



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4764th
Date: Monday, February 10, 2025
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Dave Bush - Director of Human Resources

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

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

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

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

Pages

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct 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:**

14 - 23

Motion by

THAT the Minutes of the Special Meeting of Council of The Corporation of Stratford dated January 16, 2025, and the Regular Meeting of Council of The Corporation of the City of Stratford dated January 27, 2025, 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 February 10, 2025, be added to the Agenda as printed.

5. Report of the Committee of the Whole In-Camera Session:**5.1 February 10, 2025, Committee of the Whole In-camera Session**

The February 10, 2025, Committee of the Whole In-camera Session has been cancelled.

6. Hearings of Deputations and Presentations:**6.1 Requests for Delegation - 2025 Budget**

The following persons have requested to speak about the draft 2025 Budget:

- Amanda Hatton, Owner/Operator of Avery House B&B, will be requesting Council support the expansion request for the Supervisor of By-law;

- Pamela Mountain, owner of a Stratford B&B, will be requesting Council reconsider the hiring of by-law enforcement staff;
- Nora Auster, Leif Wahlquist, Zach Kritzer and Ewan Mann, representing the Stratford District Secondary School Eco-Club, will be requesting Council address the lack of climate initiatives in the budget and approve the Community Energy Liaison staffing expansion.

Motion by

THAT Amanda Hatton, Pamela Mountain, Nora Auster, Leif Wahlquist, Zach Kritzer and Ewan Mann, be heard.

7. Orders of the Day:

7.1 Resolution - Downtown Stratford Business Improvement Area 2025 Draft Budget (COU25-014)

24 - 31

Jamie Prichard, General Manager, and Jennifer Birmingham, Treasurer, of the Downtown Stratford Business Improvement Area (BIA) will present the 2025 Draft Budget.

Motion by

THAT Jamie Pritchard, General Manager, and Jennifer Birmingham, Treasurer, of the Downtown Stratford BIA, be heard.

Motion by

Staff Recommendation: THAT the draft 2025 budget of the Downtown Stratford Business Improvement Area be approved as submitted in the amount of \$344,023.10;

THAT the sum of \$311,023.10 shall be levied on properties located within the boundaries of the Downtown Stratford Business Improvement Area for the year 2025;

AND THAT a by-law to levy this special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) for 2025 be adopted as presented.

7.2 Resolution - Plan of Condominium Application and Exemption from Draft Approval Process 31CDM24-001 - 4117 Perth Line 36 (COU25-015)

Motion by

THAT the City of Stratford approve the application for exemption from the Draft Plan of Condominium approval process submitted by Quinlan Road Developments GP Inc., prepared by Deanna Rowe, certified by James M. Laws, OLS, Project No. 31090-22, dated November 13, 2024.

The plan contains a total of 133 residential units and 6 parking spaces, located at 4117 Perth Line 36;

AND THAT the above is recommended for the following reasons:

- the request is consistent with the Provincial Planning Statement; and
- the request conforms with the goals, objectives and policies of the Official Plan.

7.3 Resolution - Updated Recommendation for Tender T-2024-36: Supply and Delivery of Meraki Hardware and Licensing (COU25-013) 32 - 34

Motion by

Staff Recommendation: THAT Council rescind Resolution R2025-05 and repeal By-law 1-2025 awarding Tender T-2024-36 to C.E. Technology Solutions Ltd.;

AND THAT Council authorize the award of Tender T-2024-36: Supply and Delivery of Meraki Solutions to Synnapex Inc. at a total cost of \$204,479.00, including HST and 3-year licensing.

7.4 Resolution - Consideration of Lease Extensions – 270 Water Street and Queen Street Parking Lot (COU25-009) 35 - 37

Motion by

Staff Recommendation: THAT the request to extend the current leases with The Stratford Shakespearean Festival of Canada for the use of the Discovery Centre at the Normal School at 270 Water Street and for the use of the municipal parking lot at Queen Street and Lakeside Drive to December 31, 2025, be approved;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute lease extensions on behalf of The Corporation of the City of Stratford.

7.5 Resolution - Accommodation Licensing Fee Implementation (COU25-010) 38 - 43

Motion by

Staff Recommendation: THAT the report titled, "Accommodation Licensing By-law Fee Implementation" (COU25-010), be received;

AND THAT Schedule "B" of the City's Fees and Charges By-law 99-2024 be amended to establish license application fees for the City's Accommodation Licensing By-law 130-2022 as recommended in Report COU25-010.

7.6 Resolution - Ontario Regulation 284/09 – Excluded Expenses (FIN25-006) 44 - 46

Motion by

Staff Recommendation: THAT the report dated January 21, 2025, from the Director of Corporate Services regarding legislative requirements of Ontario Regulation 284/09, and the impact of excluded expenses from the City's 2025 budget, be received for information.

7.7 Resolution - 2025 Draft Budget and By-Law Adoption (COU25-011) 47 - 67

Motion by

Staff Recommendation: THAT the draft 2025 budget as amended be adopted with a levy increase of \$5,893,927 and a total tax levy of \$85,984,303;

AND THAT the 2025 Budget By-law be adopted as presented.

7.8 Resolution - Canadian Dairy XPO

Organizers of the Canadian Dairy Expo have requested designation of the 2025 event to be held April 2 and 3, 2025, in the Cow Coliseum building of the Stratford Rotary Complex, as a municipally significant event for the purpose of obtaining a liquor license.

Comments received from departments and agencies include:

- no concerns from Corporate Services;
- no concerns from Huron Perth Public Health;
- no concerns from Stratford Police;
- no concerns from Building Services;
- no concerns from Facilities and the event organizer is required to abide by all policies in the Municipal Alcohol Policy for hosting an alcohol related event;
- Fire Prevention provided the following comments:
 - onsite fire inspection to be conducted prior to the start of the event.
 - occupancy limits of the Rotary Complex and Agriplex to be followed as outlined within the site plan completed by R.Ritz Architect dated January 13/2025.
 - occupancy within the Cow Coliseum not permitted unless an alternative solution is accepted and approved by the Fire

Department and City of Stratford Building Division.

- Compliance with all regulations set forth within the Ontario Fire Code O.Reg. 213/07 to be adhered to at all times.

Motion by

THAT City Council hereby designates the 2025 Canadian Dairy Expo (CDX) event to be held April 2 and 3, 2025 in the Cow Coliseum at the Stratford Rotary Complex as having municipal significance for the purpose of obtaining liquor licenses from the AGCO, subject to compliance with the City's Municipal Alcohol Risk Policy and required certificates of insurance being provided.

7.9 Resolution - Spottydawg Productions Inc.

Organizers of Spottydawg Productions Inc. have requested designation of a music event to be held April 17, 2025, in the Stratford Rotary Complex, as a municipally significant event for the purpose of obtaining a liquor license.

Comments received from departments and agencies include:

- no concerns from Huron Perth Public Health;
- no concerns from Corporate Services subject to the required certificates of insurance being provided;
- no concerns from Facilities and the organizer is required to abide by all alcohol related policies outlined in the facility rental agreement and Municipal Alcohol Policy;
- Fire prevention provided the following comments:
 - a site plan bearing the seal of an architect will be required to outline occupancy limits and means of egress as per the Ontario Building Code/Ontario Fire Code. A site plan is currently on file from a previous event by Spottydawg Productions Inc. If the organizers wish to use the same site plan a letter stating such will be required.
 - an onsite fire inspection and letter will be required for this event.
- As of February 4, 2025, no comments were received from Stratford Police or the Building Division.

Motion by

THAT City Council hereby designates the Spottydawg Productions Inc.

event to be held April 17, 2025, at the Stratford Rotary Complex as having municipal significance for the purpose of obtaining liquor licenses from the AGCO, subject to compliance with the City's Municipal Alcohol Risk Policy and required certificates of insurance being provided.

7.10 Proclamation - Kin Canada Day 2025

68 - 69

Motion by

THAT Stratford City Council hereby proclaims February 20, 2025 as Kin Canada Day and the week of February 16 to 22, 2025 as Kin Canada Week in celebration of the Kinsmen Club of Stratford's 80th year serving the "Communities Greatest Need";

AND THAT Stratford City Council authorize the flying of the Kin Flag the week of February 16 to 22 in recognition of the men and women who volunteer their time for the purposes of bettering their communities through 'hands on' service work and raising funds.

7.11 Proclamation - National Human Trafficking Awareness Day

70 - 71

Motion by

THAT Stratford City Council hereby proclaims February 22, 2025, as National Human Trafficking Awareness Day to raise awareness to the magnitude of modern-day slavery in Canada.

7.12 Proclamation - Epilepsy Awareness Month

72

Motion by

THAT Stratford City Council hereby proclaims March 26, 2025 as Purple Day for Epilepsy and March 2025 as Epilepsy Awareness Month to raise awareness of the prominence of Epilepsy in Ontario and to break down the stigma of Epilepsy.

7.13 Correspondence - Resignation of Mike Adams from the SEEDCo./investStratford Board of Directors

Motion by

THAT the resignation of Mark Adams from the SEEDCo./investStratford Board of Directors be accepted.

8. Business for Which Previous Notice Has Been Given:

8.1 Resolution - Designation of 15 Huron Street (The Shakespearean Gardens) under Part IV, Section 29 of the Ontario Heritage Act. (COU25-012)

73 - 92

Motion by

Staff Recommendation: THAT City Council designate 15 Huron Street under Part IV, Section 29 of the *Ontario Heritage Act* through the passing of a By-law pertaining to the following attributes:

- a. Dufton Chimney Tower and features, including the top structure and weathervane
- b. Original stone walls throughout the garden design
- c. Huron Street lychgate
- d. Knot Garden
- e. Herb Garden
- f. Rose Garden
- g. Perennial Border Garden
- h. Walkway lamp lighting
- i. Sundial within the confines of the Garden
- j. Bust of William Shakespeare

AND THAT, a commemorative plaque be installed on the subject lands with all costs borne by Heritage Stratford.

9. Reports of the Standing Committees:

9.1 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated February 10, 2025, be adopted as printed.

9.1.1 Council Remuneration Review and Recommendations (FIN25-005)

93 - 102

THAT Council authorize a 2025 base remuneration for the Mayor of \$86,800.16, Deputy Mayor of \$24,333.75 and Councillors of \$22,390.14;

THAT the per diem rate for meetings with a duration of three hours or less be increased from \$60 to \$75;

THAT the per diem rate for meetings with a duration of more than three hours in any one day be increased from \$90 to \$150;

THAT Council amend the indexing from the Consumer Price

Index to the internal method of following the Administrative Salary Group for any annual increases;

THAT the Council Remuneration By-law attached to Report FIN25-005 be adopted;

AND THAT By-law 20-98 be repealed.

9.1.2 Council Remuneration Review and Recommendations (FIN25-005)

THAT Council amend the recommended indexing to follow the most current available annualized Consumer Price Index, monthly, not seasonally adjusted or 3%, whichever is lower, for future annual increases.

9.1.3 United Way Request to Waive Facility Fees (FIN25-001)

THAT the report titled, "United Way Request to Waive Facility Fees" (FIN25-001), be received;

AND THAT the facility rental fee waiver request in the amount of \$875 for use of the Agriplex fieldhouse on March 15, 2025 be approved and funded from the 2024 Community Grants Reserve fund.

9.1.4 Review of Diversity, Equity, Inclusion and Accessibility Program

THAT the Diversity, Equity, Inclusion, and Accessibility Program be reviewed.

9.1.5 Downloading of Services Information Report

THAT staff be directed to report back to Council regarding the impacts of the downloading of services from the provincial and federal governments.

9.1.6 Sale and Disposition of Land Policy Review

THAT the Sale and Disposition of Land Policy be referred to staff to review the ability to direct a portion of municipal land sales, excluding industrial land, towards attainable housing initiatives, including Community Improvement Plans.

9.1.7 Municipal Accommodation Tax Ad-Hoc Committee

THAT the development of an Ad-Hoc Committee to review and develop a draft policy on the use of municipal accommodation

tax funds be referred to staff.

9.2 Report of the Social Services Committee

Motion by

THAT the Report of the Social Services Committee dated February 10, 2025, be adopted as printed.

9.2.1 Ontario Works 2024 Business Plan (SOC25-001) 103 - 123

THAT the report titled, "Ontario Works 2024 Business Plan" (SOC25-001), be received for information.

9.2.2 CMHA Outreach Worker Service Agreement (SOC25-002) 124 - 127

THAT the Corporation of the City of Stratford enter into a three-year agreement with the Canadian Mental Health Association Huron Perth Addictions and Mental Health Services for the provision of services defined in the Outreach Worker Service Agreement;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Outreach Worker Service Agreement with the Canadian Mental Health Association Huron Perth Addictions and Mental Health Services;

AND THAT the Director of Social Services be authorized to approve any contract amendments, subject to no changes to the financial considerations or identified performance concerns, for the duration of the contract and subject to providing the City Clerk with any approved contract amendments.

9.2.3 Optimism Place Outreach Worker Service Agreement (SOC24-003) 128 - 131

THAT Council authorize The Corporation of the City of Stratford to enter into an agreement with Optimism Place, Women's Shelter, and Support Services for the provision of services defined in the Outreach Worker Service Agreement;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Outreach Worker Service Agreement with Optimism Place, Women's Shelter, and Support Services;

AND THAT the Director of Social Services be authorized to approve any contract amendments, subject to no changes to the financial considerations or identified performance concerns,

for the duration of the contract and subject to a copy of any approved amended contract being provided to the City Clerk.

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 11.9 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.9 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.9 be read a Third Time and Finally Passed.

11.1 Agreement - Canadian Mental Health Association Huron Perth Addictions and Mental Health Services 132 - 133

To authorize the entering into and execution of an Outreach Worker Service Agreement / Purchase of Service Agreement with CMHA Huron Perth Addiction and Mental Health Services for the provision of services defined in the Agreement.

11.2 Lease Agreement - Discovery Centre 134 - 135

To authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the lease of certain lands at 270 Water Street, more commonly known as the Discovery Centre (former Teacher's College), to December 31, 2025.

11.3 Lease Agreement - Festival Parking Lot 136 - 137

To authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the use of the Queen Street parking lot to December 31, 2025.

11.4 Award Tender for Video Surveillance - Meraki Solutions 138

To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Synnapex Inc. for the supply and

delivery of Meraki Solutions, including 3-year licensing (T-2024-36) and to Repeal By-law 1-2025.

11.5 Heritage Designation 15 Huron Street 139 - 141

To designate 15 Huron Street under Part IV of Section 29 of the Ontario Heritage Act as being of architectural and historical value or interest.

11.6 Council Remuneration By-law 142 - 143

To establish the indemnity and remuneration of members of Council for the City of Stratford and to repeal By-law 20-98.

11.7 Amend Fees and Charges By-law Short Term Accommodation Licensing 144 - 145

To amend the Fees and Charges By-law 99-2024, as amended, for The Corporation of the City of Stratford, to include fees for short term rental accommodation licensing.

11.8 2025 Draft By-law 146 - 158

To adopt the budget (estimates of revenues and expenditures) for tax supported and user pay purposes for the year 2025.

11.9 Downtown Stratford Business Improvement Area (BIA) Levy for 2025 159 - 161

To levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2025.

