian Line 37) and the IN1-XX zone (3188 Vivian Line 37) abut shall not be required;
 - k. The minimum number of loading spaces required for a Retirement Home shall be 1;
 - l. The minimum loading space setback from the rear lot line shall be 0.0 metres where abutting 3188 Vivian Line 37;
 - m. A loading space shall not be required to be abutting the Retirement Home building;
 - n. Access and maneuvering to and from a loading space may exceed the boundaries of the subject lands only into a Right-of-Way easement over 3188 Vivian Line 37 registered in favour of the subject lands;
5. AND THAT this by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this _____ day of August 2024.

Mayor – Martin Ritsma

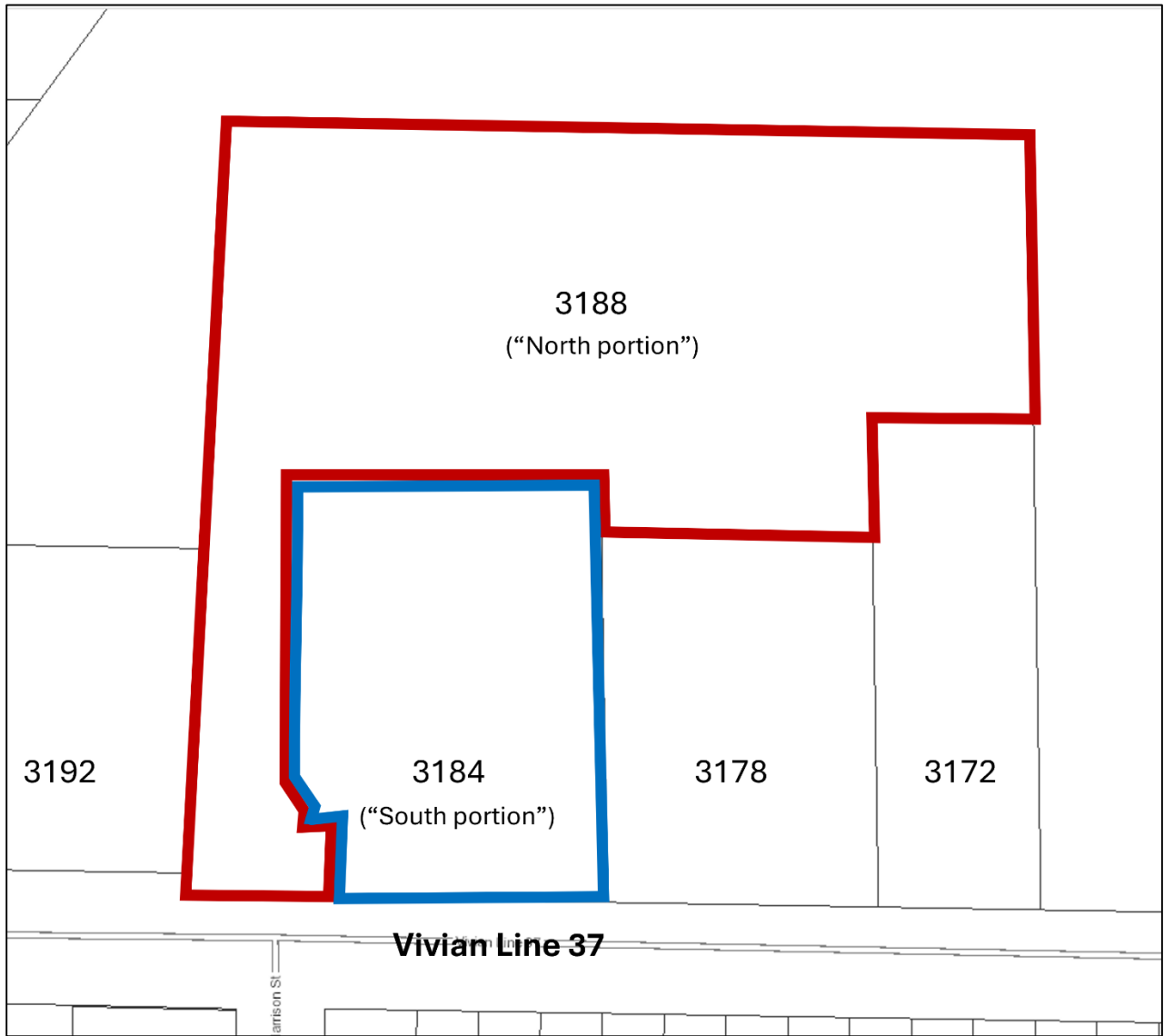
Clerk – Tatiana Dafoe

This is Schedule "A" to By-law xx-2024
Adopted this _____ day of August, 2024
3188 Vivian Line 37, Stratford



**This is Schedule "B" to By-law xx-2024
Adopted this _____ day of August, 2024**

Key Plan showing 3188 Vivian Line 37 (north portion) and 3184 Vivian Line 37 (south portion).



DRAFT FOR



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Council
From: Joani Gerber, CEO, investStratford & Emily Robson, Corporate Initiatives Lead
Report Number: COU24-086
Attachments: Appendix 1: Ad Hoc Grand Trunk Renewal Committee Workplan Update Q1- Q2 2024
 Appendix 2: Q3-Q4 2024 Work Plan: Grand Trunk Renewal Business Case

Title: Ad Hoc Grand Trunk Renewal Committee Workplan & Update 2

Objective: To provide an update on the Ad Hoc Grand Trunk Renewal Committee Q1 & Q2 2024 workplan and to consider the Committee's work plan for Q3 & Q4 2024.

Background:

About the Grand Trunk Renewal Workplans

At the February 12, 2024 Regular Council meeting, Council considered report COU24-015, which presented a workplan prepared by staff and the Ad Hoc Grand Trunk Renewal Committee for the first half of 2024. Council directed staff and the Ad Hoc Committee to implement the 6-month workplan as presented. As a result of this workplan, Council considered a set of draft guiding principles for the Grand Trunk Renewal Project prepared by the Ad Hoc Grand Trunk Renewal Committee on April 22, 2024 (COU24-041) and directed staff and the Ad Hoc Grand Trunk Renewal Committee to use the as the basis for community consultation.

In addition to implementing the Q1-Q2 workplan directed by Council in February, the Ad Hoc Grand Trunk Renewal Committee has worked concurrently to develop the workplan for Q3-Q4 202, which is presented in this report.

About the Grand Trunk Renewal Committee

At the October 11, 2022, Regular Council meeting, Council directed staff to develop terms of reference and composition of a Citizen's Advisory Committee to support the

development of the Grand Trunk Site, its architectural design, development, and fundraising. Subsequently, staff returned to Council with management reports articulating the Terms of Reference for the Ad Hoc Grand Trunk Renewal Committee (FIN23-009), the appointment of the committee Chair (COU23-075 & COU23-089), and the appointment of committee members and the establishment of working groups (COU23-120).

Policy C.3.1 Council Appointed Advisory Committees articulates that the role of Council-appointed committees is to provide recommendations, advice, and information to City Council on specialized matters which pertain to the purpose of the Committee. While it is the legislative mandate of City Council to make final decisions on all matters that affect the municipality, citizen Committees play an important role in providing expert and resident input on City initiatives.

Analysis: To support the development of the Grand Trunk site, the Committee and staff have identified a significant objective for 2024-2025: the preparation of a complete business case for the Grand Trunk site. This business case will build on the 2018 Master Plan and provide recommendations and insights on key project components, including: vision and development principles, partnership models, financial modeling, community impact, financial implications, operating and capital pro forma budgets, and phasing. This business case will be presented to Council for consideration and provide Council with the analysis needed to make decisions regarding the site that might include the disposition of property, the procurement of development partner(s), investment of municipal funds, and the allocation of municipal resources.

The focus of the Q1-Q2 2024 workplan was to build on the 2018 Master Plan by considering the vision and key principles for the Grand Trunk Renewal project. While significant work was accomplished in 2018, this work required consideration in the current context. To this end the Committee worked together to develop a draft vision statement and set of guiding development principles. The Committee considered the findings of the 2018 Master Plan, recent plans and strategies adopted by the City of Stratford, current and emerging community issues, the learned and lived experience of committee members, feedback from Council and most importantly, insights from the community. This work included two large community events, and a series of community pop-ups to engage a wide range of Stratford residents. The outcome of this work, which will be brought forward to Council in the early fall offers a clear statement on the vision for the Grand Trunk Renewal project and set of priorities to guide its development.

Status Update: Q1-Q2 Workplan

In January, the initial phase of the project was successfully completed with the committee endorsing an engagement strategy proposed by the Vision, Planning, and Architecture Working Group. Moving into February, the development of draft guiding principles progressed well, and the review of the Terms of Reference was postponed to

allow further definition of the working group's efforts. Website content, key messages, and an extensive FAQ section were prepared and posted online.

March marked significant progress as the committee finalized the draft guiding principles, and the first community event, attended by approximately 130 people, provided valuable feedback and updates on the project. In April, the second community event drew around 120 attendees who learned about urban renewal projects from various cities. Council reviewed the draft guiding principles and directed the launch of further community engagement to refine these principles.

Although the scope of work for May was delayed, it was eventually completed in June. During this period, community engagement activities were designed, locations secured, and materials prepared. In June, the engagement activities were delivered, and the findings were synthesized to inform the vision and guiding principles. The community engagement findings, vision, and revised guiding principles were considered by the Committee on July 15, 2024 and will be brought forward to Council in a report in early September.

Another accomplishment is the development and installation of an interpretive banner at the Grand Trunk Site which was initiated by the Communications, Advocacy and Civic Engagement Working Group in partnership with the Stratford Perth Museum. The banner provides historical information on the Grand Trunk site and shares information about the renewal project.

Additional information on the status of the Q1-Q2 2024 Workplan can be found in Appendix 1.

Q3-Q4 Workplan

The Grand Trunk Renewal Business Case outlines a comprehensive plan to transform the Grand Trunk site through careful planning, community engagement, and strategic partnerships. The project will unfold in several key phases, each with specific objectives, tasks, and timelines to ensure the successful redevelopment of the site. The Q3-Q4 workplan was initially reviewed by the Committee on June 17th and again on July 15th. A summary of the workplan is provided below and details are available in Appendix 2.

1. Finalize Vision & Guiding Principles

Staff Lead: Corporate Initiatives | Working Group: Vision, Planning & Architecture

The initial phase focuses on community outreach to gather insights, developing a vision statement, and revising guiding principles. These principles will be graphically represented and incorporated into procurement documents. A report will be prepared and delivered to the Committee and Council, followed by mechanisms to report back to the community.

2. Site Analysis & Environmental Assessment

Staff Lead: investStratford | Working Group: Environmental & Infrastructure

This phase involves analyzing existing site conditions and environmental status, identifying additional site assessment needs, and consulting with Indigenous communities. The team will develop strategies to achieve carbon neutrality and prepare for development.

3. Develop Key Partnership Model

Staff Leads: Corporate Initiatives & investStratford | Working Group: Partnership

A formal agreement for the construction and operation of a community recreation/amenity facility will be established. This includes conducting a needs assessment, collaborating with partners to define roles and space requirements, and developing a prioritized list of spaces and services. The team will outline financial requirements and establish legal agreements with partners.

4. Communications & Community Engagement

Staff Lead: Corporate Initiatives | Working Group: Comms & Civic Engagement

Ongoing engagement activities will be conducted to activate the GTR site through placemaking interventions such as banners, events, art installations, and a pop-up garden. A communications plan will be implemented to keep the community informed.

5. Procurement/RFP Process and Legal Agreements Structure

Staff Lead: investStratford | Working Group: Finance and Real Estate

The team will develop a strategy for land disposition and partner selection, including recommendations for a competitive procurement process. They will create promotional materials, develop website content, and attract interest.

6. Financial & Real Estate Model

Staff Lead: investStratford | Working Group: Finance & Real Estate

This phase involves validating site capacity and program options, reviewing parking needs, developing a sales mix, and conducting market soundings. The team will articulate financial and real estate models for Council consideration.

7. Economic, Environmental, and Social Impact Analysis

Staff Leads: Corporate Initiatives & investStratford | Working Group: All

An impact analysis will be conducted to inform development scenarios and recommend preferred models. This will include economic, environmental, and social considerations.

8. Government Relations

Staff Lead: Corporate Initiatives & investStratford

The team will identify funding opportunities, key relationships, and engagements, and liaise with the Ministry of Environment on site conditions.

Anticipated Key Council Report Dates:

- August 2024: Council consideration of the work plan (this management report)
- September 2024: Council consideration of final vision & guiding principles
- October 2024: Council consideration of Key Partnership Model
- November 2024: Council consideration of committee recommendations for development models

This structured approach ensures that each phase of the project is planned and executed, with regular updates and community involvement to achieve a successful and sustainable redevelopment of the Grand Trunk site.

Financial Implications:

Financial impact to current year operating budget:

There are funds available in the 2024 City Budget to support the work of the Ad Hoc Committee of approximately \$11,000. Half of these funds were used to implement the Q1-Q2 workplan, with the remaining funds available to support the implementation of the Q3-Q4 workplan. It is anticipated that there will be expenses incurred related to space rental fees, advertising, community engagement and honorariums etc.

Financial impact on future year operating budget:

Not identified at this time.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with two objectives under this strategic priority:

- Initiative the Grand Trunk Renewal development through a formal partnership model.
- 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.

Culture and Community

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

Land and Nature

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

Staff Recommendation: THAT staff be directed to work with members of the Ad Hoc Grand Trunk Renewal Committee and Working Group Chairs to implement the Q3-Q4 2024 workplan as presented in Report (COU24-086).

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

Appendix 1

Q1-Q2 2024 Work Plan Status Update

July 29, 2024

This workplan was considered by Council on February 12, 2024, in report COU24-015. The Status and Notes column has been added to provide an update.

Q1-Q2 Workplan

Month	Deliverables	Scope of Work	Status & Notes on July 30, 2024
January	<ul style="list-style-type: none"> Committee workplan 	<ul style="list-style-type: none"> Develop draft vision and guiding principles review process Review Terms of Reference Develop Working Groups Communications: <ul style="list-style-type: none"> Develop draft website content Vision & Guiding Principles Review Process <ul style="list-style-type: none"> Develop draft community engagement plan 	<p>Complete</p> <ul style="list-style-type: none"> The Vision, Planning and Architecture Working Group proposed an engagement strategy to support the vision and guiding principles review. The Committee discussed and endorsed this approach.
February	<ul style="list-style-type: none"> Report to Council on Workplan & Committee Update Status Report to Council on Terms of 	<ul style="list-style-type: none"> Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> Committee Workshop Community Engagement Event Planning 	<p>Partially Complete</p> <ul style="list-style-type: none"> Committee undertook the development of draft guiding principles in both their monthly

	<p>Reference & Working Groups</p> <ul style="list-style-type: none"> • Website update 	<ul style="list-style-type: none"> ○ Online Engagement Planning • Terms of Reference: <ul style="list-style-type: none"> ○ Revise Terms of Reference to reflect work and working style of the committee • Communications: <ul style="list-style-type: none"> ○ Develop key messages ○ Post new content to GTR website • Research: <ul style="list-style-type: none"> ○ Working groups explore key questions related to the project 	<p>meeting and in small teams</p> <ul style="list-style-type: none"> • Terms of Reference review was postponed allowing for the work of the Working Group to be further defined. • Council consideration of Q1-Q2 Workplan • Content for website, key messages and over 30 FAQs about the project were prepared by Communications, Advocacy & Civic Engagement Working Group, reviewed by Staff and posted online.
March	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: Community Event #1 <ul style="list-style-type: none"> ○ Update on project from select speakers ○ Open house with information panels 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Committee Workshop ○ Draft vision & guiding principles ○ Prepare report to Council ○ Event planning & execution • Communications <ul style="list-style-type: none"> ○ Promotion of community event #1 • Ongoing Research 	<p>Complete</p> <ul style="list-style-type: none"> • Committee finalized draft guiding principles for consideration by Council • Grand Trunk Dialogues #1: Approximately 130 people attended this event to learn more about the project
April	<ul style="list-style-type: none"> • Report to Council on Draft Vision & Guiding 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Event planning & 	<p>Complete</p> <ul style="list-style-type: none"> • Grand Trunk Dialogues #2: Approximately 120

	<ul style="list-style-type: none"> Principles • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Community Event #2 <ul style="list-style-type: none"> ▪ Examples of projects for inspiration & learning ○ Launch online engagement 	<ul style="list-style-type: none"> execution • Communications <ul style="list-style-type: none"> ○ Promotion of community event #2 & online engagement • Ongoing Research 	<p>people attended this event to hear about urban renewal projects from Guelph, Toronto and Kitchener</p> <ul style="list-style-type: none"> • Council considered the draft guiding principles and directed Staff and the Ad Hoc Committee to launch community engagement to further develop the principles • Online engagement opportunities were available on EngageStratford
May	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Engagement activities on draft vision & guiding principles 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Event planning & execution ○ Analysis & synthesis of engagement findings ○ Revise vision & guiding principles • Communications <ul style="list-style-type: none"> ○ Promotion of community events & online engagement • Ongoing Research 	<p>Complete (Delayed)</p> <ul style="list-style-type: none"> • This scope of work was completed in June rather than May. • In May, the community engagement pop ups were designed, locations secured, scheduling confirmed, and materials prepared • Online engagement related to the Community Pop-Ups was launched on EngageStratford.
June	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Analysis & synthesis 	<p>Complete (Delayed)</p> <ul style="list-style-type: none"> • Engagement activities were

	<ul style="list-style-type: none"> ○ Draft vision & guiding principles for review 	<p>of engagement findings</p> <ul style="list-style-type: none"> ○ Revised vision & guiding principles ○ Prepare report to Council ● Develop workplan for next 6 months ● Ongoing Communications ● Ongoing Research 	<p>delivered in June. Approximately 200 people participated.</p> <ul style="list-style-type: none"> ● The results were synthesized and used to revise the vision and guiding principles. These were considered by the Committee on July 15th. ● The Q3-Q4 workplan was initially considered by the Committee on June 17th and then considered again on July 15th.
July	<ul style="list-style-type: none"> ● Report to Council <ul style="list-style-type: none"> ○ Final Vision & Guiding Principles ○ 6-month workplan 	<ul style="list-style-type: none"> ● Develop detailed workplan for next 6 months 	<p>Partially Complete (Delayed)</p> <ul style="list-style-type: none"> ● Interpretive banner installed at the Grand Trunk site in partnership with the Stratford Perth Museum. ● Workplan was endorsed by the Committee in July and considered by Council in August. ● The results of community consultation and the vision and guiding principles will be considered by Council in early September.

Project Plan: Grand Trunk Renewal Business Case

Planning and Preparation

Objective: Develop a comprehensive business plan, secure initial approvals, and prepare for detailed planning.

1. Finalize Vision & Guiding Principles

Staff Lead: Emily

Working Group: Vision, Planning & Architecture

Key Result: Final Vision & Guiding Principles endorsed by Committee & Council and incorporated into procurement documents.

Tasks:

- Complete community outreach & prepare findings (Q2 2024)
- Develop vision statement (Q3 2024)
- Revise guiding principles (Q3 2024)
- Prepare graphic representation for vision & guiding principles (Q3 2024)
- Prepare report for Committee & Council (Q3 2024)
- Deliver report to Committee & Council (Q3 2024)
- Prepare reporting back mechanism for the community to share vision & guiding principles (Q4 2024)
- Incorporate vision & guiding principles into communication materials and other processes (procurement etc.) (Q4 2024 and beyond)

2. Site Analysis & Environmental Assessment

Staff Lead: Joani

Working Group: Environmental & Infrastructure

Key Result: Recommendations on additional site assessment needed to prepare for development, recommendations for approaches to carbon neutrality, complete internal formal consultation on the site

Tasks:

- Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building (Q3-Q4 2024)
- Identify additional site assessment needs and Indigenous engagements/consultations (Q3-Q4 2024)
- Identify a range of potential strategies to achieve carbon neutrality (Q3-Q4 2024)

3. Develop Key Partnership Model

Staff Leads: Emily & Joani
Working Group: Partnership

Key Result: Establish a formal agreement for the construction and operation of a community recreation/amenity facility, including program of space and high-level design

Tasks:

- Conduct a needs assessment to determine complementary space needs across the community (Q3 2024)
- Collaborate with key partners to define roles, governance, project interest, and program of spaces and services (Q3-Q4 2024)
- Discussion on Community Needs and Potential Spaces/Services (Q3 2024)
 - Review community feedback and identify key stakeholder needs
 - Benchmark best practices from similar projects
- Collaborative Session to Identify and Prioritize Types of Spaces and Services (Q3 2024)
 - Develop a list of potential spaces and services
 - Prioritize the spaces and services based on community impact and feasibility.
- Agreement on the Program of Spaces and Services (Q4 2024)
 - Draft the program outline and refine it based on stakeholder feedback
 - Formalize the program agreement
 - Outline financial requirements, potential funding sources, and investment opportunities.
 - Identify potential risks and develop mitigation strategies
- Bring outline of MOU and options for consideration to both Committee and Council (Q4 2024-Q1 2025)
- Secure direction to negotiate legal agreements and design (Q4 2024-Q1 2025)
- Establish legal agreements with partners (Q1-Q2 2025)

4. Communications & Community Engagement

Staff Lead: Emily
Working Group: Comms & Civic Engagement

Key Result: Activate the GTR site through placemaking interventions

Tasks:

- Continue engagement activities
- Plan and implement 'early wins' placemaking initiatives with site activations (Q3-Q4 2024)
 - Banners
 - Events (concert, silent disco)
 - Art installations
 - Pop-up garden
- Prepare and implement communications plan, including key messages (Ongoing)

5. Procurement/RFP Process and Legal Agreements Structure

Staff Lead: Joani

Working Group: Finance and Real Estate

Key Result: Council-endorsed strategy for land disposition and development partner selection.

Tasks:

- Develop recommendations for the process and approach to the disposition of lands (competitive procurement process) (Q4 2024)
- Determine available space (roads, priority) (Q4 2024)
- Develop a plan for implementation of recommendations (Q4 2024)
- Develop a promotional plan (Q4 2024)
- Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz) (Q4 2025-Q 1 2025)
- International attraction (Q1-Q2 2025)
- Create a database & CRM (Q1 2025)

5. Financial & Real Estate Model

Staff Lead: Joani

Working Group: Finance & Real Estate

Key Result: Articulate development scenarios and seek endorsement from Council to pursue the preferred model.

Tasks:

- Validate site capacity and program, identifying tradeoffs and optionality (Q3-Q4 2024)
- Review existing parking study (Q3 2024)
- Determine the number of parking spaces needed, ownership options, and phasing (Q3-Q4 2024)
- Develop sales mix (Q3-Q4 2024)
- Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces (Q4 2024)
- Articulate financial and real estate models for consideration (Q4 2024)

7. Economic, Environmental, and Social Impact Analysis

Staff Leads: Joani & Emily

Working Group: All

Key Result: Provide impact analysis to inform development scenarios and recommendations on preferred models.

Tasks:

- Analyze financial and real estate models to articulate the economic, environmental, and social impact of each option (Q4 2024-Q1 2025)

8. Government Relations

Staff Lead: Joani

Key Result: Determine best opportunities for collaboration and set government relations priorities

Tasks:

- Identify potential funding opportunities & grants (Q3-Q4 2024)
- Identify key relationships and engagements (Q4 2024)
- Liaise with MOE on site conditions (Ongoing)

Anticipated Key Council Report Dates

Date	Date Type	Deliverable/Milestone
August 2024	Council Meeting	Council consideration of work plan
September 2024	Council Meeting	Council consideration of final vision & guiding principles
October 2024	Council Meeting	Council consideration of Key Partnership Model
November 2024	Council Meeting	Council consideration of committee recommendations for development model(s)



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Members of Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU24-085
Attachments: 1) Current 2024 Fees and Charges By-law
 2) Draft 2025 Fees and Charges By-law

Title: Fees and Charges 2025

Objective: This report is intended to summarize the changes being proposed to the 2025 fees and charges and is accompanied by the 2024 By-law for comparison purposes. All schedules have been updated in the draft 2025 By-law to reflect these proposed changes.

Background: It is best practice for a municipality's fees and charges to be determined prior to budget consideration. This ensures that revenue estimates are based on any approved rate levels. This is typically done pre-budget to assist with estimating revenues into the budget year, but any changes to any of the fees and charges can be updated at any time, should a further review be deemed prudent.

There are some exceptions where review occurs out of this cycle, where governed by other indices for inflation or are tied to other by-laws. When these specific ones are next reviewed may be considered as additional schedules for the consolidated by-law.

Analysis: The fees and charges are separated into schedules to reflect the functional areas to which they apply. The intent is to assist with navigation through the document, but also to allow for modification of specific schedules in between full reviews if required, without opening the entire by-law.

Not all services provided by the City are intended to be user-pay (full cost recovery), and Staff continue to assess the appropriate impact on the tax levy for each type of service. Staff have reviewed existing rates and fees to ensure they remain:

- Reflective of the desired split between user-pay and tax-supported services
- Market competitive (looking at other comparable centres)
- Valid and appropriate

Rates are analyzed and proposed at the department level and compiled into this report and the attached proposed by-law. Each Director and Manager can respond to questions related to the rates and fees for the specific divisions.

Where Consumer Price Index (CPI) was used as the basis for increasing fees, a modest 2.5% inflator was chosen, rather than the actual levels of CPI which have been much higher. This was for two reasons: 1) to recognize that CPI is intended to measure the cost of inflation on a basket of household goods, and these fees are not necessarily similar and 2) the current measures of CPI are higher than historical for the past number of years, and a market correction is likely to occur over time. Using a lower figure ensures some recognition of increasing costs but will not result in a large increase. In some cases, to keep the fees simple as in the case of a transit fare or a public skating admission for example, the fees have been rounded and may vary from the 2.5% but the intent is to approximate this inflator unless otherwise noted. In many cases, there is a rounding effect to minimize the penny-factor so this could slightly impact the 2.5% incremental increase.

Where an increment other than 2.5% was used, further explanation is noted below.

The section below indicates which fees are being proposed amended and where wording clarifications are added:

Schedule "A" Corporate-Wide Fees and Charges

From the previous by-law, Schedule "A - Corporate Wide Fees and Charges" has now been combined with Schedule "D" "Corporate Services Department Fees and Charges" as they both contain corporate-wide fees and charges.

Changes proposed to this schedule include:

- Area Openings or Encroachment increasing from \$582.12 to \$596.67.
- Release of an Encroachment Agreement increasing from \$415.07 to \$425.45.
- Retail Business Holidays Act Exemption Single Application increasing from \$559.51 to \$560.
- Retail Business Holidays Act Exemption Shopping Mall Application increasing from \$671.41 to \$688.
- Retail Business Holidays Act Exemption Group of 3 or more stores on same property increasing from \$671.41 to \$688.

Schedule "B" Planning Fees and Charges

This schedule has been relabeled from "Building Fees and Charges" to "Planning Fees and Charges" to more accurately reflect that Building division and Building Code fees are covered separately under By-law 112-2005, last updated February 1, 2023.

For 2025, for the more complex application processes that increasingly require senior-level expertise and involvement, an interim adjustment of 15% is recommended by the Director of Building and Planning Services. This adjustment is considered moderate and necessary to acknowledge recent staffing investments in the Division, and to mitigate the financial burden on the tax base that has been increasing over time. The 15% interim adjustments are based on the Director's anecdotal evidence and professional judgment, as a detailed internal review of planning fees is anticipated for mid-2025 (the last review being done in 2019). Such a review will provide a more precise supporting calculation of actual processing costs and will involve consultation with the City's development community. However, the interim proposed adjustment will address immediate discrepancies between current fees and actual costs.

As the City's Planning Division works towards modernized processes, including the introduction of e-services approved in the 2024 budget, there is potential for actual processing costs to decrease over time. The implementation of e-services and other efficiency measures is expected to reduce the time and resources required for processing applications. While this modernization effort is ongoing, it is essential to adjust fees in the interim to ensure cost recovery aligns with current operations.

It is important to approach the concept of cost reductions with caution. Although any decrease in processing costs due to modernization/e-services will be closely monitored and reflected in future fee adjustments, the Director foresees e-services timelines shortening (and improving) the review, reporting, and approvals process rather than resulting in a future reduction in fee amounts.

The interim adjustments proposed for the 2025 budget are based on the current state of City processes and the best available evidence, ensuring that we remain fair and equitable in our fee structures.

Beyond the standard CPI increases, the summarized details of the changes include:

- General restructuring of fee categories by application types.
- An increase of fees by 15% for applications & processes related to Official Plan Amendments, "Major" Zoning By-law Amendments, Subdivisions & Condominiums, consents (severances).
- A division of the fee for Zoning By-law Amendments into two types: "Major" and "Standard". This approach has increased in recent years so as to differentiate and more accurately recover the costs for more complex applications versus more straight forward proposals. This is determined by whether a proposal is accompanied by various technical studies/reports that need to be evaluated and assessed by Staff.

The current fee (2024) for a Zoning By-law Amendment is \$4,835.00. With the new streams, the "Major" type is proposed at \$5,699.00. A "Standard" type is proposed to be a reduced rate (by approx. 25%) of \$3,717.00. In addition to more accurately reflecting actual cost, this newly introduced "Standard" rate will also assist proposals that are perhaps more technically complex to be considered through a Minor Variance (through the City's Committee of Adjustment).

- A new fee is proposed relating to development agreements imposed as conditions of approval for Committee of Adjustment applications. The fee is also split into two: "major" and "minor", with the "major" agreements being those that require legal and/or technical review. However, most agreements associated with Committee of Adjustment decisions are rather simple and straightforward ("minor").
- Although the Director is of the general opinion that fees should be charged for the formalized "pre-consultation" process, the City does not currently impose this fee. Whether or not to change that approach will be considered through a detailed internal review of planning fees which is anticipated for mid-2025.

Lastly, although there are recommended moderate fee increases recommended for the City's more complex application types, the Planning Act does provide mechanisms for stakeholders to appeal planning fees and charges, ensuring additional transparency and accountability in the planning fee-setting process.

Specific changes are noted below.

A new section has been added as "Pre-Application Formal Consultation" with no fee currently recommended (to be reviewed). This fee was previously under section "Application" in the previous By-law, and although this item will be listed with the notation of "no fee", this is done simply to reduce any confusion for applicants.

Former section "Application" has been renamed "Official Plan Amendment" with the following revised fees:

- Applications for an Amendment to the Zoning By-law fee \$4,835. has been removed – this fee is covered in new section "Zoning By-law Amendment (Zone Change)".
- Amendment to the Official Plan fee has increased from \$5,875. to \$6,925.
- Concurrent Applications for an Amendment to the Official Plan and Zoning By-law (Major or Standard) fee has increased from \$6,485. to \$7,644.
- Amendment to the Official Plan and/or Zoning By-law requiring recirculation fee of \$1,220 has been increased and broken out between Requested Recirculation (by applicant) Requiring Technical Re-review \$1,251.; and new fee Requested (by applicant) Recirculation Not Requiring Technical Re-review \$626.

A new section "Zoning By-law Amendment (Zone Change)" has been added:

- Zoning By-law Amendment (Major) increased from \$4,835. to \$5,699.
- **New fee** for Zoning By-law Amendment (Standard) \$3,717.
- Concurrent Applications for an Amendment to the Official Plan and Zoning By-law with no fee being recommended at this time (to be reviewed).
- Amendment to the Official Plan and/or Zoning By-law requiring recirculation with no fee being recommended at this time (to be reviewed).
- Removal of a Holding Provision increased from \$2,060 to \$2,112.
- Extend a Temporary Use increased from \$1,490 to \$1,527.

A new section has been added "Committee of Adjustment (Minor Variances and Consents)":

- Minor Variance increased from \$1,335 to \$1,368.
- If a Minor Variance application requires a recirculation increased from \$735 to \$753.
- Consent of one additional lot/easement (severance) increased from \$1,490 to \$1,756.; each additional lot/easement (severance) increased from \$220 to \$260; and if an application requires a recirculation increased from \$780 to \$800.
- Request for Change to Condition(s) of Approval increased from \$555 to \$569
- Concurrent Applications to the Committee of Adjustment for Consent and Minor Variance increased from \$1,775 to \$2,092.
- Development Agreement – Committee of Adjustment new fees: \$500 plus incurred legal/technical review costs for Major, and \$300 for Minor.

Former section "Site Plan Application" has been renamed "Site Plan Control":

- Site plan approval increased from \$3,550 to \$3,639; additional fee to be added if building or addition is equal to or greater than 40,000 sq. ft. or greater than 50 units has increased from \$1,110 to \$1,138.
- Amendment to a site plan agreement increased from \$2,385 to \$2,445.
- Minor Amendment to a site plan agreement increased from \$440 to \$451.
- Site Plan Approval for infill developments increased from \$1,880 to \$1,927.
- Letter of Conformity relating to site plan agreement compliance increased from \$100 to \$105.

Plan of Subdivision, Vacant Land Condominium and Common Element Plans of Condominium fees have increased as follows:

- Up to 50 development lots/block/units increased from \$7,985 to \$9,413; additional fee if greater than 50 units proposed increased from \$1,110 to \$1,309.
- Revisions to draft conditions of approval with recirculation increased from \$1,220. to \$1,439.; without recirculation increased from \$440 to \$519.
- Registration of final plan increased from \$680 to \$802.

- Extension of Draft Approval with recirculation increased from \$1,220 to \$1,439; without recirculation increased from \$440 to \$519.

Standard, Amalgamated, Phased and Leasehold Condominium fees:

- Up to 50 units increased from \$4,550 to \$5,364.; additional fee if greater than 50 units increased from \$1,110 to \$1,309.
- Revisions to draft conditions of approval with recirculation increased from \$1,220 to \$1,439; without recirculation increased from \$440 to \$519.
- Registration of Final Plan increased from \$660 to \$802.
- Condominium Exemption increased from \$1,355 to \$1,597.

Miscellaneous fees:

- Deeming Application increased from \$1,110 to \$1,138.
- Driveway Widening Review increased from \$115 to \$120.
- **New:** Telecommunication Tower Review \$1,138.
- Applications for the passing of a Part-Lot Control exemption by-law moved from previous "Application" section and increased from \$1,560 to \$1,838.85; for each Additional New Part Created was increased from \$115 to \$135.56.

Secondary Suite Registration fees:

- Registration of New Secondary Suite increased from \$260 To \$270.
- Renewal of previously registered Secondary Suite increased from \$160 to \$165.

General fees:

- Letters of Conformity (other than By-law 92-75) with survey increased from \$100 to \$105.
- Letters of Conformity without survey increased from \$85 to \$90.
- Letters of Conformity without survey with 2 business day response increased from \$155 to \$160.
- Letters of Conformity with survey with 2 business day response increased from \$165 to \$170.
- Full Size Registered Plans, Plans of Condominium, City Street Maps increased from \$30 to \$35.
- Custom Plots increased from \$55 to \$60.
- Change of Municipal Address increased from \$165 to \$170.
- Alcohol and Gaming Commission of Ontario (AGCO) Approval Letter – Building increased from \$80 to \$85.

Schedule "C" Community Services Department Fees and Charges

Special Events:

- Amended Road Closure fee to refer to Schedule "D" Infrastructure Services.

Arenas:

Summer Ice Rates (April 1 to September 30) (all rates include tax):

- Standard Rental increased from \$204. per hour to \$210. per hour.
- Minor Sports increased from \$204. per hour to \$210. per hour.
- "Slice of Ice Single Admission" changed to "Last Minute Ice Flat Fee" and increased from \$19.50 per hour to \$60.00 per hour flat.