12. Consent Agenda: CA-2025-009 162

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 February 24, 2025, in the Council Chamber, City Hall.

Motion by

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

- **Infrastructure, Transportation and Safety Committee [7:05 or thereafter following the Regular Council meeting]; and**

- **Planning and Heritage Committee [7:10 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 February 10, 2025, with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

15.2 Reading of the By-laws (reconvene):

163

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

By-law 11.10 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on February 10, 2025.

Motion by

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

Motion by

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

15.3 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the February 10, 2025, Regular Council meeting adjourn.



**Stratford City Council
Special Council Open Session
MINUTES**

Meeting #: 4762nd
 Date: Thursday, January 16, 2025
 Time: 5:30 P.M.
 Location: Council Chamber, City Hall

Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

Regrets: Councillor Hunter

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Karmen Krueger - Director of Corporate Services, Tim Wolfe - Director of Community Services, Adam Betteridge - Director of Building and Planning Services, Lisa Francis – Recording Secretary

Also Present: Members of the Public and Media

1. Call to Order:

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

Councillor Hunter provided regrets for the meeting.

Land Acknowledgment

Moment of Silent Reflection

Respectful Conduct 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

There were no disclosures of pecuniary interest made at the January 16, 2025, Special Council meeting.

3. Adjournment to a Public Meeting:

R2025-19

Motion by Councillor Biehn

Seconded by Councillor Briscoe

THAT the Special Council Meeting adjourn to a Public Meeting to hear from members of the public and receive correspondence regarding the possible disposal of the Discovery Centre property at 270 Water Street, excluding the eastern portion, and to reconvene following the Public Meeting.

A member of Council expressed concern that at the January 9, 2025, Finance and Labour Relations Committee budget meeting, a portion of the reserve funding for the Discovery Centre was removed. The member stated this precludes decision making ahead of public consultation.

Mayor Ritsma called the question on the motion.

Carried

The Special Meeting adjourned to a Public Meeting at 5:34 p.m. and reconvened at 6:19 p.m.

4. Reading of the By-laws:

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

4.1 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on January 16, 2025.

R2025-20

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT By-law 8-2025 be read a First and Second Time.

Carried two-thirds support

R2025-21

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT By-law 8-2025 be read a Third Time and Finally Passed.

Carried

5. Adjournment:

R2025-22

Motion by Councillor Beatty

Seconded by Councillor Wordofa

THAT the January 16, 2025, Special Council Meeting adjourn.

Carried

Meeting Start Time: 5:30 P.M.

Meeting End Time: 6:23 P.M.



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

Meeting #: 4763rd
 Date: Monday, January 27, 2025
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Dave Bush - Director of Human Resources, Chris Van Bargaen - Deputy Fire Chief, Audrey Pascual - Deputy Clerk, Nancy Roulston - Manager of Engineering, Conner Occleston - Deputy Chief Building Official

Also Present: Members of the Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

No declarations of pecuniary interest were made by a member at the January 27, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-23

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated January 13, 2025, be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

There was no addendum to the January 27, 2025 Regular Council agenda.

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

5.1 At the January 16, 2025, Committee of the Whole In-camera Session, under the Municipal Act, 2001, the following matter was considered:

6.1 Confidential Verbal Update of the Chief Administrative Officer with respect to a Shared Services Agreement (CM-25-03) - Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)); Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

At the In-camera Session, an update, a report, and advice subject to solicitor-client privilege were received. Direction was given to the City Solicitor, the Chief Administrative Officer and the Mayor.

5.2 January 27, 2025, Committee of the Whole In-camera Session

It was noted that the January 27, 2025, Committee of the Whole In-camera Session was cancelled.

6. Hearings of Deputations and Presentations:

6.1 David Boghosian, Integrity Commissioner for The Corporation of the City of Stratford

R2025-24

Motion by Councillor Hunter

Seconded by Councillor Beatty

THAT David Boghosian, Integrity Commissioner for The Corporation of the City of Stratford, be heard.

Carried

Integrity Commissioner David Boghosian, referring to a PowerPoint presentation, provided an education session regarding various topics concerning Council. Highlights of the presentation included:

- a background of Mr. Boghosian, his law firm, and his experience as Integrity Commissioner for other municipalities across Ontario;
- an overview of the role of Council and Councillors;
- an overview of Council Meeting requirements;
- an overview of Closed Meeting requirements, the Open Meeting rule, and Closed Meeting investigations;
- a review of Stratford's Code of Conduct including the mandatory sections required by legislation;
- an overview of the role of the Integrity Commissioner;
- an overview of the Code of Conduct complaint process and the investigation completed by the Integrity Commissioner; and
- an overview of the Municipal Conflict of Interest Act and the associated complaint and investigation processes.

7. Orders of the Day:

7.1 Resolution - Proposed Amendment to Building By-law 112-2005 (COU25-008)

R2025-25

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the report titled, "Proposed Amendment to Building By-law 112-2005" (COU25-008), be received;

AND THAT Council approve the amendment to By-law 112-2005, as amended, regarding the proposed increases to building permit fees as set out in Schedule "A", effective February 1, 2025.

Carried

8. Business for Which Previous Notice Has Been Given:

None scheduled

9. Reports of the Standing Committees:

There were no Standing Committee reports considered at the January 27, 2025 meeting.

10. Notice of Intent:

None scheduled

11. Reading of the By-law:

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

R2025-26

Motion by Councillor Hunter

Seconded by Councillor Henderson

THAT By-law 9-2025 be read a First and Second Time.

Carried two-thirds support

R2025-27

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT By-law 9-2025 be read a Third Time and Finally Passed.

Carried

11.1 Amend Building By-law Permit Fees - By-law 9-2025

To amend By-law 112-2005 as amended, to revise building permit fees effective February 1, 2025.

12. Consent Agenda: CA-2025-006 to CA-2025-008

12.1 CA-2025-008

R2025-28

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT CA-2025-008, being a resolution from the Corporation of the Town of Aylmer regarding Opposition to Provincial Legislation on Cycling Lanes and Support for Municipal Authority in Transportation Planning, be endorsed.

Carried

13. New Business:

13.1 Stratford Winter Fest

Mayor Ritsma congratulated and thanked the volunteers and organizers of the 2025 Winterfest.

14. Adjournment to Standing Committees:

R2025-29

Motion by Councillor Sebben

Seconded by Councillor Burbach

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

- **Social Services Committee [7:05 or thereafter following the Regular Council meeting]; and**
- **Finance and Labour Relations Committee [7:10 or thereafter following the Regular Council meeting]**

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

Carried

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

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on January 27, 2025, with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

No disclosures of pecuniary interest were made by a member at the January 27, 2025 Council Reconvene meeting.

15.2 Confirmatory By-law:

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

By-law 11.2 Confirmatory By-law - By-law 10-2025

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on January 27, 2025.

R2025-30

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT By-law 10-2025 be read a First and Second Time.

Carried two-thirds support

R2025-31

Motion by Councillor Sebben

Seconded by Councillor Hunter

THAT By-law 10-2025 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2025-32

Motion by Councillor Nijjar

Seconded by Councillor Briscoe

THAT the January 27, 2025, Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 8:30 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: February 10, 2025
To: Mayor and Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU25-014
Attachments: 1) BIA Proposed 2025 Budget;
 2) Draft 2025 BIA By-law

Title: Downtown Stratford Business Improvement Area 2025 Draft Budget

Objective: To approve the 2025 draft operating budget of the Downtown Stratford Business Improvement Area (BIA).

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

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

The 2025 draft budget for the BIA is attached for review.

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

The 2025 budget being presented represents an increase to the 2024 tax levy amount of \$11,550. The change to the overall budget is \$19,150 with the difference coming from other revenue sources.

Based on the assessment values in the catchment area, the 2025 rates are illustrated in Table 1:

Property Classification	2025 CVA	2025 Ratio	2025 Rate	2025 Levy by Class
Commercial	93,739,400	1.975370	0.00324675	\$304,348.37
Industrial	1,598,000	2.542033	0.00417693	\$6,674.73
Total	95,337,400			\$311,023.10

For comparison, the 2024 information is noted in Table 2:

Property Classification	2024 CVA	2024 Ratio	2024 Rate	2024 Levy by Class
Commercial	93,143,300	1.975370	0.00314341	\$292,786.60
Industrial	1,598,000	2.630000	0.00418392	\$6,685.90
Total	94,741,300			\$299,472.50

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

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

The following in-kind supports are provided from the City's Finance division to the BIA:

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

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

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

HST: City staff manage the BIA's legislative reporting and remitting of HST collected and HST rebates and input tax credits. The BIA is on a semi-annual reporting frequency and staff prepare, review and remit the returns online, and all accounting through Accounts Receivable relating to these remittances is recorded by City staff.

Financial Implications:

Financial impact to current year operating budget:

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

Financial impact on future year operating budget:

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

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the Council approval of the BIA budget supports the partnership with the BIA.

Intentionally Change to Support the Future

This report aligns with this priority as the City and BIA's partnership allows for continued leveraging of resources.

Alignment with One Planet Principles:

Not applicable: This report does not align with One Planet principles as it is an administrative report only.

Staff Recommendation: THAT the draft 2025 budget of the Downtown Stratford Business Improvement Area be approved as submitted in the amount of \$344,023.10;

THAT the sum of \$311,023.10 shall be levied on properties located within the boundaries of the Downtown Stratford Business Improvement Area for the year 2025;

AND THAT a by-law to levy this special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) for 2025 be adopted as presented.

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



Proposed 2025 Budget

REVENUES

Tax Levy	\$311,023.10
Interest on Accounts	\$6,000.00
Community Collaboration	\$17,600.00
Grant Revenue – Project/City Grant	\$10,000.00
TOTAL REVENUES	\$344,623.10

EXPENSES

Operating

CC Support Fees - Admin, Animation, Members	\$191,948.10
Office Operations	\$11,275.00
Advocacy and Education	\$3,300.00
Insurance	\$3,000.00
AGM / Membership	\$1,500.00
Phone	\$1,000.00
Anticipated Levy Refund	\$10,000.00

Animation, Marketing and Beautification

Community Engagement	\$4,000.00
Holiday Animation	\$20,000.00
Promotion	\$21,500.00
Website Maintenance & Hosting	\$1,500.00
STA contribution	\$35,000.00
Beautification	\$25,600.00
Destination Animation Fund	\$5,000.00
Sponsorships	\$10,000.00

TOTAL EXPENSE **\$344,623.10**

NET INCOME/EXPENSES CURRENT YEAR **\$0.00**



**BY-LAW NUMBER ____-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2025.

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

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

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

1. That the tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Downtown Stratford BIA.
2. That the Treasurer shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. That when payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties or where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.
6. This By-law is deemed to have come into force and effect on January 1, 2025.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this ____ day of _____, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

Schedule "A" to By-law ____-2025

Adopted this ____ day of ____, 2025

BIA Tax Rates for 2025:

Tax Class	Assessment	BIA Rate	Taxes
Commercial (all)	\$93,739,400	.00324675	\$304,348.37
Industrial	\$1,598,000	.00417693	\$6,674.73
TOTALS	\$95,337,400		\$311,023.10

BIA Budget for 2025:

Downtown Stratford Business Improvement Area 2025 Budget

Revenue

2025 Budget Item	2025 Budget Amount
Tax Levy	\$311,023.10
Interest on Accounts	6,000.00
Community Collaboration	17,600.00
Grant Revenue – Project/City Grant	10,000.00
Total Revenues	\$344,623.10

Operating

2025 Budget Item	2025 Budget Amount
CC Support Fees - Admin, Animation, Members	\$191,948.10
Office Operations	11,275.00
Advocacy and Education	3,300.00
Insurance	3,000.00
AGM / Membership	1,500.00
Phone	1,000.00
Anticipated Levy Refund	10,000.00

Animation, Marketing and Beautification

2025 Budget Item	2025 Budget Amount
Community Engagement	\$4,000.00
Holiday Animation	20,000.00
Promotion	21,500.00
Website Maintenance and Hosting	1,500.00
STA contribution	35,000.00
Beautification	25,600.00
Destination Animation Fund	5,000.00
Sponsorships	10,000.00
Total Expenses	\$344,623.10



MANAGEMENT REPORT

Date: February 10, 2025
To: Mayor and Council
From: Naeem Khan, Chief Technology & Security Officer
Report Number: COU25-013
Attachments: None

Title: Updated Recommendation for Tender T-2024-36: Supply and Delivery of Meraki Hardware and Licensing

Objective: To inform Council of a change in the award of Tender T-2024-36

Background: On November 29, 2024, the City issued Tender T-2024-36 for the supply and delivery of 139 video surveillance cameras and 3-year licensing for nine City facilities. The project aimed to replace outdated and unreliable systems, ensuring improved security, operational efficiency, and compliance with cybersecurity best practices.

There were 6 bids received, all of which were understood to be authorized resellers of Cisco hardware systems.

Based on the staff recommendation, Council approved the award of this tender to the lowest bidder, C.E. Technology Solutions Ltd., at a total cost of \$204,479.00, including HST.

The next lowest bidder was at a cost of \$218,033.31, including HST.

Analysis: Due to an administrative error, C.E. Technology Solutions Ltd. had provided their quote at a price that was not authorized within their reseller agreement, and as such, are unable to fulfill the bid. Due to this error of the vendors calculations we are unable to go forward with this vendor.

To understand the reseller agreements, staff contacted the supplier directly to discuss. As this error was not the fault of the City nor the supplier, the supplier has agreed to absorb the difference, and honour the awarded pricing to the next lowest qualified bidder, Synnapex Inc.

This is an unusual anomaly in the bid process, however, since all the qualified bidders were supplying Cisco products, moving to the next lowest bidder does not present significant risks to the City.

Council is asked to rescind their resolution awarding this tender to C.E. Technology Solutions Ltd., and to repeal the By-law and to award the tender to Synnapex Inc.

This change results in no financial impact, maintaining the total cost of \$204,479.00, including HST.

As the project was planned in 2024, to be funded from the capital program but not completed, the expenses will be recorded in 2025 and funded from unspent reserve funds.

As noted in the previous report, one third of the licensing costs will be expensed through the IT operating expense accounts annually, funded by a transfer from the reserve funds, while the equipment expenditures will be expensed through the capital program in 2025 and funded from the capital reserve funds as approved in the 2024 budget. Any additional contractor costs will be expensed through the regular operating budget as required during the installation phase in 2025.

Financial impact to current year operating budget:

None.

Financial impact on future year operating budget:

In 2026 and 2027, the remaining licensing costs will be included in the operating budgeted expenses (one-third in each year). In 2029, the licensing cost for the Meraki solution will need to be renewed for an estimated \$18,000 (excluding HST) per year.

Alignment with Strategic Priorities:

Enhance our Infrastructure

Like the original award report, this report aligns with this priority as it replaces outdated video surveillance systems with modern, reliable technology, improving security and operational efficiency across City facilities.

Alignment with One Planet Principles:

Health and Happiness

This report aligns with this principle by improving the safety and security of City facilities, creating a more secure and protected environment for staff and visitors.

Zero Carbon Energy

The replacement of outdated video surveillance equipment with modern technology contributes to improved energy efficiency. New systems, like the Meraki solution, are

designed to consume less energy and align with current sustainability standards, reducing the City's overall energy footprint.