Winter Ice Rates (October 1 to March 31) (all rates include tax):

- Prime Time changed from \$240. per hour to \$250. per hour.
- Non-Prime Time changed from \$204. per hour to \$210.00 per hour.
- Minor Sports increased from \$204. per hour to \$210. per hour.
- "Slice of Ice Single Admission" changed to "Last Minute Ice Flat Fee" and increased from \$19.50 per hour to \$60.00 per hour.

Arena Floor – No Ice Rentals (all rates include tax):

- Removed "maximum 12 hours" from Private Full Day Rental (rate is the same)
- Removal of Ice Surface Cover new fee of \$1,500. per event.
- Halls and Meeting Space - removed "Monday at 7:00am to Friday at 4:00pm" and replaced with "Monday to Friday".
- Double Meeting Room – added "Ritsma Room".
- Banquet Halls – added "City Hall Auditorium" and "Agriplex Hall" – removed "Ritsma Room".
- Event Halls – Community Halls Rotary Complex – removed "Evenings/Weekends: Friday after 4:00pm to Sunday at Midnight" and replaced with "Weekends: Saturday and Sunday".
- Double Meeting Room – added "Ritsma Room".
- Banquet Halls – added "City Hall Auditorium" and "Agriplex Hall" – removed Ritsma Room.
- Installations – removed "Insulated Floor to Cover Ice Surface" and replaced with "Removal of Ice Surface Cover" with reduced fee from \$2,299.55 per day to \$1,500.00 per event (includes tax).
- "Fields – Outdoor" changed to "Fields/Diamonds – Outdoor".
- Single Field/Diamond, "half day maximum 4 hours" – changed to "maximum 6 hours".
- Minor Sport Use increased from \$14.69 per participants to \$15.13 per participant (includes tax).

Beach Volleyball – Outdoor (May 1 – October 31) – added "Basketball, Pickleball, Tennis".

Added new section "Upper Queen's Park" as follows (all include tax):

- **New:** Pavilion \$46.55 per hour; Pavilion – Charitable Event (6 hours or more) \$116.39 per day.
- **New:** Pavilion – Commercial Event (6 hours or more) \$232.78 per day.
- **New:** Permanent Picnic Tables \$98.93 per four-hour period, \$145.48 for more than a four-hour period.
- **New:** Bandshell (Upper Queen's and Veteran's Drive) \$29.09 per hour, \$14.57 per hour (non-profit/fundraising), \$116.39 per day for multi-day events.
- **New:** No charge for Community Events of Remembrance; Non-Profit and Charitable organizations receive a 50% discount on commercial rates.

Skating (all rates include tax):

- Sponsored Skate – added "Weekends and holidays, including school holidays" and increased from \$240. per hour to \$250 per hour.
- **New:** Sponsored Skate for weekdays \$210 per hour.

Day Camps:

- 5-day Week increased from \$155 to \$172.50 (tax not applicable).

Advertising:

- Rink Board Sign Advertising – For Glass (one time change) increased from \$327.70 per glass to \$355.95 per glass (including tax).

Cemetery:

- 6 Grave Plot – changed dimensions from "3m x 3m" to "3m x 6m".
- Infant Plot Flat Marker – Perpetual Care increased from \$170.73 to \$175.00; HST and new total changed accordingly.
- Stillborn Plot Flat Marker - Perpetual Care increased from \$170.73 to \$175.00; HST and new total changed accordingly.
- Cremation Plot Flat Marker – Dimensions changed from "4ft x 4ft" to "2ft x 4ft".

Niches:

- Bronze Scrolls – Land increased from \$850. to \$875.50; HST and new total changed accordingly.
- Plaque Emblem – new fee for Land \$20.60; plus HST and total.
- Level above bottom (per level) – Land decreased from \$50. to \$42.23; Perpetual Care added \$7.45; plus HST and total.

Avondale Garden Mausoleum:

- Section # 2 Level E – Maintenance increased from \$1,288.98 to \$1,289.27; plus HST and new total changed accordingly.
- Exterior Courtyard Level B – Maintenance increased from \$1,556.94 to \$1,573.27; plus HST and new total changed accordingly.

Scattering Garden:

- Sale of Scattering Services – Service increased from \$400. to \$422.30; Perpetual Care reduced from \$60. to \$30; plus HST and new Total changed accordingly.
- Moved “Replacement Certificate of Interment Rights” to “Other”.

Interment Charges:

- License Fee – Base Rate increased from \$10. to \$30. (tax not applicable).
- Cremation Remains – changed (12ft x 12ft) to (12 inches x 12 inches).
- Cremation Remains (over 12ft x 12ft) – changed (12ft x 12ft) to (12 inches x 12 inches).

Disinterment Charges:

- **New:** Cremation 12 x 12 Base Rate \$446.13 plus HST and total.
- **New:** Niche Base Rate \$342.03 plus HST and total.

Foundations:

- Inspection fee – removed “(not to exceed \$84.52)” – corrected HST calculation and Total.
- Flat Marker Installation – added “(by City staff)”.
- Flat Market Installation over 173 square inches – removed fee (see new section “Foundations – Care and Maintenance”).
- Up to 4 feet x 4 feet – removed fee (see new section “Foundations – Care and Maintenance”).
- Over 4 feet x 4 feet – removed fee (see new section “Foundations – Care and Maintenance”).

Added new section “Foundations – Care and Maintenance” with following fees previously under “Foundations”:

- Flat Marker under 173 square inches with no fee.
- Flat Marker over 173 square inches – Base Rate reduced from \$103. to \$100.; plus HST and total.
- Up to 4 feet x 4 feet – Base Rate reduced from \$206. to \$200.; plus HST and total changed accordingly.
- Over 4 feet x 4 feet - Base Rate reduced from \$412. to \$400.; plus HST and total changed accordingly.

Other:

- Transfer of Certificates of Internment Rights – Base Rate increased from \$104.61 to \$130., plus HST and total changed accordingly.
- Replacement Certificate of Interment Rights – moved from “Scattering Garden”.

Schedule “D” Corporate Services Department Fees and Charges

Removed and added to Schedule “A” Corporate-Wide Fees and Charges.

Schedule “D” Infrastructure Services Fees and Charges

This schedule has been renamed as “D”.

Administrative fees for construction projects– 5% increase to move closer to reflecting cost of staff time – proposed fees would represent approximately 2/3 of the cost of staff time.

Damage deposits – 5% increase to better reflect actual costs of construction / restoration.

Agreements – add Pre-Servicing agreements ; update fee for review by 2.5% in line with inflation, and in line with previous annual increases.

Other fee increases are noted below:

Miscellaneous:

- Land Transfer Inquiries increasing from \$60. to \$65. per inquiry to reflect similar level of effort and staff time spent as street permit.
- **New fee** Single Trip Oversized Load Permit \$65.
- Hydration Station Rental increasing from \$25. to \$30. per day.

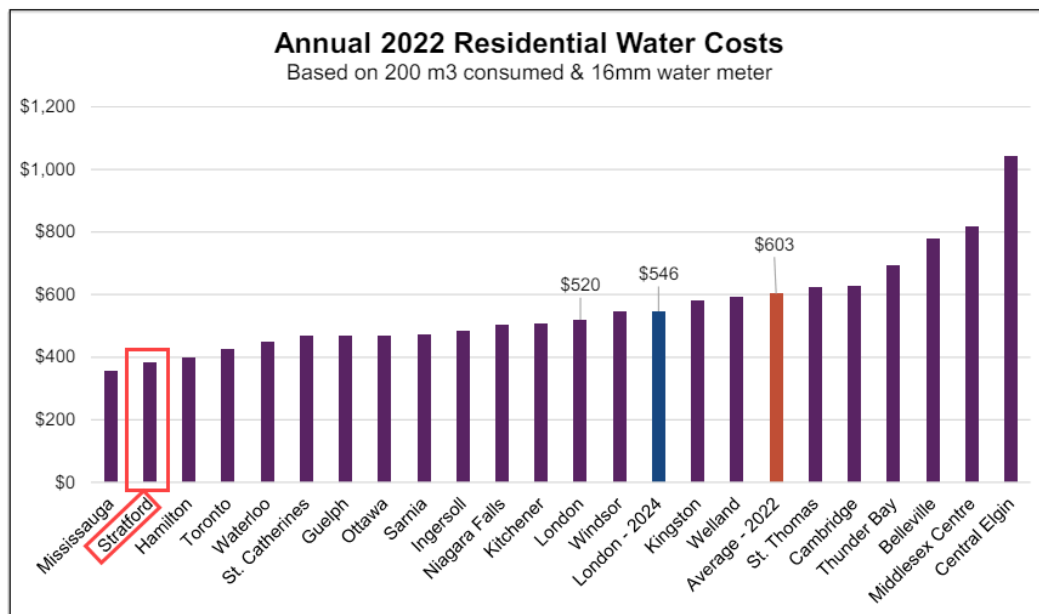
Administrative:

- New Sewer and/or Water Connections increasing from \$180. plus actual cost of the project to \$190. plus actual cost of the project.
- Sewer and/or Water Repairs increasing from \$80. plus actual cost of the project to \$85. plus actual cost of the project.
- Private Sidewalk and Curb services increasing from \$80. plus actual cost of the project to \$85. plus actual cost of the project.
- Sidewalk or Curb Repair for Utility Companies increasing from \$40. per location plus actual cost of the project to \$42.50 per location plus actual cost of the project.
- Miscellaneous Invoice for Services increasing from 7% with minimum of \$80. plus actual cost of the activity, to 7% administrative costs with minimum fee of \$85. plus actual cost to provide service including materials.

- Special Events Road Closure Set-Up and Take-Down Requiring Barricades Only increasing from \$100 to \$200 per event to distinguish between two distinct types of setups; better reflect cost of service in effort to move closer to cost recovery for the work.
- **New fee** for Special Events Road Closure Set-up Requiring Traffic Control Plan 7% administrative costs with a minimum fee of \$85. plus actual costs to provide service including materials.
- Temporary Access Across Municipal Property (Policy P.3.6) increasing from \$50. per application plus damage deposit of \$100. per metre of private property abutting City property, to \$55. per application plus damage deposit of \$105. per metre of private property abutting City property.
- As Built Drawings increasing from \$25. per sheet, to \$25. per sheet and \$25. per pdf file.

Water Rates and Sanitary Sewer Rates:

All fees are consistent with Year 5 in the 10-year Water Rate Plan adopted by Council on March 9, 2020. This plan is also currently under review. Stratford's rates based on a table compiled by another municipality indicate they have been relatively low/comparable, as noted for information.



Note: Based on 2022 BMA Municipal Study (excluding Customer Assistance Charge). The "London – 2024" bar reflects the 2024 rate increase of 2.5% for water.

Development, Subdivision, Pre-Servicing, Condominium Servicing Agreements:

- Addition of 'Pre-Servicing' to Development Section header.
- Administrative Fees for Preparation of an Agreement increasing from \$2,240. to \$2,300. plus all legal fees including registration – also ***new*** initial deposit required of \$8,000. to be applied toward legal expenses.

- Review fees for Engineering Submissions: Per Single or Semi-Detached increasing from \$55. to \$57.40; Per Block increasing from \$110. to \$114.
- Subdivision Tree Fee increasing from \$300. per tree to \$350. per tree.

Added new section "Ministry of the Environment, Conservation and Parks (MECP) Consolidated Linear Environmental Compliance Approval (ECA) and Water System Review and Approvals" with **new fees** as follows:

- Watermain review and approvals \$1,200.
- Sanitary and Storm Sewers review and approvals \$1,100.
- Stormwater Management Systems review and approvals \$1,800.

Waste Management:

- Bag Tags increasing from \$3.70 to \$3.86.
- Bag or Can at Landfill increasing from \$4.80 to \$5.06.
- Minimum Scale Rate increasing from \$20. to \$25.00.
- Tip fee regular loose loads increasing from \$85.50 per tonne to \$94.00 per tonne.
- Tip fee regular more than 5 bags or cans increasing from \$85.50 per tonne to \$94. per tonne.
- Tip Fee regular loads of recyclables, brush, yard waste 200kg or greater increasing from \$85.50 per tonne to \$94. per tonne.
- **Remove Fee** for Tip Fee large hauler in excess of 10,000 tonnes in a 12-month period.
- Tip Fee asbestos increasing from \$170. per tonne to \$180. per tonne.
- Scale Down car increasing from \$20. to \$25.
- Scale Down truck increasing from \$25. to \$27.
- Scale Down trailer increasing from \$22.75. to \$25.
- Scale Down roll off increasing from \$12.25 per cubic yard to \$12.50 per cubic yard.
- Scale Down packer increasing from \$17.50 per cubic yard to \$18.00 per cubic yard.
- Large Item Tag increasing from \$13.50 to \$14.
- Recycle Box increasing from \$7.30 to \$8.25
- **New fee** for Green Bin 45 litre \$20.
- **New fee** for Large Green Bin (commercial only) \$40.
- **New fee** for IPL Recycle Carts (commercial only) \$100.
- **New fee** for Organic Kitchener Catcher \$4.
- **Remove fee** for Backyard Composter \$28.32
- White Goods freon removal increasing from \$43. to \$45.
- **Remove fee** for Televisions and Computer Monitors.
- **Remove fee** for Finished Compost produced through City's Organic Diversion Program to Commercial Users and Landscapers \$3.50 per cubic metre.
- Added a note "All goods sold are HST applicable and HST is included in the price of the goods".

Tipping Fees for Eligible Brownfields Sites:

- This section has been removed.

Site Alteration:

- Site Alteration Permit Fee increasing from \$500 to \$510.
- Site Alteration Permit Renewal Fee increasing from \$500 to \$510.
- Site Alteration Transfer of Permit Fee increasing from \$250 to \$255.
- Preparation of Site Alteration Agreement Fee changed from all costs to be recouped from the applicant including registration, to \$920 plus all legal fees including registration - \$2,000 initial deposit required to be applied toward legal expenses.

Schedule "E" Fire Department Fees and Charges

This schedule has been renamed as "E".

- Fire Investigation Report increasing from \$100 to \$130.
- **Removed fees** for two types of Air Cylinder Refills as this service is no longer provided.
- **Removed fee** for Annual Fire Inspections for inns and short-term accommodation as this is now included in the Accommodations By-law.
- Fire Extinguisher Training increasing from \$130. per session to \$150 per session for maximum 12 persons; and added "Trainee is required to supply their own extinguisher".
- **New Fee** for Fire Department Assistance beyond Normal Requirements - \$271.52 for each 30-minute increment per apparatus after the first hour; plus changed "\$100. per firefighter per hour" to "attending firefighter wages".
- **New Fee** for Response to False Automatic Fire Alarm, Failure to Notify of System Maintenance and Nuisance/Malicious False Alarms – these have been expanded to include \$271.52 for each 30-minute increment per apparatus after the first hour; plus changed "\$100. per firefighter per hour" to "attending firefighter wages" when there are 3 or more responses required.
- **New Fee** for Cost Recovery of any third-party or contracted equipment – recovery of the billed cost (this will vary depending on the type of equipment being billed), plus 7% administration fee, with a minimum of \$85. fee.

Schedule "F" Social Services Department Fees and Charges

This schedule has been renamed as "F".

Currently no fee changes are being proposed, but the following is noted:

- Anne Hathaway Daycare Centre – In 2022 Anne Hathaway Day Care Centre entered into a Canada-Wide Early Learning and Child Care (CWELCC) agreement with the City of Stratford. As a result of this agreement and the guidelines, Anne Hathaway Day Care Centre was mandated to update their fees to reflect a 50% reduction of the 2022 fees. In December 2022 new guidelines were published

mandating the reduction be increased to 52.75% effective January 1, 2023. This fee reduction is being offset with CWELCC flowthrough funding received from the Social Services, Children's Services Division. See report COU23-003 for more information regarding the most recent reduction in fees.

Although there have been no further mandated decreases since December 2022, it is anticipated that there will be further reductions in the parental fees as the CWELCC program moves toward the goal of reducing fees to an average of \$12 per day for care. These decreases would be offset by increased CWELCC funding to Anne Hathaway Day Care Centre. Information will be brought to Council with a staff recommendation to amend the Fees and Charges By-law at the time any mandated decreases are received.

- Britannia Street Housing – Analysis was completed of current fees and charges based on expenses and no changes are being proposed at this time, as the established fees are based on a model of cost recovery including the costs of materials and labour. Staff will continue to explore whether the flat rate recovery method, or invoiced costs plus staff time method is most efficient. There have been cases where the costs for larger-than-usual fees may be warranted based on the extent of the work required.

The housing team is currently working on streamlining the move-out/unit turnover/ chargeback to former tenant process and this could include formalizing flat fees and charges related to move-outs (for example, replacement of flooring or kitchens) while others might be better suited to remain at invoiced costs plus labour (for example, waste removal of significant personal property and furniture).

- A language change has been made to Missing (or tampered with) Smoke Detectors – “plus possible fine by Fire Department up to \$25,000.” has been removed with an explanatory note added – the City does not have the authority to determine this fine as it is administered through a legal process.

Schedule “G” Airport Fees and Charges

New – these fees were not previously captured in the consolidated fees and charges by-law, so this schedule is new. The fees themselves are not new, but changes include specifying the fuel mark-up. The Director will be conducting further review for other revenue options.

Building Permit Fees

Proposed rate changes for 2024 are being brought forward under a separate report as the review is still underway. Currently these fees are not part of the consolidated fees and charges, but once brought forward, will be incorporated into this By-law.

By-law Enforcement Fees

Currently fees relating to by-law are captured in a separate by-law and are reviewed later in the fall. Incorporating these fees into the consolidated fee by-law will be considered when that review takes place.

Licensing Fees (B&B and Short-Term Accommodations)

B&B and short-term licensing fees are not being proposed at this time.

Financial Implications:

Financial impact to current year operating budget:

Not applicable as this report relates to 2025 revenues for the City.

Financial impact on future year operating budget:

The 2025 budget is currently underway, and the approved fees and charges will inform the estimated budgeted revenues to come from fee sources.

Alignment with Strategic Priorities:

Not applicable: This report does not directly align with the Strategic Priorities as it is a financial/administrative report.

Alignment with One Planet Principles:

Not applicable: One Planet Principles do not apply to this financial/administrative report.

Staff Recommendation: THAT the 2025 Fees and Charges By-law to set the fees and charges for services performed by the City in 2025 be approved as presented in Report COU24-085 with an effective date of January 1, 2025;

THAT the Fees and Charges By-law 117-2023 as amended, be repealed upon the new Fees and Charges By-law coming into force and effect;

AND THAT direction be given to the City Clerk to list the 2025 Fees and Charges By-law on a future agenda for consideration by Council.

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



Fees and Charges By-law 117-2023

Consolidated Version

As amended by:

- By-law 26-2024 adopted March 25, 2024



**BY-LAW NUMBER 117-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to establish fees and charges to be collected by The Corporation of the City of Stratford and to repeal By-law 128-2022 as amended.

WHEREAS the *Municipal Act, 2001, S.O. 2001*, ("the Municipal Act") provides that a municipality may pass by-laws imposing fees and charges on any class of persons;

AND WHEREAS section 391 of the Municipal Act provides that without limiting sections 9, 10 and 11 of the Municipal Act, those sections authorize a municipality to impose fees or charges on persons,

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- c) for the use of its property including property under its control.

AND WHEREAS section 398 of the Municipal Act provides that fees and charges imposed by a municipality or local board on a person constitute a debt of the person to the municipality or local board, respectively;

AND WHEREAS the *Planning Act, R.S.O. 1990, c. P.13, s.69(1)* as amended, provides that Council may prescribe a tariff of fees for the processing of applications made in respect to planning matters;

AND WHEREAS pursuant to the *Building Code Act, 1992, S.O. 1992 c.7.1(c)* as amended, Council may require the payment of fees on applications for and issuance of building permits and prescribing the amount thereof;

AND WHEREAS Council of The Corporation of the City of Stratford deems it expedient to consolidate and update the fees and charges to be collected by municipal departments, local boards and authorized agents of The Corporation of the City of Stratford;

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

1. That the fees and charges as set out in the Schedules attached to this By-law of The Corporation of the City of Stratford are hereby established in respect of:
 - a) the services or activities provided or done by or on behalf of the municipality as may be set forth in the Schedules;

- b) the costs payable by the municipality for services or activities provided or done by or on behalf of any other municipality or any local board as may be set forth in the Schedules;
 - c) the use of the property of the municipality, including property under the control of the municipality as may be set forth in the Schedules; or,
 - d) the other activities as may be set forth in the Schedules.
2. Each Schedule to this By-law forms part of this By-law:
- Schedule "A" Corporate-Wide Fees and Charges
 - Schedule "B" Building and Planning Fees and Charges
 - Schedule "C" Community Services Department Fees and Charges
 - Schedule "D" Corporate Services Department Fees and Charges
 - Schedule "E" Engineering and Public Works Fees and Charges
 - Schedule "F" Fire Department Fees and Charges
 - Schedule "G" Social Services Department Fees and Charges
3. Except where a contrary intention appears in the Schedules or in any other City By-law relating thereto, the fees and charges described in the attached Schedules shall be paid by the person or persons who have requested, received or obtained a service, activity or use of property identified in any of the Schedules.
4. The fees and charges described in the attached Schedules will be subject to Harmonized Sales Tax (HST), where applicable and shall be paid in addition to any fees and charges.
5. Except where a contrary intention appears in the attached Schedules or in any other City By-law relating thereto, or in the contract under which the service, activity or use of property is provided, all fees and charges shall be paid in full at the earlier of the following times:
- a) At the time that the service, activity or use of property for which a fee or charge is payable, is received or obtained;
 - b) At the time that the service, activity or use of property for which a fee or charge is payable is requested, including sales of tickets and bookings for future activities, events and uses of property.
6. That the fees and charges shall be adjusted annually on January 1, by the Consumer Price Index (CPI), where indicated in the Schedules to this By-law. The CPI calculation is based on a 12-month average of the total CPI as calculated by the Bank of Canada from November 1st to October 31st.
7. That in those instances where the Consumer Price Index is less than zero (0), fees and charges shall not be adjusted by the CPI change for that year.
8. Despite Paragraphs 6 and 7, fees and charges may be adjusted, as approved by Council, to recover at a minimum, respective service, administration and capital costs, as well as costs for any other purpose in any amount permitted under applicable law.
9. Where any portion of a fee or charge imposed under this By-law remains unpaid beyond the time at which such Fee or Charge is due, the unpaid balance of such Fee or Charge shall bear simple interest from such due date until the first day

Consolidated to March 25, 2024

of the month in which payment is made at the rate of 1.25% (15% per annum) thereafter until such fee or charge is paid in full.

10. Where any portion of a Fee or Charge imposed under this By-law remains unpaid beyond the time at which such Fee or Charge is due, the Treasurer may add the unpaid balance of such Fee or Charge, together with accrued interest, to the tax roll for the following properties:
 - a) In the case of fees and charges for the supply of a public utility, the property to which the public utility was supplied; and
 - b) In all other cases, any property for which all of the owners are responsible for paying the fees and charges.
11. No request by any person, or their agent, for any information, service, activity or use of City property or facilities described in the Schedules attached to this By-law shall be acknowledged, processed or provided by the city departments unless and until the person or their agent, requesting the information, service, activity or use of City property or facility has paid or arranged to pay the fee or charge, where applicable, in the amount as set out in the Schedules to this By-law.

SCHEDULES

12. Where the Schedules to this By-law reference other By-laws in relation to Fees and Charges imposed hereunder, the terms and provision of such other By-laws shall apply to the Fees and Charges imposed hereunder, provided that, where there is a discrepancy in the stated amount of any such Fee or Charge between such other By-laws and this By-law, the Fees and Charges set forth in the Schedules of this By-law shall govern and any inconsistent By-laws shall be amended accordingly.

SEVERABILITY

13. Each Fee and Charge enacted pursuant to this By-law shall be treated as a separate enactment and shall not necessarily be affected by any determination of ultra vires or other invalidity or any other Fee and Charge enacted pursuant to this By-law.

EFFECTIVE DATE

14. This by-law shall come into force and take effect upon the final passage thereof.

APPLICATION

15. Sections 9 and 10 apply to Fees and Charges which have been enacted pursuant to Part XII of the Municipal Act. Where Fees and Charges in this By-law have been enacted upon an authority other than Part XII of the Municipal Act, sections 9 and 10 shall only apply to such Fees and Charges if and to the extent permitted by such other authority.

INTERPRETATION

16. In this By-law, unless the context otherwise requires words importing the singular number shall include the plural.

Consolidated to March 25, 2024

17. If a Court declares any section or part of a section of this By-law invalid, it is the intention of Council that the remainder of the By-law shall continue to be in force.

REPEAL

18. That By-law 128-2022, and all amendments thereto, are hereby repealed upon this By-law coming into force and effect.
19. The repeal of By-law 128-2022 as amended shall not have the effect of invalidating any debt which came into existence as a result of the said By-law, and any amounts owing to the Municipality under the said By-law shall remain due and owing to the Municipality and with all the remedies for collection of same, as if the said By-law 128-2022 as amended had never been repealed.
20. All other By-laws which reference user fees and charges that are outlined in the Schedules attached to this By-law are hereby amended to refer to the respective schedule stated in this By-law.

TITLE

21. This By-law may be referred to as the "Fees and Charges By-law".

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of September, 2023.

"Martin Ritsma"

Mayor – Martin Ritsma

"Tatiana Dafoe"

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" TO BY-LAW 117-2023
of The Corporation of the City of Stratford
adopted this 25th day of September, 2023.
CORPORATE-WIDE FEES AND CHARGES
(all departments)

All Fees are subject to HST where applicable

Miscellaneous

Item	Fee
Any cheque not cleared by the City's bank [NSF]	\$40.00

Area Openings and Encroachment Fees

Item	Fee
Application Fee for Area Openings or Encroachment	\$582.12
The size of the encroachment is used in the calculation of the annual fee. This fee is calculated by taking the current property tax times the size of the encroachment (area) divided by the total area of the owned property. This calculation will be determined by the City on an annual basis. Once calculated, this annual fee is added to the tax bill of the property owner. The minimum annual fee, regardless of the area, is \$50.00 plus the annual CPI increase. An annual fee will not be charged for encroachments in institutional zones.	Minimum Fee - \$50.00 plus annual CPI increase
Application Fee for Release of an encroachment agreement	\$415.07
Fee to Register and to Release Liens on property [includes but is not limited to loans by the City and heritage loan to heritage property owners]	\$425.00 to register a lien on title or to release a lien on title

General Information Requests

Item	Fee
Search time	\$7.50 for each 15 minutes
Research time	\$7.50 for each 15 minutes
Record preparation	\$7.50 for each 15 minutes
Photocopies/printouts	\$0.20 per page
Computer programming	\$15.00 for each 15 minutes
CDs or flash drives	\$10.00 each
Other costs	Amount specified in an invoice

Personal Information Requests (Own Information)

Item	Fee
Photocopies/printouts	\$0.20 per page
Computer programming	\$15.00 for each 15 minutes
CDs or flash drives	\$10.00 each
Other costs	Amount specified in an invoice

THIS IS SCHEDULE "B" TO BY-LAW 117-2023

of The Corporation of the City of Stratford
adopted this 25th day of September, 2023.

BUILDING FEES AND CHARGES

All Fees are subject to HST where applicable.

Planning Application Fees and Charges

In addition to the application fees listed below in sections A) to G), where the City requires assistance from its solicitors or other technical or professional consultants in the processing of any of the types of applications listed below, the applicant shall be responsible for reimbursing all legal and consulting fees incurred by the City, at the City's actual cost. Depending on the amount of such fees which the City expects to incur on any given application, the City may also require the applicant to enter into an agreement with respect to the payment of such fees and may, where appropriate, require security to be posted.

Application

Item	Fee
i) Applications for an Amendment to the Zoning By-law	\$4,835.00
ii) Applications for an Amendment to the Official Plan	\$5,875.00
iii) Concurrent Applications for an Amendment to the Official Plan and Zoning By-law	\$6,485.00
iv) Applications for an Amendment to the Official Plan and/or Zoning By-law requiring recirculation	\$1,220.00
v) Applications to the Committee of Adjustment for minor variance from By-laws passed pursuant to the <i>Planning Act</i>	\$1,335.00
a) If an applicant requires a recirculation	\$735.00
vi) Applications to the Committee of Adjustment for consent of one lot/easement (severance)	\$1,490.00
a) Each additional lot/easement (severance)	\$220.00
b) If an application requires a recirculation	\$780.00
vii) Applications to the Committee of Adjustment for a change to conditions of approval	\$555.00
viii) Concurrent Applications to the Committee of Adjustment for consent and minor variance	\$1,775.00
ix) Applications for the passing of a Part-lot Control exemption by-law	\$1,560.00
a) For each additional new part created	\$115.00
x) Applications for the removal of a Holding Provision	\$2,060.00
xi) Applications to extend a Temporary Use	\$1,490.00
xii) Application for Pre-Application Consultation	\$0.00

Site Plan Application

Item	Fee
i) Applications for site plan approval	\$3,550.00
a) An additional fee will be added if building or addition is equal to or greater than 3,716 m ² or 40,000 sq.ft., or greater than 50 units.	\$1,110.00
ii) Applications for an amendment to a site plan agreement	\$2,385.00
iii) Applications for a minor amendment to a site plan agreement (Section 8.3.3)	\$440.00
iv) Applications for site plan approval for infill developments	\$1,880.00
v) Letter of conformity relating to site plan agreement compliance	\$100.00

General

Item	Fee
i) Letters of conformity (other than By-law 92-75) – with survey	\$100.00
ii) Letters of conformity – without survey	\$85.00
iii) Letters of conformity without survey – 2 business day response time	\$155.00
iv) Letters of conformity with survey – 2 business day response time	\$165.00
v) Full size registered plans, plans of condominium, city street maps	\$30.00
vi) Custom Plots	\$55.00
vii) Change of Municipal Address	\$165.00
viii) AGCO Agency Approval Letter – Building	\$80.00

Plan of Subdivision, Vacant Land Condominium and Common Element Plans of Condominium

Item	Fee
i) Up to 50 development lots/blocks/units* An additional fee will be added if greater than 50 units is proposed*	\$7,985.00 \$1,110.00
ii) Revisions to draft conditions of approval (recirculation required)	\$1,220.00
iii) Revisions to draft conditions of approval (no recirculation required)	\$440.00
iv) Registration of final plan	\$680.00
v) Extension of Draft Approval a) Recirculation required b) No recirculation required	\$1,220.00 \$440.00

*Applicant is required to provide a reasonable estimate of the lot yield based in a single detached residential zone if the plan is a "block" plan.

Standard, Amalgamated, Phased and Leasehold Condominium

Item	Fee
i) Up to 50 units a) An additional fee will be added if greater than 50 units is proposed*	\$4,550.00 \$1,110.00
ii) Revisions to draft conditions of approval (recirculation required)	\$1,220.00
iii) Revisions to draft conditions of approval (no recirculation required)	\$440.00
iv) Registration of final plan	\$660.00
v) Condominium Exemption	\$1,355.00

*Applicant is required to provide a reasonable estimate of the lot yield based in a single detached residential zone if the plan is a "block" plan.

Miscellaneous

Item	Fee
i) Deeming Application	\$1,110.00
ii) Driveway Widening Review	\$115.00

Secondary Suite Registration

Item	Fee
i) Registration of a new Secondary Suite	\$260.00
ii) Renewal of previously registered Secondary Suite	\$160.00

Consolidated to March 25, 2024

THIS IS SCHEDULE "C" TO BY-LAW 117-2023

of The Corporation of the City of Stratford
adopted this 25th day of September, 2023.