Staff Recommendation: THAT Council rescind Resolution R2025-05 and repeal By-law 1-2025 awarding Tender T-2024-36 to C.E. Technology Solutions Ltd.;

AND THAT Council authorize the award of Tender T-2024-36: Supply and Delivery of Meraki Solutions to Synnapex Inc. at a total cost of \$204,479.00, including HST and 3-year licensing.

Prepared by: Naeem Khan, Chief Technology & Security Officer

Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 27, 2025
To: Mayor and Council
From: Joan Thomson, Chief Administrative Officer
Report Number: COU25-009
Attachments: None

Title: Consideration of Lease Extensions – 270 Water Street and Queen Street Parking Lot

Objective: To consider the request from the Stratford Festival Theatre to extend the current leases for the use of the Discovery Centre at the Normal School at 270 Water Street and the municipal parking lot at Queen Street and Lakeside Drive, to December 31, 2025.

Background: The City of Stratford owns the former Discovery Centre located at 270 Water Street and the municipal parking lot at the corner of Queen Street and Lakeside Drive.

The City leased the building and the municipal parking lot to the Stratford Festival Theatre in multi-year leases starting in 2009 with an end term of April 2021. This lease was extended during COVID-19 for one year to April 2022.

Since then, the Parties entered into shorter term leases while considering the lingering impacts of COVID-19. The Parties agreed to enter into a one-year lease from May 1, 2022 to April 30, 2023. This lease has been extended for two separate one (1) year terms upon agreement by both Parties and the current leases are set to expire April 30, 2025.

Following an internal review of the City's property assets in the Fall of 2024, City Council is considering the potential sale and disposition of 270 Water Street, excluding the eastern balance of the property, which is intended to be severed and maintained as City-owned parkland. No decisions have been made by City Council at this time.

The municipal parking lot at the corner of Queen Street and Lakeside Drive is not part of the potential sale process of the Discovery Centre building.

While discussion on the future ownership of the Discovery Centre is ongoing, the Festival Theatre has requested a further extension of both leases from April 30, 2025 to December 31, 2025.

Analysis: If Council wishes to extend the two leases to December 31, 2025, it is recommended that the terms and conditions be similar to the current leases. It is further recommended that rent be increased by \$10,000 prorated for the 8 months of 2025 that the lease extension would apply [\$135,000 [2024 lease amount] + \$6,670. [rounded] plus HST for the Discovery Centre and \$20,658 [2024] + CPI increase plus HST for the municipal parking lot and a \$8,175 contribution to parking lot resurfacing reserve. [8.7%].

It is recommended that the City extend the current leases to December 31, 2025 for the Discovery Centre and the municipal parking lot while the City explores longer term options for the Discovery Centre building.

Financial Implications:

Financial impact to current year operating budget:

The rent for 270 Water Street is included as rental revenue in the Community Services Department budget. The rent amounts are used by the City to offset some of the City's expenses for building insurance, capital reserve contributions, maintenance and repairs if more than \$15,000 and commercial taxes payable.

The City has not scheduled major capital repairs or replacement work for the building in 2024 or 2025.

The rent for the Queen Street parking lot is included as annual parking revenue, and the resurfacing contribution amount will be put into the Parking Reserve for future work required on the lot.

Financial impact on future year operating budget:

To be determined.

Insurance considerations:

Both Parties to the two agreements are required to carry appropriate liability insurance coverage as Landlord and Tenant respectively, minimum of \$5 million per occurrence.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as continual review of City assets to ensure they are optimally used helps to ensure the best value for City operations.

Alignment with One Planet Principles:

Culture and Community

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

Staff Recommendation: THAT the request to extend the current leases with The Stratford Shakespearean Festival of Canada for the use of the Discovery Centre at the Normal School at 270 Water Street and for the use of the municipal parking lot at Queen Street and Lakeside Drive to December 31, 2025, be approved;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to execute lease extensions on behalf of The Corporation of the City of Stratford.

Prepared by: Joan Thomson, Chief Administrative Officer

Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: February 10, 2025
To: Mayor and Council
From: Adam Betteridge, Director of Building and Planning Services
Report Number: COU25-010
Attachments: Letter dated March 27, 2024

Title: Accommodation Licensing Fee Implementation

Objective: To provide follow-up information to Council from the April 8, 2024 Public Meeting, and establish the necessary application fees for the City's Accommodation Licensing By-law 130-2022 through an amendment to the City's Fees and Charges By-law 99-2024.

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

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

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

Since the adoption of the Accommodation Licensing By-law, licensing fees and their specific amounts (i.e. the application fees required to obtain a license) have not been established.

A Public Meeting was held on April 8, 2024 to give Council an opportunity to hear and consider comments from the public regarding the establishment of fees for license applications under the City's Accommodation Licensing By-law 130-2022. Staff Report No. COU24-036 was presented and outlined the implementation of licensing fees for STRAs in Stratford, with a comparison of fees in other municipalities, explained the

purpose of the fees, and described how they were designed to cover administrative and enforcement costs while ensuring fairness and affordability for rental operators.

At the Public Meeting, concerns were presented from a representative of the “Innkeeper’s Collective” which included the timing of fee implementation without prior budget discussions, the need for sufficient notice and payment flexibility, fairness in applying fees across accommodation types, lack of public notice on appeal fees, stakeholder engagement, enforcement of non-compliant operators, and the timeline for the Administrative Monetary Penalties By-law.

Following the Public Meeting, staff became aware of a letter dated March 27, 2024 from an STR operator, submitted in response to the Notice regarding the Accommodation Licensing By-law Fee Implementation. The letter is attached to this report. Upon receipt, staff did not recognize the letter as a response to the notice and, as a result, it was inadvertently omitted from the materials presented at the April 8, 2024, Public Meeting. Staff acknowledge and take full responsibility for this oversight.

The letter emphasized the financial challenges faced by short-term rental (STR) and bed and breakfast (BnB) operators due to rising costs and new municipal fees and request the City of Stratford to keep licensing fees as minimal as possible to support the accommodation industry, which, as the letter states, is vital to the city's tourism economy.

Staff have considered the comments received. The purpose and intent of the Accommodation Licensing By-law is to ensure that occupants of STRAs and the other short-term accommodation uses (B&Bs not included given such are regulated through the Bed and Breakfast Licensing By-law 180-2004) are provided with safe accommodations in terms of fire and building safety and that the accommodations comply with all Applicable Law including but not limited to the City zoning, property standards, and general sanitary requirements. The Accommodation Licensing By-law also ensures that short-term rental operators/owners are made aware of their responsibility to comply with City by-laws and other regulations.

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

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

Analysis: The Accommodation Licensing By-law aims to ensure the safety and compliance of Short-Term Rental Accommodations (STRAs) with applicable laws, excluding Bed and Breakfasts (B&Bs), which are regulated separately.

Municipal benchmarking with other cities indicates licensing fees range from \$279 to \$800, with varied enforcement measures, including penalties and compliance programs. Stratford's proposed STRA licensing fees are set at \$412 for the first room and \$125 per additional room, aligning with other jurisdictions and reflecting higher administrative demands compared to B&Bs. Additional fees include late filing (\$70), transfer processing (\$34), and appeal fees (\$185). Note: the proposed fees presented last year (Staff Report No. COU24-036) have been adjusted for CPI. The fees recommended to be added to and form part of Schedule "B" of the City's Fees & Charges By-law (and be reviewed annually) are:

"K) Short Term Accommodation

Item	Fee
i) Application Fee for Short Term Rental Licence (First Room, and per Application/Licence)	\$412.00
a. Plus the following applicable amount per additional room:	\$125.00
ii) Late Filing Fee (per Application/Licence)	\$70.00
iii) Transfer processing Fee (per Application/Licence)	\$34.00
iv) Appeal Fee (Short Term Rental & Bed and Breakfasts)	\$185.00

STRAs are also required to report information and collect and remit a 4% Municipal Accommodation Tax, and an Administrative Monetary Penalty (AMP) By-law is under development to enhance enforcement. Public notice has been provided, allowing input from stakeholders before final approval.

Also included in the above is an "Appeal Fee". An option to appeal is set out in both the Accommodation Licensing By-law as well as the B&B By-law; both refer to the charge as specified in the Fees & Charges By-law. Appeal fees are a part of the appeal procedure for the licensing of these accommodations. Where an Officer refuses to issue or renew a license or where the Officer elects to suspend or revoke a license, the licensee can appeal their decision to the Appeal Committee in accordance with the requirements of the applicable by-law.

In 2023, 28 STRA licenses were issued, and in 2004 the number increased to 62. Projections suggest a marked increase with improved enforcement. The proposed fees aim to cover operational costs without burdening taxpayers, with ongoing reviews to ensure financial sustainability and transparency.

The success of the Accommodation Licensing By-law and anticipated revenues depend on the Department's ability to enforce compliance among non-compliant operators. The 2025 proposed budget includes additional By-law Division staff, as current staffing levels—0.060 FTE per 1,000 residents—are well below comparable municipalities. Without adequate resources, enforcement efforts may be limited, affecting revenues and regulatory effectiveness. Adequate staffing is crucial to achieving financial and operational goals while ensuring public safety and fairness. Additionally, finalization of the Administrative Monetary Penalty (AMP) By-law will further strengthen enforcement, provided sufficient staff are available to implement and administer it effectively.

Financial Implications:

Financial impact to current year operating budget:

The 2024 and 2025 budgeted revenue estimates were prepared without STR licensing revenues. Based on estimated license volumes, there could be revenues created of \$20,000 to \$35,000 that will effectively be used to offset the costs to administer the by-laws. In addition to licensing revenues, the City could also anticipate Municipal Accommodation Tax (MAT) revenues. These revenues are based on seasonal room availability volumes and accommodation values and will be analyzed as the program matures.

Financial impact on future year operating budget:

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

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as regulating and enforcing STRs will work towards maintaining the City's long-term rental housing stock.

Alignment with One Planet Principles:

Equity and Local Economy

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

Culture and Community

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

Travel and Transport

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

Staff Recommendation: THAT the report titled, "Accommodation Licensing By-law Fee Implementation" (COU25-010), be received;

AND THAT Schedule "B" of the City's Fees and Charges By-law 99-2024 be amended to establish license application fees for the City's Accommodation Licensing By-law 130-2022 as recommended in Report COU25-010.

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

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

March 27, 2024

Attention: ██████████, By-Law Enforcement Officer, City of Stratford and Council Members

We write this email to you on behalf of ██████████, ourselves (the manager and bookkeeper) of ██████████ in Stratford, along with her employees.

██████████ is an American citizen who fell in love with this city while passing through many years ago. She knew she wanted to come here often, invest in the city and attend many performances at the Festival. She has owned and operated bed and breakfast homes and short-term rental units in Stratford for over 30 years.

Currently, she owns ██████████. Two homes, operating as short-term and long-term rental units available for tourists, actors, locals and anyone interested to live here as a home away from home in Stratford.

As I am sure that we are not the only short-term rental (STR) accommodator or bed and breakfast (BnB) owner to say we have not made a profit for many years. The costs of maintenance, insurance, taxes, utilities, groceries etc. keep skyrocketing. Now we have the extra costs incurred by your implementation of the Municipal Accommodation Tax and annual licensing fees.

Why do STR and BnB owners keep operating you must wonder?

We do it for the love of people, conversations, and enjoyment of hosting others. Making connections with people from around the world. We love Stratford and wish for it to thrive! The accommodation industry in Stratford plays a huge and critical part in the success of the main tourist attraction, the Stratford Festival. Without it, the City and the Festival will not survive or thrive.

The City of Stratford must keep the cost of licensing fees to a minimal if you wish to have accommodators operate in this city.

We do understand your desire to protect citizens and follow other cities and municipalities with regulating accommodators. However, we only hope the City will exercise due diligence in enforcing the by-laws which have been enacted. Target those which have not been compliant in becoming licensed. Collect back fees. Give one and only one notice to comply or **ban** non-compliant operators from ever operating. Post on the City's website those in compliance and reward citizens who report non-compliant operators.

The accommodators collecting the MAT4% and paying licensing fees should reap the most benefits from the new By-Laws you have enacted. Allocate these funds to promote the accommodators in our City.

We all need to work together.. Thank you for your time and consideration.

Sincerely,

██████████ (Manager) and ██████████ (Bookkeeper) on behalf of :

██████████



MANAGEMENT REPORT

Date: January 21, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-006
Attachments: None

Title: Ontario Regulation 284/09 – Excluded Expenses

Objective: To meet the legislative requirements of Ontario Regulation 284/09 for financial reporting and provide Council with information regarding expenses excluded from the budgeting process.

Background: In 2009, the Public Sector Accounting Board (PSAB) changed accounting standards for municipalities, requiring full accrual reporting. However, City of Stratford still budgets on a modified cash basis, excluding certain expenses. The 2025 draft budget excludes 'non-cash' items including amortization, post-employment benefits, and landfill post-closure expenses. A report to Council must outline the impact on financial statements, including changes to accumulated surplus and future capital asset funding requirements.

The report shall include:

1. an estimate of the change in the accumulated surplus of the municipality resulting from the exclusion of any of these expenses and
2. an analysis of the estimated impact of the exclusion of any of the expenses on the future tangible capital asset funding requirements.

In addition to the items covered in the O. Reg, the following items are also excluded from the PSAB full accrual budget, but reporting on these items is not required as these items are deemed to be taken from the municipality's surplus.

- Principal paid on debt
- Transfers to reserve accounts
- Transfers from reserve accounts
- Acquisition costs of tangible capital assets

These exclusions are why the internal financial reports and budget process differ, sometimes significantly, from the audited financial statements, that are prepared in accordance with PSAB guidelines.

Analysis:

Amortization Expenses on Tangible Capital Assets:

The 2025 budget excluded an estimated \$10 million for amortization. Despite not budgeting for amortization, capital transfers of \$17 million offset the impact of this item, resulting in an adjusted surplus increase of approximately \$7 million.

Post-Employment Benefits Liabilities

The City, facing a \$7 million post-employment benefits obligation, deferred any additional contributions in the 2025 budget. The City doesn't fully fund this liability, leading to potential annual swings without a reserve to stabilize these fluctuations.

Solid Waste Landfill Closure and Post-Closure Expenses:

This is an estimated liability of \$3.7 million. The City contributes to a reserve for future landfill costs, but there's an unfunded gap of about \$2.9 million.

Impact on Future Tangible Capital Asset Funding Requirements

It is important to note again that amortization expense is not an accurate representation of the City's "Infrastructure Deficit".

The City's comprehensive asset management plan is the best source for quantifying future capital funding needs and measuring the infrastructure deficit in today's dollars. It is intended as a living document, and updated as assets are sold and replaced, and decisions are made affecting future replacements.

In summary, transitioning to a full PSAB-adjusted budget would increase the City's annual surplus by approximately \$18 million under PSAB reporting guidelines. This surplus is used for cash flowing principal debt repayments and cash contributions (transfers) to the reserve fund bank account, which are not captured in PSAB reporting. While adjustments are required for compliance with PSAB reporting, the modified cash basis that is currently used is much simpler for the average person to understand as it represents true cash requirements.

Financial Implications:

Financial impact to current year and future year operating budgets:

The report has no direct impact on the cash operating surplus/deficit.