COMMUNITY SERVICES DEPARTMENT FEES AND CHARGES**Special Events**

Item	Fee (tax not applicable)
Non-Refundable late fee, expedited service	\$170/application
Road closures that extend beyond approved times	\$55.00/hour to a maximum of \$550.00

Recreation Facilities

Item	Fee (includes tax)
Rental dues where total rental fee is <\$100	100% of fee, non-refundable
Rental deposit where total rental fee is >\$100	25% of fee, non-refundable
Discount to Community Organizations	Maximum of 30%
Discount for underutilized hall and meeting space	Maximum of 50%

Arenas

Summer Ice Rates (April 1 to September 30)

Item	Fee (includes tax)
Standard Rental	\$204.00/hour
Minor Sports	\$204.00/hour
Slice of Ice: Single Admission	\$19.50/hour

Winter Ice Rates (October 1 to March 31)

Item	Fee (includes tax)
Prime Time	\$240.00/hour
Non-prime Time	\$204.00/hour
Minor Sports (October 1 to April 30)	\$204.00/hour
Slice of Ice: Single Admission	\$19.50/hour

Arena Floor – No Ice Rentals

Item	Fee (includes tax)
Sports and Short Period Rentals	\$133.34/hour
Private Full Day Rental (maximum 12 hours)	\$1,706.30/day

Halls and Meeting Space

Weekdays: Monday at 7:00am to Friday at 4:00pm

Single Meeting Room – Games Room & Hall Side Meeting Room (Rotary Complex)

Item	Fee (includes tax)
Up to 8 hours	\$31.64/hour
Beyond 8 hours	\$253.12/day

Consolidated to March 25, 2024

Double Meeting Room – Upper Lobby (Allman Arena), Mansbridge Room (Rotary Complex), Boardroom (Agriplex)

Item	Fee (includes tax)
Up to 8 hours	\$38.42/hour
Beyond 8 hours	\$307.36/day

Banquet Halls – Tim Taylor Lounge (Rotary Complex), Ritsma Room & Market (Agriplex)

Item	Fee (includes tax)
Up to 8 hours	\$72.32/hour
Beyond 8 hours	\$578.56/day

Event Halls – Community Halls A/B/C/D (Rotary Complex)

Item	Fee (includes tax)
Single Hall Full Day (Max. 12 Hours)	\$875.75/day
Single Hall Half Day (Up to Max. 6 Hours)	\$437.50
Entire Hall (Four Single Halls)	\$3,084.90/day

Evenings/Weekends: Friday after 4:00pm to Sunday at Midnight

Single Meeting Room – Games Room & Hall Side Meeting Room (Rotary Complex)

Item	Fee (includes tax)
Up to 8 hours	\$47.46/hour
Beyond 8 hours	\$379.68/day

Double Meeting Room – Upper Lobby (Allman Arena), Mansbridge Room (Rotary Complex), Boardroom (Agriplex)

Item	Fee (includes tax)
Up to 8 hours	\$58.76/hour
Beyond 8 hours	\$470.08/day

Banquet Halls – Tim Taylor Lounge (Rotary Complex), Ritsma Room & Market (Agriplex)

Item	Fee (includes tax)
Up to 8 hours	\$83.62/hour
Beyond 8 hours	\$668.96/day

Event Halls – Community Halls A/B/C/D (Rotary Complex)

Item	Fee (includes tax)
Single Hall Full Day (Max. 12 Hours)	\$1,141.30/day
Single Hall Half Day (Up to Max. 6 Hours)	\$570.65
Entire Hall (Four Single Halls)	\$3,751.60/day

Amenities

Kitchen

Item	Fee (includes tax)
Agriplex	\$118.65/day
Rotary Complex Community Halls	\$175.15/day

Audio Visual

Item	Fee (includes tax)
Wireless microphone	\$67.80/day
Wired microphone	\$29.38/day
Portable TV/VCR/DVD player	\$20.34/day

Electrical Connections

Item	Fee (includes tax)
110V 15 AMP connection	\$23.73/day
110V 30 AMP connection (w panel)	\$40.68/day
220V connection	\$163.85/day

Data Connections

Item	Fee (includes tax)
Wired internet (per single connected unit)	\$61.60/day

Installations

Item	Fee (includes tax)
Stage, 4 section starter (16' x 8')	No charge
Stage, additional sections (max 24 sections)	\$20.34/day
Insulated floor to cover ice surface	\$2,299.55/day
Judges Platform, 4 section starter (16' x 8')	\$813.60/day
Judges Platform, additional sections (4' x 8')	\$84.75/day

Bar Charges

Item	Fee (includes tax)
Draft fee	\$85.88/day
Ice	\$47.46/day

Multi-Use Sports Fields

Stratford Agriplex - Indoor

Item	Fee (includes tax)
Single court	\$45.20/hour
All 4 courts for sport tournament use	\$988.75/day
Installation of the Agriplex Fieldhouse flooring protective cover	\$1,500 per event
Removal of the Agriplex Fieldhouse flooring protective cover	\$1,500 per event

Fields - Outdoor

Item	Fee (includes tax)
Single Field/Diamond, 2 hours (maximum 2 hours)	\$70.06/use
Single Field/Diamond, half day (maximum 4 hours)	\$129.95/half day
Single Field/Diamond, full day (8 hours or more)	\$259.90/day
Minor Sport Use	\$14.69/participant
Artificial Turf Field – Full Field (Max. 2 Hours)	\$113.00/use
Artificial Turf Field – Half Field (Max. 2 Hours)	\$67.80/use
Temporary Ball Diamond Tournament Outfield Fencing (Packham Sports Complex)	\$375.00/diamond/event

Beach Volleyball – Outdoor (May 1 – October 31)

Item	Fee (includes tax)
Single court	\$17.45/hour
All 4 courts (8 hours or more)	\$542.40/day

Market Square

Daily Rental Fees

Item	Fee (includes tax)
All of Market Square	\$452.00/day
All of Market Square (Community Organization)	\$56.50/day
Adjacent Parking Area	\$226.00/day
Adjacent Parking Area (Community Organization)	No fee

TRANSIT**Standard Transit**

Single Ride, Cash

Item	Fee (tax not applicable)
Child (under 5 years)	No charge
Student and Affordable	\$2.50/single
Adult	\$3.00/single
Senior	\$2.75/single

Single Ride, Tickets

Item	Fee (tax not applicable)
Student and Affordable	\$2.25/single
Adult	\$2.75/single
Senior	\$2.50/single

Single Day Pass

Item	Fee (tax not applicable)
Single Rider	\$7.00/day
Family (1 adult plus up to 4 riders)	\$15.00/day

30 Day Pass

Item	Fee (tax not applicable)
Student and Affordable	\$60.00/pass
Adult	\$70.00/pass
Senior	\$60.00/pass

Charters

Item	Fee (tax not applicable)
Charter (minimum charge of \$50.00)	\$96.05/hour

Parallel Transit

In Town, One-Way Trip

Item	Fee (tax not applicable)
Adult	\$3.00/single
Senior	\$2.75/single

In Town, Other

Item	Fee (tax not applicable)
10 Ride Card	\$30.00/card

Passes

Item	Fee (tax not applicable)
Single Day Pass	\$7.00/day
Adult, 30 Day	\$70.00/pass
Senior/Affordable, 30 Day	\$60.00/pass

Out of Town, One-Way Trip

Item	Fee (tax not applicable)
Ride	\$3.00/single plus \$1.47/km

Charters

Item	Fee (tax not applicable)
Charter, In Town	\$35.76/hour + single ride fee
Charter Wait Time	\$35.76/hour

Recreation Programs

Skating

Single Admission

Item	Fee (includes tax)
Child (under 5 years)	No charge
General Admission (5 years +)	\$4.25/single
Family (max 2 adults and children under 19 years of age, and all of the same household)	\$15.00/family

Season Pass

Item	Fee (includes tax)
Child (under 5 years)	No charge
Child (5 – 14 years)	\$68.00 (tax not applicable)
Youth (15 – 18 years)	\$70.00/pass
Adult (19 – 54 years)	\$87.00
Senior (55 years +)	\$74.00
Family (max 2 adults and children under 19 years of age, and all of the same household)	\$231.00

Sponsored Skate

Item	Fee (includes tax)
Sponsored Skate	\$240.00/hour

Aquatics

Single Swim

Item	Fee (includes tax)
Child (under 2 years)	No Charge
General Admission (2 years +)	\$4.25/swim
Family (max 2 adults and children under 19 years of age, and all of the same household)	\$15.00/swim

Season Pass

Item	Fee (includes tax)
Child (under 2 years)	No Charge
Children (2 – 14 years)	\$94.00/season (tax not applicable)
Youth (15 - 18 years)	\$107.50/season
Adults (19 - 54 years)	\$155.00/season
Seniors/Special Population (55 years +)	\$115.00/season
Family (max 2 adults and children under 19 years of age, and all of the same household)	\$295.00/season

Swim Lessons

Item	Fee (tax not applicable)
½ hour (2-week session)	\$88.25/session
¾ hour (2-week session)	\$98.25/session
1 hour (2-week session)	\$105.00
Swim Team	\$170.00/session
Bronze Star	\$105.00
Bronze Medallion	\$235.00
Bronze Cross	\$235.00

Specialized Aquatics Programs

Item	Fee (tax not applicable)
Adapted Aquatics (30 mins)	\$88.25
Water Fitness	\$5.25

Private Swim Rentals

Item	Fee (includes tax)
1 - 30 Swimmers	\$232.75/hour
31 - 125 Swimmers	\$267.70/hour

Sponsored Swims

Item	Fee (includes tax)
Sponsored Swim	\$197.75/hour
Sponsored Free Swim	\$627.15/hour

Day Camps

Item	Fee (tax not applicable)
5-day Week	\$155.00
4-day Week	\$152.00
Swim Camp (10 Days)	\$445.00
Single-day	\$38.00

35+ Programs

Item	Fee (includes tax)
Chair Yoga	\$5.00
Yoga Flow	\$8.00
LivFit	\$8.00
Volleyball	\$5.00

Advertising**Digital Advertising – Indoor Displays**

8-inch Advertisement

Item	Fee (includes tax)
1 Month	\$144.64/term
3 Months	\$412.45/term
6 Months	\$819.25/term
9 Months	\$1,226.05/term
12 Months	\$1,638.50/term

18-inch Advertisement

Item	Fee (includes tax)
1 Month	\$288.15/term
3 Months	\$819.25/term
6 Months	\$1,644.15/term
9 Months	\$2,463.40/term
12 Months	\$3,277.00/term

26-inch Advertisement

Item	Fee (includes tax)
1 Month	\$431.66/term
3 Months	\$1,226.05/term
6 Months	\$2,463.40/term
9 Months	\$3,689.45/term
12 Months	\$4,921.15/term

Digital Advertising – Transit Displays

24-inch Advertisement

Item	Fee (includes tax)
1 Month	\$431.66/term
3 Months	\$1,226.05/term
6 Months	\$2,463.40/term
9 Months	\$3,689.45/term
12 Months	\$4,921.15/term

Rink Board Sign Advertising

Item	Fee (includes tax)
For Glass (one time change)	\$327.70/glass
For Year	\$740.15/year

Cemetery

Lots

Item	Dimensions	Land	Perpetual Care	HST	Total
Single Grave	1m x 3m	\$1,037.04	\$691.36	\$224.69	\$1,953.09
2 Grave Plot	2m x 3m	\$2,074.09	\$1,382.72	\$449.38	\$3,906.19
3 Grave Plot	3m x 3m	\$3,110.88	\$2,073.92	\$674.02	\$5,858.82
6 Grave Plot	3m x 3m	\$6,222.28	\$4,148.18	\$1,348.16	\$11,718.63
Child Plot Upright	3ft x 7ft	\$291.06	\$194.04	\$63.06	\$548.16
Infant Plot Flat Marker	2ft x 4ft	\$256.09	\$170.73	\$55.48	\$482.30
Stillborn Plot Flat Marker	2ft x 48in	\$256.09	\$170.73	\$55.48	\$482.30
Cremation Plot Flat Marker	2ft x 2ft	\$385.18	\$256.79	\$83.45	\$725.43
Cremation Plot Flat Marker	4ft x 4ft	\$770.36	\$513.58	\$166.91	\$1,450.87

Niches

Item	Dimensions	Land	Perpetual Care	HST	Total
Columbarium Wall	144 cubic inch	\$2,228.43	\$393.25	\$340.81	\$2,962.50
Bronze Scrolls	n/a	\$850.00	n/a	\$110.50	\$960.50
Level above bottom (per level)	n/a	\$50.00	n/a	\$6.50	\$56.50

Avondale Garden Mausoleum

Item	Level	Cost	Maintenance	HST	Total
Section #1	E	\$6,444.90	\$1,611.23	\$1,047.30	\$9,103.43
Premium	D	\$7,733.88	\$1,933.47	\$1,256.76	\$10,924.11
	C	\$9,882.18	\$2,470.55	\$1,605.85	\$13,958.58
	B	\$8,808.03	\$2,202.00	\$1,431.30	\$12,441.33
	A	\$6,015.24	\$1,503.81	\$977.48	\$8,496.53
Section #2	E	\$5,157.08	\$1,288.98	\$837.99	\$7,284.05
Interior Courtyard	D	\$6,444.90	\$1,611.23	\$1,047.30	\$9,103.43
	C	\$8,593.20	\$2,148.30	\$1,396.40	\$12,137.90
	B	\$7,519.05	\$1,879.76	\$1,221.85	\$10,620.66
	A	\$4,726.26	\$1,181.57	\$768.02	\$6,675.85
Section #3	E	\$4,726.26	\$1,181.57	\$768.02	\$6,675.85
Exterior Courtyard	D	\$5,585.58	\$1,396.40	\$907.66	\$7,889.66
	C	\$7,304.22	\$1,826.06	\$1,186.94	\$10,317.22
	B	\$6,293.07	\$1,556.94	\$1,020.50	\$8,870.51
	A	\$4,296.60	\$1,074.15	\$698.20	\$6,068.95

Scattering Garden

Item	Dimensions	Service	Perpetual Care	HST	Total
Sale of scattering services	n/a	\$400.00	\$60.00	\$59.80	\$519.80
Single Memorial Plaque	1in x 6in	\$278.10	\$0.00	\$36.15	\$314.25
Double Memorial Plaque	2.25in x 6in	\$329.60	\$0.00	\$42.85	\$372.45
Double Plaque with text	3.5in x 6in	\$381.10	\$0.00	\$49.54	\$430.64
Replacement Certificate of Interment Rights	n/a	\$30.90	\$0.00	\$4.02	\$34.92

Interment Charges

Item	Base Rate	HST	Total
License Fee (if applicable)	\$10.00	\$0.00	\$10.00
Adult Regular Depth	\$939.82	\$122.18	\$1,062.00
Adult Double Depth	\$1,100.43	\$143.06	\$1,243.49
Child 3ft x 6ft opening	\$356.90	\$46.40	\$403.29
Child 2ft x 4ft opening	\$237.93	\$30.93	\$268.86
Stillborn 2ft x 20in opening	\$237.93	\$30.93	\$268.86
Mausoleum Entombment Opening	\$702.66	\$91.35	\$794.00
Cremation Remains (12ft x 12ft)	\$376.33	\$48.91	\$425.14
Cremation Remains (over 12ft x 12ft)	\$513.04	\$66.70	\$579.74
Cremation Remains in Columbarium Niche	\$342.02	\$44.46	\$386.48
Winter Storage	\$327.16	\$42.53	\$369.69

Disinterment Charges

Item	Base Rate	HST	Total
For burial in another cemetery	\$1,813.67	\$235.78	\$2,049.44
For burial in another plot in Avondale	\$2,901.84	\$377.24	\$3,279.08

Foundations

Item	Base Rate	HST	Total
Priced per cubic foot at minimum cost of \$242.00 plus taxes	\$28.74/cubic foot	Applicable	Contingent on size
Inspection fee (not to exceed \$84.52)	\$78.80	\$9.72	\$84.52
Flat Marker Installation	\$56.65	\$7.36	\$64.01
Flat Market Installation over 173 square inches	\$103.00	\$13.39	\$116.39
Up to 4 feet x 4 feet	\$206.00	\$26.78	\$232.78
Over 4 feet x 4 feet	\$412.00	\$53.56	\$465.56

Other

Item	Base Rate	HST	Total
Saturday Burials	\$373.55	\$48.56	\$422.11
Chapel Committal Service	\$102.28	\$13.30	\$115.58
Transfer of Certificates of Internment Rights	\$104.61	\$13.60	\$118.21
Entry of Funerals after hours (per 15 minutes)	\$41.61	\$5.41	\$47.02

Consolidated to March 25, 2024

THIS IS SCHEDULE "D" TO BY-LAW 117-2023

of The Corporation of the City of Stratford
adopted this 25th day of September, 2023.

CORPORATE SERVICES DEPARTMENT FEES AND CHARGES

Item	Fee
Commissioning of Document	\$25.00 per document
Marriage Licence	\$125.00 per licence
Civil Marriage Ceremony	\$300.00 plus HST = \$339.00
Civil Marriage Ceremony Cancellation Charge (if cancelled within one (1) week of ceremony date)	\$50.00 plus HST = \$56.50
Witness Fee for Civil Ceremony	\$25.00 per witness
Retail Business Holidays Act Exemption Application	Single Application - \$559.51 Shopping Mall - \$671.41
*fees are increased annually by the CPI	Group of 3 or more stores on same property - \$671.41
Tax Certificate	\$60.00
Tax Certificate – Rush (less than 48 hours)	\$75.00
Duplicate Tax Bill	\$10.00
Statement of Tax Account	\$10.00
Additions of balances to Tax Roll	\$25.00
Tax Arrears Notice (at December 31)	\$10.00
Final Warning – Before Tax Sale Registration	\$20.00
Tax Sale Registration Administration Fee – Set-up	\$100.00
Tax Sale Registration Administration Fee – When Registered	\$250.00

Item	Fee
Registration of Death	\$20.00 if issued at Clerk's Office \$40.00 if issued at Stratford Fire Department
Municipal Information Form	\$45.00 for any AGCO Form – Municipal Information Form, Special Occasion Permit, Municipal Designation as a Significant Event
Rental rate for meter hoods in the core area – there shall be a limit of two hoods (4 spaces) in any section of a block of a parking area at any one time	\$6.75 per day per single meter plus HST \$13.50 per day per double meter plus HST \$50.00 deposit \$10.00 administration fee

Dog and Cat Licensing – if paid before March 1

Dog or Cat	Regular	Senior's discount
Altered	\$20.00	\$17.00
Unaltered	\$50.00	\$42.50
Less than 1 year old	\$20.00	\$17.00

Dog and Cat Licensing – if paid after March 1

Dog or Cat	Regular	Senior's discount
Altered	\$30.00	\$25.50
Unaltered	\$60.00	\$51.00
Less than 1 year old	\$20.00	\$17.00

Dog and Cat Licensing – other fees

Item	Fee
Replacement Tag	\$10.00
Kennel/Cattery License	\$550.00
Specialized Needs Dog	No fee

NOTE: New residents to Stratford may bring a current tag from another municipality and exchange it at no cost for a current City of Stratford tag (one time only)

Municipal Lottery Licensing Fees

Item	Fee
Raffles, where the total value of all prizes to be awarded does not exceed \$50,000.00	3% of the total value of all prizes to be awarded
Bazaar Lotteries	3% of prizes for a bingo and 3% of prizes for a raffle and \$10.00 per wheel of fortune per day
Break-open ticket lotteries where tickets are not sold in conjunction with another gaming event	3% of total prizes per box (unit)
Bingo Lotteries	\$100.00 per event
Catch the Ace lottery events	The payment of the lottery licence fee remains at 3% however the payment and timing of the fees may be spread out over the licence period.

On -Street and Off-Street parking rates

Location	Rate	Effective Date
On-street Parking Rate	\$1.50 per hour	April 1, 2020
Off-street Parking Rate	\$1.25 per hour	April 1, 2020

Parking permits for municipal parking lots effective October 31, 2015

PARKING LOT	TIME PERIOD
	Up to a maximum of six months
York Street Parking Lot – 10 permits available, downtown residents only	\$100.66 + HST = \$113.75 per month
Erie Street Parking Lot – “Lower” sections B and C – 24 permits available	\$100.66 + HST = \$113.75 per month
Rear of Stratford Jail / Rear of Perth County Court House – 1 Huron Street – 4 permits available	\$100.66 + HST = \$113.75 per month

Auditorium Rental Rates

Moved to Schedule C: Community Services

THIS IS SCHEDULE "E" TO BY-LAW 117-2023

of The Corporation of the City of Stratford
passed this 25th day of September, 2023

**INFRASTRUCTURE AND DEVELOPMENT SERVICES
FEES AND CHARGES**

Miscellaneous

Item	Fee
Land transfer inquiries	\$60.00 per land transfer inquiry
Street Permit: Hoarding on City Sidewalk Excavation on Road Allowance	\$65.00
Hydration Station Rental	\$25.00 per day

Administrative Fees

Item	Fee
New Sewer and/or Water Connections	\$180.00 plus actual cost of the project
Sewer and/or Water Repairs	\$80.00 plus actual cost of the project
Private Sidewalk and Curb: Driveway widenings or relocation Curb or sidewalk replacement Damage deposit and repair	\$80.00 plus actual cost of the project
Sidewalk or Curb Repair for Utility Companies	\$40.00 per location plus actual cost of the project
Miscellaneous Invoice: Damaged sign and traffic signals Street cleaning (mud, fuel, oil) Sewer flushing Garbage pickup Road Closures for MTO, etc.	7% with minimum of \$80.00 Plus actual cost of the activity
Payroll Burden on invoices to the public	45%
Warehouse Fee on the invoices to the public for material taken from stock	15%
Temporary Access Across Municipal Property (Policy P.3.6) Fees and damage deposits subject to annual Consumer Price Index increase	\$50 per application, plus damage deposit of \$100 per metre of private property abutting city property
As Built Drawings	\$25.00 per sheet

Water Rates

Consumption Charge	2023
First 3 cubic metres	\$2.81/m ³
All additional cubic metres	\$1.15/m ³
Minimum consumption charge	\$8.43

Monthly Flat Charge	2023
Under 1 inch meter	\$9.25
1 inch meter	\$14.25
1½ inch meter	\$18.00
2 inch meter	\$22.00
3 inch meter	\$29.75
4 inch meter	\$39.00
6 inch meter	\$66.00
8 inch meter	\$89.25

Sanitary Sewer

Sewage Service Rate	2023
First 3 cubic metres	\$4.39/m ³
All additional cubic metres	\$1.79/m ³
Minimum consumption charge	\$13.17
Fixed monthly charge	\$9.25

Development, Subdivision and Condominium Servicing Agreements

Item	Fee
a) Administrative fees for preparation of an agreement	\$2,240.00
b) Review fees for Engineering Submissions	
i. Variable fee per single detached or semi detached dwelling lot per submission	\$55.00
ii. Variable fee per block per submission (excluding road widening and reserve blocks)	\$110.00
c) Construction Inspection Fee (prior to registration of agreement)	2% of total construction cost estimate
d) Subdivision Tree fee (prior to registration of agreement) Number of required trees to be determined by the Manager of Parks, Forestry and Cemetery	\$300.00 per tree

Waste Management

Waste Management Rates	2021
Bag Tag	\$3.70
Bag or Can at Landfill Site	\$4.80
Minimum scale rate	\$20.00
Tip Fee – regular – loose loads of waste	\$85.50 per tonne
Tip Fee – regular – more than five (5) bags or cans of waste	\$85.50 per tonne
Tip Fee – regular – loads of recyclables, brush or yard waste 200 kilograms or greater	\$85.50 per tonne
Tip Fee – large hauler – waste haulers bringing in excess of 10,000 tonnes of waste in a twelve-month period	\$80.00 per tonne
Tip Fee – Asbestos	\$170.00 per tonne
Scale down – car	\$20.00
Scale down – truck	\$25.00
Scale down – trailer	\$22.75
Scale down- Roll off	\$12.25/cubic yard
Scale down – Packer	\$17.50/cubic yard
Large Item Tag	\$13.50
Recycle Box	\$7.30
Backyard Composter	\$28.32
White Goods – Freon removal	\$43.00
White Goods – No Freon	\$25.00
Televisions & computer monitors	\$0.00
Commission Fee on sale of garbage bag tags	5%
Finished compost produced through the City's organic diversion program to Commercial Users and Landscapers	\$3.50/cubic metre

An administrative fee of \$25.00, excluding applicable taxes, shall be charged by the City to provide duplicate copies of tickets for tipping fees when requested to do so.

Tipping Fees for Eligible Brownfields Sites

Developers of contaminated properties who are eligible for tax increment-based grant financing under the City's brownfields program will:

- A) pay the tipping fees for the minimum projected quantities of contaminated soil to be removed as recommended in a Phase II Environmental Assessment prepared

Consolidated to March 25, 2024

by a recognized environmental engineering firm, such report to be accepted by the City's Director of Infrastructure and Development Services; and

- B) enter into an agreement with the City to pay the tipping fees, over time, for any quantities of contaminated soil that are actually delivered in excess of the projected minimum amount by agreeing that the City shall deposit the amount of all tax increments, for which the developer would otherwise be entitled to relief by way of grant, to the tipping fee reserve until the balance of the amount owing is paid, with any portion of the tipping fees still owing to the City at the end of the tax increment-based grant financing period to be then immediately due and payable.

Further that the Director of Infrastructure and Development Services be authorized to make arrangements with developers who qualify under this policy to either accept contaminated soil at the Stratford landfill site or divert quantities to another landfill site.

Site Alteration

Item	Fee
Site Alteration Permit Fee	\$500.00
Site Alteration Permit Renewal Fee	\$500.00
Site Alteration Transfer of Permit Fee	\$250.00
Preparation of Site Alteration Agreement Fee (including registration fee)	All costs to be recouped from the Applicant

Consolidated to March 25, 2024

THIS IS SCHEDULE "F" TO BY-LAW 117-2023of The Corporation of the City of Stratford
adopted this 25th day of September, 2023**FIRE DEPARTMENT FEES AND CHARGES**

Item	Fee
Officer Incident Report	\$100
Fire Investigation Report	\$100
Property Records Search and Letter	\$100
Air Cylinder Refill, 30-45-60 minute capacity	\$10
Air Cylinder Refill, 300 cubic foot capacity	\$30
Nuisance/malicious responses (i.e. Open Burning By-law Violation)	Most current MTO rates (\$543.03) per fire vehicle responding.
Property Inspection and Letter (includes residential inspection for a Day Care)	Residential - \$150 for first unit plus \$25 for each additional unit per building. Commercial/Industrial - \$150 for first unit plus \$25 for each additional unit per building, plus \$25 for each 5,000 sq. ft. over 10,000 sq. ft.
Open Burn fire inspection and permit as in By-law 5-2006 as amended	\$100
Annual fire inspection fee for inns and short-term accommodation in residential zones	\$150 plus \$25 per unit for each unit over one.
LLBO Special Occasion Permit/Inspection	\$100
Liquor Licence Application and Inspection	\$150
Fire extinguisher training	\$130 per session, maximum 12 persons; \$10 per each additional person up to a maximum of 20. \$5 for personal certificate if requested. Trainee is required to supply their own extinguisher.
Fire Department Assistance beyond Normal Requirements or Circumstances (i.e. Fire Staff and Vehicle required for fire watch)	\$100 per firefighter per hour. Current MTO rate per fire vehicle (\$543.03).
Response to False Automatic Fire Alarm	Current MTO rate (\$543.03) for attending per fire vehicle.
Failure to notify of system maintenance	Current MTO rate (\$543.03) for attending per fire vehicle.
Nuisance/malicious false alarms	Current MTO rate (\$543.03) for attending per fire vehicle.
Review of propane facility Risk and Safety Management Plans: a) Initial R&SMP review process for a new, existing or expanding propane facility	a) \$400 not including fees for third party or external review;
Subsequent annual review for existing propane facilities	\$200 not including fees for third party or external review.
Re-inspection for Fire Code Non-compliance and/or Deficiencies	\$150
Occupant Load Calculations	\$100

Consolidated to March 25, 2024

Item	Fee
Tent Inspections	\$100
Storage Site Inspections	\$100

HST applied where applicable.

THIS IS SCHEDULE "G" TO BY-LAW 117-2023

of The Corporation of the City of Stratford
adopted this 25th day of September, 2023

SOCIAL SERVICES DEPARTMENT FEES AND CHARGES**Anne Hathaway Daycare Centre**

Toddler (18 months to 2.5 years)

Length of Time	Fee
Weekly	\$113.68
Daily	\$27.80

Preschool (2.5 to 4 years)

Length of Time	Fee
Weekly	\$99.03
Daily (includes JK and SK)	\$23.79

Nursery School (9:30am to 1:30pm)

Length of Time	Fee
Daily	\$17.33

Before and After School

Length of Time	Fee
Kindergarten	\$6.85 am or pm
Grade 1-6	\$6.63 am or pm

Britannia Street Housing

General Repairs

Item	Fee
Replacement of screens	\$45.00 – small window \$55.00 – large window \$60.00 – exterior door
Replacement of windows (damaged, broken or missing)	\$150.00 – less than 1000 square inches \$500.00 – more than 1000 square inches
Drywall Repair	\$100.00 2 sq. ft., and under (per wall) \$120.00 2 sq.ft. and over (per wall) up to actual cost
Door Repair	\$100.00 (per door)
Window Repair	\$45.00 (per window)
Replacement of interior doors (includes labour and hardware, as required)	\$140.00 – without frame \$200.00 – with frame
Replacement of Main Building Door	\$5,000.00
Replacement of exterior doors (includes labour and hardware, as required)	\$900.00 – exterior door
Replace kitchen cupboard doors or hinges	\$90.00 per door \$50.00 per hinge pair
Replace kitchen countertop	\$60.00 per linear foot
Wallpaper/border removal (includes shelf/drawer liner)	\$100.00 per wall \$80.00 per border per wall
Additional coat of paint/stain blocking	At cost based on tender pricing
Removal of peel and stick tile	<100 sq ft - \$3.00 per square foot >100 sq ft - \$4.00 per square foot
Damage to flooring	\$10.00 per square foot
Missing handrails	\$100.00 per handrail
Parking for secondary vehicle	\$25.00 per month

Plumbing Repairs

Item	Fee
Install new toilet	\$350.00
Plugged toilet or drain	\$70.00 - \$300.00 per occurrence, depending on if a machine is required
Kitchen taps	\$135.00 (installed)
Vanity sink and taps	\$135.00 (installed)

Electrical Repairs

Item	Fee
Missing light fixtures	\$50.00 – interior/exterior
Broken/Damaged/Painted Receptacles	\$15.00 – for the first three \$5.00/receptacle after first three
Missing (or tampered with) smoke detectors	\$150.00 each, plus possible fine by Fire Department (up to \$25,000.00)
Broken thermostat	\$75.00
No heat call with no issue	\$75.00
Missing/broken light shade	\$50.00

Locksmithing

Item	Fee
Replacement Fob	\$75.00
Repin lock	\$75.00
Replace Unit Door Lock	\$150.00 – replace lock
Replace door handle	\$75.00 – replace handle
Mailbox Key Replacement	\$75.00

Pest Control

Item	Fee
Obligation to comply with treatment plan	Costs will be assessed on a case by case basis

Appliance Replacement

Item	Fee
Fridge replacement caused by damage	\$850.00-\$925.00 per appliance
Stove replacement caused by damage	\$699.00 per appliance

Additional Cleaning

Item	Fee
Fridge	\$75.00
Stove & Oven	\$75.00
Kitchen	\$75.00
Bathroom	\$75.00
Cleaning – Nicotine	Up to \$900.00
Waste Removal of remaining personal property and furniture	\$75.00 – minimum Actual Cost



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

BEING a By-law to establish fees and charges to be collected by The Corporation of the City of Stratford and to repeal By-law 117-2023 as amended.

WHEREAS the *Municipal Act, 2001, S.O. 2001*, (“the Municipal Act”) provides that a municipality may pass by-laws imposing fees and charges on any class of persons;

AND WHEREAS section 391 of the Municipal Act provides that without limiting sections 9, 10 and 11 of the Municipal Act, those sections authorize a municipality to impose fees or charges on persons,

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- c) for the use of its property including property under its control.

AND WHEREAS section 398 of the Municipal Act provides that fees and charges imposed by a municipality or local board on a person constitute a debt of the person to the municipality or local board, respectively;

AND WHEREAS the *Planning Act, R.S.O. 1990, c. P.13, s.69(1)* as amended, provides that Council may prescribe a tariff of fees for the processing of applications made in respect to planning matters;

AND WHEREAS pursuant to the *Building Code Act, 1992, S.O. 1992 c.7.1(c)* as amended, Council may require the payment of fees on applications for and issuance of building permits and prescribing the amount thereof;

AND WHEREAS Council of The Corporation of the City of Stratford deems it expedient to consolidate and update the fees and charges to be collected by municipal departments, local boards and authorized agents of The Corporation of the City of Stratford;

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

1. That the fees and charges as set out in the Schedules attached to this By-law of The Corporation of the City of Stratford are hereby established in respect of:
 - a) the services or activities provided or done by or on behalf of the municipality as may be set forth in the Schedules;

- b) the costs payable by the municipality for services or activities provided or done by or on behalf of any other municipality or any local board as may be set forth in the Schedules;
 - c) the use of the property of the municipality, including property under the control of the municipality as may be set forth in the Schedules; or,
 - d) the other activities as may be set forth in the Schedules.
2. Each Schedule to this By-law forms part of this By-law:
- Schedule "A" Corporate-Wide Fees and Charges
 - Schedule "B" Planning Fees and Charges
 - Schedule "C" Community Services Fees and Charges
 - Schedule "D" Infrastructure Services Fees and Charges
 - Schedule "E" Fire Fees and Charges
 - Schedule "F" Social Services Fees and Charges
 - Schedule "G" Stratford Municipal Airport Fees and Charges
3. Except where a contrary intention appears in the Schedules or in any other City By-law relating thereto, the fees and charges described in the attached Schedules shall be paid by the person or persons who have requested, received or obtained a service, activity or use of property identified in any of the Schedules.
4. The fees and charges described in the attached Schedules will be subject to Harmonized Sales Tax (HST), where applicable and shall be paid in addition to any fees and charges.
5. Except where a contrary intention appears in the attached Schedules or in any other City By-law relating thereto, or in the contract under which the service, activity or use of property is provided, all fees and charges shall be paid in full at the earlier of the following times:
- a) At the time that the service, activity or use of property for which a fee or charge is payable, is received or obtained;
 - b) At the time that the service, activity or use of property for which a fee or charge is payable is requested, including sales of tickets and bookings for future activities, events and uses of property.
6. That the fees and charges shall be adjusted annually on January 1, by the Consumer Price Index (CPI), where indicated in the Schedules to this By-law. The CPI calculation is based on a 12-month average of the total CPI as calculated by the Bank of Canada from November 1st to October 31st.
7. That in those instances where the Consumer Price Index is less than zero (0), fees and charges shall not be adjusted by the CPI change for that year.
8. Despite Paragraphs 6 and 7, fees and charges may be adjusted, as approved by Council, to recover at a minimum, respective service, administration and capital costs, as well as costs for any other purpose in any amount permitted under applicable law.
9. Where any portion of a fee or charge imposed under this By-law remains unpaid beyond the time at which such Fee or Charge is due, the unpaid balance of such Fee or Charge shall bear simple interest from such due date until the first day

of the month in which payment is made at the rate of 1.25% (15% per annum) thereafter until such fee or charge is paid in full.

10. Where any portion of a Fee or Charge imposed under this By-law remains unpaid beyond the time at which such Fee or Charge is due, the Treasurer may add the unpaid balance of such Fee or Charge, together with accrued interest, to the tax roll for the following properties:
 - a) In the case of fees and charges for the supply of a public utility, the property to which the public utility was supplied; and
 - b) In all other cases, any property for which all of the owners are responsible for paying the fees and charges.
11. No request by any person, or their agent, for any information, service, activity or use of City property or facilities described in the Schedules attached to this By-law shall be acknowledged, processed or provided by the city departments unless and until the person or their agent, requesting the information, service, activity or use of City property or facility has paid or arranged to pay the fee or charge, where applicable, in the amount as set out in the Schedules to this By-law.

SCHEDULES

12. Where the Schedules to this By-law reference other By-laws in relation to Fees and Charges imposed hereunder, the terms and provision of such other By-laws shall apply to the Fees and Charges imposed hereunder, provided that, where there is a discrepancy in the stated amount of any such Fee or Charge between such other By-laws and this By-law, the Fees and Charges set forth in the Schedules of this By-law shall govern and any inconsistent By-laws shall be amended accordingly.

SEVERABILITY

13. Each Fee and Charge enacted pursuant to this By-law shall be treated as a separate enactment and shall not necessarily be affected by any determination of ultra vires or other invalidity or any other Fee and Charge enacted pursuant to this By-law.

EFFECTIVE DATE

14. This by-law shall come into force and take effect upon the final passage thereof.

APPLICATION

15. Sections 9 and 10 apply to Fees and Charges which have been enacted pursuant to Part XII of the Municipal Act. Where Fees and Charges in this By-law have been enacted upon an authority other than Part XII of the Municipal Act, sections 9 and 10 shall only apply to such Fees and Charges if and to the extent permitted by such other authority.

INTERPRETATION

16. In this By-law, unless the context otherwise requires words importing the singular number shall include the plural.

17. If a Court declares any section or part of a section of this By-law invalid, it is the intention of Council that the remainder of the By-law shall continue to be in force.

REPEAL

18. That By-law 117-2023, and all amendments thereto, are hereby repealed upon this By-law coming into force and effect.
19. The repeal of By-law 117-2023 as amended shall not have the effect of invalidating any debt which came into existence as a result of the said By-law, and any amounts owing to the Municipality under the said By-law shall remain due and owing to the Municipality and with all the remedies for collection of same, as if the said By-law 117-2023 as amended had never been repealed.
20. All other By-laws which reference user fees and charges that are outlined in the Schedules attached to this By-law are hereby amended to refer to the respective schedule stated in this By-law.

TITLE

21. This By-law may be referred to as the "Fees and Charges By-law".

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of August, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
adopted this 12th day of August, 2024.

CORPORATE-WIDE FEES AND CHARGES
(all departments)

All Fees are subject to HST where applicable

Miscellaneous

Item	Fee
Any cheque not cleared by the City's bank [NSF]	\$40.00

Area Openings and Encroachment Fees

Item	Fee
Application Fee for Area Openings or Encroachment	\$596.67
The size of the encroachment is used in the calculation of the annual fee. This fee is calculated by taking the current property tax times the size of the encroachment (area) divided by the total area of the owned property. This calculation will be determined by the City on an annual basis. Once calculated, this annual fee is added to the tax bill of the property owner. The minimum annual fee, regardless of the area, is \$50.00 plus the annual CPI increase. An annual fee will not be charged for encroachments in institutional zones.	Minimum Fee - \$50.00 plus annual CPI increase
Application Fee for Release of an encroachment agreement	\$425.45
Fee to Register and to Release Liens on property [includes but is not limited to loans by the City and heritage loan to heritage property owners]	\$425.00 to register a lien on title or to release a lien on title

General Information Requests

Item	Fee
Search time	\$7.50 for each 15 minutes
Research time	\$7.50 for each 15 minutes
Record preparation	\$7.50 for each 15 minutes
Photocopies/printouts	\$0.20 per page
Computer programming	\$15.00 for each 15 minutes
CDs or flash drives	\$10.00 each
Other costs	Amount specified in an invoice

Personal Information Requests (Own Information)

Item	Fee
Photocopies/printouts	\$0.20 per page
Computer programming	\$15.00 for each 15 minutes
CDs or flash drives	\$10.00 each
Other costs	Amount specified in an invoice

Corporate Services Department:

Item	Fee
Commissioning of Document	\$25.00 per document
Marriage Licence	\$125.00 per licence
Civil Marriage Ceremony	\$300.00 plus HST = \$339.00
Civil Marriage Ceremony Cancellation Charge (if cancelled within one (1) week of ceremony date)	\$50.00 plus HST = \$56.50
Witness Fee for Civil Ceremony	\$25.00 per witness
Retail Business Holidays Act Exemption Application *fees are increased annually by the CPI	Single Application - \$560 Shopping Mall - \$688 Group of 3 or more stores on same property - \$688
Tax Certificate	\$60.00
Tax Certificate – Rush (less than 48 hours)	\$75.00
Duplicate Tax Bill	\$10.00
Statement of Tax Account	\$10.00
Additions of balances to Tax Roll	\$25.00
Tax Arrears Notice (at December 31)	\$10.00
Final Warning – Before Tax Sale Registration	\$20.00
Tax Sale Registration Administration Fee – Set-up	\$100.00
Tax Sale Registration Administration Fee – When Registered	\$250.00
Registration of Death	\$20.00 if issued at Clerk’s Office \$40.00 if issued at Stratford Fire Department
Municipal Information Form	\$45.00 for any AGCO Form – Municipal Information Form, Special Occasion Permit, Municipal Designation as a Significant Event
Rental rate for meter hoods in the core area – there shall be a limit of two hoods (4 spaces) in any section of a block of a parking area at any one time	\$6.75 per day per single meter plus HST \$13.50 per day per double meter plus HST \$50.00 deposit \$10.00 administration fee

Dog and Cat Licensing – if paid before March 1

Dog or Cat	Regular	Senior’s discount
Altered	\$20.00	\$17.00
Unaltered	\$50.00	\$42.50
Less than 1 year old	\$20.00	\$17.00

Dog and Cat Licensing – if paid after March 1

Dog or Cat	Regular	Senior’s discount
Altered	\$30.00	\$25.50
Unaltered	\$60.00	\$51.00
Less than 1 year old	\$20.00	\$17.00

Dog and Cat Licensing – other fees

Item	Fee
Replacement Tag	\$10.00
Kennel/Cattery License	\$550.00
Specialized Needs Dog	No fee

NOTE: New residents to Stratford may bring a current tag from another municipality and exchange it at no cost for a current City of Stratford tag (one time only)

Municipal Lottery Licensing Fees

Item	Fee
Raffles, where the total value of all prizes to be awarded does not exceed \$50,000.00	3% of the total value of all prizes to be awarded
Bazaar Lotteries	3% of prizes for a bingo and 3% of prizes for a raffle and \$10.00 per wheel of fortune per day
Break-open ticket lotteries where tickets are not sold in conjunction with another gaming event	3% of total prizes per box (unit)
Bingo Lotteries	\$100.00 per event
Catch the Ace lottery events	The payment of the lottery licence fee remains at 3% however the payment and timing of the fees may be spread out over the licence period.

On -Street and Off-Street parking rates

Location	Rate	Effective Date
On-street Parking Rate	\$1.50 per hour	April 1, 2020
Off-street Parking Rate	\$1.25 per hour	April 1, 2020

Parking permits for municipal parking lots effective October 31, 2015

PARKING LOT	TIME PERIOD
	Up to a maximum of six months
York Street Parking Lot – 10 permits available, downtown residents only	\$100.66 + HST = \$113.75 per month
Erie Street Parking Lot – “Lower” sections B and C – 24 permits available	\$100.66 + HST = \$113.75 per month
Rear of Stratford Jail / Rear of Perth County Court House – 1 Huron Street – 4 permits available	\$100.66 + HST = \$113.75 per month

THIS IS SCHEDULE "B" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
adopted this 12th day of August, 2024.

PLANNING FEES AND CHARGES

All Fees are subject to HST where applicable.

Planning Application Fees and Charges

In addition to the application fees listed below in sections A) to J), where the City requires assistance from its solicitors or other technical or professional consultants in the processing of any of the types of applications listed below, the applicant shall be responsible for reimbursing all legal and consulting fees incurred by the City, at the City's actual cost. Depending on the amount of such fees which the City expects to incur on any given application, the City may also require the applicant to enter into an agreement with respect to the payment of such fees and may, where appropriate, require security to be posted.

A) Pre-Application Consultation ("Formal Consultation")

Item	Fee
i) Application for Pre-Application Consultation:	No fee

B) Official Plan Amendment

Item	Fee
i) Amendment to the Official Plan	\$6,925.00
ii) Concurrent Applications for an Amendment to the Official Plan and Zoning By-law (Major or Standard)	\$7,644.00
iii) Amendment to the Official Plan and/or Zoning By-law requiring recirculation: <ul style="list-style-type: none"> • Requested recirculation (by applicant) requiring technical re-review • Requested (by applicant) recirculation not requiring technical re-review 	\$1,251.00 \$626

C) Zoning By-law Amendment ("Zone Change")

Item	Fee
i) Zoning By-law Amendment – Major A change in zone category and/or an amendment which requires the review of one or more supporting studies (other than Planning Justification).	\$5,699.00
ii) Zoning By-law Amendment – Standard Any general, technical amendment to existing zoning regulations (except building height), and/or to add one/limited new permitted use(s), does not contradict provincial policies, conforms with the City's Official Plan, and, does not require the review of any study/studies (other than Planning Justification).	\$3,717.00
iii) Concurrent applications for an amendment to the Official Plan and Zoning By-law	(see Item B) ii) above)
iv) Amendment to the Official Plan and/or Zoning By-law requiring recirculation	(see Item B) iii) above)
v) Removal of a holding provision	\$2,112.00
vi) Extend a temporary use	\$1,527.00

D) Committee of Adjustment (Minor Variances and Consents)

Item	Fee
i) Minor Variance (MV) <ul style="list-style-type: none"> • a small variation from the requirements of the zoning by-law; • the extension or enlargement of a legal non-conforming use; or, • a change in the legal non-conforming use that is similar to the existing use or more compatible with the uses permitted by the by-law. One (1) MV Application may be submitted to seek relief from multiple requirements of the zoning by-law. In such cases, pre-submission consultation is strongly encouraged.	\$1,368.00
a) If an application requires a recirculation	\$753.00
ii) Consent of one additional lot/easement (severance) <ul style="list-style-type: none"> a) Each additional lot/easement (severance) b) If an application requires a recirculation 	\$1,756.00 \$260.00 \$800.00
iii) Request for change to condition(s) of approval	\$569.00
iv) Concurrent Applications to the Committee of Adjustment for consent and minor variance	\$2,092.00
v) Development Agreement - Committee of Adjustment The preparation (and/or review) and execution of any development agreement imposed on a decision of MV or Consent, save and except site plan control agreement: <ul style="list-style-type: none"> • Major: an agreement which requires legal/technical review • Minor: 	\$500 plus incurred legal/technical review costs \$300

E) Site Plan Control

Item	Fee
i) Site plan approval <ul style="list-style-type: none"> a) An additional fee will be added if building or addition is equal to or greater than 3,716 square metres or 40,000 square feet, or greater than 50 units. 	\$3,639.00 \$1,138.00
ii) Amendment to a site plan agreement	\$2,445.00
iii) Minor amendment to a site plan agreement (Section 8.3.3)	\$451.00
iv) Site plan approval for infill developments	\$1,927.00
v) Letter of conformity relating to site plan agreement compliance	\$105.00

F) Plan of Subdivision, Vacant Land Condominium and Common Element Plans of Condominium

Item	Fee
i) Up to 50 development lots/blocks/units* An additional fee will be added if greater than 50 units is proposed*	\$9,413.00 \$1,309.00
ii) Revisions to draft conditions of approval (recirculation required)	\$1,439.00
iii) Revisions to draft conditions of approval (no recirculation required)	\$519.00
iv) Registration of final plan	\$802.00
v) Extension of Draft Approval	
a) Recirculation required	\$1,439.00
b) No recirculation required	\$519.00

*Applicant is required to provide a reasonable estimate of the lot yield based in a single detached residential zone if the plan is a "block" plan.

G) Standard, Amalgamated, Phased and Leasehold Condominium

Item	Fee
i) Up to 50 units a) An additional fee will be added if greater than 50 units is proposed*	\$5,364.00 \$1,309.00
ii) Revisions to draft conditions of approval (recirculation required)	\$1,439.00
iii) Revisions to draft conditions of approval (no recirculation required)	\$519.00
iv) Registration of final plan	\$802.00
v) Condominium Exemption	\$1,597.00

*Applicant is required to provide a reasonable estimate of the lot yield based in a single detached residential zone if the plan is a "block" plan.

H) Miscellaneous

Item	Fee
i) Deeming Application	\$1,138.00
ii) Driveway Widening Review	\$120.00
iii) Telecommunication Tower Review	\$1,138.00
iv) Applications for the passing of a Part-Lot Control exemption by-law For each additional new part created	\$1,838.85 \$135.56

I) Secondary Suite Registration

Item	Fee
i) Registration of a new Secondary Suite	\$270.00
ii) Renewal of previously registered Secondary Suite	\$165.00

J) General

Item	Fee
i) Letters of conformity (other than By-law 92-75) – with survey	\$105.00
ii) Letters of conformity – without survey	\$90.00
iii) Letters of conformity without survey – 2 business day response time	\$160.00
iv) Letters of conformity with survey – 2 business day response time	\$170.00

Item	Fee
v) Full size registered plans, plans of condominium, city street maps	\$35.00
vi) Custom Plots	\$60.00
vii) Change of Municipal Address	\$170.00
viii) AGCO Agency Approval Letter – Building	\$85.00

THIS IS SCHEDULE "C" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
adopted this 12th day of August, 2024.

COMMUNITY SERVICES FEES AND CHARGES

Special Events

Item	Fee (tax not applicable)
Non-Refundable late fee, expedited service	\$170/application
Road closures that extend beyond approved times	See Schedule "D" Infrastructure Services

Recreation Facilities

Item	Fee (includes tax)
Rental dues where total rental fee is less than \$100	100% of fee, non-refundable
Rental deposit where total rental fee is greater than \$100	25% of fee, non-refundable
Discount to Community Organizations	Maximum of 30%
Discount for underutilized hall and meeting space	Maximum of 50%

Arenas

Summer Ice Rates (April 1 to September 30)

Item	Fee (includes tax)
Standard Rental	\$210.00/hour
Minor Sports	\$210.00/hour
Last Minute Ice Flat Fee	\$60.00/hour

Winter Ice Rates (October 1 to March 31)

Item	Fee (includes tax)
Prime Time	\$250.00/hour
Non-prime Time	\$210.00/hour
Minor Sports (October 1 to April 30)	\$210.00/hour
Last Minute Ice Flat Fee	\$60.00/hour

Arena Floor – No Ice Rentals

Item	Fee (includes tax)
Sports and Short Period Rentals	\$133.34/hour
Private Full Day Rental	\$1,706.30/day
Removal of ice surface cover	\$1,500.00/event

Halls and Meeting Space

Weekdays: Monday to Friday

Single Meeting Room – Games Room & Hall Side Meeting Room (Rotary Complex)

Item	Fee (includes tax)
Up to 8 hours	\$31.64/hour
Beyond 8 hours	\$253.12/day

Double Meeting Room – Upper Lobby (Allman Arena), Mansbridge Room (Rotary Complex), Boardroom & Ritsma Room (Agridplex)

Item	Fee (includes tax)
Up to 8 hours	\$38.42/hour
Beyond 8 hours	\$307.36/day

Banquet Halls – City Hall Auditorium, Tim Taylor Lounge (Rotary Complex), Market, Agridplex Hall (Agridplex)

Item	Fee (includes tax)
Up to 8 hours	\$72.32/hour
Beyond 8 hours	\$578.56/day

Event Halls – Community Halls A/B/C/D (Rotary Complex)

Item	Fee (includes tax)
Single Hall Full Day (Maximum 12 Hours)	\$875.75/day
Single Hall Half Day (Up to Maximum 6 Hours)	\$437.50
Entire Hall (Four Single Halls)	\$3,084.90/day

Weekends: Saturday & Sunday

Single Meeting Room – Games Room & Hall Side Meeting Room (Rotary Complex)

Item	Fee (includes tax)
Up to 8 hours	\$47.46/hour
Beyond 8 hours	\$379.68/day

Double Meeting Room – Upper Lobby (Allman Arena), Mansbridge Room (Rotary Complex), Boardroom & Ritsma Room (Agridplex)

Item	Fee (includes tax)
Up to 8 hours	\$58.76/hour
Beyond 8 hours	\$470.08/day

Banquet Halls – City Hall Auditorium, Tim Taylor Lounge (Rotary Complex), Market, Agridplex Hall(Agridplex)

Item	Fee (includes tax)
Up to 8 hours	\$83.62/hour
Beyond 8 hours	\$668.96/day

Event Halls – Community Halls A/B/C/D (Rotary Complex)

Item	Fee (includes tax)
Single Hall Full Day (Maximum 12 Hours)	\$1,141.30/day
Single Hall Half Day (Up to Maximum 6 Hours)	\$570.65
Entire Hall (Four Single Halls)	\$3,751.60/day

Amenities

Kitchen

Item	Fee (includes tax)
Agridplex	\$118.65/day
Rotary Complex Community Halls	\$175.15/day

Audio Visual

Item	Fee (includes tax)
Wireless microphone	\$67.80/day
Wired microphone	\$29.38/day
Portable TV/VCR/DVD player	\$20.34/day

Electrical Connections

Item	Fee (includes tax)
110V 15 AMP connection	\$23.73/day
110V 30 AMP connection (with panel)	\$40.68/day
220V connection	\$163.85/day

Data Connections

Item	Fee (includes tax)
Wired internet (per single connected unit)	\$61.60/day

Installations

Item	Fee (includes tax)
Stage, 4 section starter (16 feet x 8 feet)	No charge
Stage, additional sections (maximum 24 sections)	\$20.34/day
Removal of ice surface cover	\$1,500.00/event
Judges Platform, 4 section starter (16 feet x 8 feet)	\$813.60/day
Judges Platform, additional sections (4 feet x 8 feet)	\$84.75/day

Bar Charges

Item	Fee (includes tax)
Draft fee	\$85.88/day
Ice	\$47.46/day

Multi-Use Sports Fields

Stratford Agriplex - Indoor

Item	Fee (includes tax)
Single court	\$45.20/hour
All 4 courts for sport tournament use	\$988.75/day
Installation of the Agriplex Fieldhouse flooring protective cover	\$1,500 per event
Removal of the Agriplex Fieldhouse flooring protective cover	\$1,500 per event

Fields/Diamonds - Outdoor

Item	Fee (includes tax)
Single Field/Diamond, 2 hours (maximum 2 hours)	\$70.06/use
Single Field/Diamond, half day (maximum 6 hours)	\$129.95/half day
Single Field/Diamond, full day (8 hours or more)	\$259.90/day
Minor Sport Use	\$15.13/participant
Artificial Turf Field – Full Field (Maximum 2 Hours)	\$113.00/use
Artificial Turf Field – Half Field (Maximum 2 Hours)	\$67.80/use
Temporary Ball Diamond Tournament Outfield Fencing (Packham Sports Complex)	\$375.00/diamond/event

Beach Volleyball, Basketball, Pickelball, Tennis – Outdoor (May 1 – October 31)

Item	Fee (includes tax)
Single court	\$17.45/hour
All 4 courts (8 hours or more)	\$542.40/day

Market Square

Daily Rental Fees

Item	Fee (includes tax)
All of Market Square	\$452.00/day
All of Market Square (Community Organization)	\$56.50/day
Adjacent Parking Area	\$226.00/day
Adjacent Parking Area (Community Organization)	No fee

Upper Queen's Park

Item	Fee (includes tax)
Pavilion	\$46.55/hour
Pavilion – Charitable Event (6 hours or more)	\$116.39/day
Pavilion – Commercial Event (6 hours or more)	\$232.78/day
Permanent Picnic Tables	\$98.93/four-hr period \$145.48/more than four-hr period
Bandshell (Upper Queens and Veteran's Drive)	\$29.09/hour \$14.57/hour (non-profit/fundraising) \$116.39/day (multi-day events)

No charge for community events of remembrance (such as Day of Mourning, Remembrance Day, Vigils).

Non-Profit and charitable organizations receive a 50% discount on commercial rates.

TRANSIT

Standard Transit

Single Ride, Cash

Item	Fee (tax not applicable)
Child (under 5 years)	No charge
Student and Affordable	\$2.50/single
Adult	\$3.00/single
Senior	\$2.75/single

Single Ride, Tickets

Item	Fee (tax not applicable)
Student and Affordable	\$2.25/single
Adult	\$2.75/single
Senior	\$2.50/single

Single Day Pass

Item	Fee (tax not applicable)
Single Rider	\$7.00/day
Family (1 adult plus up to 4 riders)	\$15.00/day

30 Day Pass

Item	Fee (tax not applicable)
Student and Affordable	\$60.00/pass
Adult	\$70.00/pass
Senior	\$60.00/pass

Charters

Item	Fee (tax not applicable)
Charter (minimum charge of \$50.00)	\$96.05/hour

Parallel Transit

In Town, One-Way Trip

Item	Fee (tax not applicable)
Adult	\$3.00/single
Senior	\$2.75/single

In Town, Other

Item	Fee (tax not applicable)
10 Ride Card	\$30.00/card

Passes

Item	Fee (tax not applicable)
Single Day Pass	\$7.00/day
Adult, 30 Day	\$70.00/pass
Senior/Affordable, 30 Day	\$60.00/pass

Out of Town, One-Way Trip

Item	Fee (tax not applicable)
Ride	\$3.00/single plus \$1.47/km

Charters

Item	Fee (tax not applicable)
Charter, In Town	\$35.76/hour plus single ride fee
Charter Wait Time	\$35.76/hour

Recreation Programs**Skating**

Single Admission

Item	Fee (includes tax)
Child (under 5 years)	No charge
General Admission (5 years plus)	\$4.25/single
Family (maximum 2 adults and children under 19 years of age, and all of the same household)	\$15.00/family

Season Pass

Item	Fee (includes tax)
Child (under 5 years)	No charge
Child (5 – 14 years)	\$68.00 (tax not applicable)
Youth (15 – 18 years)	\$70.00/pass
Adult (19 – 54 years)	\$87.00
Senior (55 years plus)	\$74.00
Family (maximum 2 adults and children under 19 years of age, and all of the same household)	\$231.00

Sponsored Skate

Item	Fee (includes tax)
Sponsored Skate (Weekends and holidays, including school holidays)	\$250.00/hour
Sponsored Skate (Weekdays)	\$210.00/hour

Aquatics

Single Swim

Item	Fee (includes tax)
Child (under 2 years)	No Charge
General Admission (2 years plus)	\$4.25/swim
Family (max 2 adults and children under 19 years of age, and all of the same household)	\$15.00/swim

Season Pass

Item	Fee (includes tax)
Child (under 2 years)	No Charge
Children (2 – 14 years)	\$94.00/season (tax not applicable)
Youth (15 - 18 years)	\$107.50/season
Adults (19 - 54 years)	\$155.00/season
Seniors/Special Population (55 years plus)	\$115.00/season
Family (max 2 adults and children under 19 years of age, and all of the same household)	\$295.00/season

Swim Lessons

Item	Fee (tax not applicable)
½ hour (2-week session)	\$88.25/session
¾ hour (2-week session)	\$98.25/session
1 hour (2-week session)	\$105.00
Swim Team	\$170.00/session
Bronze Star	\$105.00
Bronze Medallion	\$235.00
Bronze Cross	\$235.00

Specialized Aquatics Programs

Item	Fee (tax not applicable)
Adapted Aquatics (30 mins)	\$88.25
Water Fitness	\$5.25

Private Swim Rentals

Item	Fee (includes tax)
1 - 30 Swimmers	\$232.75/hour
31 - 125 Swimmers	\$267.70/hour

Sponsored Swims

Item	Fee (includes tax)
Sponsored Swim	\$197.75/hour
Sponsored Free Swim	\$627.15/hour

Day Camps

Item	Fee (tax not applicable)
5-day Week	\$172.50
4-day Week	\$152.00
Swim Camp (10 Days)	\$445.00
Single-day	\$38.00

35+ Programs

Item	Fee (includes tax)
Chair Yoga	\$5.00
Yoga Flow	\$8.00
LivFit	\$8.00
Volleyball	\$5.00

Advertising

Digital Advertising – Indoor Displays

8-inch Advertisement

Item	Fee (includes tax)
1 Month	\$144.64/term
3 Months	\$412.45/term
6 Months	\$819.25/term
9 Months	\$1,226.05/term
12 Months	\$1,638.50/term

18-inch Advertisement

Item	Fee (includes tax)
1 Month	\$288.15/term
3 Months	\$819.25/term
6 Months	\$1,644.15/term
9 Months	\$2,463.40/term
12 Months	\$3,277.00/term

26-inch Advertisement

Item	Fee (includes tax)
1 Month	\$431.66/term
3 Months	\$1,226.05/term
6 Months	\$2,463.40/term
9 Months	\$3,689.45/term
12 Months	\$4,921.15/term

Digital Advertising – Transit Displays

24-inch Advertisement

Item	Fee (includes tax)
1 Month	\$431.66/term
3 Months	\$1,226.05/term
6 Months	\$2,463.40/term
9 Months	\$3,689.45/term
12 Months	\$4,921.15/term

Rink Board Sign Advertising

Item	Fee (includes tax)
For Glass (one time change)	\$355.95/glass
For Year	\$740.15/year

Cemetery

Lots

Item	Dimensions	Land	Perpetual Care	HST	Total
Single Grave	1m x 3m	\$1,037.04	\$691.36	\$224.69	\$1,953.09
2 Grave Plot	2m x 3m	\$2,074.09	\$1,382.72	\$449.39	\$3,906.20
3 Grave Plot	3m x 3m	\$3,110.88	\$2,073.92	\$674.02	\$5,858.82
6 Grave Plot	3m x 6m	\$6,222.28	\$4,148.18	\$1,348.16	\$11,718.62
Child Plot Upright	3ft x 7ft	\$291.06	\$194.04	\$63.06	\$548.16
Infant Plot Flat Marker	2ft x 4ft	\$256.09	\$175.00	\$56.04	\$487.13
Stillborn Plot Flat Marker	2ft x 48in	\$256.09	\$175.00	\$56.04	\$487.13
Cremation Plot Flat Marker	2ft x 2ft	\$385.18	\$256.79	\$83.46	\$725.43
Cremation Plot Flat Marker	2 ft x 4ft	\$770.36	\$513.57	\$166.91	\$1,450.84

Niches

Item	Dimensions	Land	Perpetual Care	HST	Total
Columbarium Wall	144 cubic inch	\$2,228.43	\$393.25	\$340.82	\$2,962.50
Bronze Scrolls	n/a	\$875.50	n/a	\$113.82	\$989.32
Plaque Emblem	n/a	\$20.60	n/a	\$2.68	\$23.28
Level above bottom (per level)	n/a	\$42.23	\$7.45	\$6.46	\$56.14

Avondale Garden Mausoleum

Item	Level	Cost	Maintenance	HST	Total
Section #1	E	\$6,444.90	\$1,611.23	\$1,047.30	\$9,103.43
Premium	D	\$7,733.88	\$1,933.47	\$1,256.76	\$10,924.11
	C	\$9,882.18	\$2,470.55	\$1,605.85	\$13,958.58
	B	\$8,808.03	\$2,202.00	\$1,431.30	\$12,441.33
	A	\$6,015.24	\$1,503.81	\$977.48	\$8,496.53
Section #2	E	\$5,157.08	\$1,289.27	\$838.03	\$7,284.38
Interior Courtyard	D	\$6,444.90	\$1,611.23	\$1,047.30	\$9,103.43
	C	\$8,593.20	\$2,148.30	\$1,396.40	\$12,137.90
	B	\$7,519.05	\$1,879.76	\$1,221.85	\$10,620.66
	A	\$4,726.26	\$1,181.57	\$768.02	\$6,675.85
Section #3	E	\$4,726.26	\$1,181.57	\$768.02	\$6,675.85
Exterior Courtyard	D	\$5,585.58	\$1,396.40	\$907.66	\$7,889.64
	C	\$7,304.22	\$1,826.06	\$1,186.94	\$10,317.22
	B	\$6,293.07	\$1,573.27	\$1,022.62	\$8,888.96
	A	\$4,296.60	\$1,074.15	\$698.20	\$6,068.95

Scattering Garden

Item	Dimensions	Service	Perpetual Care	HST	Total
Sale of scattering services	n/a	\$422.30	\$30.00	\$58.80	\$511.10
Single Memorial Plaque	1in x 6in	\$278.10	\$0.00	\$36.15	\$314.25
Double Memorial Plaque	2.25in x 6in	\$329.60	\$0.00	\$42.85	\$372.45
Double Plaque with text	3.5in x 6in	\$381.10	\$0.00	\$49.54	\$430.64

Interment Charges

Item	Base Rate	HST	Total
License Fee	\$30.00	n/a	\$30.00
Adult Regular Depth	\$939.82	\$122.18	\$1,062.00
Adult Double Depth	\$1,100.43	\$143.06	\$1,243.49
Child 3ft x 6ft opening	\$356.90	\$46.40	\$403.30
Child 2ft x 4ft opening	\$237.93	\$30.93	\$268.86
Stillborn 2ft x 20in opening	\$237.93	\$30.93	\$268.86
Mausoleum Entombment Opening	\$702.66	\$91.35	\$794.01
Cremation Remains (12" x 12")	\$376.33	\$48.92	\$425.25
Cremation Remains (over 12" x 12")	\$513.04	\$66.70	\$579.74
Cremation Remains in Columbarium Niche	\$342.02	\$44.46	\$386.48
Winter Storage	\$327.16	\$42.53	\$369.69

Disinterment Charges

Item	Base Rate	HST	Total
For burial in another cemetery	\$1,813.67	\$235.78	\$2,049.45
For burial in another plot in Avondale	\$2,901.84	\$377.24	\$3,279.08
Cremation 12" x 12"	\$446.13	\$58.00	\$504.13
Niche	\$342.03	\$44.46	\$386.49

Foundations

Item	Base Rate	HST	Total
Priced per cubic foot at minimum cost of \$242.00 plus taxes	\$28.74/cubic foot	Applicable	Contingent on size
Inspection fee	\$78.80	\$10.24	\$89.04
Flat Marker Installation (by Avondale Cemetery Staff)	\$56.65	\$7.36	\$64.01

Foundations – Care & Maintenance

Item	Base Rate	HST	Total
Flat Marker under 173 square inches	\$0	n/a	\$0
Flat Marker over 173 square inches	\$100.00	\$13.00	\$113.00
Up to 4 feet x 4 feet	\$200.00	\$26.00	\$226.00
Over 4 feet x 4 feet	\$400.00	\$52.00	\$452.00

Other

Item	Base Rate	HST	Total
Saturday Burials	\$373.55	\$48.56	\$422.11
Entry of Funerals after hours (per 15 minutes)	\$41.61	\$5.41	\$47.02
Chapel Committal Service	\$102.28	\$13.30	\$115.58
Transfer of Certificates of Internment Rights	\$130.00	\$16.90	\$146.90
Replacement Certificate of Interment Rights	\$30.90	\$4.02	\$34.92

THIS IS SCHEDULE "D" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
adopted this 12th day of August, 2024

INFRASTRUCTURE SERVICES FEES AND CHARGES

Miscellaneous

Item	Fee
Land transfer inquiries	\$65.00 per land transfer inquiry
Street Permit: Hoarding on City Sidewalk Excavation on Road Allowance	\$65.00
Single Trip Oversized Load Permit	\$65.00
Hydration Station Rental	\$30.00 per day

Administrative Fees

Item	Fee
New Sewer and/or Water Connections	\$190.00 plus actual cost of the project
Sewer and/or Water Repairs	\$85.00 plus actual cost of the project
Private Sidewalk and Curb: Driveway widenings or relocation Curb or sidewalk replacement Damage deposit and repair	\$85.00 plus actual cost of the project
Sidewalk or Curb Repair for Utility Companies	\$42.50 per location plus actual cost of the project
Miscellaneous Invoice for Service: Damaged sign and traffic signals Street cleaning (mud, fuel, oil) Sewer flushing Garbage pickup Road Closures for MTO, etc.	Actual cost to provide service including materials. Plus 7% administrative costs with minimum fee of \$85.00
Special Events Road Closure Set-up and Takedown Requiring Barricades Only	\$200 per event
Special Events Road Closure Setup Requiring Traffic Control Plan	Actual costs for provide service including materials. Plus 7% administrative costs with a minimum fee of \$85.00
Payroll Burden on invoices to the public	45%
Warehouse Fee on the invoices to the public for material taken from stock	15%
Temporary Access Across Municipal Property (Policy P.3.6) Fees and damage deposits subject to annual Consumer Price Index increase	\$55 per application, plus damage deposit of \$105 per metre of private property abutting city property
As Built Drawings	\$25.00 per sheet \$25.00 per pdf file

Water Rates

Consumption Charge	2025
First 3 cubic metres	\$3.04 /m3
All additional cubic metres	\$1.24 /m3
Minimum consumption charge	\$9.12

Monthly Flat Charge	2025
Under 1 inch meter	\$10.00
1 inch meter	\$15.25
1½ inch meter	\$19.50
2 inch meter	\$24.00
3 inch meter	\$32.25
4 inch meter	\$42.00
6 inch meter	\$71.50
8 inch meter	\$96.75

Sanitary Sewer

Sewage Service Rate	2025
First 3 cubic metres	\$4.57 /m3
All additional cubic metres	\$1.87 /m3
Minimum consumption charge	\$13.71
Fixed monthly charge	\$11.25

Development, Subdivision, Pre-Servicing, Condominium Servicing Agreements

Item	Fee
a) Administrative fees for preparation of an agreement	\$2,300.00 Plus all legal fees, including registration*
b) Review fees for Engineering Submissions	
i. Variable fee per single detached or semi detached dwelling lot per submission	\$57.40
ii. Variable fee per block per submission (excluding road widening and reserve blocks)	\$114.00
c) Construction Inspection Fee (prior to registration of agreement)	2% of total construction cost estimate
d) Subdivision Tree fee (prior to registration of agreement) Number of required trees to be determined by the Manager of Parks, Forestry and Cemetery	\$350.00 per tree

*an \$8,000.00 initial deposit is required to be applied towards legal expenses. Any costs incurred over this amount will be invoiced separately. If total expenses are less than the initial deposit, a refund along with a continuity statement will be issued for the remaining balance.

MECP Consolidated Linear ECA and Water System Review and Approvals

Item	Fee
Watermain review and approvals	\$1,200.00
Sanitary and Storm Sewers review and approvals	\$1,100.00
Stormwater Management Systems review and approvals	\$1,800.00

Waste Management Rates

Item	Fee
Bag Tag	\$3.86
Bag or Can at Landfill Site	\$5.06
Minimum scale rate	\$25.00
Tip Fee – regular – loose loads of waste	\$94.00 per tonne
Tip Fee – regular – more than five (5) bags or cans of waste	\$94.00 per tonne
Tip Fee – regular – loads of recyclables, brush or yard waste 200 kilograms or greater	\$94.00 per tonne
Tip Fee – Asbestos	\$180.00 per tonne
Tip fee concrete/asphalt	\$5.00 tonne
Scale down – car	\$25.00
Scale down – truck	\$27.00
Scale down – trailer	\$25.00
Scale down- Roll off	\$12.50/cubic yard
Scale down – Packer	\$18.00/cubic yard
Large Item Tag	\$14.00
Recycle Box	\$8.25
Green Bin – 45 litre	\$20.00
White Goods – No Freon	\$25.00
White Goods – Freon Removal	\$45.00
Large Green Bin (commercial only)	\$40.00
IPL Recycle Carts (commercial only)	\$100.00
Organic Kitchen Catcher	\$4.00
Commission Fee on sale of garbage bag tags	5%

An administrative fee of \$25.00, excluding applicable taxes, shall be charged by the City to provide duplicate copies of tickets for tipping fees when requested to do so.

All goods sold are HST applicable and HST is included the price of the goods.

Site Alteration

Item	Fee
Site Alteration Permit Fee	\$510.00
Site Alteration Permit Renewal Fee	\$510.00
Site Alteration Transfer of Permit Fee	\$255.00
Preparation of Site Alteration Agreement Fee (including registration fee)	\$920.00 Plus all legal fees, including registration*

*a \$2,000.00 initial deposit is required to be applied towards legal expenses. Any costs incurred over this amount will be invoiced separately. If total expenses are less than the initial deposit, a refund along with a continuity statement will be issued for the remaining balance.

THIS IS SCHEDULE "E" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
adopted this 12th day of August, 2024

FIRE FEES AND CHARGES

Item	Fee
Officer Incident Report	\$100
Fire Investigation Report	\$130
Property Records Search and Letter	\$100
Property Inspection and Letter (includes residential inspection for a Day Care)	Residential - \$150 for first unit plus \$25 for each additional unit per building. Commercial/Industrial - \$150 for first unit plus \$25 for each additional unit per building, plus \$25 for each 5,000 sq. ft. over 10,000 sq. ft.
Open Burn fire inspection and permit as in By-law 5-2006 as amended	\$100
LLBO Special Occasion Permit/Inspection	\$100
Liquor Licence Application and Inspection	\$150
Fire extinguisher training	\$150 per session, maximum 12 persons; \$10 per each additional person up to a maximum of 20. \$5 for personal certificate if requested.
Fire Department Assistance beyond Normal Requirements or Circumstances (i.e. Fire Staff and Vehicle required for fire watch)	Current MTO rates (\$543.03) per hour per fire vehicle responding and \$271.52 for each 30-minute increment per apparatus after the first hour, plus attending firefighter wages.
Multiple (three or more) responses to false automatic fire alarms caused by the same issue, after building owner has been notified of the issue., Each failure over 3 will be separately billed.	Current MTO rates (\$543.03) per hour per fire vehicle responding and \$271.52 for each 30-minute increment per apparatus after the first hour, plus attending firefighter wages.
Multiple (three or more) failures to notify of system maintenance, within the same two weeks. Each failure over three will be separately billed.	Current MTO rates (\$543.03) per hour per fire vehicle responding and \$271.52 for each 30-minute increment per apparatus after the first hour, plus attending firefighter wages.
Multiple (three or more) Nuisance/malicious responses or violations (i.e. Open Burning Bylaw), over a three month period.	Current MTO rates (\$543.03) per hour per fire vehicle responding and \$271.52 for each 30-minute increment per apparatus after the first hour, plus attending firefighter wages.
Review of propane facility Risk and Safety Management Plans: a) Initial R&SMP review process for a new, existing or expanding propane facility	a) \$400 not including fees for third party or external review;
Subsequent annual review for existing propane facilities	\$200 not including fees for third party or external review.
Re-inspection for Fire Code Non-compliance and/or Deficiencies	\$150
Occupant Load Calculations	\$100

Item	Fee
Tent Inspections	\$100
Storage Site Inspections	\$100
Cost recovery of any third-party or contracted equipment required to aid in fire fighting operations or at any other emergency scene.	Recovery of the billed cost to the Fire Department/Corporation, plus 7% administration fee, with a minimum of \$85.00 fee.

HST applied where applicable.