Link to asset management plan and strategy:

The current modified budgeting is adequate, ensuring reserves accumulate, keeping the levy balanced with general cash operations.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as it is provided for compliance purposes with O. Reg 284/09.

Alignment with One Planet Principles:

Not applicable: This report is being prepared for information and compliance purposes so there is no connection to the One Planet principles.

Staff Recommendation: THAT the report dated January 21, 2025, from the Director of Corporate Services regarding legislative requirements of Ontario Regulation 284/09, and the impact of excluded expenses from the City's 2025 budget, be received for information.

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

Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: February 10, 2025
To: Mayor and Council
From: Karmen Krueger, Director of Corporate Services/Treasurer
Report Number: COU25-011
Attachments: 1) 2025 Budget Summary of Significant Impacts
 2) Draft 2025 Budget By-Law

Title: 2025 Draft Budget and By-Law Adoption

Objective: To seek final approval of the 2025 Budget and authorize a by-law.

Background: As Council is aware, the initial draft budget was released on October 28, 2024, to the Engage Stratford website and Council members. Subsequently, staff issued a community survey, and organized community engagement sessions including an open house and two pop-up locations, seeking public input on the various inputs and overall City service levels.

The Finance and Labour Relations Committee had several meetings, the first of which was November 28, 2024, and the most recent January 16, 2025, to deliberate services and costs of services contained in the package.

Analysis: Through the deliberation process, members of the public and the Finance and Labour Relations Committee sought clarification, and additional operational and financial information. This discussion included asset renewals, previous commitments from Councils around climate commitments and the overall link to the corporate strategic priorities for 2025 and beyond.

Balancing the increased costs for service delivery and asset requirements for those services, plus changes to demand for services with the impact on the tax rates and impacts to residents is a particularly challenging task and one of the main considerations for Council.

The budget, as referred to Council from the Finance and Labour Relations Committee, represents an increase to the dollars required to deliver current services and the dollars approved to expand services in some areas. The attached summary includes where it started, along with additions and removals that impact the 2025 tax levy.

Total expenditures increased by \$14.5 million. This is about 8% consisting of the following:

- cost increases for wages, employer costs and benefits (excluding outside boards) of \$2.5 million
- \$0.3 million for additional staffing
- \$3.1 million for outside board initiatives, including police, library, and other shared services
- Increase in infrastructure investments and capital requirements of \$2.2 million
- Legal and insurance cost increases of \$0.4 million
- The remaining increase of approximately \$6 million is general cost increases best described as inflationary or otherwise not separated for presentation purposes

Revenues also increased, which helps to offset some expenditure increases as follows:

- Increased user fees and operating grants of \$5.2 million
- Use of existing reserves and prior year surpluses of \$3.4 million

The ending effect of this budget is an increase to the budget of \$5.8 million, or 7.36% more dollars required than the previous year.

The final impact to the tax rate will be forthcoming in a subsequent report. The rates may be impacted by policy choices that could result in a shift between the various property classifications, but the estimated impact to residential property tax rates at this time is a 5.39% increase over the previous year rate.

The relationship between the budget, and Council's strategic priorities and One Planet principles are summarized in the sections below.

Financial Implications:

Financial impact to current year operating budget:

The purpose of this report and approval of the 2025 budget is to set the revenue and expenditure dollar estimates for the year.

Financial impact on future year operating budget:

The 2025 budget does not specifically impact future year budgets except to the extent that service levels are reconfirmed, and items that were deferred and 'gapped' in 2025 could impact the future year budgets. As this was the first year of developing a multi-year view of the operating budget, future year presentations may look different as estimates are refined.

Link to the Asset Management Plan: The 2025 budget (and future year budgets) are presented with a much stronger link to the City's Asset Management Plan and funding requirements therein. There cannot be a conversation around service delivery without considering the asset investments required to deliver those services over time.

This concept will continue to be highlighted throughout 2025 and in subsequent budget years.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the 2025 budget reflects the commitment by Council, not only for service delivery but also for investment in the assets required to deliver services. This is evidenced by increased contributions to the capital reserve funds and increased capital renewal projects.

Build Housing Stability

This report aligns with this priority as the 2025 draft budget reflects Council's commitment to creating additional housing stability. The workplans of Social Services, the Chief Administrative Officer and investStratford to repurpose existing facilities (246 Railway Ave), ongoing projects to increase units at 398 Erie and 9 Fulton (Milverton) as well as increased resources to work with those who remain unhoused are all aimed at achieving this priority.

The 2025 draft budget also includes strategic expansions within the Building and Planning Services Department, particularly the addition of a Supervisor of Policy and Placemaking, to further support Council's housing priorities of streamlining the approvals process and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification. This will enhance the City's ability to facilitate increased housing supply in a range of forms, tenures, and affordability levels while responsive to evolving housing needs, and aligned with Council's broader objectives for sustainable growth and community development.

Work Together For Greater Impact

This report aligns with this priority as the 2025 work plans and budgets include activities that meet the key objectives from this priority include the ongoing work for the Grand Trunk renewal program and investment in sports tourism strategies with Destination Stratford and other programs.

Intentionally Change to Support the Future

This report aligns with this priority as the 2025 budget continues to support economic growth through investStratford and continued operational work towards improving efficiencies and service standards.

Alignment with One Planet Principles:

The 2025 budget aligns with each of these principles as noted below.

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing. Continued Seniors and youth programming in Community Services that not only meets this principle but increases usage of the City's facilities. Ensuring new neighbourhoods and developments achieve this principle, proposed and reviewed through the planning process, is also of paramount importance as our City grows.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade. This principle is most evident when considering the activities of investStratford and the Building and Planning Services Department as they work together to grow our community with both existing partners and new businesses. This requires ongoing work with Social Services and Community Services to ensure newcomers have places to live and thrive.

Culture and Community

Nurturing local identity and heritage, empowering communities, and promoting a culture of sustainable living. This principle is most evident in how the City partners with and supports community organizations and embraces diversity within the existing community but also in attracting newcomers to live here. While not all elements of sustainable living are within the control of the local level of government, the City strives to make those services that are within the City's control affordable and sustainable for residents.

Land and Nature

Protecting and restoring land for the benefit of people and wildlife. The Parks and Infrastructure divisions in Community Services and Infrastructure Services assist this principle through continuous land preservation through various operational programs and controlled development that meets the City's priorities.

The City's Planning Division, through its work to lead land-use policy initiatives and evaluate land development applications, also achieves this principle. The City's Official Plan is amongst the most important tools for Council to meeting its priorities.

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought. The recent water and wastewater rate study, along with the storm management work planned in 2025 allow the City to continue improvements with this principle.

Local and Sustainable Food

Promoting sustainable humane farming and healthy diets high in local, seasonal organic food and vegetable protein. The City has partnered with local organizations and permitted the development of community gardens on municipally-owned land. The development of a community garden by the Local and the SDSS Eco Club promotes education around local and sustainable food.

Travel and Transport

Reducing the need to travel, encouraging walking, cycling and low carbon transport. Council has adopted a Transportation Master Plan which includes development of walking and cycling trails and has invested with assistance from grants in electric vehicle charging stations and hybrid fleet to reduce transportation carbons. How our City ultimately grows into the future in this regard will be established in the Official Plan Review.

Material and Products

Using materials from sustainable sources and promoting products which help people reduce consumption. The City has implemented processes internally to assess responsible environmental options in procurement.

Zero Waste

Reducing consumption, reusing, and recycling to achieve zero waste and zero pollution. This principle will continue to evolve as the Blue Box Program transitions into a producer-responsibility program.

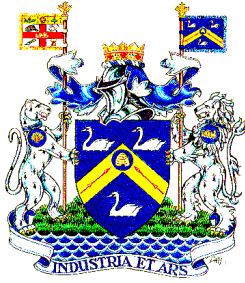
Zero Carbon Energy

Making buildings and manufacturing energy efficient and supplying all energy with renewables, reflected in the capital projects, new development, and forward thinking of all asset renewals and procurement.

Staff Recommendation: THAT the draft 2025 budget as amended be adopted with a levy increase of \$5,893,927 and a total tax levy of \$85,984,303;

AND THAT the 2025 Budget By-law be adopted as presented.

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



**BY-LAW NUMBER -2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a by-law to adopt the budget (estimates of revenues and expenditures) for tax supported and user pay purposes for the year 2025.

WHEREAS Section 290 of the *Municipal Act, S.O. 2001, c.25*, as amended, requires municipalities to prepare and adopt a budget and establishes requirements under that legislation to set out the estimated revenues and expenditures for the municipality;

AND WHEREAS in accordance with Section 290 of the *Municipal Act, S.O. 2001, c.25*, as amended, Council has considered the sums required during the year for Municipal purposes and is prepared to pass a budget for the year 2025;

AND WHEREAS it is now necessary to adopt the estimates of revenue and expenditures for tax supported and user pay services for the Corporation of the City of Stratford;

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

1. **That** the current estimates of operating revenues in the amount of \$181,813,733 and expenditures in the amount of \$181,813,733 for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as summarized in the attached Schedule "A", to be known as the 2025 Net Operating Budget.
2. **That** the capital project estimates for expenditures in the amount of \$37,416,281 and revenues in the amount of \$37,416,281 for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as set out in the attached Schedule "B", to be known as the 2025 Capital Program.
3. **That** Schedules "A" and "B" as attached hereto form and become part of this by-law.
4. **That** this by-law shall come into force and effect upon receiving the final passing thereof.

Read a FIRST, SECOND and THIRD Time and

FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to By-law ____-2025

Adopted this 10th day of February, 2025

City of Stratford 2025 Net Operating Budget Requirements:

Account	Dollar Amount (\$)
101 MAYOR AND COUNCIL SERVICES	705,158
102 COMMITTEES OF COUNCIL	110,365
111 CAO'S OFFICE	1,018,339
112 HUMAN RESOURCES	1,522,097
121 CITY CLERK	1,014,888
134 INFORMATION TECHNOLOGY	0
135 PARKING	(524,458)
136 CROSSING GUARDS	272,950
139 TAXATION	(85,984,303)
139 GENERAL GOVERNMENT	1,139,779
141 CITY BUILDINGS	1,574,923
211 FIRE	10,114,855
250 BUILDING PERMITS	0
251 DEVELOPMENT SERVICES	785,492
252 BY-LAW ENFORCEMENT	703,814
310 ENGINEERING	1,163,647
315 FLEET	0
320 ROADS	9,005,268
330 SANITARY	0
340 STORM	5,074,485
350 WATER	0
360 WASTE	970,208
512 STRATFORD MUNICIPAL AIRPORT	76,899
513 INDUSTRIAL LAND SERVICING	0
610 SOCIAL SERVICES ADMINISTRATION	142,240
611 ONTARIO WORKS	585,703
612 HOMELESSNESS	349,760
613 ANNE HATHAWAY DAY CARE CENTRE	330,725
614 PS HOUSING CORP / LHC	2,553,958
615 HOUSING DIVISION-SERVICE MGR	760,220
616 CHILDREN SERVICES	413,940
618 BRITANNIA ST APARTMENTS	585,722
711 PARKS	3,278,922
715 FACILITIES	3,795,911
721 RECREATION	4,541,070
731 CEMETERY	753,551
750 TRANSIT	3,873,410
751 PARALLEL TRANSIT	657,520
752 COMMUNITY TRANSPORTATION	46,583
810 REQUISITIONS FROM OTHERS	27,389,489
872 COMMUNITY SUPPORT & GRANTS	1,196,870

CITY OF STRATFORD 2025 CAPITAL PROGRAM

Corporate Services - Parking

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Other	City Reserves
1	Smart Parking Project	\$30,000	\$0	\$0	\$0	(\$30,000)
2	Comprehensive Parking Management System	76,875	0	0	0	(76,875)

Corporate Services – Information Technology Services

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Other	City Reserves
3	Personal Computers	\$90,000	\$0	\$0	\$0	(\$90,000)
4	Network Equipment	100,000	0	0	0	(100,000)
5	Website Enhancements	30,000	0	0	0	(30,000)

Fire

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Other	City Reserves
6	Utility Vehicle Replacement	\$95,000	\$0	\$0	\$0	(\$95,000)
7	Mobile Data Terminals	20,352	0	0	0	(20,352)

Community Services – Parks and Forestry

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
8	Replace Play Structure at Inverness Park	\$110,000	\$0	\$0	\$0	(\$110,000)
9	SERC Track Replacement	650,000	(500,000)	0	0	(150,000)
10	Parks Building (Paint Shop Lunch Room Roof)	50,000	0	0	0	(50,000)

Community Services – Cemetery

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
11	Niche/Wall Columbarium	\$130,000	\$0	\$0	\$0	(\$130,000)
12	Roof Replacement - Office/Chapel	50,000	0	0	0	(50,000)

Community Services – Recreation Facilities

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
13	HVAC Rooftop Units	\$190,000	\$0	\$0	\$0	(\$190,000)
14	Exterior Insulating Finishing System	95,000	0	0	0	(95,000)
15	Interior Doors	26,000	0	0	0	(26,000)
16	HVAC Rooftop Units	1,700,000	0	0	0	(1,700,000)

Community Services – Recreation Facilities (continued)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
17	Community Hall Floor Scrubber	\$25,000	\$0	\$0	\$0	(\$25,000)
18	Parking Lot Entrance Sign	65,000	0	0	0	(65,000)
19	Ice Machine Replacement	13,500	0	0	0	(13,500)
20	Metal Roofing	250,000	0	0	0	(250,000)
21	Building Automation System	25,000	0	0	0	(25,000)
22	Drinking Fountain Replacement	8,000	0	0	0	(8,000)
23	Carbon Dioxide/Gas Detection System	10,000	0	0	0	(10,000)
24	Fieldhouse Hardwood Flooring Refinishing	68,000	0	0	0	(68,000)
25	Public Announcement and Sound System	30,000	0	0	0	(30,000)
26	Carpet Replacement (Upstairs Boardroom)	10,000	0	0	0	(10,000)
27	National Stadium Upgrades	100,000	0	0	0	(100,000)
28	Lions Pool Liner (Lap Pool)	205,000	0	0	0	(205,000)
29	Washroom Upgrades SERC	200,000	0	0	0	(200,000)
30	Bandshell Refurbishment	75,000	0	0	0	(75,000)
31	Fire Alarm Control Panel	10,000	0	0	0	(10,000)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
32	Window Replacements	25,000	0	0	0	(25,000)
33	Optimist Ball Diamond Lighting	50,000	0	0	0	(50,000)
34	Various Facilities – Salto/Security	21,000	0	0	0	(21,000)
35	Various Facilities – Chairs and Tables	35,000	0	0	0	(35,000)
36	Veterans Drive Bandshell Refurbishment	75,000	0	0	0	(75,000)

Community Services – Facilities – Other Buildings

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
37	Exterior Envelope Maintenance	\$1,100,000	0	0	0	(\$1,100,000)
38	Elevator Modernization	200,000	0	0	0	(200,000)

Community Services – Transit

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
39	Regular Fuel Mobility Bus (replacement)	\$150,000	(\$150,000)	\$0	\$0	\$0
40	Regular Fuel Mobility Bus (new)	150,000	(150,000)	0	0	0