THIS IS SCHEDULE "F" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
adopted this 12th day of August, 2024

SOCIAL SERVICES FEES AND CHARGES

Anne Hathaway Daycare Centre

Toddler (18 months to 2.5 years)

Length of Time	Fee
Weekly	\$113.68
Daily	\$27.80

Preschool (2.5 to 4 years)

Length of Time	Fee
Weekly	\$99.03
Daily (includes JK and SK)	\$23.79

Nursery School (9:30am to 1:30pm)

Length of Time	Fee
Daily	\$17.33

Before and After School

Length of Time	Fee
Kindergarten	\$6.85 am or pm
Grade 1-6	\$6.63 am or pm

Britannia Street Housing

General Repairs

Item	Fee
Replacement of screens	\$45.00 – small window \$55.00 – large window \$60.00 – exterior door
Replacement of windows (damaged, broken or missing)	\$150.00 – less than 1000 square inches \$500.00 – more than 1000 square inches
Drywall Repair	\$100.00 - 2 square feet and under (per wall) \$120.00 - 2 square feet and over (per wall) up to actual cost
Door Repair	\$100.00 (per door)
Window Repair	\$45.00 (per window)
Replacement of interior doors (includes labour and hardware, as required)	\$140.00 – without frame \$200.00 – with frame
Replacement of Main Building Door	\$5,000.00
Replacement of exterior doors (includes labour and hardware, as required)	\$900.00 – exterior door
Replace kitchen cupboard doors or hinges	\$90.00 per door \$50.00 per hinge pair
Replace kitchen countertop	\$60.00 per linear foot
Wallpaper/border removal (includes shelf/drawer liner)	\$100.00 per wall \$80.00 per border per wall
Additional coat of paint/stain blocking	At cost based on tender pricing
Removal of peel and stick tile	Less than 100 square feet-\$3.00 per square foot More than 100 square feet-\$4.00 per square foot

Damage to flooring	\$10.00 per square foot
Missing handrails	\$100.00 per handrail
Parking for secondary vehicle	\$25.00 per month

Plumbing Repairs

Item	Fee
Install new toilet	\$350.00
Plugged toilet or drain	\$70.00 - \$300.00 per occurrence, depending on if a machine is required
Kitchen taps	\$135.00 (installed)
Vanity sink and taps	\$135.00 (installed)

Electrical Repairs

Item	Fee
Missing light fixtures	\$50.00 – interior/exterior
Broken/Damaged/Painted Receptacles	\$15.00 – for the first three \$5.00/receptacle after first three
Missing (or tampered with) smoke detectors	\$150.00 (* see below)
Broken thermostat	\$75.00
No heat call with no issue	\$75.00
Missing/broken light shade	\$50.00

* Note – additional fines or penalties could apply outside of this fee if other authoritative bodies, such as Fire Department or Provincial authorities, levy additional amounts.

Locksmithing

Item	Fee
Replacement Fob	\$75.00
Repin lock	\$75.00
Replace Unit Door Lock	\$150.00 – replace lock
Replace door handle	\$75.00 – replace handle
Mailbox Key Replacement	\$75.00

Pest Control

Item	Fee
Obligation to comply with treatment plan	Costs will be assessed on a case by case basis

Appliance Replacement

Item	Fee
Fridge replacement caused by damage	\$850.00-\$925.00 per appliance
Stove replacement caused by damage	\$699.00 per appliance

Additional Cleaning

Item	Fee
Fridge	\$75.00
Stove & Oven	\$75.00
Kitchen	\$75.00
Bathroom	\$75.00
Cleaning – Nicotine	Up to \$900.00
Waste Removal of remaining personal property and furniture	\$75.00 – minimum Actual Cost

THIS IS SCHEDULE "G" TO BY-LAW XXX-2024
of The Corporation of the City of Stratford
passed this 12th day of August, 2024

STRATFORD MUNICIPAL AIRPORT FEES AND CHARGES

ITEM	FEE
Fuel Sales	Aviation Gas and Jet A Fuel costs will fluctuate based upon market pricing. Aviation Gas surcharge is listed at \$0.35/litre. Jet A fuel surcharge is listed at \$0.40/litre.
Landing Fees	All commercial/corporate turbofan/turbojet engine propelled aircraft, regardless of the number of engines, will be charged a \$100 flat rate. All commercial/corporate multi-engine aircraft, which includes piston or turbine/turboprop powered aircraft and multi-engine turbine helicopters, will be charged a \$50 flat rate. All commercial/corporate single engine piston or turbine/turboprop powered aircraft will be charged a \$25 flat rate.
Aircraft Parking Fees	Fee for all aircraft is \$80.00 per month and \$10 for an overnight stay.
	\$0.26 per square foot (covered and uncovered footprint).
Airport Terminal Building Rental Fees	\$9,000 per year.
Airport User Fees	\$300 per based private aircraft or \$500 per based commercial aircraft, charged annually.
Farmland Lease	\$28,000 per year

HST applied where applicable.



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Members of Council
From: Audrey Pascual, Deputy Clerk
Report Number: COU24-083
Attachments: None

Title: Crossing Guard Services – Contract Extension

Objective: To seek Council authorization to extend the contract with Commissionaires Great Lakes (CGL) for the provision of crossing guard services for a one-year term until June 2025.

Background: The City of Stratford provides contracted crossing guard services at 18 locations. Seventeen of the locations have one crossing guard and one location has two crossing guards and the contract includes a supervisor. The purpose of this service is to provide the crossing of students, from JK to Grade 6, while they walk to and from school at specified intersections within the City as warranted by the *Highway Traffic Act*.

The last request for proposal (RFP) for crossing guard services was issued in 2019 for a three (3) year period, with an option to renew for an additional two (2) one-year terms. CGL was awarded the contract in 2019. The City exercised the two extensions with the final one ending in June 2024. CGL has provided crossing guard services for the City of Stratford since 2014. The company also currently provides contracted services to the City for parking enforcement.

Analysis: During the 2024-2025 school year, there was a staffing shortage due to crossing guard resignations and a lack of applicants to fill the positions. Staff and the contractor widely advertised the job postings however due to the hours of work (one hour in the morning, and one hour in the afternoon), the challenge with filling the vacant positions persisted.

Staff explored alternatives for the 2025-2026 school year including providing in-house crossing guard services. As an in-house service, City staff would coordinate the day-to-day activities and handle the recruitment and training of the crossing guards. The crossing guards would become City employees. Following this review, and in

consultation with the Human Resources Department, it was determined that moving to an in-house service would not be feasible for the upcoming school year due to the timelines as well as the staffing requirements.

Staff are recommending a one-year contract extension for the crossing guard services with CGL. CGL has committed that they will work with City staff to ensure that staffing levels for the 2025-2026 school year will meet the required level of service.

Staff have reached out to CGL requesting an extension of the contract for a one-year term for the 2024-2025 school year. CGL has confirmed that they are agreeable to the proposed extension. CGL has requested a 3% cost of living increase for the wages for the crossing guards and crossing guard supervisor but no further changes to the contract are being proposed.

Staff will continue to investigate options and will report back to Council regarding a recommended solution for the 2026-2027 school year and beyond.

Financial Implications:

Financial impact to current year operating budget:

In 2024, \$250,000 was budgeted for the crossing guard service, consistent with previous years. It is estimated that the total cost for 2024 will be within budget.

Financial impact on future year operating budget:

Based on the proposed wage increase, the 2025 cost for CGL would be \$156,855 [January to June 2025].

Alignment with Strategic Priorities:

Intentionally Change to Support the Future

This report aligns with this priority as crossing guard services enhances community safety reflecting the City's commitment to value and protect its residents. The City's proactive approach of addressing the evolving needs of the community further reinforces its commitment to adapting and leading through change.

Alignment with One Planet Principles:

Travel and Transport

By providing safe travel routes for parents and children, this service helps reduce the need to travel and it encourages walking, cycling and other low carbon transport.

Staff Recommendation: THAT a contract extension with Commissionaires Great Lakes for the provision of Crossing Guard Services in the City of Stratford, for a one-year term ending in June 2025 be authorized;

AND THAT the Mayor and Clerk, or their respective designates, be authorized to execute all necessary extension documents.

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



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Council
From: John Ritz, Supervisor of Homelessness and Housing Stability
 Kim McElroy, Director of Social Services
Report Number: COU24-084
Attachments: None

Title: Intensive Case Management (ICM) Program Update

Objective: To provide an information report to Council regarding the rebranding of the program formerly referred to as the Supported Housing of Perth Program (SHOPP) which is delivered by the City of Stratford and local partnering agencies. The funding resources have changed since the program's inception.

Background: Since September 2018, the Supported Housing of Perth Program (SHOPP) has provided housing assistance and wrap-around supports, to locally established priority groups. This includes youth, families with dependant aged children, individuals exiting provincial institutions, and those chronically experiencing homelessness or self identify as Indigenous.

As the Consolidated Municipal Service Manager (CMSM) for homelessness, the City of Stratford Social Services Department was responsible for the implementation of a housing first program, focusing on supporting chronically homeless individuals, while prioritizing those with the highest levels of acuity, and connecting them with an Intensive Case Manager working with the SHOPP program. In addition to being connected to an Intensive Case Manager, funding allocations were also made available for individuals in the program including a housing allowance to assist with the high costs associated with the rental units, as well as funding to assist with eviction prevention, and for life stabilization.

Analysis: In 2021 the provincial government combined the funding resources across the Community Homelessness Prevention Initiative (CHPI) that included the Home for Good Funding, into one stream of funding now called the Homelessness Prevention Plan (HPP). As a result, funding streams available when the program was implemented are no longer available to SHOPP participants or the landlords participating in the SHOPP program.

As a result of the cancellation of the SHOPP program and unavailability of additional benefits previously available, the City is faced with the ongoing challenge of having to redefine a program that is no longer available.

The challenge with the current name and funding changes, is that landlords or people connected to the program, signed on with the initial financial benefits associated with SHOPP. The City has circulated a letter confirming the end of SHOPP and benefits to the participating landlords as of June 1, 2024.

The funding however remains available under the HPP program through the Housing Stability Bank, to assist with first and last month rents, utility and rent arrears, insurance, and furniture costs, confirming that the ICM program will still offer Intensive Case Management supports, to prioritized populations including those who qualified for the SHOPP program.

Financial Implications:

Not applicable:

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

Alignment with Strategic Priorities:

Building Housing Stability

Together we help provide safe, attainable, affordable and supportive places to live.

Alignment with One Planet Principles:

Not applicable: This report is an information report to Council related to a revised program due to funding changes.

Staff Recommendation: THAT the report titled, "Intensive Case Management (ICM) Update" (COU24-084), related to the rebranding from the Supported Housing of Perth Program (SHOPP) model due to the funding source changes, be received for information.

Prepared by: John Ritz, Supervisor of Homelessness and Housing Stability

Recommended by: Kim McElroy, Director of Social Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Council
From: Adam Betteridge, Director of Building and Planning Services
Report Number: COU24-087
Attachments: Letter Dated August 1, 2024 - Request to Extend Timeframe for Part Lot Control Exemption

Title: Request to Extend Timeframe for Part Lot Control Exemption for the Daly Avenue and Worsley Street Residential Development

Objective: To consider the request of Daly Development Inc. of extending the 18-month time frame imposed on the Part Lot Control Exemption By-law 20-2023 (Part Lot Control Exemption for Lots 1 to 11, Plan 44M-91) for a period of 6 months. The requested extension will allow additional time for the completion of the required retaining wall and facilitate the required easements.

Background: Council granted draft approval for the proposed subdivision, and other lands, at the October 12, 2021, meeting. The development is located on the north side of Daly Avenue between St. Vincent Street South and Birmingham Street. The subdivision consists of 11 lots for two (2) single detached dwelling units, seven (7) semi-detached dwelling units, and two (2) duplex dwelling units on lands identified as 40, 48, 50, 60, 66, and 72 Daly Avenue.

On February 27, 2023, following its consideration of Management Report COU23-030, Council authorized the execution of the subdivision agreement for this development, as well as passed Part Lot Control Exemption By-law 20-2023 for the purpose of facilitating the required maintenance easements over the various lots for the retaining wall as well as sanitary and storm sewer connections.

Analysis: The agent for the developer, Caroline Baker of Baker Planning Group, has provided the attached letter detailing the matter and the reasoning for the request. Staff are supportive of the request to extend the part lot control exemption timeframe for an additional 6 months.

To facilitate this request, it is recommended that Council amend the date of expiry of By-law 20-2023, which currently expires at the end of August 2024.

Financial Implications:

Not applicable:

There are no changes to those originally noted in Management Report COU23-030 (Feb 27, 2023).

Alignment with Strategic Priorities:

Not applicable: There are no changes to those originally noted in Management Report COU23-030 (Feb 27, 2023).

Alignment with One Planet Principles:

Not applicable: There are no changes to those originally noted in Management Report COU23-030 (Feb 27, 2023).

Staff Recommendation: THAT Council authorize an extension of the original Exemption from Part Lot Control, as set out in By-law 20-2023, for an additional 6-months in order to facilitate the easements required for the required retaining wall, sanitary sewers, and storm drainage as they relate to the Daly Worsley subdivision;

AND THAT Council direct staff to prepare such by-law.

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

Recommended by: Joan Thomson, Chief Administrative Officer

Baker Planning Group
PO Box 23002 Stratford
Stratford, ON
N5A 7V8



August 1st, 2024

File No.: 2019-17

Mr. Adam Betteridge, MPA, MCIP, RPP
Director of Building and Planning
Building and Planning Services
The Corporation of the City of Stratford
82 Erie Street
Stratford, ON, N5A 2M4

**RE: Part Lot Control Exemption By-law – Extension Request
Registered Plan 44M-91
Worsley Street Residential Development, Stratford
Daly Development Inc.**

On behalf of Daly Development Inc. ("Owner"), we are submitting a request to extend the expiry date of the Part Lot Control Exemption By-law 20-2023 for Lots 1 to 11, Registered Plan 44M-91.

The Exemption By-law was passed by City of Stratford Council on February 27th, 2023, to permit the creation of required easements for the approved retaining wall as well as sanitary and storm sewer connections within the individual lots in the Plan of Subdivision. Since the passing of the By-law, the Owner has been working with its engineering consulting team to refine the detailed design of the retaining wall to minimize the size and extent of the wall. This additional time for detailed design has delayed the construction of the retaining wall and the registration of the associated easements contemplated in the Exemption By-law.

The Exemption By-law, exempting the land from part lot control under the Planning Act will expire on August 26th, 2024. On this basis, the Owner is requesting an extension to the Exemption By-law for a period of 6 months to provide for the completion of the retaining wall design and the registration of the easements. It is noted that in subsection 2 of the Exemption By-law, provision is provided for Council to consider extending the expiry date of the by-law.

In support of the request to extend the expiry date of the Exemption By-law, please find enclosed an updated draft of the Exemption By-law for review by the City.

It would be appreciated if this request could be scheduled for the next available Council meeting. Should you have any questions or comments, please let us know and we would be happy to discuss further.

Kind regards,

A handwritten signature in blue ink that reads "Caroline Baker".

Caroline Baker, MCIP, RPP
Principal

c.c. Daly Development Inc.



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Council
From: Tatiana Dafoe, City Clerk
Report Number: COU24-088
Attachments: Appendix A: Final Closed Meeting Investigation Report 36684-7

Title: Closed Meeting Investigation Report 36684-7

Objective: To receive the Closed Meeting Investigation Report No. 36684-7 dated July 25, 2024.

Background: As of January 1, 2008 any person may request that an investigation be undertaken questioning whether a municipality or local board, or a committee of either, has complied with the closed meeting rules outlined in the Municipal Act, 2001 (the Act).

Pursuant to Section 239(2) of the Act, the City has appointed Local Authority Services Limited (LAS) to provide Closed Session meeting investigation services to the City. LAS is a subsidiary of the Association of Municipalities of Ontario (AMO). It is the role of the investigator to determine compliance with the Municipal Act or the City of Stratford's Procedure By-law with respect to closed meetings and provide a report on the results of such investigations.

LAS has retained and delegated authority to Cunningham, Swan, Carty, Little & Bonham LLP to act as the alternate closed meeting investigator to its participating municipalities. As the closed meeting investigator, they are authorized to conduct investigations on meetings or parts of meetings which are closed to the public.

Section 239 of the Act provides that all meetings of a municipality, including its Council, local boards, and committees, shall be open to the public. Section 239(2) includes a list of exceptions that may be considered in a session closed to the public.

Analysis: On July 4, 2024, the Clerk's Office received a request to investigate the January 8, 2024, and June 3, 2024, Committee of the Whole In-camera Sessions. The request concerned the decision-making process leading to the City entering into Minutes of Settlement in an Ontario Land Tribunal matter.

The request was provided to the Closed Meeting Investigator and the final report with the findings of their investigation is attached as Appendix A. The report from the Investigator concluded that:

- “In terms of the January 8th meeting, we repeat our finding that the rules regarding closed sessions were followed...” and
- “the complaint does not disclose any violations of the closed session sections of the Act”.

Closed meeting investigation services are funded by the City with \$50,000 having been included in the 2024 budget. Under the City’s contractual arrangements with the Local Authority Services (LAS), a business services arm of AMO, a \$200 per year retainer is paid to serve as the City’s closed meeting investigator. A further fee paid at an hourly rate, plus taxes and reasonable out of pocket expenses, is also payable upon receipt of an itemized invoice. The City has not received the invoices for work performed.

Approximately \$20,000 is placed in a reserve annually to cover any additional costs for closed meeting investigation services. The City will continue to place funds in the annual budget for these services.

Financial Implications:

Financial impact to current year operating budget: There are no anticipated impacts to the 2024 operating budget outside of the budgeted amounts noted.

Financial impact on future year operating budget: There are no anticipated impacts to future year operating budgets outside the budgeted amounts noted.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the Municipal Act provides that any person or corporation may request an investigation into a closed meeting.

Alignment with One Planet Principles:

Not applicable: This report does not align with One Planet Principles as the Municipal Act provides that any person or corporation may request an investigation into a closed meeting.

Staff Recommendation: THAT the Closed Meeting Investigation Final Report 36684-7 dated July 25, 2024, be received for information.

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

Tony E. Fleming
Direct Line: 613.546.8096
E-mail: tfleming@cswan.com

CONFIDENTIAL

July 25, 2024

SENT BY EMAIL TO: TDafoe@stratford.ca

Mayor and Members of Council
c/o Tatiana Dafoe, City Clerk
City of Stratford
1 Wellington Street
P.O. Box 818
Stratford, ON N5A 6W1

Dear Mayor and Members of Council:

**RE: Closed Meeting Investigation
Our File No.: 36684-7**

On July 4, 2024, our office received a complaint which primarily concerned the decision making process leading to the City entering into Minutes of Settlement in an Ontario Land Tribunal (“OLT”) matter. That complaint named two meetings at which the matter was discussed – January 8, 2024, and June 3, 2024. Both discussions occurred in closed session. The complaint also included a number of general concerns and questions about the decision making process leading to the signing of these minutes.

At the time this complaint was received, our office was already finalizing a report concerning the same Minutes of Settlement. That report specifically concerned the January 8, 2024, meeting as well as the decision to enter into the Minutes. Our report had not yet been publicly released at the time that the present complaint was made. Subsequently, it was made public at a Council meeting on July 8, 2024.

In terms of the January 8th meeting, we repeat our finding that the rules regarding closed sessions were followed, and would refer the reader to our report as received by Council for

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TEL: 613-544-0211
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EMAIL: [INFO@CSWAN.COM](mailto:info@cswan.com)
WEB: WWW.CSWAN.COM

information July 8, 2024. The same can be said of the overall concern regarding approval of the Minutes of Settlement; after conferring with City staff, we were advised that the Minutes of Settlement were approved under the Chief Administrative Officer's delegated authority. Although it is beyond the scope of our jurisdiction to investigate or confirm delegated authority, we were provided a copy of a by-law that appears to provide this authority.

The only issue that is included in the present complaint that was not part of our prior report is the June 3, 2024, meeting. We reviewed the minutes of that meeting. They provide an update on a matter before the OLT and the steps that were taken in this regard, and therefore clearly fall under the exceptions for solicitor-client privilege and matters before a tribunal. The only vote held on this agenda item was to receive the City solicitor's update on the matter; as discussed in our prior reports, this is an appropriate closed session vote.

Therefore, we find that the complaint does not disclose any violations of the closed session sections of the *Act*.

Sincerely,

Cunningham, Swan, Carty, Little & Bonham LLP

Tony E. Fleming, C.S.
LSO Certified Specialist in Municipal Law
(Local Government / Land Use Planning)
Anthony Fleming Professional Corporation
TEF:jm

Date: July 25, 2024

To: Mayor and Councillors

On behalf of the Canadian Federation of University Women, I am writing to ask City Council to once again approve the lowering of the Flag at City Hall on December 6th, the anniversary of the 1989 Montreal Massacre. Reminding us that on that date 14 women were murdered and 14 people were injured at the Ecole Polytechnique in a Misogynist massacre of female students. And that sadly the horror of violence against women still haunts us.

The lowering of the flag ceremony last year garnered a huge audience and it was covered extensively in all the local papers. The presence of the mayor, many counsellors and our M.P. reinforced Stratford's endorsement of Recommendation #1 of the Renfrew Inquest that "Intimate Partner Violence and Violence Against Women are epidemic".

We would like to thank all who attended and made this ceremony so meaningful last year and ask if on December 6th the city will once again lower the flag, with the Mayor attendance.

With many thanks,

Leora Rissin

CFUW

Committee to Eliminate Violence Against Women

PROCLAMATION

OVERDOSE AWARENESS DAY 2024

WHEREAS Addiction in its various forms creates a tremendous burden to individuals, families and communities in the City of Stratford;

AND WHEREAS Opioid use and overdose have reached crisis levels in all communities

AND WHEREAS So many citizens over the years have been impacted by Opioid use and overdose

AND WHEREAS Internationally August 31st has been declared Overdose Awareness Day

NOW THEREFORE I, Martin Ritsma, Mayor of the City of Stratford, DO HEREBY PROCLAIM Saturday August 31st as

OVERDOSE AWARENESS DAY

In the City of Stratford.

Martin Ritsma
Mayor



September 28th is National British Home Child Day in Canada, as proclaimed by the Government of Canada in 2017. Home Child Canada is seeking your participation in the Beacons of Light Tribute on September 28, 2023. Beacons of Light has been held yearly since 2019 to honor the memory of Home Children. Communities illuminate memorials, monuments, buildings and/or host gatherings and educational events across Canada. I am a volunteer from the group Home Children Canada, a registered charity that seeks to promote awareness of the Child Migration Scheme to Canada. <https://www.britishhomechildren.com/>

Home Children Canada focuses on assisting Home Children and their descendants to find information on lost families (free of charge) and we safely secure and catalogue historical artifacts (trunks/medals/books). Our charity works to educate the general public about this little-known International Child Migration scheme which began in the late 19th Century continuing until the 1970's. Thousands of children, of all ages came to Canada from poor and culturally marginalized families in the British Isles. Children were sent to Canada (and various parts of the British empire) to be used as cheap labor. These children went on to serve in large numbers in WW1 and WW2 as well as make many contributions to Canada. For the large part Canadians are completely unaware of this migration scheme that spanned 4 continents and lasted over 150 years.

These past 4 years Home Child Canada has asked communities and individuals to illuminate memorials, monuments, or buildings, in red, white, and blue or yellow on September 28th. Yellow represents Home Children Canada's floral emblem, the sunflower. The "Porch Light" or "We'll leave the light on for you - In memory of British Home Children," is where we ask individuals to leave their porch light on overnight on September 28th. Many communities have started doing events including gatherings, educational events at museums, flag raising and last year some of our Home Children descendants were invited to participate in a sharing circle with a group of Quw'utsun Elders and community members where we discussed the colonization stories of Canada.

Home Children Canada is excited to welcome you to participate. We look forward to hearing about your event and seeing your pictures. Please feel free to contact me with any questions. On September 28th (or the day of your event) please send me pictures and information for social media.

I am sharing with you the following 3 files:

1. Facts and information about The Child Migration Scheme
2. Why the Sunflower represents Home Children
3. Beacons of Light 2022 video.

If you are willing to participate in these initiatives, please respond to this email as I am the community volunteer for this area. Alternatively, you can contact homechildrencanada@gmail.com



You could be a descendant of a Home Child and not KNOW

An estimated 4 million Canadians are.

*This is a part of Canadian History which has not been openly discussed.
Most Canadians do not know what a Home Child is or that they could be related to one!*

This is still NOT taught in our school as a part of Canadian History!

Who are the Home Children?

From the late 19th Century to 1949 thousands of children, of all ages coming from poor and culturally marginalized families in the British Isles were sent to Canada (and various parts of the British empire) in a little-known migration scheme. The migration scheme effectively helped to address the labor needs of Canada's growing nation. Children were used for cheap labor on farms and as domestics throughout Canada. Many Home Children spent their lifetime searching for lost family.

The propaganda disseminated by the sending organization regarding these children was carefully crafted to rationalize their actions, portraying themselves as altruistic benefactors of "orphans." Only 12% of children were true orphans. Portrayed to be sending children to a better life, sending children to Canada, in reality, exposed them to significant dangers and jeopardized their well-being, placing their lives at risk.

Over 30 organizations and individuals became involved with child migration. Some of the larger ones include: Maria Rye, Annie MacPherson, Fegan, Quarriers, Barnardo's,

Middlemore, Catholic Emigration Society, Emma Stirling, Church of England Waifs and Strays and Fairbridge. The propaganda supporting the continuation of these migration schemes overrode numerous reports, laws and measures that come into place within Canada (as well as within the United Kingdom) that should have legally and ethically stopped the migration scheme long before the programs stopped in May 1948.

Throughout the years, many voices were raised against child migration, but not voices of concern for the well being of the vulnerable children. Unfortunately, when they did voice their opinions, they focused on unfounded fears about the children introducing diseases and engaging in undesirable behaviors in Canada. Many members of the Canadian House of Commons and the Canadian medical community perpetrated the thought that the children were diseased and carried syphilis. They erroneously suggested that it was only a matter of time before the effects of their alleged diseases would be felt. In fact, the Home Children were described in the Canadian House of Commons as "nearly all diseased savages" and likened to garbage being thrown into your back yard and being allowed to stay there. It is crucial to recognize that these claims lacked factual evidence and were rooted in prejudice rather than genuine concern for the welfare of the children.

The local economies in Canada predominantly revolved around farms, and as such, Home Children were often placed in farming or domestic labor positions. Children often found themselves being moved from farm to farm to farm. Unfortunately, there is limited evidence showcasing any concern for the psychological well-being of these children, who, from a modern Western perspective on child-rearing, were deprived of their family, heritage, homeland, and childhood. The stigmatization and ostracization experienced by these children in Canada led most of them to remain silent about their Home Child status throughout their lives. The shame they carried became deeply ingrained in their souls, to the point where even sharing this part of their history with their own families was unbearable.

Not only has the narrative of the Home Children been overlooked in Canadian history, but their significant contributions to the construction and defence of the nation have also been ignored. Over 25,000 Home Children demonstrated their dedication and patriotism by enlisting and serving in various wars, including more than 10,000 "Home boys" who joined the armed forces during the First World War alone. For some Home Children, enlisting in the war provided an opportunity to reconnect with their families in the United Kingdom, as they hoped to locate their relatives during their service. Tragically, many of these brave individuals lost their lives while serving, making the ultimate sacrifice for their country. It is important to acknowledge the honor with which all Home Children served, displaying courage and commitment in the face of adversity. Their contributions and sacrifices should be remembered and appreciated as an integral part of the nation's history.

It is equally important to recognize that the majority of Home Children survived the horrendous conditions they were forced into. They went on to create lives, form families, and make substantial contributions to Canada, as well as any other country they resided in. Canada alone is home to over 4 million of their descendants. Their stories deserve recognition, as they provide valuable insights into both the hardships they faced, their resilience in overcoming adversity and the growth of Canada as a nation.



About Home Children Canada

CRA Charity Registration Number # 792523003RR0001



The leader in continuing the mission to bring the true stories of the British Home Children to light, maintain their memory, and to reunite the families separated by the child migrant schemes.

Home Children Canada (HCC), formerly known as British Home Children Advocacy & Research Association (BHCARA), was launched in 2012, operating for a decade before taking on our new name and achieving charitable status. Our work has been instrumental in bringing awareness to the story of the over 100,000 children brought to the shores of Canada. We are exceptionally proud of our work with the service of the Home Children in the Wars and the key role we played in the recognition of their service by Veterans Affairs Canada. Home Children Canada has done over 400 presentations, created award-winning exhibits, and participated in films, documentaries, studies, and the writing of books.

Home Children Canada is supported by a strong team of volunteers who are credited with reconnecting countless descendants with their past. We are dedicated to ensuring HCC becomes sustainable and protects the legacy of our Home Children. They deserve no less.

Supporting Our Work

We need to continue to educate Canadians and preserve the memory of the British Home Children for future generations.

Please consider supporting the work of Home Children Canada. Your contribution, however small, will play a vital roll in ensuring the memory and contributions of the BHC to Canada will never be forgotten. All donations are tax deductible.

To donate: We are registered with Canada Helps
www.canadahelps.org
 or visit www.HomeChildrenCanada.com

Thank you

Suggested reading

Historical books:

Emma Stirling - Died Unmarried by Lori Oschefski
 The Little Immigrants by Kenneth Bagnell
 The Golden Bridge: Young Immigrants to Canada by Marjorie Kohli
 Uprooted - Roy Parker
 Labouring Children by Joy Parr
 For the Sake of the Children by June Rose
 The Home Children by Phyllis Harrison

Biography

Too Afraid to Cry by Pat Skidmore
 Neither Waif nor Stray by Perry Snow

Children's books

Charlie - A Home Child's Life in Canada By Beryl Young
 Orphan at my Door - Dear Canada series

Fiction Books

No Ocean Too Wide and the sequel No Journey Too Far by Carrie Turansky

All listed books are available on Amazon.ca,

Contact Us

Home Children Canada

www.homechildrencanada.com

British Home Child Registry

Now containing details on over 83,733 children

www.britishhomechildrenregistry.com

Home Children in Canada - research site

Thousands of children are mentioned here as well as comprehensive historical information.

www.CanadianBritishHomeChildren.weebly.com

Facebook:

We have a experienced team of researchers available to help with your research. With almost 11,000 members we are the largest group of BHC descendants and interested persons in the world. We have many experienced researchers available to help families at no cost. Researching Home Children is a specialized field.

**Home Children Canada Research Group
 or our Home Children Canada page**

*We also offer help through email to
HomeChildrenCanada@gmail.com*

Read about: The Declaration on the Rights of the Child, the Home Child's gift to the future generations of children.

<https://archive.crin.org/en/library/legal-database/un-declaration-rights-child-1959.html>

Canadian Best Seller!

" **The Forgotten Home Child**" is a poignant, edgy, and skillfully written portrayal of a Home Child's experience that typified so many. The absence of any sugar coating makes this story come to life and brings a level of reality that is often lacking--an emotional journey well worth reading." - Lori Oschefski

Lori served as the historical consultant for "The Forgotten Home Child" by Canadian best selling author, Genevieve Graham. Released in 2020, this book was the Canadian best seller for four months.





Beacons of Light 2023 - September 28 2023

Let the celebration begin...silenced no more!

NOVA SCOTIA

- Illumination - Nova Scotia Legislature- Halifax
- Illumination - Halifax City Hall - Halifax Reg. Municipality
- Illumination - Town of Digby - Lighthouse at Waterfront Park
- Illumination - Sydney Port Authority - Big Fiddle, Sydney Waterfront, CBRM
- Proclamation - Premier of Nova Scotia
- Proclamation - Cape Breton Regional Municipality, Sydney
- Social Media - Municipality of the District of Yarmouth
- Social Media/brochure handouts at the farm - Dakeyne Farm's Sunflower Maze, Mount Denson
- Illumination - Astor Theatre - Liverpool
- Proclamation - Cape Breton Regional Municipality
- Social Media - Municipality of County of Inverness, Port Hood, Cape Breton
- Display - Halifax CENTRAL Library confirmed display-Halifax
- Proclamation - Municipality of the County of Antigonish - Beech Hill

NEW BRUNSWICK

- Downing Street, Downtown Place Avenir Centre - City of Moncton
- Illumination - Legislative Building - Fredericton
- Illumination - Blink Box Signs, Woodstock

ONTARIO

- Proclamation, Belleville Sign & Belleville Bridge Light up & Quinte Sport and Wellness Centre QSWC, Belleville
- Illumination - Kingston City Hall - Kingston
- Illumination Springer Market Hall, Kingston
- Proclamation - Quinte West (formerly Trenton)
- Flag raised - Township of Stone Mills
- Proclamation - Prince Edward County
- Trent Hills Library Display and Presentation, Trent Hills
- Illumination - Clock Tower & Flag raising, Trent Hills
- Lighting the Veterans Skyway Bridge - Quinte West
- Lighting the Quinte West Sign in RWB - Quinte West
- Proclamation & lighting the falls - Napanee
- Proclamation - Bancroft
- Proclamation & lighting of fountain - Stoco Lake, Tweed
- Proclamation - City of Ottawa
- Illuminations - City Hall & Hazelbrae Monument - Peterborough
- Illumination - Centennial Fountain - Little Lake
- Proclamation - Clarington
- Proclamation - Port Perry, Township of Scugog
- Proclamation - City of Whitby
- Proclamation - Pickering
- Proclamation - Markham
- Proclamation - Milton
- Proclamation - Collingwood
- Proclamation & flag raising 27th - Aurora
- Proclamation/Illumination - Fred A Lundy Bridge & Riverwalk Commons & Flag Raising - Peace Park -Sept 25-29 - Town of Newmarket
- Illumination - CN Tower - Toronto
- Illumination - Clock Tower - Mississauga
- Illumination - waterfront - Oakville
- Proclamation & Illumination - City Hall - Oakville
- Brampton City Hall Clock Tower, Brampton
- Illumination - Pier & Proclamation - Burlington
- Illumination - Hamilton Signature Sign - Hamilton
- Sunflower placing on BHC graves - Grimsby
- Illumination - Downtown Bridge Lighting - Welland
- Proclamation - Town of Bancroft
- Brock University - St. Catharines
- Sign & Social Media - Port Colbourne Historical & Marine Museum
- Proclamation - Municipality of Chatham-Kent
- Illumination - Civic Centre - Municipality of Chatham-Kent
- Illumination of City Hall & Proclamation - Windsor
- Proclamation - Stratford
- Proclamation - London
- Prayer - Zion Philipsburg Evangelical Lutheran Church- Baden
- Illumination - Parkwood Institute Western County Wings - London (Home of Sir George Beardshaw)
- Illumination - Maple Leaf Motel - Goderich
- Illumination - Parkwood Institute Western County Wings - London
- Illumination of Niagara Falls - [Live Cam](#)
- Proclamation & Flag Raising - Town of Fort Erie

NEWFOUNDLAND • Lets get one shining here!

PRINCE EDWARD ISLAND

- Illumination & Flying the BHC Flag - City of Charlottetown
- Illumination - City of Summerside - City Hall in Yellow; Social Media

QUEBEC

- Illumination - Montréal Tower, Montreal - (Info shared on Social Media)
- Illumination - Canterbury Christchurch - Canterbury
- Flag Raising 11 am - Musee Missisquoi Museum - Stanbridge East
- Proclamation - Township of Melbourne
- Flag & Laying a Wreath - Lac Brome Museum - Knowlton

MANITOBA

- Manitoba Museum of Human Rights - Winnipeg (Information to be shared via social media)
- Manitoba College of Social Workers - Article in their newsletter - Winnipeg
- Lt.-Gov. of Manitoba - Anita Neville - Yellow Lighting of Government House - Winnipeg
- Illuminations - Esplanade Riel & Winnipeg sign - Winnipeg

SASKATCHEWAN

- Proclamation & Museum & Library Event - Prince Albert
- Frenchman Butte Heritage Centre, Frenchman Butte
- Proclamation - City of Saskatoon
- Proclamation - North Battleford
- Library display at Lloydminster, AB/SK
- Proclamation - North Battleford, SK
- Illumination of entry way at city hall- City of Regina

ALBERTA

- Calgary Tower, Calgary
- Illumination of Telus Spark Center, Calgary
- Olympic Plaza, Calgary
- Reconciliation Bridge - Sept 21- Calgary
- Proclamation & Illumination & presentation by Mayor - City Hall - Red Deer
- Illumination - Light House - Sylvan Lake
- Proclamation - Town of Sylvan Lake
- Leduc Library Display, Leduc
- Illumination - High Level Bridge - Edmonton

BRITISH COLUMBIA

- The Bastion - City of Nanaimo
- Lighting various locations throughout town & website link - Lady Smith
- White Rock Pier - White Rock
- BC Place Illumination - Vancouver
- Illumination of Vancouver Convention Center - Vancouver
- Illumination - Science World - Vancouver
- Proclamation - Vernon
- Prayer - Duncan United Church - Duncan

USA & INTERNATIONAL

- Buffalo and Fort Erie Peace Bridge - Buffalo NY
- Ringing the Bells & Prayer Service - Christ Church Cathedral - Oxford, England
- Illumination - Spinnaker Tower - Portsmouth, Hampshire England
- Illumination - Leasowe Lighthouse, Wirral, England
- Illumination - Liverpool Townhall & St. George's Hall- Liverpool, England
- Illumination - Ranger Reds Zoo & Conservation Park- Pinjarra, Western Australia
- Prayer - St. Mary's Catholic Church Merredin, Western Australia



Beacons of Light 2023 - September 28th, 2023

Let the celebration begin...silenced no more!