Infrastructure Services – Roads and Traffic

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
41	Sidewalk Replacements	\$300,000	\$0	\$0	\$0	(\$300,000)
42	Accessibility Improvements	50,000	0	0	0	(50,000)
43	Pedestrian Crossing Improvements	100,000	0	0	0	(100,000)
44	Bridge Improvements/Renewal	900,000	(900,000)	0	0	0
45	Signalized Intersection Updates	50,000	0	0	0	(50,000)
46	Street Lighting Improvements	50,000	0	0	0	(50,000)
47	Erie Street Multi-Use Trail Replacement	1,000,000	0	0	0	(1,000,000)
48	Gordon Street Sidewalk	80,000	0	0	0	(80,000)
49	New Sidewalks, Collector and Arterial	200,000	0	(200,000)	0	0

Infrastructure Services – Storm

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
50	Roadhouse Municipal Drain Improvement	2,000,000	(\$2,000,000)	\$0	\$0	\$0
51	Lorne Trunk Storm Dewer Rehabilitation	1,000,000	0	0	0	(1,000,000)

Infrastructure Services – Water

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
52	Miscellaneous Water Repairs	\$100,000	\$0	\$0	\$0	(\$100,000)
53	Mechanical Well Upgrades	100,000	0	0	0	(100,000)
54	Well Chlorination System Upgrades	65,000	0	0	0	(65,000)
55	Water Tower Safety Upgrades	200,000	0	0	0	(200,000)
56	Romeo Treatment Facility Upgrades	90,000	0	0	0	(90,000)
57	Rehabilitation Flood Control Structures	160,000	0	0	0	(160,000)

Infrastructure Services – Miscellaneous

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
58	Public Works Facility Upgrades	\$200,000	\$0	\$0	\$0	(\$200,000)
59	Rehabilitation and Expansion of Public Works Facility	160,000	0	(160,000)	0	0

Infrastructure Services – Sanitary

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
60	Water Pollution Control Plant (WPCP) Improvements	\$420,000	\$0	\$0	\$0	(\$420,000)
61	Basement Isolation	30,000	0	0	0	(30,000)
62	Miscellaneous Sanitary Repairs	30,000	0	0	0	(30,000)
63	Sanitary Relining Subsidy	50,000	0	0	0	(50,000)
64	Pumping Station Upgrades	100,000	0	0	0	(100,000)
65	Pumping Station Security Upgrades	55,000	0	0	0	(55,000)
66	Pumping Station Magnetic Flow Meters	75,000	0	0	0	(75,000)
67	Pumping Station Maintenance Program	75,000	0	0	0	(75,000)
68	WPCP Aeration Piping and Valves	550,000	0	0	0	(550,000)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
69	WPCP Sludge Storage Clean Out	\$120,000	0	0	0	(\$120,000)
70	WPCP Aeration Sluice Gates	180,000	0	0	0	(180,000)
71	WPCP Grit Separator	1,500,000	0	0	0	(1,500,000)
72	O'Loane Ave. Trunk Sanitary Phase 1	2,290,000	0	(2,198,400)	0	(91,600)

Infrastructure Services – Linear Infrastructure

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
73	Asphalt Resurfacing	\$2,050,000	(\$1,750,000)	\$0	\$0	(\$300,000)
74	2026 Preliminary Studies and Investigations	200,000	(200,000)	0	0	0
75	Watermain Relining	800,000	0	0	0	(800,000)
76	Avondale and Avon Reconstruction	5,600,000	(3,000,000)	0	0	(2,600,000)
77	Lorne/Downie Intersection	625,000	0	0	0	(625,000)
78	Huron Street Phase 2 (John to Matilda)	2,950,000	(1,500,000)	0	0	(1,450,000)
79	East Gore Watermain Looping	500,000	0	0	0	(500,000)

Infrastructure Services – Fleet

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
80	Light Duty Fleet Replacements	\$703,650	\$0	\$0	\$0	(\$703,650)
81	Heavy Duty Fleet Replacements	1,218,000	0	0	0	(1,218,000)
82	Tractor Fleet Replacements	122,000	0	0	0	(122,000)
83	Mid-Size Equipment Fleet Replacements	265,000	0	0	0	(265,000)
84	Electronic Message Board Trailers (2)	55,000	0	0	0	(55,000)
85	New Vehicle – Plumber	96,650	0	0	0	(96,650)
86	New Vehicle – Electrician	96,650	0	0	0	(96,650)
87	New Vehicles (2) – By-law	110,300	0	0	0	(110,300)

Infrastructure Services – Landfill

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
88	Landfill Buffer Acquisition	\$250,000	\$0	\$0	\$0	(\$250,000)

Infrastructure Services – Parking Lots

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
89	Erie Lot Rehabilitation	\$700,000	\$0	\$0	\$0	(\$700,000)

Social Services – Perth and Stratford Housing Corporation

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
90	Driveways, Parking Lots and Sidewalks	\$50,000	0	0	0	(\$50,000)
91	Connectivity	460,000	0	0	0	(460,000)
92	Kitchen Replacements	200,000	0	0	0	(200,000)
93	Furnace Replacements	55,000	0	0	0	(55,000)
94	Roof Replacements	240,000	0	0	0	(240,000)
95	Window Replacements	70,000	0	0	0	(70,000)
96	Accessibility Upgrades	200,000	0	0	0	(200,000)
97	Electrical Upgrades	75,000	0	0	0	(75,000)
98	Fencing	10,000	0	0	0	(10,000)
99	Roofing Tie Offs and Access Ladders	100,000	0	0	0	(100,000)
100	Balcony Repairs	25,000	0	0	0	(25,000)
101	Asbestos Assessments and Abatement	100,000	0	0	0	(100,000)
102	Flooring Repairs and Replacement	50,000	0	0	0	(50,000)

Stratford Public Library

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
103	Computer Equipment	\$31,000	\$0	\$0	\$0	(\$31,000)
104	Physical Library Collections	169,744	0	(169,744)	0	0

Stratford Police Service

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
105	Desktop Computer Refresh	\$30,600	0	0	0	(\$30,600)
106	Replacement (4) Vehicles	\$336,960	\$0	\$0	(\$168,480)	(\$168,480)
107	Intoxilyzer	11,000	0	0	0	(11,000)
108	Video System Re-Cabling	36,000	0	0	0	(36,000)
109	Next Generation 9-1-1	200,000	(200,000)	0	0	0

Totals

Total Project Costs	Federal/Provincial Funding	Development Charges	Other	City Reserves
\$37,416,281	(\$10,350,000)	(\$2,728,144)	(\$168,480)	(\$24,169,657)

City of Stratford
2025 Budget Summary of Significant Impacts
 At January 23, 2025

Purpose: To summarize changes to initial draft budget.

80,090,376	Previous (2024) Net Tax Levy
6,731,782	Starting Increase to Net Levy (excluding expansion initiatives)
86,822,158	Starting Draft Net Levy Excluding expansion initiatives

<u>Change Number</u>	<u>Amount</u>	<u>Description of Change</u>
-----------------------------	----------------------	-------------------------------------

Legislative and Mandatory Impacts

1	1,310,184	Wages, including new, movement along performance grid, and inflationary increases
2	874,687	Employer Remittance Costs and Employee Benefits Increase
3	260,189	Estimated increase to costs to insurance premiums 8%, plus additional claims settlements
4	112,255	Legal costs

Sustainability Impacts to Maintain Current Service Delivery, including access to grants

5	2,163,988	Increase to infrastructure requirements to reflect underfunded 10-year capital plan phase in over 10 years (slower phase in than 2024 of \$5,008,000)
---	-----------	---

Impacts Resulting from Approved Service Enhancements during 2024

6	125,000	Gapping effect of 398 Erie Project deferred from 2024 (this represents 25%, now at 75%)
7	375,404	Gapping effect of 2024 expansion staffing initiatives deferred from 2024/new HR

Partner/Shared Service Impacts

8	730,180	Increase to shared services *see below
9	2,245,182	Increase to Outside Boards (Police)
10	146,261	Increase to Outside Boards (Library)

Other Changes

11	6,091,637	Inflationary Impacts on remaining expenses (approximately 4%)
12	(5,453,185)	Increased Revenues from non-taxation sources

Mitigating Tools to Reduce Cost Impacts

13	(2,250,000)	Use of Prior year surpluses and one-time tax stabilization reserves
----	-------------	---

Estimate Revisions since Draft Package was Released (brackets indicate dollar reduction)

14	(312,500)	Identified carryover of 2024 operating funds-Community Services-various incl BCA
15	312,500	2024 Projects carried over - various
16	(64,990)	Unspent from 2024 Space Utilization Study carried into 2025 (orig \$120,000)
17	(25,000)	Unspent from 2024 expansion re: 82 Erie (pending Space Utilization) (orig \$25,000)
18	89,990	To be directed towards outcomes of Space Utilization Study (both)

<u>Change Number</u>	<u>Amount</u>	<u>Description of Change</u>
19	(57,830)	Lower than estimated requirement for Paramedic Shared Services (orig \$3,823,104)
20	(6,352)	Lower than estimated requirement for Archive Shared Service (orig \$389,950)
21	(6,480)	Lower than estimated requirement for Museum Shared Service (orig \$172,780)
22	(12,831)	Lower than estimated requirement for Huron Perth Public Health (orig \$747,355)
23	12,937	Higher than estimated requirement for Spruce Lodge (orig \$952,112)
24	20,000	Higher than estimated requirement for POA (revenue estimate reduction) (orig \$80,000)
25	(44,440)	Additional funding from renewal of agreement with the Paramedics for Case Manager
23	(35,000)	Increase to estimated revenues for Library due to PS agreement
24	(12,500)	Add Drainage Superintendent grant (oversight)
25	15,367	Adjust MPAC fee (higher than initial estimate) by \$15,367
26	(227,650)	Change in Water Revenues from initial budget due to approved rate plan
27	227,650	Change in Water Transfers to Reserve Funds due to approved rate plan
28	(62,000)	Change in Sanitary Revenues from initial budget due to approved rate plan
29	62,000	Change in Sanitary Transfers to Reserve Funds due to approved rate plan
30	(20,000)	Amended (increased) lease revenues based on agreement review
31	113,000	Correction to fee discounts (data entry error in draft budget)
Outcomes from Deliberations of Finance Committee		
32	(173,300)	Police-Deferral of canine unit program to subsequent year per PSB
33	(60,000)	Defer Traffic Study -remove from Consulting - cost centre 310
34	(700,000)	Additional transfer from tax stabilization reserve
35	(250,000)	Reduce transfers to Reserve Funds for Facility-Normal School
Expansion Initiatives Considered by Finance Committee (refer to background details in draft budget package)		
36	-	Attainable Housing Incentive CIP \$150,000 - use of MAT, no levy impact
37	(150,000)	LightsOn - included in their budget submission, use of MAT, removed levy impact
38	-	investStratford - Grand Trunk Supports (included in submission), no levy impact
39	-	Additional Mobility Bus grant funded, no levy impact
40	-	Vehicle for Facilities Plumber \$96,650 -use existing fleet reserve fund, no levy impact
41	-	Vehicle for Facilities Electrician \$96,650 - use existing fleet reserve fund, no levy impact
42	-	Parks & Rec Master Plan - deferred to 2026 discussions- removed from budget
43	-	HRIS System - deferred for further analysis - removed from budget
44	-	Electronic Message Board trailers (2) use existing reserve fund, no levy impact
45	-	By-law Additional Vehicle for current staff - removed from budget
46	110,300	Vehicles (2) for By-Law staff expansion - supplemental info provided
47	50,000	Emergency exercise CEMC Staffing Communications Coordinator - removed from budget; but added \$45,000 to
48	45,000	consulting instead for specific initiatives
49	66,514	Supervisor Financial Services

<u>Change Number</u>	<u>Amount</u>	<u>Description of Change</u>	
50	-	Supervisor, Enterprise Applications and GIS - deferred pending IT strategic plan - removed from budget	
51	68,705	Supervisor of By-law	
52	60,686	By-law enforcement officer	
53	30,343	Backflow Prevention Officer *(75% fee based) supplemental info provided	
54	76,296	Supervisor Policy Placemaking	
55	-	Maintenance Management Clerk - removed from budget	
56	-	Facilities Plumber - reduce contracted services by \$33,271- no levy impact	
57	-	Facilities Electrician reduce contracted services by \$45,177- no levy impact	
58	-	Casual PT to Perm PT Recreation/Facility Operators (6) - \$16,776 savings in OT, no levy impact	
59	-	Water Meter Technician - change FT- (funded via user fees), no levy impact	
60	-	Community Energy Liaison (2 yr pilot)- removed from budget	
61	-	Project Manager (2 yr contract)- removed from budget	
62	21,730	OW Caseworker	
	5,893,927	Draft Increase to Net Budget (7.36%), resulting in tax rate increase on average property of	5.39%
	85,984,303	Ending Net Levy Including expansion initiatives recommended from Committee	

Kinsmen Club of Stratford

"Serving the communities Greatest Need"

P.O. Box 21111, Stratford, ON

January 28, 2025

Mayor Martin Ritsma & Council
City of Stratford
P.O. Box 818, Stratford, Ontario, N5A 6W1

RE: Kin Canada Day 2025 Proclamation

Dear Mayor & Council

Kin Canada was founded on Feb 20, 1920 in Hamilton, Ontario and has been a vibrant and responsible all-Canadian service organization devoted to serving communities across Canada.

Kin Canada, Canada's largest all-Canadian service organization, is made up of Canadian men and women who gather together in clubs to volunteer their time for the purposes of bettering their communities by performing 'hands-on' service work, raising funds for important community projects and having fun.

This year the Kinsmen Club of Stratford will celebrate it's 80th year of serving the "Community's Greatest Need".

Chartered in 1945, the Kinsmen Club of Stratford is one of the most recognized service clubs in the city. Stratford Kinsmen major fund-raising and service projects over the past 70 plus years have included Allman Arena Booth, Canada Day and Santa Claus parades, Canada Day fireworks, Stratford Blues and Ribfest, high school bursaries and Cystic Fibrosis to name a few. This past year the Kinsmen have made financial donations to the Stratford Hospital Foundation, Wellspring for Cancer, Rotary Aquabox, Jakes Bowling fundraiser for Ronald McDonald House, Connections Centre, Stratford Library Snack Stop, gym equipment for a new outdoor facility by the skate park, cystic fibrosis and two high school bursaries.

The Covid pandemic put a hold on many activities including the celebration of Kin Canada's 100th anniversary and the Stratford Kinsmen Clubs 75th Anniversary in 2020.

We are respectfully requesting that the City of Stratford Council declare Thursday, February 20th, 2025 Kin Canada Day and the week of February 16 – 22, 2025 as Kin Canada Week and fly the Kin flag over City Hall during that week.

Respectfully
On behalf of the Kinsmen Club of Stratford

David Lamb

David Lamb, President

cc Bob Malcolmson, 519-273-4511 bobmalcolmson@gmail.com

PROCLAMATION

- Whereas, Kin Canada has been a vibrant and responsible all-Canadian service organization devoted to serving communities across Canada since 1920,
- Whereas, Kin Canada clubs and their members have demonstrated excellence, pride, integrity, inclusiveness, and compassion in their pursuit of further enriching our community,
- Whereas, Kin Canada is celebrating its 105th anniversary on February 20, 2025,
- Whereas, The Kinsmen Club of Stratford is celebrating its 80th anniversary in 2025
- Therefore, I, Martin Ritsma, Mayor of the City of Stratford, Ontario, feel that all members of our community would welcome the opportunity to celebrate our local Kinsmen Club and Kin Canada's rich history of Serving the Community's Greatest Need. With great honour,

I DO HEREBY DECLARE

Thursday, February 20, 2025
Kin Canada Day

and declare the week of

February 16 - 22, 2025
Kin Canada Week

as a celebration of all Kin Canada clubs.