PRESENTATIONS, EVENTS & TABLE DISPLAYS IN SEPTEMBER

- Sept 14th - Sir George Beardshaw's 100th birthday celebration - Last known British Home Child survivor & veteran
- Sept 14th - Radio Interview with Pattison Media in North Battleford with Susan Hillman Brazeau
- Sept 14th - GHS Archives volunteer, Ev Page will be presenting at 7:30 pm - Livingston Activity Center, Grimsby
- Sept 16th - Display - North Battleford Library, SK- Susan Hillman Brazeau
- Sept 17th - Sylvan Lake Church - Mill Bay, BC - Presenter - Patricia Skidmore at 1:30 pm
- Sept 18th - Campbellford Seymour Heritage Society - presentation & 7:30 pm
- Sept 19th - Home Children Canada Director, John Jefkins - presenting at Probus Club - Richmond Hill, ON
- Sept 20th - Sackville Hill Senior Centre - Hamilton ON - Sept 20th - 1pm - speaker Joan Knighton
- Sept 23rd - Joint Presentation with Susan Hillman Brazeau & Joan Brewerton - Prince Albert, SK
- Sept 23rd - Komoka Railway Museum - Presentation - History of the Home Children. Interview with George Beardshaw, Stories of other Home Children from 1 to 3pm - Komoka, ON
- Sept 23rd - Edmonton - Presentation & display table - Alberta Genealogy Society 50th Anniversary conference - speaker Kim Farrell with guest author Genevieve Graham
- Sept 24-29th - Sherbrooke Restoration Commission - Sharing HCC printed information with staff who will be there from closing on the 24th to the 29th. Will share HCC logo and some BHC information on the Sherbrooke Village Facebook and Instagram page on British Home Child Day.
- Sept 28th - Great & Share - Lloydminster, AB - with Susan Hillman Brazeau
- Sept 28th - Table display & information - St. Albert Place (city hall) St. Albert, AB
- Sept 28th - Book Display, Local History Room - Halifax Central Library, Halifax, NS
- Sept 28th - Trent Hills Public Library - Campbellford Branch - Join Marg Graham & Dianne Cosway - 2 pm
- Sept 28th - Hamilton-Wentworth District School Board, - recognizing British Home Children Day during their Every Child Matters Walk
- Sept 28th - The Amica Swan Lake retirement residence - will be remembering the Home Children on September 28th - Markham
- Sept 28th - Virtual Webinar - National Day of British Home Children - loyalist.ca/events - 9 am - Shannon McKnight
- Sept 28th - Radio Interview - 12 noon with Taylor McPherson on 650 CKOM/980CKME Saskatoon/Regina - Susan Hillman Brazeau
- Sept 28th - Display - Merredin Regional Library, Merredin, Western Australia, Australia
- Sept 30th - British Home Child Day Event - 1:30 pm - Peterborough & District Sports Hall of Fame at the Peterborough Memorial Centre - Ivy Sucee presenting (Hazelbrae Barnardo Home Memorial Group)
- Oct TBA - Parkwood Institute Western County Wings - London (Home of Sir George Beardshaw) Lori Oschefski presenting to staff in October about the Home Children.
- October 3rd or 4th - CBC Saskatoon Morning - 7:30 am - Susan Hillman Brazeau
- Oct 6th - Frances Morrison Central Library- Saskatoon, SK - Presenter Susan Hillman Brazeau
- Oct 19th (Presentation to the Mayor of Red Deer, Alberta, and members of his Council and Staff)



MANAGEMENT REPORT

Date: July 22, 2024
To: Community Services Committee
From: Victoria Trotter, Council Committee Coordinator
Report Number: COM24-006
Attachments: Stratford Invasive Plant Plan,
 Invasive Plant Management Training

Title: Stratford Invasive Plant Plan 2024

Objective: To consider a recommendation from the Energy & Environment Advisory Committee to adopt the 2024 Stratford Invasive Plant Plan.

Background: In early 2023 the Ecological Working Group of the Energy & Environment Advisory Committee met with the Manager of Parks, Forestry and Cemetery to discuss how to best deal with invasive species and the process to move forward with the development of an invasive species management plan. At the March 2, 2023 meeting, the following motion was made by the Committee:

THAT the Energy & Environment Advisory Committee recognizes the value and recommends the development of an Invasive Species Management Plan for the City.

At the May 23, 2023 Regular Council meeting, Council adopted the following recommendation of the Infrastructure, Transportation and Safety Committee:

THAT the City of Stratford recognizes the value of an Invasive Species Management Plan for the City as a first step towards the goal of reducing invasive species in the City;

AND THAT staff be directed to develop an Invasive Species Management Plan for consideration of Council;

AND THAT Lot Maintenance By-law 94-2008 be amended to include Japanese Knotweed and Phragmites in the list of noxious weeds.

The Manager of Parks, Forestry and Cemetery contacted the Invasive Species Centre in Sault Ste. Marie, who have provided technical experience and produced substantial

supporting material for invasive species plans. The Invasive Species Centre provided a three-step proposal for the City of Stratford to develop a strategy for staff and volunteers to manage invasive species.

At the December 7, 2023 meeting, the following motion as made by the Committee:

THAT the Energy & Environment Advisory Committee spends \$13,842.50 (HST included) from their 2023 Budget for a proposed Master Plan for Invasive Species as presented by the Invasive Species Centre, to continue their work by creating an Invasive Species Management Strategy for the City of Stratford.

Analysis: In April 2024 the Invasive Species Centre completed the Stratford Invasive Plant Plan (the Plan) and Invasive Plant Management Training.

At the May 2, 2024 Energy & Environment meeting the following motion was made by the Committee:

THAT the Energy & Environment Advisory Committee recommends that Stratford City Council adopt the Stratford Invasive Species Plant Plan and for City staff to follow its recommendations.

The Plan states invasive species are considered one of Canada's greatest threats to the survival of our native biodiversity and provides recommendations on management, prevention, and strategies.

A high-level overview of prevention includes staying informed on emerging and arriving threats, enhanced monitoring for Watch List species in priority areas, increase in public awareness and introduction of new policies.

Management includes continuing with current trail inspections, tracing the pattern of infestations, implementing control of high priority species, identifying potential candidates for eradication and incorporation of research and adaptive management.

The Plan recommends establishing a small, annual baseline funding amount as part of the implementation of an invasive plant strategy. Baseline funding would need to be a part of the annual budget process.

Staff in the Community Services Department have reviewed the Plan and have no concerns with adoption subject to the understanding that recommendations in the Plan will be implemented as funding allows.

The Plan recommends including funds in the annual budget to meet the recommendations and reduce invasive species in the City. The Plan does not include the costs associated for completing the recommendations. Staff will be reviewing the Plan

and including the financial impacts of implementation in the departmental workplans and budget for 2025 and subsequent years.

Financial Implications:

Financial impact to current year operating budget:

The impact on the 2024 budget is reflected in the costs approved for the plan. While this project was authorized in 2023, the payment of phases two and three, along with an offsetting transfer from reserve occurred in 2024, resulting in a variance to the 2024 budget for both the revenue and expense lines, and no bottom-line impact.

Financial impact on future year operating budget:

To be determined.

Alignment with Strategic Priorities:

Work Together for Greater Impact

This report aligns with this priority as reducing invasive species will require support from the community.

Alignment with One Planet Principles:

Land and Nature

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

Staff Recommendation: THAT the Stratford Invasive Plant Plan be adopted;

AND THAT staff be directed to implement the recommendations contained in the Plan and to include sufficient resources and funding in the annual budget process for Council's consideration.

Prepared by:

Victoria Trotter, Council Committee Coordinator

Recommended by:

Tatiana Dafoe, City Clerk

Karmen Krueger, CPA, CA, Director of Corporate Services

Joan Thomson, Chief Administrative Officer

Invasive Species Centre

Stratford Invasive Plant Plan

Prepared by:

Colin Cassin and Emily Posteraro

Invasive Species Centre

Sault Ste. Marie, ON

Completed for the Corporation of the City of Stratford

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Introduction

Invasive species are considered one of Canada’s greatest threats to the survival of our native biodiversity. Non-native species arrive from other parts of the world unintentionally through several different pathways or are brought intentionally through horticulture or pet trades. When they establish, spread, and cause negative ecological, societal, or economic impacts in their non-native range, they are considered invasive. These species arrive, often accidentally, and establish in the absence of natural predators. Because Ontario is highly urbanized with a large, mobile population and is a hub for international trade, it has more species of invasive plants than any other province in Canada and is at the highest risk of new introductions (MNR, 2012). These plants often outcompete native flora and create poorer quality habitat for native fauna, compromise human recreational activities and aesthetic values, and are costly and labour-intensive to manage. Invasive plants pose threats to agriculture and forest ecosystems due to their ability to spread quickly, out-compete crop and forest plants, and deteriorate soil quality. Some invasive plants even pose health risks and safety hazards, like giant hogweed, which causes severe chemical burns to the skin after contact, or *Phragmites australis* (henceforth referred to as invasive *Phragmites*), which can obstruct the sight line of drivers.

Municipalities are on the frontlines of invasive species management in Canada. Spending an estimated \$247.9 million annually on invasive species, most respondents to a 2021 National Municipal Expenditures survey reported that they expect the costs of management to increase over the next five years (Vyn, 2021). Out of the five invasive species most frequently reported as a top priority in the province of Ontario, three of them (invasive *Phragmites*, giant hogweed, and wild parsnip) were plants (Vyn, 2021). In Ontario, municipalities and conservation authorities incur immense expenditures for the prevention, detection, control and management of invasive plants. A 2019 survey found that over \$1.3 million was spent by municipalities and conservation authorities on invasive *Phragmites* alone, making up 6.3% of total expenditures on invasive species (Vyn, 2019). Out of the 25 invasive species reported in this survey, 11 were invasive plants, and 4 of these species were in the top 10 most costly invasive species.

To reduce the long-term impacts of invasive species, more investments in prevention are needed across all levels of government. Investing in prevention provides economic returns of up to 100 times higher than the management costs after a species has arrived and spread (Figure 1). Management costs increase and the likelihood of eradication decreases as time passes. At a certain point, populations become impossible to eradicate from an ecosystem and are either managed at a cost to the municipality, or they are left to spread across a landscape causing ever-increasing impacts and losses to the economy, society, and environment.

Although prevention is the most cost-effective approach to mitigating the impacts of invasive species, less than 20.4% of funds spent by Ontario municipalities are spent on prevention programs while an estimated 79.6% of municipal budgets available are spent on control and management (Vyn, Richard, 2019). This suggests that expanded investments in prevention can reduce the community’s long-term

management costs.

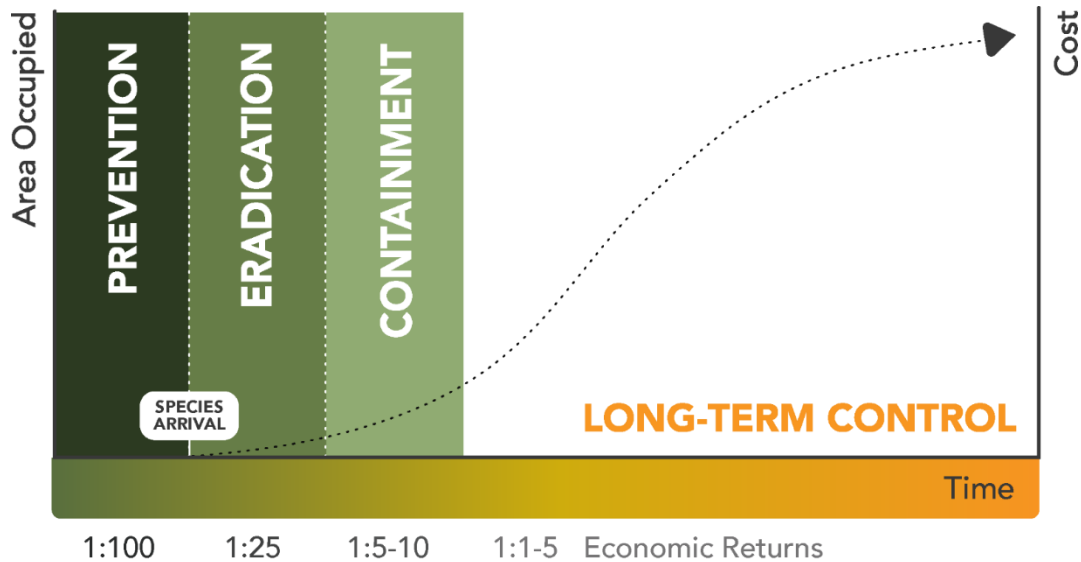


Figure 1. The Invasion Curve illustrates the rising costs of invasive species as they establish and spread over time and the economic impact that is potentially gained as the species is contained and eradicated. Prevention is the most cost-effective approach to invasive species management (Image via the [Invasive Species Centre](#); Adapted from the Generalized Invasion Curve ([Agriculture Victoria, 2010](#)).

The City of Stratford has demonstrated a clear willingness to manage invasive plants through its collaboration with the Upper Thames River Conservation Authority and the Energy and Environment Committee, who suggested that the City develop an invasive plant plan. It is noted in the City's *Urban Forestry Plan* that while tree removal is a last resort in the care and maintenance of the urban canopy, a tree may be removed if it is host to virulent insects or diseases or is chronically invasive to public or private property. Decisions about what species to control, what programs to implement to prevent new arrivals, and how to ensure resources are shared and used effectively across implicated City departments are all challenges that can be addressed with some strategic thinking and an initial pilot program. Natural areas such as T.J. Dolan and Lake Victoria, where commendable invasive plant management efforts are already in progress, offer the City an opportunity to adopt a broader strategic approach to invasive species management.

The Invasive Species Centre (ISC) is a non-profit organization that offers expertise in invasive species management, policy, economics and education. The ISC presents the *Stratford Invasive Plant Plan (SIPP)*. The plan is built around three lists of invasive species: the Occurrence List, the Management List, and the Watch List created for the City of Stratford. It synthesizes work done to date by the City and partners on invasive plants in and around the T.J. Dolan natural area and Lake Victoria. Recommendations and resources to improve prevention and management of invasive plants are included. The scope of management outlined by the SIPP includes City-owned and operated lands, as well as the situations where the City holds relevant oversight such as those governed under the Weeds Act (e.g., Noxious Weeds List) and Lot Maintenance by-law.

Invasive Species Management

The Invasion Curve (Figure 1) demonstrates that the most cost-effective way to address invasive species is prevention and early containment. Unfortunately, many invasive plants arrive undetected and spread

rapidly causing significant harm to Canada’s environment, economy, and society. By the time a strategy is underway, there is typically already a long list of invasive plants that have been established in the focus area and require management. Additionally, it is very uncommon to have sufficient resources to remove every invasive species, so prioritizing where to allocate limited resources becomes a wise step to maximize public investment. Prioritization frameworks can be developed to help make management decisions, starting with sorting invasives into occurrence, management and watch lists. To maximize effectiveness, invasive plant management should be combined with new or updated policies, strategies and implementation plans, and public education.

Prevention

Prevention intercepts pathways of spread to stop a potentially invasive species from arriving in the first place. Pathways of spread are how invasive species move to new locations. They may include the movement of whole species or viable parts of a species via humans, wildlife, vehicles, and commodities, both locally and through international trade routes and borders.

Pathways analyses can inform prevention work. They can be species-specific or address an entire taxon such as invasive herbaceous plants or aquatic invasive species. Pathways can also be identified using geographic areas, such as a natural area or a city park. A natural area can be vulnerable to invasive species depending on the health and integrity of the ecosystems present, recreation and development pressure, and surrounding land use.

Prevention programs are most effective when they focus on multi-species-specific pathways and include a clear call to action. Preventative activities can include monitoring and detection, public education and awareness, and/or specific activities to reduce the likelihood of arrival.

Examples:

- The [Clean-Drain-Dry campaign](#) aims to reduce the spread of aquatic invasive species through public education and the installation of watercraft decontamination stations. These stations enable boaters to clean their boats to reduce the likelihood of spreading invasive plants and invertebrates to other bodies of water. Accompanying signage educates the public about the impacts of invasive species and ways they can reduce their spread.
- Boot brush stations placed at trail heads encourage trail users to brush their boots clean of plant materials and seeds before entering the trail. They can stand alone or be associated with interpretive signage.
- The [Play-Clean-Go campaign](#) targets anyone who recreates outdoors with messaging about cleaning their boots and equipment, checking their pets, and staying on trails to prevent the spread of invasive plants and insects. It also encourages the public to learn to identify common invasive species and report them.
- The [Grow Me Instead campaign](#) targets the horticultural industry with information for the consumer about what native species can replace commonly sold ornamental plants that often escape gardens and establish in parks and natural areas. The campaign aims to encourage consumers to choose native species for their landscaping and gardening projects.
- The [Don’t Move Firewood campaign](#) encourages the public to buy and burn their firewood locally. The movement of firewood is a major pathway of spread for many invasive insects, but invasive plant material and seeds can also travel on firewood.

Management

Eradication/Containment

When prevention is not successful, invasive plants establish and begin to spread. There is a limited time for eradication efforts to occur and succeed; more often the task is about containment.

Containment involves stopping the spread of an invasive species and containing it to one area and requires confidence that the extent of a new invasive species is fully known. Eradication of a contained species can take years, depending on how many reproducing individuals have established and whether the containment activities were successful.

Eradication and containment of invasive species necessitates early detection and rapid response (EDRR). EDRR programs need to be informed to be effective: what species are coming next, what species are just arriving and have not yet widely spread, and what species will require rapid response and pre-arrival preparations for control. EDRR programs commonly focus on newly arriving invasive species from outside the management area, but some property management plans, or city-wide plans, may include species on the containment list when they are recently established, or slow spreading, and there is potential to eradicate them from the focus area. Decisions about rapid response investments are often guided by existing priorities, strategic plans, and property management plans as well as investments being made in adjacent jurisdictions. A land manager may sometimes be required to move quickly and prepare for a new invasive species. A notable example is the emerald ash borer (EAB). EAB arrived in Detroit on wood packaging materials in the early 1990s, reaching Stratford Ontario by 2011. When EAB arrived in North America, not much was known about these insects. The CFIA and local municipalities moved fast with attempts to contain its spread, but EAB proved too aggressive for any containment effort in southwestern Ontario. EAB continues to spread across Canada today.

Effective containment programs will include regular check-ins with a broader invasive species field of professionals to regularly update the watch list, and to keep land manager's alert. Regular updates to the public could increase the likelihood of detecting an incoming invader.

Successful containment and eradication programs are not common, but the eradication of Asian longhorned beetle is one example. After ten years of control work aimed at eliminating the Asian longhorned beetle from Toronto and Vaughan, the Canadian Food Inspection Agency declared the pest eliminated in 2013. The program involved cutting and chipping infested trees and all potential host trees within 400 metres of an infested tree, followed by surveys to determine if any beetles remained. After 5 years of no detection of beetles or infested trees, the pest was declared eradicated.

Long-term Management

If an invasive plant is not successfully prevented, contained, or eradicated, it may establish and spread beyond any possibility of eradication without a longer-term management strategy. Any species targeted for long-term management without a strategic plan for how to control its extent and spread will often fail to achieve containment of the target species.

Long-term management strategies can be specific to a species, a taxon (like in the case of a plant management plan) or more comprehensive. They usually include occurrence mapping to understand the pattern of infestation, control planning, hiring contractors for control implementation, and long-term monitoring. Some strategies may also include new policies, training and professional development, and extensive education and outreach programs to ensure the public is supportive and aware of control methods.

While controlling an invasive plant population, challenges will surface, new methods may arrive, and some species may develop resistance to tried and true methods. Long-term management programs should include research, monitoring and development activities because learning from the results of different techniques and adapting methodologies accordingly is essential to long-term success.

Some examples of long-term management programs include:

- The County of Norfolk where the Long Point *Phragmites* Action Alliance is leading a watershed approach to *Phragmites* management. The Control Implementation Plan suggested a Phrag-free watershed within 8 years and incorporates control activities on private and public land.
- Lambton Shores *Phragmites* Community Group has been implementing a *Phragmites* Management Plan over the last 10 years. Their work has transformed the shoreline into a *Phragmites*-free zone. This program engaged municipal drain superintendents, road departments, and associated private land, to ensure *Phragmites* was entirely controlled in these areas. The program is shifting to long-term management activities to ensure invasive *Phragmites* does not re-establish in the community.
- The York Regional Forest Invasive Species Action Plan includes a detailed prioritization framework that helps city staff make decisions about when to manage an invasive species.
- The Nature Conservancy of Canada will implement invasive species management on their properties using Property Management Plans. The non-profit organization will start with occurrence maps and then track stewardship activities over time, remapping target invasives using appropriate intervals (e.g., 5 years). Property Management Plans will target aggressive invasive species that threaten the specific ecosystems that occur on the property.

Goals and Objectives

The Stratford Invasive Plant Plan has 3 goals and 10 objectives.

Goal 1: Increase the efficiency of invasive plant management in the City of Stratford

- Compile a comprehensive occupancy list of invasive plants already present in the City
- Identify invasive plants that are high priority for long term management
- Provide resources that can support management and control of high priority species and containment species
- Recommend actions, programs, and initiatives the City of Stratford can implement to improve the effectiveness and efficiency of invasive plant management in the City

Goal 2: Prevent new invasive plants from arriving in the City of Stratford

- Review current policies that are aimed at preventing invasive plants
- Recommend policy, actions, programs, and initiatives that will prevent invasive plants
- Create a Watch List of invasive species that are not in the City of Stratford but are nearby or at a high risk of being introduced
- Provide resources that can support prevention activities

Goal 3: Increase public awareness about invasive plants in the City of Stratford

- Recommend actions, programs, and initiatives the City of Stratford can implement to increase public awareness and support for invasive plant management in the City

Using this Strategy

The Stratford Invasive Plant Plan is presented as two interrelated pieces:

1. **The Stratford Invasive Plant Plan** is this document that describes the Plan and includes 5 appendices.
2. **The Stratford Invasive Plant Plan Lists and Resources** is an associated Excel Spreadsheet that contains various lists associated with the Plan as well as resources and links to external information to help City staff find relevant information quickly. The written plan will refer to the spreadsheet as required throughout the document.

Priority Areas

Under the SIPP, the T.J. Dolan Natural Area and Lake Victoria are designated as priority areas for invasive plant management within the City of Stratford. This is to reflect the importance of maintaining the ecological integrity of natural recreation spaces within the City and to protect gains made in invasive plant management in these areas.

The T.J. Dolan Natural Area encompasses a heavily used trail that runs along the Avon River. A residential subdivision, seniors' home, and public school back onto the area to the north. It is also near a wastewater treatment plant and across the river from the Avondale Cemetery.

Lake Victoria is a seasonal reservoir within the City of Stratford, with the Avon River feeding into it. Located centrally in a tourist friendly part of the city, it is vulnerable to the establishment of invasive plants. Stabilization and the planting of cattails has taken place along its shores.

Invasive Species Management in Priority Areas

The City of Stratford's Parks, Forestry and Cemetery Department is responsible for the stewardship and management of the city's parks, natural areas, urban forest, and the Avondale Cemetery. City staff within this department have been collaborating with staff from the Upper Thames River Conservation Authority (UTRCA) and volunteers with the Energy and Environment Committee (ENE, an advisory committee to City Council) to conduct mechanical and chemical control of invasive plants largely within and around the above-noted priority areas.

The Parks, Forestry and Cemetery Department:

- Conducts trail inspections and integrates invasive plant management into regular operations
- Trims garlic mustard before it goes to seed, preventing it from proliferating, and pulls it in gardens and on other manicured properties along with other weeds
- Cuts down Japanese knotweed and pulls other weeds along the bank of Lake Victoria
- Conducts manual removal of buckthorn in woodlots and ravines
- Sprays giant hogweed, sometimes through a contractor
- Has a social media coordinator post information about spraying
- Manages invasive *Phragmites*

The UTRCA:

- For the last 6-7 years has been hired by the City annually for invasive plant control; there are informal agreements in place to do work as it comes up
- Uses an Integrated Pest Management (IPM) approach and will be rewriting its internal pesticide use policy in 2024

- Has managed buckthorn, Japanese knotweed, and dog-strangling vine over the course of two years, carrying out chemical control of buckthorn
- Has community education and stewardship staff who are active on social media, send out a monthly newsletter, and work with community and school groups
- Puts up educational signage alongside signs noting pesticide use well in advance of pesticide application and takes phone and email inquiries regarding chemical control

The ENE Committee:

- Advises City Council on matters pertaining to the environment, including invasive species
- Put forward a successful motion to put invasive *Phragmites* and Japanese knotweed on the noxious weed list
- Has allocated funding from their committee budget (which comes from the City) for invasive *Phragmites* and Japanese knotweed removal
- Conducts invasive species management through their Ecology Working Group, including invasive *Phragmites*, Japanese knotweed, oriental bittersweet, periwinkle, Himalayan balsam, and buckthorn
- Gets volunteer support from its own members, Parks, Forestry and Cemetery Department summer students, former UTRCA employees, and local community groups

Challenges and Needs

The City of Stratford is facing challenges concerning invasive plants, including but not limited to:

- While invasive plants have been managed collaboratively by City staff and the UTRCA annually for several years, there is no formal agreement, schedule, or progress reporting in place.
- Management is largely taking place on a reactive basis.
- The City of Stratford straddles a rural area, making it vulnerable to invasive plants that thrive in agricultural fields or acting as a pathway of spread for those plants into rural areas.
- Public perception of spraying is negative and the City and UTRCA have to field questions and complaints. Public understanding of invasive plants in general could be improved, as calls are often received regarding plants that are not actually invasive.
- Resources are needed for future staff to ensure continuity of knowledge.
- Being in a tourist friendly area, Lake Victoria is both highly susceptible to invasive plant establishment and highly impacted by it. Invasive *Phragmites* is a priority concern as it will have recreational and aesthetic impacts on the lake. Japanese knotweed is also a key species to manage as best as possible, as it is a very aggressive species that is one of the most difficult to control. The introduction of European water chestnut, water hyacinth, and water lettuce is a concern.
- Funding for the UTRCA, like many Conservation Authorities, to manage invasive plants has been inconsistent and insufficient.
- The process for applying for permits to manage aquatic invasive plants from the Ministry of the Environment, Conservation and Parks (MECP) is time-consuming and it can be challenging to complete. A lot of planning is required.
- There are concerns over other invasive plants establishing and spreading after buckthorn removal. Plans for native plant restoration should be in place before removal.
- Giant hogweed is being managed, but there is lots of it along the Thames River so it is an ongoing concern.
- Dog strangling vine has been cited by City and UTRCA staff and volunteers as a concern, as it could spread further from infestations just outside the city.

Collaborative Projects

The City of Stratford will work with partners to implement invasive plant management activities:

- The City will formalize a plan for each field season delineating what plants will be managed in which areas, assigned to City staff or UTRCA staff depending on resources and expertise.
- The UTRCA will manage invasive plants in accordance with the above-noted plan. They will summarize progress and challenges in a formal report after each field season for areas they managed.
- The ENE Committee will support the City by coordinating volunteer activities and engaging in public outreach and education in alignment with the priorities laid out in the SIPP.

Invasive Plants in the City of Stratford

Decisions about what prevention and management activities are best to reduce the impacts of invasive plants in the City of Stratford should concern the invasive plants that are already in the city, plus the invasive plants that are nearby enough or at a high risk of introduction to warrant preventative actions. To provide the City of Stratford with some species-specific guidance, the ISC created several lists of invasive species. Each List is presented on a Tab in the associated Excel spreadsheet titled: *Stratford Invasive Plant Lists and Resources*.

- **Occurrence List:** a comprehensive list of all invasive species known to occur in the city
- **Management List:** a shortlist of species that are considered higher priority to manage based on the level of threat each species poses to the forest and aquatic ecosystems in the T. J. Dolan Natural Area and Lake Victoria
- **Watch List:** a list of invasive species at risk of introduction to the city that are not yet recorded inside the city

The Source Material is a collection of species mentioned in the consultation meetings and species collected from reports on iNaturalist and EDDMapS that are present within the City of Stratford. Additions to this list include references to regulated species under the Ontario *Invasive Species Act* and Canadian Food Inspection Agency, and notable species from the Ontario Noxious Weed List and the Provincial Weed ID for Field Crops guide. Everything in the Source Material is then sorted into the above lists.

The Occurrence List

See: The Stratford Invasive Plant Lists and Resources

Tab: Occurrence List

The Occurrence List is a comprehensive list of non-native and invasive species currently known to the City of Stratford. There are 202 species on the Occurrence List. Three species on the list are currently being managed by either the UTRCA or the City of Stratford, including giant hogweed (*Heracleum mantegazzianum*), Japanese knotweed (*Reynoutria japonica*), and common buckthorn (*Rhamnus cathartica*).

To determine what invasive species are already in the City of Stratford, the ISC used the Early Detection and Distribution Mapping System (EDDMapS) and iNaturalist, a well-known and respected citizen science database.

The EDDMapS distribution function was used to search for positive invasive plant identifications reported within the City of Stratford. These results are verified by EDDMapS and were added to the Occurrence List. The iNaturalist Observation function was used to filter by area, plants, and non-native to search positive identifications of non-native species in the City of Stratford. These iNaturalist reports are verified by community scientists and were added to the Occurrence List. Additional species were included on the Occurrence List from the consultation meetings conducted by the ISC with the UTRCA, City of Stratford, and ENE Committee members and other volunteers.

The complete Occurrence List is presented in the associated Excel spreadsheet under the tab labelled: Occurrence List.

Legislation

17 invasive species in the City of Stratford are regulated under one or more of the following three resources, and should be prioritized for control and management:

- [Canadian Food Inspection Agency](#) (3 species)
 - The Canadian Food Inspection Agency (CFIA) prevents the introduction of invasive species through import regulations. The CFIA is concerned about species that may cause serious damage to Canada's economy and the environment when they invade farmland, forests, parks and other natural areas.
- [Ontario Invasive Species Act](#) (2 species)
 - The Ontario Invasive Species Act, 2015, S.O. 2015, c.22 – Bill 37 includes 33 regulated invasive species. Species are chosen for regulation based on their invasive qualities and their potential impact on the environment, the economy, and society well-being.
- [Ontario Noxious Weed List](#) (14 species)
 - The Ontario Weed Control Act, R.S.O. 1990 contains a list of plants that includes difficult to manage species on agricultural land once established and will reduce yield and quality of the crop being grown, negatively affects the health and well-being of livestock, or poses a risk to the health and well-being of agricultural workers.

The Source Material tab in the Stratford Invasive Plant Lists and Resources spreadsheet indicates which species appear on which piece of legislation.

Threat References

54 invasive species appear on one or both of the following two resources that were used to identify any species reported in the City of Stratford that have already been listed as a threat to the environment, economy, or society. Threat References can be used as a guide for prioritizing management resources.

- Urban Forest Associates Inc. Category 1 species (14 species)
 - Aggressive invasive exotic terrestrial plant species that can dominate a site to exclude all other species and remain dominant on the site indefinitely.
- Provincial Weed ID for Field Crops (40 species)
 - Species commonly found in agricultural areas or in Ontario and may pose a risk to human or crop health.

The Source Material tab in the Stratford Invasive Plant Lists and Resources spreadsheet indicates which species appear on which threat reference.

The Management List

See: The Stratford Invasive Plant Lists and Resources

Tab: Management List

The Management List consists of species present in the City of Stratford as identified by the SIPP consultation meetings and select species that are considered a threat to the city ecologically, socially, or economically.

There are 26 species on this list in total, with 5 that are already being managed by the City of Stratford or the UTRCA, including invasive *Phragmites* (*Phragmites australis*), Giant hogweed (*Heracleum mantegazzianum*), Common buckthorn (*Rhamnus cathartica*), Japanese knotweed (*Reynoutria japonica*), and Dog-strangling vine (*Cynanchum rossicum*).

The complete Management List is presented in the associated Excel spreadsheet under the tab labelled: Management List.

Table 1. The Management List is the shortlist of invasive plants that are a priority to control in the City because they are considered to be economic, ecological or social threats.

Management List Species		
Management Categories	Scientific name	Common name
Aquatic	<i>Iris pseudacorus</i>	Yellow iris
	<i>Lythrum salicaria</i>	Purple loosestrife
	<i>Phragmites australis</i>	Common reed (phragmites)
Herbaceous	<i>Aegopodium podagraria</i>	Goutweed
	<i>Alliaria petiolata</i>	Garlic mustard
	<i>Concallaria majalis</i>	Lily of the valley
	<i>Heracleum mantegazzianum</i>	Giant hogweed
	<i>Hesperis matronalis</i>	Dame's rocket
	<i>Impatiens glandulifera</i>	Himalayan balsam
	<i>Vinca minor</i>	Periwinkle
Woody	<i>Berberis thunbergii</i>	Japanese barberry
	<i>Celastrus orbiculatus</i>	Oriental bittersweet
	<i>Elaeagnus angustifolia</i>	Russian olive
	<i>Elaeagnus urbellata</i>	Autumn olive
	<i>Ligustrum vulgare</i>	Common privet
	<i>Lonicera tatarica</i>	Tatarian honeysuckle
	<i>Lonicera x bella</i>	Bell's honeysuckle
	<i>Morus alba</i>	White mulberry
	<i>Reynoutria japonica</i>	Japanese knotweed
	<i>Rhamnus cathartica</i>	Common buckthorn
	<i>Robinia pseudoacaia</i>	Black locust
<i>Rosa multiflora</i>	Rambler rose (Multiflora rose)	

The Watch List

See: The Stratford Invasive Plant Lists and Resources

Tab: The Watch List

The Watch List is a list of aggressive invasive plants that are close enough to the City of Stratford or are at a high enough risk of introduction to warrant concern and investment in preventative programs and activities. The Watch List was created with suggestions from the SIPP consultations and through using a search in EDDMapS and iNaturalist looking for invasive plant reports in Ontario, areas around Ontario, and areas around the City of Stratford. Additional species were added to the Watch List using the Noxious Weed List in Ontario from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). These species are known to cause significant economic, ecological, or social damage once present in the

city. The list was then compared to the Occurrence List and if not yet reported in the city, was left on the Watch List.

The resulting list of invasive species was compared to the Occurrence List. If a species appeared on both lists, it was already reported in the city. If it was not yet reported in the city, it was left on the Watch List. The complete Watch List is presented in the associated Excel spreadsheet under the tab labelled: Watch List.

There are 21 invasive species on the City of Stratford Plant Species Watch List.