Further, I encourage all members of our community to thank and congratulate our local Stratford Kinsmen members who give so generously of their time and talent for the betterment of our City and region.

IN WITNESS WHEREOF, I

Martin Ritsma, Mayor

have hereunto set my hand and caused the seal of the City of Stratford to be affixed this ____ day of 2025

FEBRUARY 22

National Human Trafficking Awareness Day

A designated day to help bring awareness to the magnitude of modern-day slavery in Canada.



endmodernslavery.ca

HUMAN TRAFFICKING IN CANADA

Most victims knew their trafficker before being trafficked, **only 11% didn't.**



endmodernslavery.ca

Statistics Canada 2021

HUMAN TRAFFICKING IN CANADA

Human trafficking is a gender & race based crime.

- 95% of victims are women or girls
- 50% of victims are Indigenous



endmodernslavery.ca



Statistics Canada 2021

HUMAN TRAFFICKING IN CANADA

Human trafficking in Canada is predominantly sex trafficking.

- 77% of human trafficking cases are sex trafficking.
- 7% of cases are forced labour.

endmodernslavery.ca



Canadian Centre to End Human Trafficking, 2021



HUMAN TRAFFICKING IN CANADA

Youth and young adults are the most at risk of being trafficked.

89%
of victims are
below the age of 35.

endmodernslavery.ca




Statistics Canada, 2021



Phone: 519.433.4073
797 York St., Unit 3
London ON,
N5W 6A8

www.epilepsyswo.ca
Charitable registration number:
11890 0802 RR0001

Council Announcement

March is Epilepsy Awareness Month

One in 10 Ontarians will have a seizure in their lifetime.
One in 100 Ontarians will be diagnosed with epilepsy.
People are diagnosed with epilepsy at any age.
54 new cases of epilepsy are diagnosed every day.
There are over 30 types of seizures.
Everyone should have Seizure First Aid training (not the same as First Aid training) and know what to do if someone has a seizure.

Many people don't tell anyone their health status due to public misconceptions about the condition.

Epilepsy Awareness Month is an excellent opportunity to begin a discussion about epilepsy, educate the public and break down the stigma of epilepsy. The official colour for Epilepsy Awareness is Purple. Cassidy Megan, a Canadian girl from Nova Scotia started March 26th as Purple Day for Epilepsy.

This request for a Council Proclamation comes from Epilepsy Southwestern Ontario – a local nonprofit agency who aims to raise awareness of epilepsy and to provide education and support services to people with epilepsy and their family, as well as provide education to the public.

Thank you for making this proclamation in Council proceedings.

Sincerely
Epilepsy Southwestern Ontario



MANAGEMENT REPORT

Date: February 10, 2025
To: Mayor and Council
From: Alexander Burnett, Intermediate Planner
Report Number: COU25-012
Attachments: Draft By-law with Schedule A and B, and COU24-159 – Intent to Designate 15 Huron Street Report (The Shakespearean Gardens) under Part IV, Section 29 of the Ontario Heritage Act

Title: Designation of 15 Huron Street (The Shakespearean Gardens) under Part IV, Section 29 of the Ontario Heritage Act.

Objective: To provide a recommendation from Heritage Stratford regarding the proposal to designate 15 Huron Street, known as The Shakespearean Gardens, under Part IV, Section 29 of the Ontario Heritage Act.

Background: On December 16, 2024, Council adopted Heritage Stratford's recommendation to issue a notice of intention to designate 15 Huron Street, Stratford ON (The Shakespearean Gardens), under Part IV, Section 29 of the Ontario Heritage Act, specifically the:

- a) Dufton Chimney Tower and features; including the top structure with weathervane
- b) Original stone walls throughout the garden design
- c) Huron Street lychgate
- d) Knot Garden
- e) Herb Garden
- f) Rose Garden
- g) Perennial Border Garden
- h) Walkway lamp lighting
- i) Sundial within the confines of the Garden

j) Bust of William Shakespeare

The notice of intention to designate 15 Huron Street was served on the property owner and the Ontario Heritage Trust and published in the Town Crier of the Beacon Herald on December 28, 2024, in accordance with the requirements of the *Ontario Heritage Act*.

No objections to the intention to designate the property have been received by the City.

Analysis: As no objections to the intention to designate the property were received, Staff recommend proceeding with the designation of the property under Part IV, Section 29 of the Ontario Heritage Act.

Financial Implications:

There are no direct or anticipated financial implications because of the recommendation to designate the subject property under Part IV of the Ontario Heritage Act.

Cost of the plaque and photography for the designation is within the existing Heritage Stratford budget.

Link to asset management plan and strategy:

The park and gardens and structures are part of the City's assets and as such are subject to ongoing maintenance and potential replacement. As replacement costs are considered, the heritage designation does mean that these elements will be included in the City's short, medium and long-term asset replacement program.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as recognizing the built and cultural heritage of Stratford preserves heritage properties for future generations.

Alignment with One Planet Principles:

Culture and Community

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

Staff Recommendation: THAT City Council designate 15 Huron Street under Part IV, Section 29 of the *Ontario Heritage Act* through the passing of a By-law pertaining to the following attributes:

- a) **Dufton Chimney Tower and features, including the top structure and weathervane**
- b) **Original stone walls throughout the garden design**

- c) Huron Street lychgate**
- d) Knot Garden**
- e) Herb Garden**
- f) Rose Garden**
- g) Perennial Border Garden**
- h) Walkway lamp lighting**
- i) Sundial within the confines of the Garden**
- j) Bust of William Shakespeare**

AND THAT, a commemorative plaque be installed on the subject lands with all costs borne by Heritage Stratford.

Prepared by: Alexander Burnett, Intermediate Planner

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

**DRAFT BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a by-law to designate 15 Huron Street under
Part IV of Section 29 of the Ontario Heritage Act as being
of architectural and historical value or interest.

WHEREAS Section 29 of the Ontario Heritage Act, R.S.O. 1990, Chapter O.18 ("Ontario Heritage Act") authorizes the Council of a municipality to enact by-laws to designate a property to be of architectural and historical value or interest;

AND WHEREAS the Council of The Corporation of the City of Stratford has consulted with its Municipal Heritage Committee;

AND WHEREAS the Council of The Corporation of the City of Stratford has caused to be served upon The Ontario Heritage Foundation and the owners of the property known as 15 Huron Street, City of Stratford ("**Property**"), notice of its intention to so designate the Property and has caused general circulation in the City of Stratford by publication of the notice of intention in the Stratford Beacon Herald being a newspaper having general circulation in the municipality;

AND WHEREAS no written notice of objection to the proposed designation has been served on the Clerk of the Municipality within the prescribed time by the Ontario Heritage Act;

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

1. That the heritage attributes of the Property known as 15 Huron Street, in the City of Stratford is hereby designated as being of architectural and historical value or interest under the provisions of the Ontario Heritage Act for the reasons described in Schedule "A" attached hereto.
2. The Municipal Solicitor is hereby authorized to cause a copy of this by-law to be registered in the proper land registry office against the property described in Schedule "B" attached hereto.
3. The Clerk is hereby authorized to cause a copy of this by-law to be served on The Ontario Heritage Foundation and the owner of the property and to cause notice of the passing of this by-law to be published in the Stratford Beacon Herald being a newspaper having general circulation in the municipality.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 10th day of February 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

SCHEDULE "A" TO BY-LAW NUMBER XXX-2025

passed this 10th day of February, 2025

Reasons for the Heritage Designation of 15 Huron Street:

Statement of Cultural Heritage Value or Interest

The Shakespearean Gardens is of cultural heritage value as one of the only Shakespearean Gardens in Canada and represents the City's protection of parkland along the Avon River. Opened in 1936, the Gardens provide an invaluable example of the efforts of Stratford's Parks Board to create parkland in the City's downtown core, during a time of increased industrial pressures. The Shakespearean Gardens also demonstrate a high degree of craftsmanship and artistic merit throughout. Designed by Dunnington-Grubb, and Stenson and featuring the work of Cleeve Horne, the Gardens provide significant contributions from Canadian Landscape architects and artists. And being adjacent to the Avon River and the City's downtown Core, the Dufton Chimney has become a well-known landmark that has defined the City's waterfront parkland. The City has incorporated the Dufton Chimney alongside the Huron Street Bridge in its logo for over 20 years.

Description of Heritage Attributes

The specific heritage attributes of the property are:

- a. Dufton Chimney Tower and features; including the top structure with weathervane
- b. Original stone walls throughout the garden design
- c. Huron Street covered lychgate
- d. Knot Garden
- e. Herb Garden
- f. Rose Garden
- g. Perennial Border Garden
- h. Walkway lamp lighting
- i. Sundial within the confines of the Garden
- j. Bust of William Shakespeare

These attributes of the Garden reflect its value as an important representation of the City of Stratford's history and are excellent examples of the artistic craftsmanship incorporated into its design and the Gardens legacy as a landmark within the City.

SCHEDULE "B" TO BY-LAW NUMBER XXX-2025

passed this 10th day of February, 2025

15 Huron Street, Stratford**Description of Property**

The property municipally known as 15 Huron Street is located on the west side of Huron Street at York Street, in the City of Stratford. The property is legally described as Plan 20 Part Block K Part Lot 581-584, Part Block Q, Concession 1 Part Lot 1 (Geographic Township of Downie), subject to easement, in the City of Stratford.



MANAGEMENT REPORT

Date: December 16, 2024
To: Mayor and Council
From: Heritage Stratford
Report Number: COU24-159
Attachments: None

Title: Intent to Designate 15 Huron Street (The Shakespearean Gardens) under Part IV, Section 29 of the Ontario Heritage Act

Objective: To provide a recommendation from Heritage Stratford regarding the proposed intent to designate 15 Huron Street, known as The Shakespearean Gardens, under Part IV, Section 29 of the Ontario Heritage Act.

Background: On March 12, 2024 Heritage Stratford resolved the following:

THAT Heritage Stratford request that Stratford City Council issue a notice of intention to designate The Shakespearean Gardens property, 15 Huron Street, Stratford ON under Part IV, Section 29 of the Ontario Heritage Act, specifically the;

- a) Dufton Chimney Tower and features; including the top structure with weathervane
- b) Original stone walls throughout the garden design
- c) Huron Street lychgate
- d) Knot Garden
- e) Herb Garden
- f) Rose Garden
- g) Perennial Border Garden
- h) Walkway lamp lighting
- i) Sundial within the confines of the Garden

j) Bust of William Shakespeare

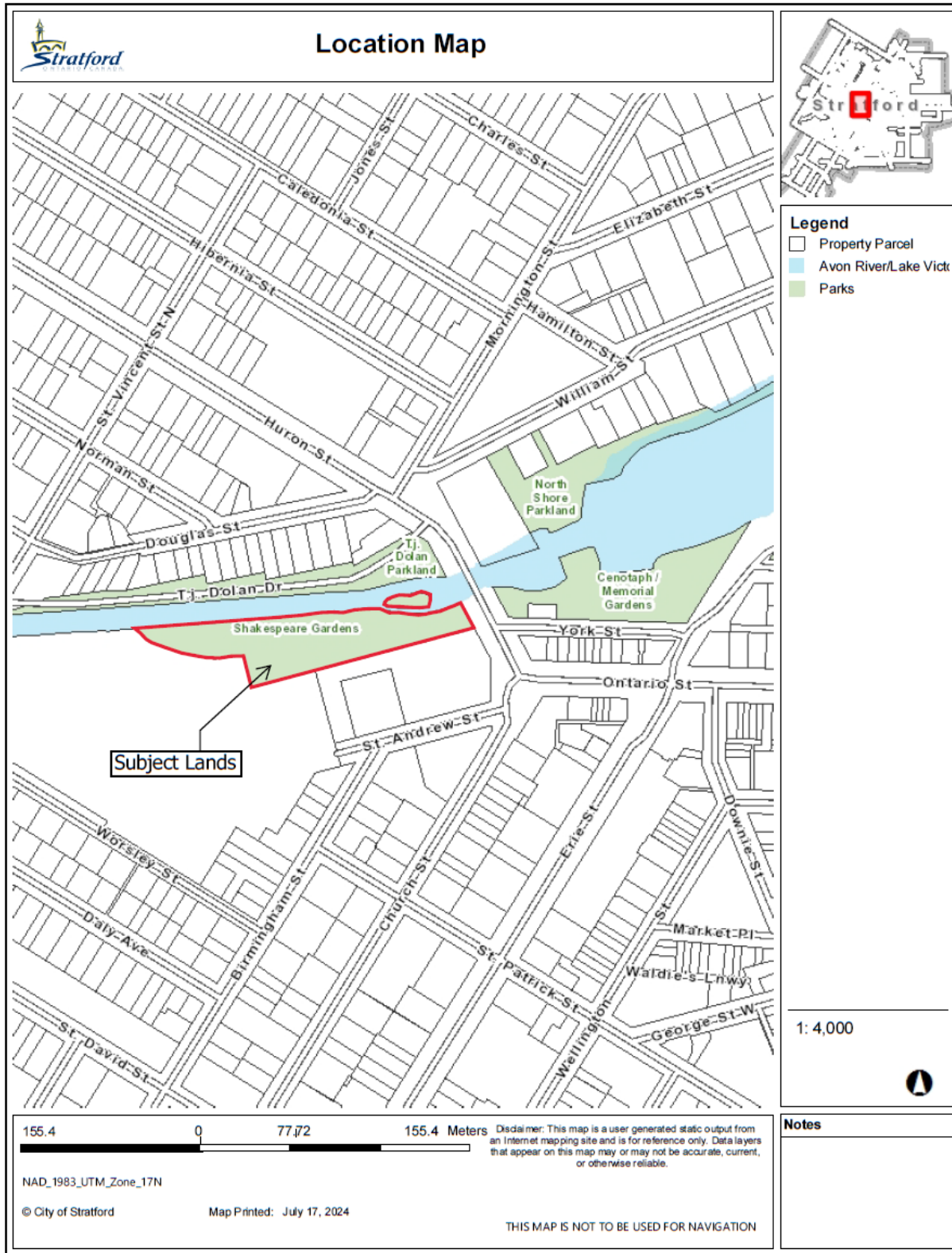
The designation request was initiated by the Friends of the Shakespearean Gardens, an organization comprised of Stratford citizens and community advocates who strive to bring recognition to and enhance the Shakespearean Gardens for future generations. Discussions between City Planning Staff, members of Heritage Stratford, and the *Friends of the Shakespearean Gardens* took place throughout 2023, and a formal application was officially received on December 18, 2023.

At the March 4, 2024, Board of Parks Management meeting, Planning Staff and the *Friends of the Shakespearean Gardens* presented to the City of Stratford's Parks Board and received support to pursue designation of the property.

Location

The subject lands are located on the west side of Huron Street, south of the Avon River and north of the Perth County Courthouse. The lands are known municipally as 15 Huron Street and are legally described as Plan 20 Part Block K Part Lot 581-584, Part Block Q, Concession 1 Part Lot 1 (Geographic Township of Downie), subject to easement, in the City of Stratford.

Location Map – 15 Huron Street



Property History

The subject lands known municipally as 15 Huron Street were previously owned by the Dufton family and the Dufton Woollen Mill operated on the site from the 1870's to the 1920's. In 1922, a fire burned down the mill and destroyed all buildings on the property except for the Dufton Chimney.

During the prior decades, concern about the need for more greenspaces in downtown Stratford grew, and as a result, in 1904, the City's Parks Board was created. After buy-in from City Council and community leaders, land began to be purchased by the City to be converted into parks. As one of these community leaders, Thomas (RT) Orr is credited with the idea to create a Shakespearian Garden downtown and began to search for suitable land. Orr identified the lands now known as 15 Huron Street as an ideal site, due to the property's proximity to downtown and river frontage. However, it was not until after the fire destroyed the mill on the site, that the Dufton family considered selling the property. Orr lobbied to City Council about the site's opportunity for a park, and an offer to purchase the burned land was ultimately made.

In 1925, the City of Stratford officially purchased the property from the Dufton family. The surviving stonework from the mill was salvaged and later repurposed for the Garden's design or sold to local homebuilders. In 1926 Orr received permission from City Council to construct a structure on the Dufton Chimney consisting of bird boxes, conical roof, and a weathervane. However, shortly afterwards, the world experienced a serious economic depression, and progress on the Shakespearean Gardens project was halted, alongside many other projects.

In 1934, Orr received permission from City Council to proceed with his plans for the Gardens. And in 1935, a design from the prestigious Landscaping Firm *Dunnington-Grubb, and Stenson* was accepted and approved. Lorrie Dunnington-Grubb and Howard Dunnington-Grubb are often referred to as the "pioneers" of landscape architecture in Canada, being two of the founding nine members of the Canadian Society of Landscape Architects and being the recipient of numerous awards and honours. The original blueprints for the Gardens still exist and are kept in the Stratford Perth Archives.

In 1936, the Garden was officially opened to the public by the Governor General of Canada - Lord Tweedsmuir. Among those present for the opening was Sir Archibald Flower, Chairman of the British Shakespeare Trust, who gifted a sundial to be displayed in the Garden. Since the opening of the Gardens, visitors have been treated to over 60 species of plants all featured in William Shakespeare's renowned plays. As time has passed, additional plant species have been added to further enhance the Garden. In 1949, a bronze bust of William Shakespeare was presented to Stratford's Parks Board, commissioned by the *Sons of England*. The bust, sculpted by Canadian sculptor and artist Cleeve Horne, was said to be the only outdoor likeness in existence of the poet in Canada and likely North America. Cleeve Horne is regarded as one of Canada's finest

portrait painters and sculptors, the recipient of numerous awards and whose work is displayed in Canada's National Gallery.

In 1953, the Stratford Festival opened and changed the City forever. Increasingly large crowds began to visit the City, many of which toured the Garden as well. Today, the Garden continues to be a popular site for tourists and residents of Stratford alike and is often used for wedding ceremonies and special gatherings. The City of Stratford's logo incorporates the Dufton Chimney, the only surviving original structure of the Dufton Wollen Mill, signifying the importance and heritage value of the Shakespearean Garden property.

Sources:

Beacon Herald staff. (2019). "Reflections: Celebrating 70 years of a very fitting memorial". *The Stratford Beacon Herald*. Retrieved from <https://www.stratfordbeaconherald.com/opinion/columnists/reflections-celebrating-70-years-of-a-very-fitting-memorial>

Canadas's Local Gardener. (2022). "Stratford Garden". Retrieved from <https://localgardener.net/stratford-garden/>

"Lord Tweedsmuir". *The Governor General of Canada*. Retrieved from <https://www.gg.ca/en/governor-general/former-governors-general/lord-tweedsmuir>

Milovsoroff, A. (2015). "Lorrie Alfreda Dunnington-Grubb". *The Canadian Encyclopedia*. Retrieved from <https://www.thecanadianencyclopedia.ca/en/article/lorrie-alfreda-dunnington-grubb>

Milovsoroff, A. (2015). "Howard Burlingham Dunnington-Grubb". *The Canadian Encyclopedia*. Retrieved from <https://www.thecanadianencyclopedia.ca/en/article/howard-burlingham-dunnington-grubb>

"Mr. Cleeve Horne". *The Governor General of Canada*. Retrieved from <https://www.gg.ca/en/honours/recipients/146-5257>

Sewell, D. "R. Thomas Orr – A Lifetime Devoted to Stratford". Stratford: Orr Insurance & Investment, 2018.

"Shakespearean Gardens". *Gardens of Stratford, Ontario*. Retrieved from <https://www.stratfordgardens.com/shakespearean>

Smith, C. (2021). "Shakespearean Gardens getting a little help from its Friends". *The Stratford Beacon Herald*. Retrieved from <https://www.stratfordbeaconherald.com/news/local-news/shakespearean-gardens-getting-a-little-help-from-its-friends>

Analysis:

Planning Framework

Planning Act

Section 2 of the Ontario Planning Act identifies the conservation of cultural heritage resources as a matter of Provincial interest and directs that municipalities shall have regard to the conservation of features of significant architectural, cultural, historical, archaeological, or scientific interest. The conservation of cultural heritage resources contributes to other matters of provincial interest, including the promotion of built form that is well-designed and that encourages a sense of place.

Provincial Planning Statement, 2024

In accordance with the Wise Use and Management of Resources policies in Section 4.6 of the Provincial Planning Statement (PPS), built heritage resources and cultural heritage landscapes shall be wisely conserved and managed. Built heritage resources are defined in the PPS as a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an indigenous community. Built heritage resources are located on a property that may be designated under Part IV or V of the Ontario Heritage Act, or may be included on local, provincial, federal and/or international registers. Cultural heritage landscapes are defined in the PPS as a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an Indigenous community. The area may include features such as buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association. Cultural heritage landscapes may be properties that have been determined to have cultural heritage value or interest under the Ontario Heritage Act or have been included on federal and/or international registers, and/or protected through official plan, zoning by-law, or other land use planning mechanisms.

City of Stratford Official Plan

Section 3.5.3 of the Stratford Official Plan sets out additional criteria for designation:

- i) The City shall continue to designate by by-law individual properties and groups of properties, as well as cultural heritage landscapes, pursuant to the provisions of the Ontario Heritage Act utilizing criteria for determining heritage value or interest established by provincial regulation under the Ontario Heritage Act and the following municipal criteria:

- a) prehistoric and historical associations with a theme of human history that is representative of cultural processes in the settlement, development and use of land in the City;
- b) prehistoric and historical associations with the life and activities of a person, group, institution or organization that has made a significant contribution to the City;
- c) architectural, engineering, landscape design, physical, craft and/or artistic value;
- d) scenic amenity with associated views and vistas that provide a recognizable sense of position or place;
- e) contextual value in defining the historical, visual, scenic, physical and functional character of an area; and,
- f) landmark value.

The Ontario Heritage Act enables municipalities to identify and protect heritage resources by way of designation under Part IV or Part V of the act. The City of Stratford Official Plan implements key heritage principles and interests set out provincial planning regime of the Planning Act, the Provincial Planning Statement, and the Ontario Heritage Act and provides direction to further identify, protect and manage significant cultural heritage resources within the City. The designation of individual properties under Part IV of the Ontario Heritage Act is one tool that municipalities can utilize to identify and protect heritage cultural resources within the city.

Ontario Heritage Act

Buildings, structures, and landscapes may be designated under Part IV of the Ontario Heritage Act if they meet a minimum of two of the following criteria (Ontario Regulation 9/06):

1. The property has design value or physical value because it,
 - a) is a rare, unique, representative or early example of a style, type, expression, material or construction method,
 - b) displays a high degree of craftsmanship or artistic merit, or
 - c) demonstrates a high degree of technical or scientific achievement.
2. The property has historical value or associative value because it,
 - a) has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,
 - b) yields, or has the potential to yield, information that contributes to an understanding of the community or culture, or
 - c) demonstrates or reflects the works or ideas of an architect, artist, builder, designer or theorist who is significant to a community.
3. The property has contextual value because it,

- a) is important in defining, maintaining or supporting the character of an area,
- b) is physically, functionally, visually or historically linked to its surrounding, or
- c) is a landmark.

When putting forward a property for designation under the Ontario Heritage Act, there are four pieces of information required under O. Reg 385/21 and they are:

- Description of the portion of the property that has cultural heritage value or interest by way of site plan, scaled drawing or a description in writing;
- Statement of cultural value or interest which must identify and explain which of the designation criteria within O. Reg 9/06 is met;
- Description of heritage attributes which must explain how each heritage attribute contributes to the cultural heritage value or interest of the property; and
- Property identifier which includes the legal description, municipal address and general description of where the property is location (name of the neighbourhood/ward or closest major intersection).

Designation Process:

There are seven steps to designating an individual property under Part IV of the Ontario Heritage Act. These steps are:

1. Identifying a property as a candidate for designation
2. Researching and evaluating the property
3. Serving the notice of intention to designate, with an opportunity for objection
4. Passing the designation by-law
5. Appeals and coming into force
6. Listing the property on the municipal register
7. Including property on the Ontario Heritage Trust register

Prior to designating a property under the Ontario Heritage Act, Council must pass a motion to proceed to designate the property. Council must also notify the property owner and the Ontario Heritage Trust and the Notice of Intent to designate must be published in a local newspaper. There is a 30-day objection period. If no objections to the Notice of Intent to designate are received after 30 days, Council may proceed to pass a by-law designating the property.

Any person who objects to the by-law may appeal to the Ontario Land Tribunal in accordance with the Ontario Heritage Act, as amended within 30 days of the publication of the designation in the newspaper.

Description of Property

The property municipally known as 15 Huron Street is located on the west side of Huron Street at York Street, in the City of Stratford.

The property, commonly referred to as the Shakesperean Gardens, contains a botanical garden, located on the eastern portion of the lands. Opened in 1936, the gardens feature species of plants from William Shakespeare's plays in addition to a collection of other plant species. The property also contains the Dufton chimney, located centrally on the eastern portion of the lands, a lychgate located at the entrance to the gardens along Huron Street, a bust of William Shakespeare, and the island located within the Avon River to the north of the property.

Statement of Cultural Value or Interest

The Shakesperean Gardens is of cultural heritage value as one of the only Shakesperean Gardens in Canada and represents the City's protection of parkland along the Avon River. Opened in 1936, the Gardens provide an invaluable example of the efforts of Stratford's Parks Board to create parkland in the City's downtown core, during a time of increased industrial pressures.

The Shakesperean Gardens also demonstrate a high degree of craftsmanship and artistic merit throughout. Designed by *Dunnington-Grubb, and Stenson* and featuring the work of Cleeve Horne, the Gardens provide significant contributions from Canadian Landscape architects and artists.

And being adjacent to the Avon River and the City's downtown Core, the Dufton Chimney has become a well-known landmark that has defined the City's waterfront parkland. The City has incorporated the Dufton Chimney alongside the Huron Street Bridge in its logo for over 20 years.

Description of Heritage Attributes

The specific heritage attributes of the property are:

The following attributes of the Shakesperean Gardens located at 15 Huron Street are considered heritage attributes as defined by the *Ontario Heritage Act* and contribute to its cultural heritage value or interest as a property with physical value, historical and associative value, and contextual value.

- a) Dufton Chimney Tower and features; including the top structure with weathervane
- b) Original stone walls throughout the garden design
- c) Huron Street covered lychgate
- d) Knot Garden
- e) Herb Garden
- f) Rose Garden
- g) Perennial Border Garden
- h) Walkway lamp lighting
- i) Sundial within the confines of the Garden
- j) Bust of William Shakespeare

These attributes of the Garden reflect its value as an important representation of the City of Stratford's history and are excellent examples of the artistic craftsmanship incorporated into its design and the Gardens legacy as a landmark within the City.

Compliance with Designation Criteria

The Shakesperean Gardens meet the following sections of the Provincial Criteria set out in Regulation 9/06:

1. The property has design value or physical value because it,
 - I. displays a high degree of craftsmanship or artistic merit. *Specifically, the design of the Gardens by Dunnington-Grubb, and Stenson, including the planting beds and stonework, and the bust of William Shakespeare sculpted by Cleeve Horne.*
2. The property has historical value or associative value because it,
 - II. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community, *specifically, R.T Orr and Stratford's Parks Board, as well as representing the City of Stratford's preservation and protection of parkland along Avon River.*
3. The property has contextual value because it,
 - III. is a landmark, *specifically its proximity to the Avon River and the City's downtown core, and the Dufton Chimney, as the last remaining physical structure from the Dufton Woolen Mill and being incorporated into the City of Stratford's logo for the past 20 years.*

The heritage attributes also meet the following criteria outlined within Section 3.5.3 i) of the City of Stratford's Official Plan:

- b) prehistoric and historical associations with the life and activities of a person, group, institution or organization that has made a significant contribution to the City; *specifically, R.T Orr and Stratford's Parks Board.*
- c) architectural, engineering, landscape design, physical, craft and/or artistic value; *specifically the design of the Gardens by Dunnington-Grubb, and Stenson and the bust of William Shakespeare sculpted by Cleeve Horne*
- f) landmark value, *specifically the Dufton Chimney.*

Public Comments

Should public comments be received in response to the Intention to Designate, all responses will be submitted to Council for consideration.



Figure 1. Entrance to the Shakesperean Garden from Huron Street, including the lychgate and Dufton Chimney.



Figure 2. The Shakesperean Gardens including various planting material, the original stone walls, and sundial in the middle.



Figure 3. The Shakespearean Gardens including planting material, the original stone walls, and the bust of William Shakespeare.

Financial Implications:

There are no direct or anticipated financial implications because of the recommendation to designate the subject property under Part IV of the Ontario Heritage Act.

Cost of the plaque and photography for the designation is within the existing Heritage Stratford budget.

Link to Asset Management:

The park and gardens and structures are part of the City's assets and as such are subject to ongoing maintenance and potential replacement. As replacement costs are considered, the heritage designation does mean that these elements will be included in the City's short, medium and long-term asset replacement program.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as recognizing the built and cultural heritage of Stratford preserves heritage properties for future generations.

Alignment with One Planet Principles:

Culture and Community

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

Staff Recommendation: THAT City Council issue a notice of intention, consistent with Heritage Stratford's recommendation, to designate 15 Huron Street under Part IV, Section 29 of the *Ontario Heritage Act*, specifically the:

- a) Dufton Chimney Tower and features; including the top structure with weathervane**
- b) Original stone walls throughout the garden design**
- c) Huron Street lychgate**
- d) Knot Garden**
- e) Herb Garden**
- f) Rose Garden**
- g) Perennial Border Garden**
- h) Walkway lamp lighting**
- i) Sundial within the confines of the Garden**
- j) Bust of William Shakespeare**

AND THAT, subject to designation, a commemorative plaque be installed on the subject lands.

Prepared by: Alexander Burnett, Planner

Reviewed by: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning

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



MANAGEMENT REPORT

Date: January 21, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-005
Attachments: 1. Council Remuneration Comparators
 2. Council Remuneration Draft by-law

Title: Council Remuneration Review and Recommendations

Objective: To provide Council with comparative remuneration data and recommend changes to the per diem rates.