Table 2. The Watch List identifies invasive plant species that are not known to occur in the City of Stratford, and possibly not yet in Ontario, but justify future awareness based on potential ecological and economic consequences.

Watch List	
Species	
Scientific name:	Common name:
<i>Abutilon theophrasti</i>	Velvetleaf
<i>Ailanthus altissima</i>	Tree-of-heaven
<i>Cicuta maculata</i>	Spotted water-hemlock
<i>Cuscuta spp.</i>	Field dodder
<i>Erochloa villosa</i>	Woolly cup grass
<i>Euphorbia cyparissias</i>	Cypress spurge
<i>Euphorbia esula</i>	Leafy spurge
<i>Galium mollugo</i>	Hedge bedstraw
<i>Jacobaea vulgaris</i>	Tansy ragwort
<i>Microstegium vimineum</i>	Japanese stiltgrass
<i>Miscanthus sinensis</i>	Silvergrass
<i>Nassella trichotma</i>	Serrates tussock
<i>Persicaria maculosa</i>	Spotted lady's thumb
<i>Pilosella aurantiaca</i>	Orange hawkweed
<i>Pueraria montana</i>	Kudzu
<i>Reynoutria x behmica</i>	Bohemian knotweed
<i>Reynoutria sechalinensis</i>	Giant knotweed
<i>Sonchus arvensis</i>	Perennial sow thistle
<i>Stratiotes aloides</i>	Water soldier
<i>Trapa natans</i>	European water chestnut
<i>Ulmus pumila</i>	Siberian elm
<i>Vincetoxicum rossicum</i>	Dog-strangling vine

Improving Management of Invasive Species

To improve the management of invasive plants across the City of Stratford, the SIPP focuses on high priority species that are good candidates for long term control and/or eradication. It is intended to identify drivers of decision making, helping the City navigate working within both ecological and species-priority frameworks. Working under an ecological framework, the City may take a specific plot of land and determine what their ecological goals are for the plot and how removal of certain invasive plants and post-removal restoration can achieve those goals. If feasible, different plant species with similar removal techniques and timing windows can be grouped together for management. Under a species-priority framework, the City may decide to significantly reduce or eradicate a particular plant species

from all areas of occurrence within the City. These frameworks are not mutually exclusive and may complement each other.

The SIPP does not provide specific control implementation plans for target invasive species, but it does provide some high-level advice on when to implement common control methods along with links to resources and information to allow the City to access information quickly.

Management Resources

See: The Stratford Invasive Plant Lists and Resources

Tab: Management Resources

The Management Resources tab provides helpful resources meant to support control and management of these high priority invasive plants. Links to Ontario Best Management Practices are provided, along with links to other beneficial resources in Ontario or from other jurisdictions.

Ontario Best Management Practices (BMPs) guide the implementation of control for specific invasive plants. They are helpful to consult because they include all the possible control methods that are permitted, and/or have been tried by Ontario land managers. Not all invasive plants have associated Ontario BMPs, but since other jurisdictions have high quality resources that are applicable, these have been included in the Resources Tab. While utilizing resources from other jurisdictions, it is important to remember that there will likely be differences in legislation and regulations between Canada and other countries.

Management Timing Windows

See: The Stratford Invasive Plant Lists and Resources

Tab: Management Timing Windows

Management Timing Windows provides a summary of the time of year to best control each invasive species on the management list. The visual includes some text indicating what control method is suitable for that time of the year. The Ontario BMPs are used wherever possible, but other sources may be referenced if an Ontario BMP was not available.

Table 3. BMP Timing Windows for all control methods for species on the Management List.

Best Management Practices Timing Windows for all control methods													
Scientific name	Common name	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<i>Aegopodium podagraria</i>	Goutweed						Hand Pulling						
<i>Ailanthus altissima</i>	Tree-of-heaven						Herbicide/Cutting						
<i>Iris pseudacorus</i>	Yellow iris				Manual Removal								
<i>Lythrum salicaria</i>	Purple loosestrife						Before going into seeds						
<i>Phragmites australis</i>	Common reed (phragmites)	Remove Biomass					Cutting			Herbicide			
<i>Alliaria petiolata</i>	Garlic mustard				Before seed production								
<i>Centaurea maculosa</i>	Spotted knapweed				Herbicide								
<i>Concallaria majalis</i>	Lily of the valley				Herbicide								
<i>Dipsacus fullonum</i>	Common teasel				Cut plants at ground level								
<i>Heracleum mantegazzianum</i>	Giant hogweed				Before it flowers								
<i>Hesperis matronalis</i>	Dame's rocket									Herbicide/hand pull			
<i>Pastinaca sativa</i>	Wild parsnip				Mowing								
<i>Vinca minor</i>	Periwinkle				During active growth								
<i>Berberis thunbergii</i>	Japanese barberry									Herbicide			
<i>Elaeagnus angustifolia</i>	Russian olive									Herbicide			
<i>Elaeagnus urbellata</i>	Autumn olive									Herbicide			
<i>Euonymus euroaeus</i>	Spindle				Anytime the ground is not frozen (cut stump method)								
<i>Impatiens glandulifera</i>	Himalayan balsam				Hand Pulling before going into seeds								
<i>Ligustrum vulgare</i>	Common privet												
<i>Lonicera tatarica</i>	Tatarian honeysuckle								Cut Stump method				
<i>Lonicera x bella</i>	Bells honeysuckle								Cut Stump method				
<i>Morus alba</i>	White mulberry								Herbicide			Cut Stump Method	
<i>Reynoutria japonica</i>	Japanese knotweed					Herbicide		Herbicide					
<i>Rhamnus cathartica</i>	Common buckthorn						Herbicide/Cutting						
<i>Robinia pseudoacaia</i>	Black locust						Cutting/Girdling						
<i>Rosa multiflora</i>	Rambler rose (Multiflora rose)						Cut Stump Method						

Partner Advice

Upper Thames River Conservation Authority

- Distribute UTRCA pamphlets on waste disposal in parks to the public
- Try to keep giant hogweed out of the city and invasive *Phragmites* out of Lake Victoria
- Japanese knotweed is a key species to keep under control, as mechanical methods do not work and applying glyphosate can have low effectiveness
- Should not worry too much about garlic mustard; it can be a problem in conifer plantations, but it is easy to get a community group to remove
- Black locust puts out a bumper crop of seeds every year, which becomes a problem if you are planning to do restoration after for e.g. buckthorn removal
- Continue to use signage to educate the public on the use of herbicides on invasive plants

Energy & Environment (ENE) Committee and Other Volunteers

- Ensure that there is proper solarization or disposal of invasive plants
- Verify that the ornamentals the City plants every year do not have the potential to be invasive, and use native plants in gardens as much as possible
- Enforce Lot Maintenance by-law with regards to yard waste dumping on properties bordering park lands
- Restoration after the removal of invasive plants needs to be coordinated. Some invasive plants are being left alone because removing them will leave an area without any greenery
- It is essential to keep track of progress and continue monitoring. Ongoing monitoring and adjusting is key to managing future plant invaders, like dog-strangling vine
- Map out and study the full extent of an invasive plant infestation and detail a pragmatic plan to manage it in advance. Quality maps and graphics, plans and budget estimates will help management actions to get approved by City Council. For e.g. create a GPS map of an infestation and overlay it on a map with property boundaries and trails
- Touch base with the with the Perth County weed inspector, neighboring farmers or certified crop specialists at local companies selling pesticides to determine priorities for managing invasive plants that are prominent in agricultural fields
- A presentation from the Canadian Wildlife Service on their management of invasive *Phragmites* in a sensitive biosphere site just 1.5 hours away from Stratford would lend credibility to managing invasive *Phragmites*
- Time is of the essence; an invasive plant infestation only gets more expensive over time
- Invasive species are not a problem that is traditionally dealt with by municipalities, but community needs are changing and people increasingly value nature, parkland and trails, especially in the wake of the pandemic

Recommended Actions for Management

1. Continue with:
 - a. Conducting trail inspections and integrating invasive plant management into regular operations
 - b. Managing invasive plants and restoring the shoreline along the banks of Lake Victoria
 - c. Delegating certain management activities to the UTRCA or the ENE Committee/community volunteers where appropriate
2. Know and track the pattern of infestation for high priority species

- a. Compile available species maps and/or create original maps for species on the management list.
 - b. Create a GIS project that holds occurrence data layers (original infestation pattern) along with a stewardship layer to hold information about control implementation each year.
 - c. Connect the GIS project to ArcGIS Field Maps and ensure Field Staff and/or Contractors can update the project as control activities are implemented.
3. Implement control of high priority species
- a. Use occurrence maps and the Management List Timing Windows to create Control Implementation Plans. Plans can be created for one species (e.g., invasive *Phragmites*), or a group of species that can be managed at the same time with the same methods (e.g., invasive honeysuckles). They can include staff activities, hired help, and/or volunteer roles. Creative mapping can incorporate colours and legends to help differentiate what control methods are planned for certain areas, species polygons, or entire parks and make dividing the work easier (e.g., contractor, staff, volunteer event). Archive stewardship layers and start fresh each year; this will make it easier to layer the history of stewardship activities by species or park.
 - b. Review control plans well ahead of implementation and send staff for any necessary professional training and certifications. Some examples may include chainsaw safety, exterminator licenses, or prescribed burns. The application of newly registered products like Habitat Aqua may require additional certifications (Aquatic Pesticide License).
 - c. Continue obtaining a Letter of Opinion on a 5-year rotation and add all management and watch list species that require herbicide use.
4. Identify potential candidates for eradication, if applicable. This might be an invasive plant that is relatively contained and feasible to remove, even if not the highest priority in terms of impacts.
5. Incorporate research and adaptive management
- a. Consider opportunities to partner with research teams on new management techniques such as biological control. Some municipalities have found mutually beneficial opportunities through contributing research sites. These research projects are often looking for new partners and project sites at scale. Two great examples are the biocontrol research for *Phragmites australis* and garlic mustard underway by the University of Toronto.
6. Increase staff knowledge and develop supporting resources
- a. Host Invasive Species Training Days for City staff to review identification resources for management list species. Include Watch List species and other prevention measures that may be added to annual work plans (see Prevention Recommendations).
 - b. Train all field staff on reporting protocols and move toward the creation of one GIS project for invasive species.
 - c. Distribute public messaging and helpful resources to ensure staff are consistent and well-informed about invasive species.
 - d. Implement the Clean Equipment Protocol (see prevention recommendations and refer to the Clean Equipment Protocol for Industry [summary](#) and [full document](#)). The Clean Equipment Protocol is also used to prevent the spread of established invasive species and is particularly effective on invasive *Phragmites*. Several municipalities have reported that implementing the Protocol is only effective if a cleaning station and paid time to clean equipment is also provided.
7. Increase collaboration on invasive species management

- a. Supplement the hiring of Ontario Federation of Anglers and Hunters (OFAH) Hit Squad students to implement invasive species control in the Complex every year (May to September). The OFAH Hit Squad program is funded by Canada Summer Jobs and may provide up to 8 weeks of funding for multiple students to work on invasive species control and programs.
 - b. Formalize a plan for collaborating with UTRCA and the ENE Committee/community volunteers. Formal reports should be submitted in between field seasons by collaborating groups to help the City keep track of progress.
8. Increase public engagement in invasive species management
- a. Offer volunteer events for local naturalists' clubs to target species like garlic mustard and Himalayan balsam. Offer Corporate Workdays for local corporations looking for team building and community projects. For volunteer events, choose species which are amenable to stewardship, even if they are not high management priorities. These plants should be easier to identify and manage, enabling volunteers to gain a sense of satisfaction and empowerment which helps with volunteer retention.
 - b. Create a Communications Plan to employ consistent messaging, expectations, and signage that can be used to support all invasive species control implementation activities on an annual schedule. Consider targeted campaigns (e.g., Grow me Instead).
 - c. Utilize existing capacities and networks. Existing groups in the area (naturalists clubs, master gardeners and other environmental organizations) can be brought on as either direct partners or to help get the word out through their email list. Reach out to school groups and guidance counselors to showcase the activity as an avenue to gain high school credits or to be integrated into science class curricula.
 - d. Use social media and traditional media (local newspaper ads, local radio interviews) to reach new people outside of the existing networks above. Media can be especially powerful as on the ground action garners a lot of attention and invasive species can be framed as both the "negative catch for a story" and the "empowering ending."
 - e. If you are working in a neighborhood, invite the neighbors. This accomplishes multiple goals: (1) increased volunteer recruitment; (2) increased understanding from neighbors of why certain plants are being removed; (3) increased awareness and the likelihood that they will manage or avoid planting invasive plants in their own yards; (4) creating a neighborhood watch for this species in the future when it becomes less abundant; (5) increased awareness of pathways of spread by using this plant as an example which will limit the introduction of future species. Neighborhoods could be reached through neighborhood Facebook groups, associations and flyer mailouts explaining the project and inviting them to the event.
 - f. Consider a "train the trainer" approach to distribute the workload.
 - g. When working with multiple organizations, create and use common messaging to amplify your voice and remain consistent.
 - h. When budgets allow, consider including contests and incentives for management efforts (on public or private lands) and monitoring efforts (i.e. reporting to iNaturalist or EDDMapS). Reporting contests can help increase knowledge of distribution of your target species and inform future management plans or event locations. Other incentives could include food at an event or native plants or seeds if the public replaces invasive plants on their own property.
 - i. Focus on engagement, not just eradication. Use this opportunity to educate and reach new audiences to prevent further introductions in the future.

- j. Consider a two-tier approach for more difficult to manage species like buckthorn. One day is focused on public removal of smaller stems, with a second day planned for contractors to go in with chainsaws and herbicide applicators or buckthorn baggies.
- k. Look to what your neighboring municipalities are doing, and you could do similar events or projects and amplify your voice by advertising the same things at different locations.

Preventing Invasive Species

The City of Stratford straddles a rural area, making it vulnerable to invasive plants that thrive in agricultural fields. It is also vulnerable to aquatic and riparian invasive plants due to the Thames River flowing through it. As a tourist destination, the city brings in thousands of visitors each summer, who can easily transfer invasive plant seeds or fragments into and around the city via trail or boat use.

To prevent an invasive plant species from arriving in Stratford, the City must know where and when to look and what to look for. The Watch List Resources are meant to help the city know what to keep a look out for and provide the city with quick access to relevant resources and information, such as common pathways of spread and preferred habitats. Comprehensive pathways analysis is more informative, but at a high-level, vehicles, gardening, and contaminated soil are the more common artificial pathways for the Watch List (select species). Knowing how a species might arrive is important for intercepting its arrival.

Watch List Resources

See: The Stratford Invasive Plant Lists and Resources

Tab: Watch List Resources

This tab includes links to external resources to help identify each invasive species on the Watch List, along with training opportunities, and links to Best Management Practices available for control and management of these species.

Watch List Timing Windows

See: The Stratford Invasive Plant Lists and Resources

Tab: Watch List Timing Windows

This tab lays out what time of year to look for each invasive species on the Watch List and an associated identification resource.

Watch List Pathways

See: The Stratford Invasive Plant Lists and Resources

Tab: Watch List Pathways

This tab lays out common natural and artificial pathways for each invasive species on the Watch List along with the nearest municipality to Stratford where each species is present.

Table 4. Common pathways of spread for each species on the Watch List.

Common Pathways				
Scientific Name	Common Name	Proximity to Stratford	Natural Pathways	Artificial Pathways
<i>Ailanthus altissima</i>	Tree-of-heaven	Kitchener, ON	Seed dispersal through wind, sprouts from shoots	Planted intentionally as an ornamental
<i>Microstegium vimineum</i>	Japanese stiltgrass	Niagara, ON	Seed dispersal through wind, water, and animals	Contaminated recreational equipment (boots, bikes)
<i>Pueraria montana</i>	Kudzu	Kingsville/Leamington, ON	Stolons, rhizomes, seeds	Contaminated soil, recreation equipment (boots, bikes, vehicles)
<i>Reynoutria sechalinensis</i>	Giant knotweed	Brantford, ON	Fragmentation, rhizomes, water	Pruning activities, improper disposal
<i>Reynoutria x behmiana</i>	Bohemian knotweed	Kitchener, ON	Rhizomes, fragmentation, water	Pruning activities, improper disposal
<i>Stratiotes aloides</i>	Water soldier	Lucan, ON	Fragmentation through offsets or clones	Boating through infested areas and dislodging plants
<i>Trapa natans</i>	European water chestnut	Welland, ON	Dropping seeds from parent plants, attached to waterfowl feathers	Boating through infested areas and snapping floating seeded plants
<i>Vincetoxicum rossicum</i>	Dog-strangling vine	St. Marys, ON	Seed dispersal through wind	Contaminated equipment (mowing, tires)

Recommendations for Prevention

1. Stay informed on emerging and arriving threats
 - a. Sign up for Invasive Species Centre quarterly newsletter, *The Spread*
 - b. Sign up for Invasive Species Centre events, media, and news updates
 - c. Attend relevant conferences and workshops (e.g., Ontario Invasive Plant Council Annual Conference)
 - d. Invest in professional training for staff to learn about Watch List species when training courses are available
 - e. Join the Invasive Species Centre's Municipal Community of Practice and attend spring and fall conference calls to connect with municipal practitioners in Ontario
 - f. Learn from other land managers by creating and facilitating an annual meeting about invasive plant management in forest and freshwater habitats. Bring land managers together from Ontario and close U.S. states to share knowledge about emerging threats and new invaders, and what control methods are working to contain them.
2. Enhance monitoring for Watch List species in the Priority Areas
 - a. Use the Watch List Resources to create a training program for staff. Ensure all city staff who do work in and around the Priority Areas can identify Watch List species and know how to report potential observations.
 - b. Use the Watch List Resources and timing windows to create a monitoring program for Priority Areas.
 - c. Designate Highly Probable Areas (HPAs) in the City. HPAs are places where invasive plants are more likely to arrive (parking lots, shorelines, trail heads, disturbed areas, fence lines, etc.). Use HPAs to prioritize monitoring activities.
3. Increase public awareness and engagement opportunities
 - a. Create a webpage where residents can report concerning and/or invasive plant species. Include information on the Watch List. Require all submissions to include photos. Have 311 direct calls about invasive plants to the webpage so staff can respond via email and use photos to triage complaints that require a site visit.
 - b. Construct and install boot-brush stations at trail heads throughout the T.J. Dolan Natural Area. Include interpretive signs about invasive species and explain why boot-brushing helps prevent invasive species.
 - c. Purchase 'Grow Me Instead' program materials and make them available at locations across the city such as public libraries, recreation centres, and plant nurseries.
 - d. Share the Watch List with the UTRCA, the ENE Committee, and local naturalist clubs and encourage reporting of any potential observations of Watch List species.
 - e. Create species-specific calls-to-action and send information to residents with property adjacent to the T.J. Dolan Natural Area. E.g., a one-page sheet on a priority plant including instructions on how to make a report (using the reporting webpage).
4. Introduce new policies
 - a. Require all city staff and contractors hired to do work in and around Priority Areas to follow the [Ontario Clean Equipment Protocol](#) as a component of their work. Prepare to pay for the time required to invest in this Protocol and consider providing a Cleaning Station at an appropriate location where crews would go to wash equipment.

Summary of Recommendations

The Stratford Invasive Plant Plan includes recommendations to improve prevention and management of invasive plants. The City is already investing in detection and management activities, with most resources being absorbed by long-term management. Investing in additional prevention activities will reduce the likelihood of new invasive plants establishing in Stratford. Meanwhile, continuing to improve and grow the long-term management program will help the City begin to observe reductions in occurrence and spread of invasive plants already present in Priority Areas. Table 5 summarizes the key proposed prevention and management activities in this plan to illustrate a balanced approach to invasive species management. Undertaking these activities will lead to a reduction of impacts from invasive plants in the City of Stratford.

Table 5. Summary of high-level prevention and management activities for invasive plants in the City of Stratford.

Prevention	Management
<ul style="list-style-type: none"> • Stay informed on emerging and arriving threats • Enhance monitoring for Watch List species in the Priority Areas • Increase public awareness and engagement opportunities • Introduce new policies 	<ul style="list-style-type: none"> • Continue with current trail inspections and management activities • Know and track the pattern of infestation for high priority species • Implement control of high priority species • Identify potential candidates for eradication • Incorporate research and adaptive management • Increase collaboration on invasive species management • Increase public engagement in invasive species management

Funding Invasive Species Action

Funding for invasive species management and prevention activities is often a limitation. While any budget is helpful, there is a certain level of funding that should be established and maintained to ensure the strategy is making progress. Knowing what the number is will require more information about the extent of invasive species, chosen activities and control methods, timelines, and staffing resources. Budgets for invasive species management tend to be high when control programs are just getting started, and over time will decrease as the invasion is brought under control. Budgets for this strategy should be placed in categories: Prevention, Containment, Management.

Generally invasive species programs are initiated using existing staff within key departments. Mapping and some control activities can easily be done by seasonal or part-time staff. Projects involving more comprehensive responses generally seek out external funding sources to support additional costs including contracted control services, significant staff time, specialized equipment, etc.

Integration into City Operations

- Establishing a small, annual baseline funding amount is an important first step in the implementation of an invasive plant strategy. This baseline funding should be designed to cover

key staffing time, as well as some regular control activities in known scenarios (e.g., roadside nuisance vegetation control).

- When more costly invasive species are identified in neighbouring communities, it's wise to begin planning for more substantial investments in a species-specific response. Many municipalities were faced with considerable budget pressures when emerald ash borer became widely established in Ontario, with some municipalities being forced to spend millions of dollars annually to remove and replace lost ash trees throughout the urban environment.
- Asset Management / Natural Asset Management (NAM) is widely used by Ontario municipalities and is an important approach to guide invasive species program implementation. Using asset management opportunities to complete an inventory of select species of that may be at risk to new noteworthy pests is one example of how municipalities can leverage asset management to support invasive species program goals.

External Funding Sources

Grants and donations are an important addition to baseline funding provided by municipalities in implementing invasive species activities. They can be valuable additions to specific priority projects benefiting one or more locations.

- The Invasive Species Centre administers the Invasive Species Action Fund. This fund supports municipalities in implementing projects to address an array of priority invasive species such as giant hogweed and dog strangling vine. During the 2023 cycle, 3 streams were available with funding caps ranging from \$2,500 to \$25,000.
- The Invasive Species Centre also administers the Invasive Phragmites Control Fund. This fund supports municipalities in implementing mapping and control activities on invasive Phragmites. During the 2023 cycle, projects were capped at \$10,000.
- There are a range of other sources of funding that can support municipalities in implementing invasive species projects, however they are typically designed to support other activities as a primary focus. Some funding programs that other municipalities have been successful with include Ontario's Ministry of Environment, Conservation and Parks (e.g., Wetlands Conservation Partner Program, Species At Risk Stewardship Fund, Ontario Community Environment Fund, etc.), Environment and Climate Change Canada (e.g., Eco Action, Environmental Damages Fund, Habitat Stewardship Program, etc.) and Fisheries and Oceans Canada (e.g., Habitat Stewardship Program, Aquatic Invasive Species Prevention Fund, etc.). Some of these funding programs include municipalities as eligible recipients, however some may require a key partner (e.g., Conservation Authority, etc.) to lead an application to meet eligibility requirements.

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York Region Nuisance Species List (unpublished data).

APPENDIX 1: Partner Interview Summaries

Brandon Williamson, Land Management Coordinator, Upper Thames River Conservation Authority

The Upper Thames River Conservation Authority (UTRCA) has conducted invasive plant removal in Stratford for the last several years through informal agreements with the City.

Species that have been managed by UTRCA in the past include:

- European buckthorn and other buckthorn species
- Invasive *Phragmites*
- Dog strangling vine
- Periwinkle
- Japanese knotweed
- Giant hogweed

Concerns about incoming species:

- Water chestnut
- Water hyacinth
- Water lettuce
- Forest pests and pathogens – beech leaf disease, beech bark disease, oak wilt, spotted lanternfly, hemlock woolly adelgid, emerald ash borer

Challenges:

- Public understanding regarding herbicide use
- Funding

- Obtaining herbicide permits for aquatic invasive species

Recommendations:

- Get a community group to remove garlic mustard
- Suggest putting on a watchlist, especially to look out for after buckthorn removal - Norway maple, honeysuckle, oriental bittersweet, autumn olive, Scots pine, black locust

Anita Jacobsen, Volunteer, Energy and Environment Committee

The Energy and Environment (ENE) Committee advises City Council on matters pertaining to the environment and coordinates volunteer management of invasive plants.

Species that have been managed by the ENE Committee in the past include:

- Invasive *Phragmites*
- Japanese knotweed
- Oriental bittersweet
- Himalayan balsam
- Periwinkle
- Buckthorn

Concerns about incoming species:

- Oak wilt
- Dog strangling vine

Challenges:

- Volunteer recruitment
- Few access points along river to get materials and equipment for invasive plant removal to T.J. Dolan
- Volunteers require permission to remove invasive plants

Recommendations:

- Conduct invasive plant removal on a scheduled rather than reactive or complaint-driven basis
- Enforce lot maintenance by-law
- Distribute UTRCA waste disposal pamphlets to the public
- Coordinate native plantings after invasive plant removal
- Avoid any potentially invasive species for City property plantings and establish native plant gardens

Jeff Brick, Volunteer

Jeff is a former staff member at the UTRCA and former CAO of West Perth, where he managed invasive *Phragmites*, Japanese knotweed, and giant hogweed.

Concerns about incoming species:

- Weeds on the Perth County noxious weeds list
- Dog strangling vine

Recommendations:

- A presentation from the Canadian Wildlife Service on their management of invasive *Phragmites* in a nearby, environmentally sensitive biosphere would lend credibility to invasive *Phragmites* management in and around Stratford
- Time is of the essence as invasive plant management only gets more expensive as a population expands and spread
- Community needs are changing and people increasingly value nature, parkland and trails, especially in the wake of the pandemic
- Ongoing monitoring and adjusting (i.e. adaptive management) are key to managing future invasive species
- Watch out for hogweed and other invasive plants when monitoring for invasive *Phragmites* and Japanese knotweed
- When developing a plan to control an invasive plant population, start with a GPS map and overlay the map with property and trail boundaries. A pragmatic plan with good maps and graphics, plans, and budget estimates will likely help these projects get approved by City Council.

APPENDIX 2: Policy Review Summary

Lot Maintenance By-law 94-2008

This by-law requires the owner of the land to clean and clear the land. In essence, property owners must keep their natural or landscaped area free from weeds, and they cannot allow grass or weeds to grow more than 20 centimetres in height. Weeds designated as noxious under the *Weed Control Act* R.S.O. 1990, c.W.5. that are on private property are dealt with through this by-law. However, it does not affect the application and enforcement of the *Weed Control Act* including in natural or landscaped areas.

Urban Forestry Plan (Revised 2023)

The objective of the City of Stratford's Urban Forestry Plan places emphasis on diversification and risk management in the care and maintenance of trees. One of the goals of the Urban Forestry Plan is to train staff in recognizing tree hazards, including rot and disease. The Plan outlines 5 main responsibilities for the City: the safety of city trees, plant health care, which includes insect and disease consultation, public education and outreach, and work with other organizations, emergency response, a tree planting program, and environmental protection.

Large tree maintenance, which is supervised by the City Parks and Forestry Manager, runs on a 5-year cycle and is contracted out due to high equipment costs. Tree removal is a last resort that entails comprehensive tree inspection. A tree may be removed if it is "host to virulent insects or diseases" or is "chronically invasive to public or private property", especially if "the health and vitality of the City's Urban Forest is at risk". Under this plan, a mature, healthy tree could therefore be removed if deemed to be harmful due to its invasive properties.

Demand for forestry maintenance services will continue to grow as trees in newer subdivisions mature. There is increasing pressure on the City's response time due to increasing parkland, aging subdivisions, aging trees in neighborhoods between 90-120 years old, the silver maple monoculture that was planted in the 19th century (which is over 90% of the trees planted in older neighborhoods), and an increasing number of traffic intersections.

An increasing percentage of the City's operating budget is going towards tree removal and stumping charges, due to the aging of trees in the 90–120-year-old age class and the declining health of the silver maple monoculture. The plan states that tree diversification is the only solution to the monoculture problem. 20 different species of trees, many of them native to Ontario, have been selected as having potential for street plantings. Ash species were eliminated as an option in Stratford in 2006 due to the invasive emerald ash borer. Overall, the workload demand is expected to increase dramatically.

Energy and Environment Advisory Committee 2023 Update

The ENE Committee's invasive species work is completed under an Ecology Working Group, which also carries out a native grasses project, shoreline work, and work in the T.J. Dolan Natural Area. Volunteer support with these projects comes from Parks department summer students, former UTRCA employees, and community groups.

The Ecology Working Group manages invasive *Phragmites*, Japanese knotweed, oriental bittersweet, Himalayan balsam, periwinkle, and buckthorn, with support from an Invasive Species Centre grant in 2023. Shoreline restoration, including erosion control, is being conducted along Lake Victoria, and a native grasses project is being carried out along T.J. Dolan Drive. With seedlings from the Chestnut Council of Canada, American Chestnut is being planted in the T.J. Dolan Natural Area.

Future projects and priorities for the ENE Committee include:

- Working with the City to contract the development of an invasive species management plan
- Finish native grasses planting on T.J. Dolan Drive
- Liaise with and support local environmental groups and service clubs
- Explore the feasibility of a "Friends of..." group to help improve and protect the ecology of the T.J. Dolan Natural Area
- Continue with Lake Victoria shoreline maintenance and improvement
- Develop education initiatives

APPENDIX 3: The Occurrence List

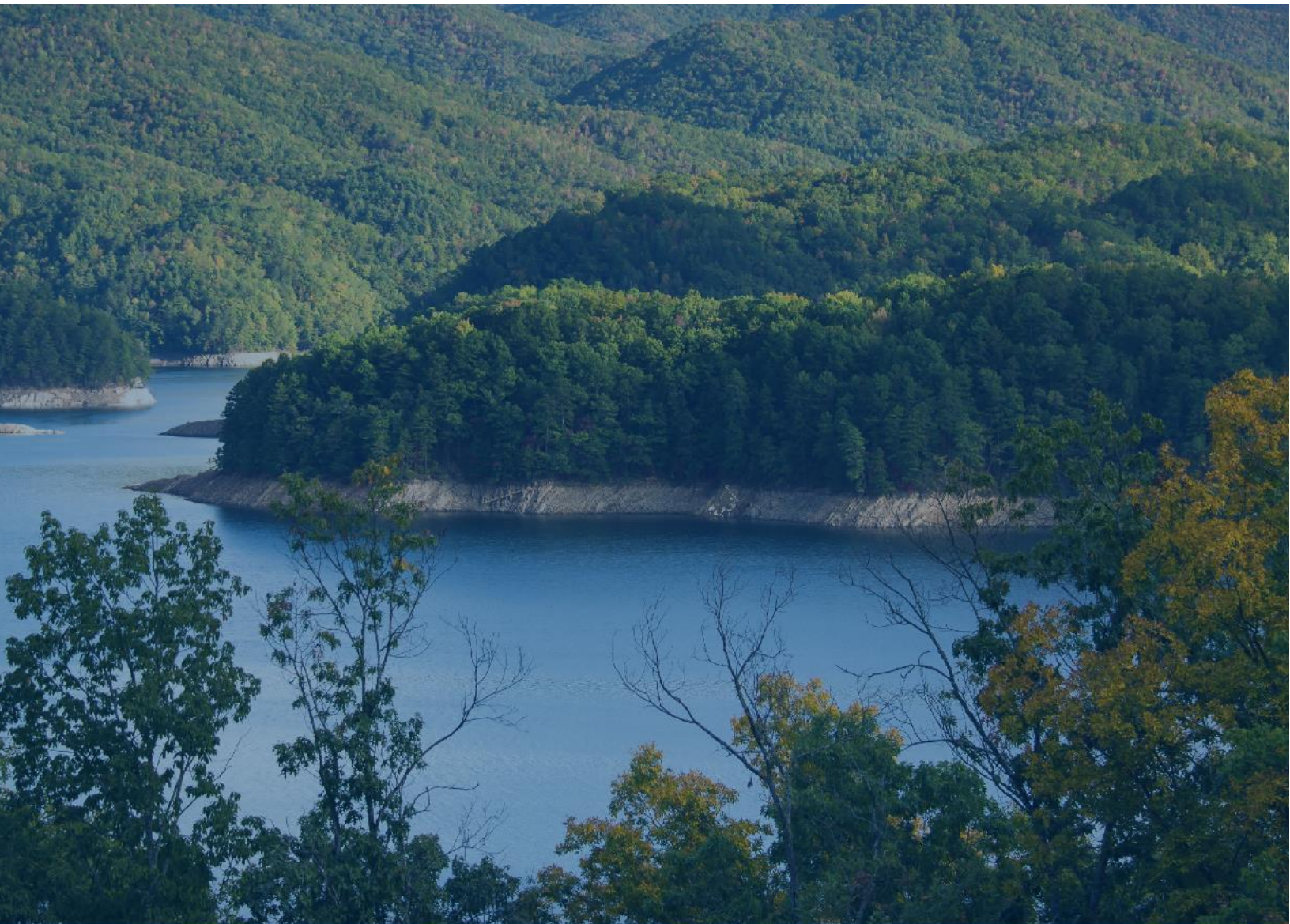
Definition: The Occurrence List is a comprehensive list of invasive plants currently known to occur in the City of Stratford.

APPENDIX 4: The Management List

Definition: The Management List is the shortlist of invasive plants that are a priority to control in the City because they are considered to be economic, ecological or social threats.

APPENDIX 5: The Watch List

Definition: The Watch List identifies invasive plant species that are not known to occur in the City of Stratford, and possibly not yet in Ontario, but justify future awareness based on potential ecological and economic consequences. Several species have been indicated for priority consideration based on Legislation and other research materials used to sort the Occurrence List, as well as professional advice and expertise.