Background: The last Council remuneration review was undertaken in 2019 by an ad-hoc committee formed by the previous Council. The group reviewed various components of remuneration, including base remuneration, per diem rates, conference attendance, health and pension benefits and allowances, for IT, phone, and travel. Any amounts paid on behalf of the member of Council because of their position on Council is considered remuneration for reporting purposes.

At the November 25, 2024, Regular Council meeting, Council passed the following resolution:

THAT the Director of Corporate Services be authorized to proceed with the Council Remuneration Review as further outlined in Option 1 in this report (FIN24-032);

AND THAT upon receipt and approval of the final remuneration report by Council, the Clerk be directed to prepare a new Council Remuneration By-law to reflect the recommended process for and final recommendations arising from the Council Remuneration Review, and to repeal By-law 20-98.

Analysis: Staff reached out to the comparator municipalities, and did not receive responses directly. However, earlier in 2024, a similar request was circulated with a Treasurer group, and Orillia and St. Marys data was provided in that report along with several similar sized municipalities. The annual treasurer-prepared Council remuneration reports for Woodstock and St. Thomas (2023) were publicly available, so this data was

used to augment the comparator group, noting that these represent totals, not just the base or per diem rates.

General conclusions

Base remuneration varies and is correlated to the size of the municipality and the size of the Council. This makes sense as generally speaking, smaller municipalities provide fewer services, and larger and single-tier municipalities have a larger suite of mandatory and discretionary services involving Council direction. There are significant variations in discretionary services and in level of mandatory services provided, so the comparison is driven by overall population and size of Council and a general assumption that similar sized municipalities would face similar scope and complexity of issues.

As Stratford's size of Council is larger than the base comparator groups the municipalities of East Gwillimbury, Cornwall, and Tillsonburg were included to provide a rounder comparison base.

Expense and Training Allowances

Some municipalities provide specific amounts for each member for items like phone, IT, vehicle allowances or other related business costs, while others provide a general discretionary expense allowance. Discretionary expense amounts are treated as taxable income. Stratford opts to offer these as corporate benefits to mitigate the personal tax effect on members. Amounts per member are comparable.

Health and Pension/Retirement Benefits

Most municipalities offer some form of benefits, or payment in lieu of benefits. The type of benefits, health, dental, accidental death and dismemberment, long-term disability and pension, varies widely. Most within the comparator group do not offer a suite of benefits, rather opt for specific benefits, such as health only, or benefits only for the Mayor, etc. Stratford's approach of a flat rate of \$4,000 per member in lieu of benefits appears reasonable.

Per Diems

Some municipalities include all remuneration in the base remuneration, while others provide additional full or partial day compensation (per diem) for participation in various committees of Council and other appointed positions. In cases where external boards provide remuneration, members are not eligible for the per diem to ensure there is no 'double dipping.' Participation in committees, their meeting frequency and complexity differences can vary widely which has resulted in per diems being a way to provide compensation over and above the base amount for those that may be more actively involved in activities that assist Council with furthering its objectives.

Mileage

Most municipalities follow the CRA guidelines for both Council and staff to ensure reasonability by the CRA definition, and no taxable benefit. Some use the CRA rate for kilometres up to 5,000, while Stratford uses the Department of Finance Canada rate for

kilometres over 5,000, plus one cent (in 2024, \$0.65 per km, increasing to \$0.67 in 2025).

Stratford addresses this component in the Conference and Travel policy recently reviewed and updated by Council.

Meal reimbursement

Reimbursement with receipts ensures that the amount is not a personally taxable benefit. Some municipalities use a flat rate that matches the CRA 'quick method,' while others opt for a higher daily limit with receipts. Both are acceptable. Stratford addresses this component in the Conference and Travel policy recently reviewed and updated by Council.

Annual adjustments

In the current City of Stratford by-law, the base remuneration was to be adjusted by the Consumer Price Index. The inflationary variable was not included in the data provided by member municipalities; however, staff recognize that CPI for Council, compared to collective bargaining increases for the employee groups can result in vastly different adjustments and distortion to the overall increases. In times of significant inflation, this index can also result in a higher-than-expected adjustment to Council, when other groups and expenditure types are locked-in. As such, in 2021 and 2022 when inflation was 5-8%, the inflator used was lower than CPI so that Council wasn't receiving increases to their compensation that exceeded all the other corporate expenses.

Recommendations:

1. The 2025 base remuneration for members of Council be as follows (which includes a 3% increase from 2024):
 - Mayor \$86,800.16
 - Deputy Mayor \$24,333.75
 - Councillors \$22,390.14
2. Staff recommend that the per diem for 3 hours or less be increased to \$75 from \$60 to reflect the time commitments of partial days or evenings.
3. Staff recommend that the per diem for more than 3 hours in any one day be increased from \$90 to \$150 to reflect the time commitment length of these meetings. This rate is typically used for attendance at conferences or meetings lasting longer than 3 hours.
4. Staff recommend no changes to the base remuneration

5. Staff recommend that Council remuneration be adjusted annually in a similar fashion to the administrative staff, which currently mirrors the collective agreement CUPE 1385.

Other Considerations

The recommendations herein are based on an analysis of the attached comparators as well as others plus anecdotal experience. Council could choose to accept the staff recommendations as presented and could also delve deeper into the items noted below.

Council could consider a more fulsome review of benefit packages and part of this could include additional insurances that are available through the City's benefits providers and municipal insurer, like Accidental Death & Dismemberment, Critical Illness coverage or Travel insurance options that are not currently part of the Council remuneration package. These would have a financial implication, which has not been considered with this report.

Council could consider specific amounts for elected officials for Training or General Expense accounts. Again, these would have a budgetary impact that has not been considered at this time and may also have a personal tax impact, depending on how these were structured.

Council could consider removing or amending the compensation package combination of base remuneration and per diem. Options could include consideration of lowering the base remuneration, and increasing the per diems paid, or eliminating per diems and having an all-encompassing base remuneration.

Council could opt for a different indexing system or no system, thereby freezing the compensation levels until the next review, which can happen at any point in a term of Council. This is not recommended. It is recognized that the rates of remuneration at their current levels do not fully compensate members for the time they invest preparing for meetings and attending meetings and functions. Not adjusting the amounts paid annually would result in misrepresentation of the work that goes into being an elected official. When trying to attract candidates to run for Council, the intent is not that the positions are full-time, fully compensated positions, rather that there is recognition that individuals' time has value.

Financial Implications:

Financial impact to current year operating budget:

The 2025 draft budget includes a 3% increase to the base remuneration, resulting in a \$9,200 increase over 2024. The staff recommendation for the increase to the two per diem rates above has not been included in the 2025 draft budget, however, these increases are not expected to create a significant variance to the proposed draft budget as presented.

Financial impact on future year operating budget:

The future year operating budgets will be prepared by analyzing the frequency of meetings, along with the proposed administrative salary increases to affect the Council remuneration lines accordingly.

Alignment with Strategic Priorities:**Intentionally Change to Support the Future**

This report aligns with this priority as the policy review ensures that the rates of remuneration are consistent with comparators and reflect the time required to serve on Council.

Alignment with One Planet Principles:

Not applicable: This report is administrative and therefore there is no direct alignment with One Planet Principles

Staff Recommendation: THAT Council authorize a 2025 base remuneration for the Mayor of \$86,800.16, Deputy Mayor of \$24,333.75 and Councillors of \$22,390.14;

THAT the per diem rate for meetings with a duration of three hours or less be increased from \$60 to \$75;

THAT the per diem rate for meetings with a duration of more than three hours in any one day be increased from \$90 to \$150;

THAT Council amend the indexing from the Consumer Price Index to the internal method of following the Administrative Salary Group for any annual increases;

THAT the Council Remuneration By-law attached to Report FIN25-005 be adopted;

AND THAT By-law 20-98 be repealed.

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

**Council Remuneration & Expenses Support Review
2024**

Comparator Group_provided
 Comparator Group_from previous survey
 Other comparators

	Stratford	St. Marys	Orillia	Woodstock	St. Thomas	East Gwillimbury	Cornwall *	Tillsonburg
2021 Population (Census) *	33,232	7,386	34,000	46,705		39,000	47,845	18,615
Total Members of Council	11	7	9	7	9	7	11	7
Mayor								
2024 Remuneration	\$85,318.00	\$34,830.00	\$88,767.49	\$83,863.53	\$59,496.00	\$75,468.70	\$55,269.00	\$44,970.96
Annual Expense Allowance						\$5,000.00	\$5,000.00	\$480.00
Annual Training Allowance (if separate than Expense Allowance)	\$3,000.00						\$25,000 shared with Councillors	\$5,040.00
Other -	Separate budget lines are prepared for the Mayor's office for advertising, cell phone etc special projects or special events- in total aside from remuneration and conferences is \$54,020					Car allowance \$12,000	RRSP-calculated at the established payment rate under the OMERS Plan (2023 \$5,330.29). Car Allowance \$1,920/year (paid bi-weekly). Member of the Cornwall Police Services Board - \$3,500/year	
Deputy Mayor								
2024 Remuneration	\$24,000.00	\$16,442.00	n/a	\$39,222.45	\$35,509.00		n/a	\$22,465.85
Annual Expense Allowance	n/a						n/a	\$330.00
Annual Training Allowance (if separate than Expense Allowance)	\$30,000 shared with Councillors						n/a	\$3,500.00
Other -	included with council below	Alternates annually					n/a	
Councillors								
2024 Remuneration	\$22,050.00	\$16,442.00	\$41,377.42	\$36,617.49	\$28,137.00	\$47,244.08	\$22,000.00	\$20,942.17
Annual Expense Allowance	n/a					\$5,000.00	\$12,575.00	\$238.00
Annual Training Allowance (if separate than Expense Allowance)	\$30,000.00						\$25,000 shared with the Mayor	\$2,500.00
Other -	\$0.00		\$600.00			Car allowance: \$4,719	\$10,000.00	

Comparator Group_provided
 Comparator Group_from previous survey
 Other comparators

	Stratford	St. Marys	Orillia	Woodstock	St. Thomas	East Gwillimbury	Cornwall *	Tillsonburg
2021 Population (Census) *	33,232	7,386	34,000	46,705		39,000	47,845	18,615
Total Members of Council	11	7	9	7	9	7	11	7
Do unused Expense and/or Training Allowances Carry-forward?	No- would roll into corporate surplus	No				We do not have allowances. We reimburse based on actuals.	No	No, transferred to a general Council Reserve
What does the Expense Allowance Cover?	see above.. not for discretionary spending, is for Corporate costs to support them. Also includes memberships like AMO, meeting costs.	n/a				Covers discretionary spending, including professional development and other expenses (i.e. internet, special events, meeting expenses, community engagement)	Mayor - \$5,000 Corporate travel, accommodations, hosted meetings. 10 Councillors - \$12,575 shared equally. Attend events, home supplies.	Home Office Internet and Supplies
What does the Training Allowance Cover?	New in 2023 as we had several new members intended for new councillor training, planning, or other they wanted to take..	\$5,000 total budget for all Council, covers conferences, seminars, etc.				N/A	\$25,000 shared by Council members for conferences, seminars, webinars, training, etc. - includes registration, accommodation, and travel costs	Conferences (Registration/Hotel/transportation/per-diem), meetings, events
What does 'Other' Cover?	n/a - cell phone and laptop provided	n/a - cell phone and laptop provided	IT/Phone			Car allowance	\$7,000 public relations budget shared by Council. \$3,000 promotions budget shared by Council.	Cell phone data plans (their devices)(Mayor/Deputy can get Town device), + one branded clothing item (per Term)
Do members receive benefits? (Life, AD&D, Health & Dental)	No. They get \$4,000 annually above their salary for in lieu of benefits	AD&D				Yes to all	Only the Mayor. LTD, Dental, Group Life.	Y
Per Diem Rates	Full Day (24-hr basis)	\$180.00	N/A	N/A		N/A	receipts accepted.	\$185.00
	Half Day (12-hr basis, not working day)	\$60.00	N/A	N/A		N/A	receipts accepted.	\$90.00
Meal Allowance Daily Reimbursement	Submit receipts. Actual reasonable expenses	actual expense				Actual expense	\$60.00	\$100.00
Mileage Reimbursement Rate	CRA rate > 5,000 kms...\$0.65	\$0.70/km				N/A have car allowance	0.50/km (being reviewed)	Per CRA **



DRAFT BY-LAW

**BY-LAW NUMBER XX-xxxx
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to establish the indemnity and remuneration of members of Council for the City of Stratford and to repeal By-law Number 20-98.

WHEREAS section 242 of The Municipal Act, R.S.O. 1990, chapter M.45 allows the Council of a municipality to pass by-laws for paying remuneration to the members of Council;

AND WHEREAS section 243 of *The Municipal Act* allows the Council of a municipality to pass by-laws to provide for the payment in whole or in part of such expenses of the members of Council as are actually incurred as a result of their acting either within or outside of the municipality in their capacity as members of Council;

AND WHEREAS section 244 of *The Municipal Act* allows the Council of a municipality to pass by-laws to provide for the payment of remuneration to a member of Council to serve as a member of a local board as defined in *The Municipal Affairs Act*, or of any other body, in respect of services as a member of that board;

AND WHEREAS By-law 20-98 was adopted by Council of The Corporation of the City of Stratford to establish indemnities and remuneration for the members of Stratford City Council;

AND WHEREAS Sections 8 and 9 of the *Municipal Act*, 2001, S.O. 2001, as amended, confer authority on municipalities to govern their affairs as they consider appropriate;

AND WHEREAS Section 5 of the said *Municipal Act*, 2001, S.O. 2001, as amended authorizes council to exercise the powers of the municipality by by-law;

AND WHEREAS Section 283 of the *Municipal Act*, 2001, S.O. 2001, as amended, authorizes municipalities to pay remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board if the expenses are of those persons in their capacity as members, officers or employees, and if the expenses are actually incurred or the expenses are a reasonable estimate, in the opinion of the council or local board, of the actual expenses that would be incurred;

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

1. That the annual allowance to be paid to the Mayor, shall be as follows:

a) Effective January 1, 2025: \$86,800.16 plus out-of-pocket expenses

and that the remuneration be indexed in future years, in accordance with the Administrative Salaries.

2. That the annual allowance to be paid to each member of Council, other than the Mayor, shall be as follows:

a) Effective January 1, 2025: \$22,390.14 plus out-of-pocket expenses

and that the remuneration be indexed in future years, in accordance with the Administrative Salaries.

3. That the annual allowance to be paid to the Deputy Mayor, shall be as follows:

a) Effective January 1, 2025: \$24,333.75 plus out-of-pocket expenses

and that the remuneration be indexed in future years, in accordance with the Administrative Salaries.

4. That, notwithstanding Section 1-3 above, the Mayor and Councillors elected to the Council of The Corporation of the City of Stratford and appointed to any other body, are entitled to receive any remuneration payable to them in that capacity, such as but not limited to Stratford Police Services Board and Festival Hydro Inc., and Festival Hydro Services Inc. so far as such remuneration is not funded by The Corporation of the City of Stratford.

5. In addition to the remuneration provided for in this By-