Invasive Species Centre

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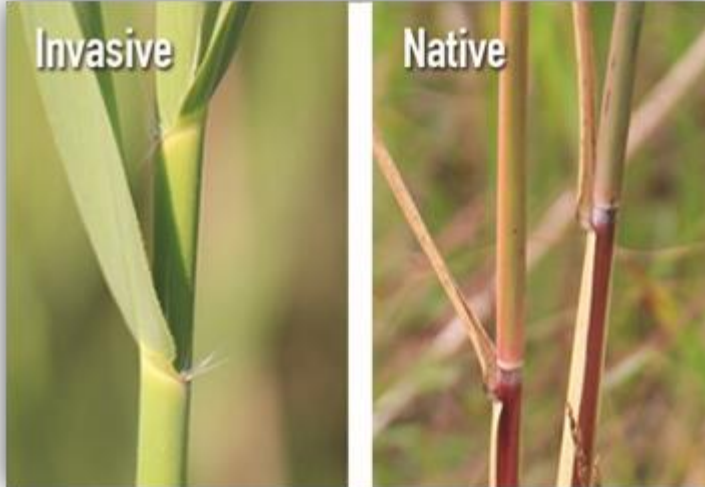
Invasive Plant Management Training

Invasive Species Centre



Common Reed *Phragmites sp.*

Identification



Mitt Watershed Council

Invasive	Native
Rough, dull stem	Smooth shiny stem
Blue-green leaf	Yellow-green leaf
Leaf sheaths remain attached, difficult to remove	Leaf sheaths easily removed in fall
Base stem tan coloured in spring/summer	Base stem red coloured in spring/summer
High density	Low density



Caleb Slemmons, National Ecological Observatory Network, Bugwood.org



Rob Routledge, Sault College, Bugwood.org

5536559

Common Reed *Phragmites sp.*

Impacts

199



Travis McMahon, MIA Consulting, Bugwood.org

Economic	Social	Ecological
<ul style="list-style-type: none">• High maintenance costs on roadways and private property• Fire hazard• Reduced visibility	<ul style="list-style-type: none">• Impedes access to natural areas• Cut stocks can post health risk	<ul style="list-style-type: none">• Serious losses to plant and animal diversity• Affect all reptiles that are considered SAR



Common Reed *Phragmites sp.*

Management

200

Dry-Land Management

- Herbicide
 - Active ingredients: Glyphosate or Imazapyr
 - **Refer to legislation for requirements on applying herbicide to your project*
- Selective cutting and spading
 - Manually cutting stalks below the soil surface- may be required more than once in a growing season

Wet Land Management

- Flooding
 - During spring to summer
 - Location- areas to control water levels or flood prone areas
- Selective cutting and spading in water
 - Cut close to substrate with a minimum of 30cm water depth
 - Handheld tools or amphibious cutting vehicles

Additional Control

- Cultural control
- Mulching (does not impact root system)
- Prescribed burning (combined with other management techniques)
- Excavating
- Cutting seed heads



Caleb Slemmons, National Ecological Observatory Network, Bugwood.org

Periwinkle

Vinca minor

Identification

201

Common ID features:

Flowers	Leaves	Growth form
<ul style="list-style-type: none">• 20-30 mm wide• Flowers are purple to white in colouration• 5 petals per flower• Visible in late spring to early summer• White star-shaped silhouette sometimes present in center of flower	<ul style="list-style-type: none">• Oblong to ovate shaped leaves• Oppositely arranged• Dark glossy green in colour• Short petiole (leaf stem)• Exude a milky juice when crushed/ broken• Faint white veins present	<ul style="list-style-type: none">• Vine-like growth• Trailing stems grow close to the ground• Vines can reach up to 15 cm long



Deena C, Bugwood.org

5467988



Invasive Species Centre



UGA0581072

Jill Swearingen, USDI National Park Service, Bugwood.org

Periwinkle

Vinca minor

Impacts

202

Social

- Is readily available at local nurseries

Ecological

- Can aggressively out-compete native ground-layer species
- Shallow, trailing roots allow it to escape ornamental gardens and spread to natural forested areas
- Grows as a dense ground cover that prevents native tree seedlings from becoming established



Invasive Species Centre



Periwinkle

Vinca minor

Management

Manual Removal

- Cutting plants during active growing season (spring)
 - Digging out plants by hand
 - Removal of all plant and roots
- *can be used as a species for volunteer community pulling events



Invasive Species Centre

Giant hogweed

Heracleum mantegazzianum

204 Identification

Common ID features:

Flowers

- Flowers appear in early to mid-June
- Clustered in white umbel-shaped heads
- Can measure up to 1 m in diameter
- Each compound umbel can have 50-150 rays (separate stems) which can lead to a single plant producing well over 50,000 flowers

Growth form

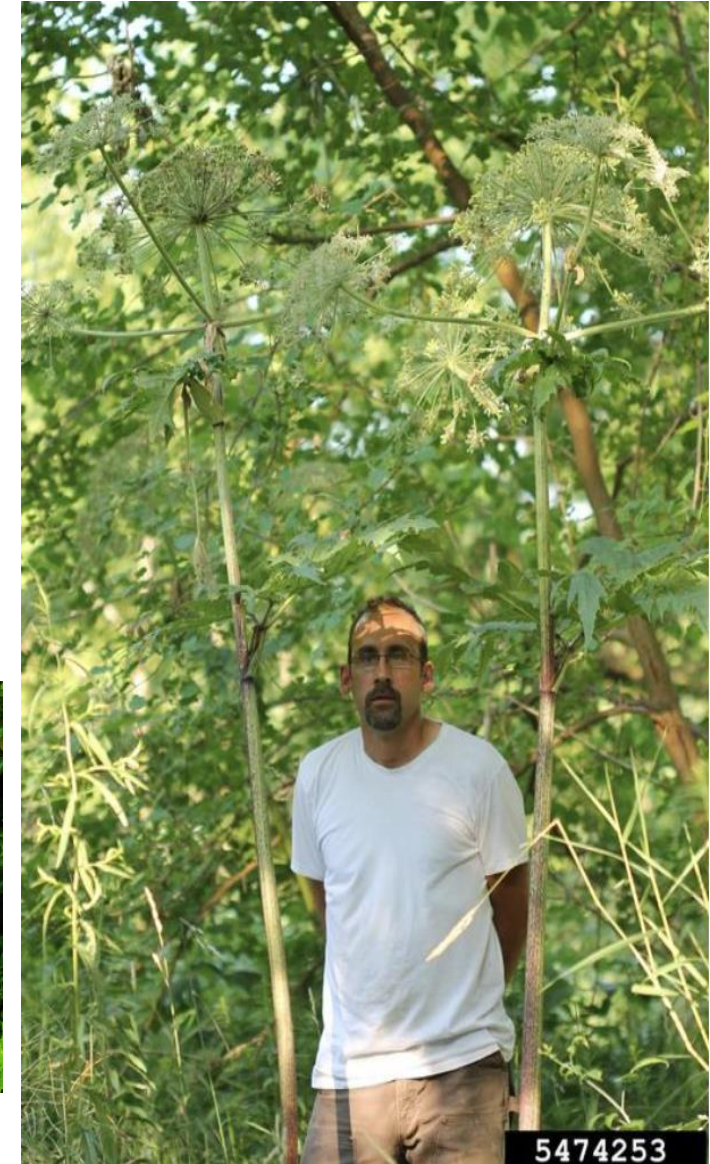
- Under ideal growing conditions, can reach heights up to 5 meters
- Heights of 3 - 4.5 meters are most common



Terry English, USDA APHIS PPQ, Bugwood.org



Invasive Species Centre



5474253

Rob Routledge, Sault College, Bugwood.org

Giant hogweed

Heracleum mantegazzianum

205

Identification Continued

Common ID features:

Leaves	Stem
<ul style="list-style-type: none">• Prominently spiked with a pronounced jagged appearance• Mature plant leaves are divided into three equal parts which are then divided into a further 3 parts (ternate)• Smaller plants may just be deeply lobed• Leaves can grow up to 1 m wide.• Leaf tips come to a sharp point	<ul style="list-style-type: none">• Can range from 10-15 cm in diameter• Covered in coarse sharp hairs/prickles• Bright green and often speckled with red/purple blotches• Stems can be entirely purple



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org

Giant hogweed

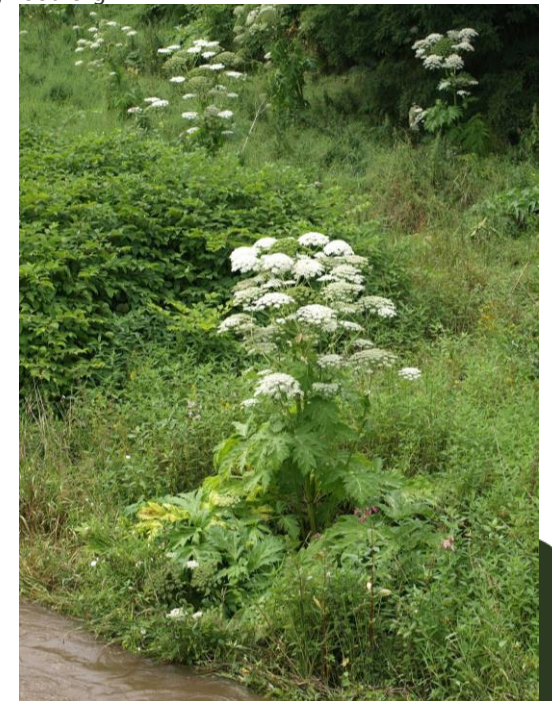
Heracleum mantegazzianum

206
Impacts

Economic	Social	Ecological
<ul style="list-style-type: none">• Growth in agricultural fields may impact crop yields	<ul style="list-style-type: none">• Contains phototoxic sap which can cause second degree burns with skin contact when exposed to UV light• Can also cause temporary blindness sap is in contact with eyes and exposed to sunlight• May discourage outdoor recreation in areas it is present• Pets are often the ones going blind as they walk through stand	<ul style="list-style-type: none">• Shades out native plants• Rapid growth can out compete native plants• Forms dense stands in riparian areas resulting in increased erosion in stream banks, threatening salmon spawning sites



USDA APHIS PPQ - Oxford, North Carolina, USDA APHIS PPQ, Bugwood.org



Invasive Species Centre

Giant hogweed

Heracleum mantegazzianum

207

Management

***Proper PPE must be worn when working with this plant**

The best time to remove the plant is in late April or early May.

Mechanical Control

- Handpulling/digging
- Mowing
- Tilling
- Flower removal

Chemical Control

- Systematic herbicide

Disposal

- **DO NOT BURN**
- **DO NOT COMPOST**
- Dispose of plant material in construction grade black (labeled) or clear garbage bags & leave in sunlight to dry out (1 week)



Terry English, USDA APHIS PPQ, Bugwood.org



Thomas B. Denholm, New Jersey Department of Agriculture

Himalayan balsam

Impatiens glandulifera

208

Identification

Leaves	Stem	Growth form
<ul style="list-style-type: none">• 6-15 cm long and are widest in the middle• Oblong/egg-shaped with finely serrated margins• Arranged in whorls (usually in threes)• Purple mid-vein	<ul style="list-style-type: none">• Stems can be easily snapped or broken• Hollow & square shaped• Green in colour, with tinges of purple and red throughout	<ul style="list-style-type: none">• Shallow thin roots• Can reach heights exceeding 2 m



Invasive Species Centre



Invasive Species Centre



Invasive Species Centre



Invasive Species Centre

Himalayan balsam

Impatiens glandulifera

Identification²⁰⁹ continued

Common ID features:

Flowers	Seed pods/ capsules
<ul style="list-style-type: none">• Light to dark pink• Helmet-shaped• Drooping appearance• 5 irregular petals per flower• Up to 5-10 flowers on each stem.	<ul style="list-style-type: none">• Seed pods are light green when young• 3-5 cm long, up to 1.5 cm wide• Contain up to 16 seeds per pod• Seed pods break open and curl when touched dispersing seeds within• Seeds disperse up to 5 m away from parent plant



Invasive Species Centre



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org

Himalayan balsam
Impatiens glandulifera

Impacts²¹⁰



Invasive Species Centre

Economic	Social	Ecological
<ul style="list-style-type: none">• Can be costly to remove large amounts of material	<ul style="list-style-type: none">• Can completely take over an area, including walking trails• Spread commonly by people through improper dumping and yard clippings	<ul style="list-style-type: none">• Replaces native plants along riparian areas• Shallow root system increases erosion, impacting water quality• Produces a lot of nectar, pulls pollinators from other native species

Himalayan balsam

Impatiens glandulifera

Management²¹¹

Mechanical Control

- Hand pulling plants before seed sets (flowered)
- Removing entire plant from shallow root when soil is soft
- Dispose plants in sealed black garbage bags, in direct sunlight for 1-3 weeks
- Larger stands may be mowed with repeated maintenance - essential to get below first node to ensure no regrowth

*herbicide may be used per permit approval (consideration on herbicide treatment around riparian areas)



Invasive Species Centre

Japanese knotweed

Fallopia japonica

Identification²¹²

Common ID features:

Stems	Growth form
<ul style="list-style-type: none">• Height 1-3 m• Hollow & bamboo-like in appearance	<ul style="list-style-type: none">• New stems appear red to purplish• Turning green with purple specks as they mature• Grows rapidly in large bamboo-like clumps



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



Invasive Species Centre



Emma Erlen, University of New Hampshire, Bugwood.org

5596609

Japanese knotweed

Fallopia japonica

Identification Continued

Common ID features:

Leaves

- Alternate 10-17 cm long, 1-10 cm wide
- Oval to heart shaped with a flat base with pointed tip

Flowers

- Flowers are greenish-white
- Flowers cluster upright along the stem
- Flower clusters are longer than closest leaves
- Fruits are small and winged which helps wind dispersal



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



Jan Samanek, Phytosanitary Administration, Bugwood.org



Invasive Species Centre

Japanese knotweed

Fallopia japonica

Impacts

214



Invasive Species Centre

Economic	Social	Ecological
<ul style="list-style-type: none">• Very expensive to control• Can break through concrete, damaging infrastructure, costing homeowners and reducing property values	<ul style="list-style-type: none">• Can take over an area, including public parks/trails	<ul style="list-style-type: none">• Outcompetes native species• Reproduces via rhizomes (only 1 cm fragment needed)• 2/3 of its biomass is underground• Degrades wildlife habitats

Japanese knotweed

Fallopia japonica

215

Management

Mechanical Control

Mowing or cutting

- Stems once a month throughout growing season
- Combination with other control methods

Tarping plants

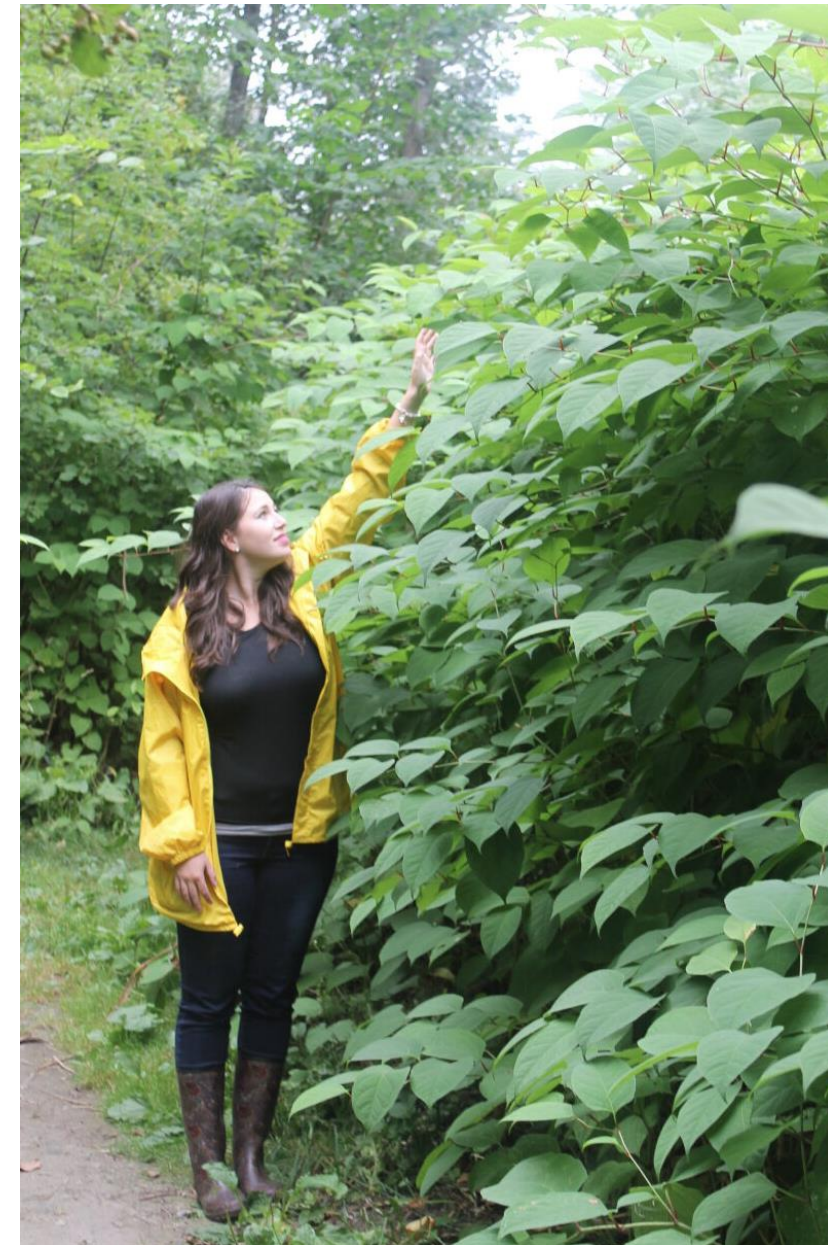
- Late spring and continue through season
- Covering population with dark material to block sunlight, “cooks” the root system
- Re-plant when area is cleared to prevent resprouting

Chemical Control

Herbicide

- Following label directions
- Needs multiple application

BMP is being updated based on emerging research.



Invasive Species Centre

Common buckthorn

Rhamnus cathartica

216

Identification

Common ID features:

Berries	Leaves	Flowers
<ul style="list-style-type: none">• Black fruits are produced on the female trees and are found in dense clusters in the leaf axils (where the leaf attaches to the stem)• Appear in July and August• Each fruit contains 3-4 seeds and has deep narrow grooves on the back.• Fruits remain well into winter	<ul style="list-style-type: none">• Dark green & smooth to the touch• Oppositely to sub oppositely arranged• 3-5 strongly curved veins arching toward the tip of the leaf• Finely serrated leaf margins	<ul style="list-style-type: none">• Pale green/ yellow• Four-petals per flower• 6 mm across and appear in early June on short threadlike stalks.



Paul Wray, Iowa State University, Bugwood.org



Invasive Species Centre



Invasive Species Centre



Common buckthorn

Rhamnus cathartica

Identification²¹⁷

Continued

Growth	Bark
<ul style="list-style-type: none">• Ranges in size from a shrub to small tree• Can reach heights of up to 6 - 7 meters tall• Older specimens can have trunks up to 25 cm in diameter	<ul style="list-style-type: none">• The cambium layer (directly under the bark) is bright orange.• Bark is dark greyish brown in colouration with distinct small lenticels (small circular or elongated scars) scattered throughout the trunk and branches.• Younger bark will appear smoother and shinier, while older bark develops a roughened texture as it matures.



Richard Webb, Bugwood.org



Chris Evans, University of Illinois, Bugwood.org

Common buckthorn

Rhamnus cathartica

Impacts ²¹⁸

Economic	Social	Ecological
<ul style="list-style-type: none">• Outcompeting forest regeneration• Creates even-aged stands	<ul style="list-style-type: none">• Encroaching on established trails• Reducing aesthetic value by reducing wildflowers• Openings left by the loss of ash trees are being taken over by buckthorn• Hazardous due to terminal thorns	<ul style="list-style-type: none">• Berries are purgative• Outcompetes forest regeneration and vegetation• Allelopathic• Spreads quickly



Invasive Species Centre



Common buckthorn

Rhamnus cathartica

Management²¹⁹

Mechanical Control

Hand pulling

- When soil is soft (fall/ early winter)
- Removing entire root (re-sprouting occurs)
- Weed wrench tool for plants up to 5cm in diameter

Cutting

- Causes sprouting (other management required)
- Cut stump without herbicide, place bag to cover over stumps

Girdling

Larger plants that cannot be pulled

- Girdle down to the Cambrian layer
- Band should be 3 inches wide

*girdling will cause resprouting

Disposal at municipal compost, pile branches before they dry and ensure no seeds are present

*ensure there are no seed present if disposing at compost

Chemical Control

Herbicide application

- Following label instructions
- Cut stump method late to early spring



Chris Evans, University of Illinois, Bugwood.org

Garlic mustard

Alliara petiolata

Identification

220

First Year Leaf



Lynn Sosnoskie, University of Georgia, Bugwood.org



Invasive Species Centre

Growth	Flowers	Leaves
<ul style="list-style-type: none">• "S" shaped taproot	<ul style="list-style-type: none">• 4 white petals, 2nd yr flowering stalk• Flowers in early May	<ul style="list-style-type: none">• 3-4 leaves per rosette• Dark green kidney shape• Scalloped margins, deep veins• Appear alternate on stem 2nd year growth• Smells like garlic when crushed



Invasive Species Centre



Second Year Leaf (seed Producing plant)

David Cappaert, Bugwood.org

Garlic mustard

Alliara petiolata

Impacts

221

Economic

- Long-term management plans are required to control populations
- Stands can double in size every four years

Ecological

- Outcompetes and inhibits the growth of native species, including species at risk like American ginseng
- Allelopathic
- Thrives in wide variety of conditions, including forest understory
- Not a valuable food source for animals



Steven Katovich, Bugwood.org



Garlic mustard

Alliara petiolate

Management

222

Manual Removal

- Hand pulling
 - Plants can be hand pulled- remove the whole “S” shaped taproot
 - Focus your control efforts on the second year (seed-producing) plants, removing these prevents further seed dispersal
 - Start with outlying populations and work your way in, this will prevent edge expansion

*Remove before seeds drop: mid-May to early June

*Do not compost, place in construction grade garbage bags sealed tightly, and place in direct sunlight for 1 week.

*Ideal plant for a community invasive species pull



Connie Gray, GA-EPPC, Bugwood.org



Oriental bittersweet

Celastrus orbiculatus

Identification

Growth

- Young stem looks bright green and grows to have red-brown bark
- Leaves are round with toothed edge
- Alternates leave along stem
- Yellow fruit appear in late summer and splits with red center on the fall

Bark

- Bark has cracked fish netted texture
- Smooth stems climb by winding around host plants



Chris Evans, University of Illinois, Bugwood.org



UGA5125079

Chris Evans, University of Illinois, Bugwood.org



5560290

Chris Evans, University of Illinois, Bugwood.org



UGA5269040

Chris Evans, University of Illinois, Bugwood.org

Oriental bittersweet

Celastrus orbiculatus

Impacts

224

Ecological

- Grows rapidly and shades out native vegetation
- Weaken mature trees with weight of woody vines
- Displaces native plants by stealing space, light, water and other crucial resources
- Girdles trees which can “cut” off flow of water and nutrients

Social

- Trees that are covered with Oriental bittersweet are susceptible to damage in ice, snow and windstorms, due to the added weight, creating a hazard to human health



David L. Clement, University of Maryland,
Bugwood.org



Oriental bittersweet

Celastrus orbiculatus

Management²²⁵

Mechanical Control

Cutting – consistent cutting or mowing vines if done often throughout the growing season, may eventually deplete the plant's energy reserves.

Hand pulling - Manage seedlings and small populations by hand pulling or digging. Monitor sites where it has been observed and removed for possible regrowth.

- Be cautious when moving soil in areas where Oriental bittersweet is present. Root fragments can resprout and become a new plant.



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



Multiflora rose

Rosa multiflora

Identification

Leaves	Flowers	Fruit
<ul style="list-style-type: none">• Alternate; pinnately compound• 5-11 leaflets with serrated edges• Green and smooth on surface, paler with short hairs on underside	<ul style="list-style-type: none">• Clusters of white/pink flowers• Blooms May-June	<ul style="list-style-type: none">• Oval, bright red and fleshy• <6mm diameter• Fruits Aug-winter

226



Rob Routledge, Sault College, Bugwood.org



Chris Evans, University of Illinois, Bugwood.org



Chris Evans, University of Illinois, Bugwood.org



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org

Multiflora rose

Rosa multiflora

Impacts



Richard Gardner, Bugwood.org



John M. Randall, The Nature Conservancy, Bugwood.org

Economic

- Thickets can invade agricultural fields
- Reduce grazing areas
- Degrade forage quality

Social

- Can invade and restrict recreational areas with thickets

Ecological

- Grows rapidly once established
- Invades native plant communities
- Thickets shade out native species for light and nutrients

Multiflora rose

Rosa multiflora

Management

228

Mechanical Control

Hand pulling

- Seedlings
- Digging out the root

Hand cutting

- Pruning back thickets to allow other plants to grow (continued maintenance)
- Early spring or summer followed by another cut in the fall

Mulching

- Before leaf-out (winter/early spring)

Chemical (not during bird nesting season)

- Foliar – when leaves are fully opened (July- mid Sept)
- Cut Stump/Stem - during dormant season, cut stem as close to the ground as possible
- Basal bark- dry conditions, apply all around stem

Disposal in municipal compost

* Proper PPE must be worn when working with this plant



Nancy Dagley, USDI National Park Service, Bugwood.org

[Best Management Practice-](#)
[Ontario Invasive Plant Council](#)

Yellow iris

Iris pseudacorus

Identification

229

Flowers	Leaves	Seed pods
<ul style="list-style-type: none">• Irregular yellow flowers• 3 large drooping sepals with purple veins & brown spots at the base• 3 smaller erect petals• 2-3 flowers per stalk• Flowers May-July	<ul style="list-style-type: none">• Blue-green in colour• Sword-shaped & flattened in a "V" as they emerge• Emerge from base of plant• Pink rhizomes	<ul style="list-style-type: none">• Glossy green, oblong capsules• Seeds are "puck" shaped



Nancy Loewenstein, Auburn University, Bugwood.org



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



John Ruter, University of Georgia, Bugwood.org



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org

5453038

Yellow iris
Iris pseudacorus

Impacts



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org

Economic	Social	Ecological
<ul style="list-style-type: none">• Mats may clog irrigation systems and storm management ponds• Decreases recreational areas in areas of infestation	<ul style="list-style-type: none">• Toxic to humans and animals if ingested• Plant sap can cause skin irritation	<ul style="list-style-type: none">• Forms dense mats to shade out native vegetation



Yellow iris

Iris pseudacorus

Management

231

Mechanical Control

Hand pulling & digging

- April-June
- Several times throughout growing season
- Wear gloves pulling entire rhizome
- Use sharp spade & remove entire rhizome

Selective cutting in water

- April-June
- Remove leaves and cut stem below waterline, submerge all stems in 10cm of water

Remove seed pods

- Wear gloves & use clippers to sever seed pods
- Dispose in garbage bags

Benthic barriers

- Once a year to be placed over several growing seasons
- Cut plant down to base
- Place heavy PVC barrier (dig trench & push liner into sediment)

Disposal should be removed from site & placed into garbage bags in the sun for 2-3 weeks



Leslie J. Mehrhoff, University of Connecticut, Bugwood.org



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

BEING a By-law to amend Part Lot Control By-law 20-2023
to extend the expiration date by six months.

WHEREAS Council of The Corporation of the City of Stratford pursuant to section 50(7) of the Planning Act, R.S.O. 1990, c.P.13, as amended, exempted from Part Lot Control the lands described as Lots 1 to 11, Registered Plan 44M-91, in the City of Stratford, County of Perth;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to extend the expiration date by six months;

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

1. That section 2 of By-law 20-2023 be amended to the extend the expiration date by a six month period.
2. That all other provisions of By-law 20-2023 remain in force and effect.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of August, 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 transfer (conveyance) to Crane Avenue Holdings (Stratford Lot 2) Inc. of Lot 2, Plan 44R-5904, in the Crane West Business Park.

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

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

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

AND WHEREAS Section 10(2) of the Municipal Act, 2001, provides that a single-tier municipality may pass by-laws respecting economic, social and environment well-being of the municipality;

AND WHEREAS the Council of The Corporation of the City of Stratford delegated authority by By-law 135-2017 as amended, to the Chief Administrative Officer to enter into agreements of purchase and sale in accordance with established Council policies, for vacant city-owned land in the Wright Business Park or in city-owned land in an industrial plan of subdivision, or in a city-owned designated business park, under certain conditions;

AND WHEREAS The Corporation of the City of Stratford entered into Agreements of Purchase and Sale dated the 22nd day of July, 2024 with Crane Avenue Holdings (Stratford Lot 2) Inc. for certain property described in Paragraph 2 herein;

AND WHEREAS a condition of the Agreement of Purchase and Sale is the passage of a by-law to authorize the sale of the property upon the terms and conditions contained in the Agreement by Council of The Corporation of the City of Stratford;

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

1. That the lands described in Paragraph 2 herein shall be conveyed to Crane Avenue Holdings (Stratford Lot 2) Inc.
2. That the lands referred to in Section 1 hereof are described as:

Part of Lot 1 and 2, Concession 3 (Downie) designated as Parts 9, 10 and 11 Reference Plan 44R-5904, subject to a drainage easement over Part 9, Reference Plan 44R-5904

as in R145534, in the City of Stratford, County of Perth being part of PIN 53264-0091(LT).

And more commonly known as "Lot 2" in the Crane West Business Park.

3. That the Mayor and Clerk or their respective delegates, representing The Corporation of the City of Stratford, are hereby authorized to execute all necessary documents to transfer (convey) the lands described in Paragraph 2 herein to Crane Avenue Holdings (Stratford Lot 2) Inc. that have been prepared by or reviewed by the City's Solicitor.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of August, 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 transfer (conveyance) to Crane Avenue Holdings (Stratford Lot 3) Inc. of Lot 3, Plan 44R-5904, in the Crane West Business Park.

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

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

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

AND WHEREAS Section 10(2) of the Municipal Act, 2001, provides that a single-tier municipality may pass by-laws respecting economic, social and environment well-being of the municipality;

AND WHEREAS the Council of The Corporation of the City of Stratford delegated authority by By-law 135-2017 as amended, to the Chief Administrative Officer to enter into agreements of purchase and sale in accordance with established Council policies, for vacant city-owned land in the Wright Business Park or in city-owned land in an industrial plan of subdivision, or in a city-owned designated business park, under certain conditions;

AND WHEREAS The Corporation of the City of Stratford entered into Agreements of Purchase and Sale dated the 22nd day of July, 2024 with Crane Avenue Holdings (Stratford Lot 3) Inc. for certain property described in Paragraph 2 herein;

AND WHEREAS a condition of the Agreement of Purchase and Sale is the passage of a by-law to authorize the sale of the property upon the terms and conditions contained in the Agreement by Council of The Corporation of the City of Stratford;

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

1. That the lands described in Paragraph 2 herein shall be conveyed to Crane Avenue Holdings (Stratford Lot 3) Inc.
2. That the lands referred to in Section 1 hereof are described as:

Part of Lot 1 and 2, Concession 3 (Downie) designated as Parts 12, 14, 15, and 16 Reference Plan 44R-5904 subject to a drainage easement over Part 14, Reference

Plan 44R-5904 as in R145534, in the City of Stratford, County of Perth being part of PIN 53264-0091;

And more commonly known as "Lot 3" in the Crane West Business Park.

3. That the Mayor and Clerk or their respective delegates, representing The Corporation of the City of Stratford, are hereby authorized to execute all necessary documents to transfer (convey) the lands described in Paragraph 2 herein to Crane Avenue Holdings (Stratford Lot 3) Inc. that have been prepared by or reviewed by the City's Solicitor.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of August, 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 transfer (conveyance) from W. Charlot Grains Ltd. of Part 1 on Reference Plan 44R-6212.

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

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

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

AND WHEREAS The Corporation of the City of Stratford entered into an Agreement dated the 21st day of October, 2008 with W. Charlot Grains Ltd. requiring the conveyance of lands necessary for the construction of a public road;

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 authorizes acceptance of conveyance of the lands described in Paragraph 2 herein from W. Charlot Grains Ltd.
2. That the lands referred to in Section 1 hereof are described as Part Lot 4, Concession 3, Downie designated as Part 1 on Reference Plan 44R-6212, Stratford, consisting of part of PIN 53264-0088 (LT).
3. That the Mayor and Clerk representing The Corporation of the City of Stratford, or their authorized delegates are hereby authorized to execute the conveyance documents and all necessary documents related to this conveyance.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of August, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL
CONSENT AGENDA

August 12, 2024

REFERENCE NO.	CONSENT AGENDA ITEM
CA-2024-130	<p>Resolution from The Corporation of the Town of Cochrane regarding Ontario Regulation 391/21: Blue box for 'Ineligible' Sources</p> <p>Attachment – Letter from the Corporation of the Town of Cochrane dated July 12, 2024.</p> <p>Endorsement of this resolution is requested.</p>
CA-2024-131	<p>In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:</p> <p>The following street was temporarily closed to through traffic from 7:30 p.m. until 10:00 p.m. Tuesday, July 16th due to water on the roadway from the heavy rainfall experienced and to allow for drainage:</p> <ul style="list-style-type: none"> • Norfolk Street from Romeo Street to Borden Street
CA-2024-132	<p>In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:</p> <p>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, Wednesday, July 24, 2024. This is to facilitate the installation of Sanitary Connections.</p>
CA-2024-133	<p>In accordance with By-Law 135-2017, as amended, the Infrastructure Services Department is providing notification that:</p> <p>The following street will be temporarily closed to through traffic from Monday, July 22 until Friday, August 23, 2024, to facilitate the former Stratford Fairgrounds subdivision service connections to City infrastructure:</p> <ul style="list-style-type: none"> • Britannia Street from Churchill Circle to Briarhill Drive

- CA-2024-134 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 on Friday, July 19, 2024, from 7:30 a.m. until late afternoon for storm sewer repair work:
- Dunlop Place from Lorne Ave East to Griffith Road
- CA-2024-135 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:
- The lane restriction with traffic lights located at the curve at C.H. Meier and Douro Streets has been extended to end of day, Friday, July 27, 2024. This is to facilitate the installation of Sanitary Connections.
- CA-2024-136 Notification that the Infrastructure Services Department intends to call Tenders in accordance with the City's Purchasing Policy for:
- Oakdale Avenue Multi-Use Trail
- CA-2024-137 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:
- Regent Street, from Trinity to King Street, Stratford, will be temporarily closed to through traffic, July 31, from 8:00 a.m. until early evening on August 1, 2024, for sanitary sewer work.
- CA-2024-138 Road Closure Request - Family Fair in the Square Event
- I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:
- On Saturday, August 24, 2024, from 6:00 a.m. to 4:00 p.m. as follows:
- Market Place from Downie Street to Wellington Street
- That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;
- That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;
- That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and

That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

CA-2024-139

Municipal Information Form for Liquor Licence Application for an indoor area at 24 Lorne Avenue East (Mike's Bowling Lanes)

Section 2 – To be completed by the City Clerk.

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

The Planning Division, Public Health, and Fire Prevention have not expressed concerns with this application.

The Building Division provided the following comments:

- A Separate AGCO letter will be required from the Building Department. The applicant has been in contact with the Building Department and are currently working through occupant load, egress and exiting requirements.

THE TOWN OF COCHRANE
 171 Fourth Avenue
 Cochrane, Ontario, Canada, P0L 1C0
 T: 705-272-4361 | F: 705-272-6068
 E: townhall@cochraneontario.com



“Via Email: Premier@ontario.ca”

July 12th, 2024

The Honorable Doug Ford
 Premier of Ontario

Re: Ontario Regulation 391/21: Blue Box for ‘Ineligible’ Sources

This will serve to advise you that Council of the Corporation of the Town of Cochrane, at its regular meeting held Tuesday, July 9th, 2024, passed the following resolution pertaining to the above noted:

“Resolution No. 402-2024

Moved by: Councillor Sylvie Charron-Lemieux

Seconded by: Councillor Marck Recoskie

WHEREAS under Ontario Regulation 391/21: Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only;

WHEREAS 'ineligible' sources which producers are not responsible for including businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal- owned buildings, and not-for-profit organizations, such as shelters and food banks;

WHEREAS should a municipality continue to provide services to the 'ineligible' sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs;

WHEREAS The Town of Cochrane has approximately 191 or more "non-eligible" sources that will not be provided service from the Producer Responsibility Organization after transition begins;

THEREFORE, BE IT RESOLVED THAT the Town of Cochrane hereby request that the province amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources;

AND FURTHER THAT Council hereby request the support of all Ontario Municipalities;

AND FURTHER THAT this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Andrea Khanjin, Minister of the Environment, Conservation, and Parks, the Honourable John Vanthof, MPP Timiskaming-Cochrane, the Federation of Canadian Municipalities, the Association of Municipalities of Ontario, and all Ontario Municipalities.

CARRIED.”



Your attention to this matter is greatly appreciated!

Yours truly,

THE CORPORATION OF THE TOWN OF COCHRANE



Alice Mercier
Clerk

AM/ed

c.c: Minister of Environment, Conservation, and Parks, Hon. Andrea Khanjin;
Timiskaming-Cochrane MPP, John Vanthof;
Association of Municipalities of Ontario;
Federation of Canadian Municipalities;
All Ontario Municipalities





**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 August 12, 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 August 12, 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 12th day of August, 2024.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe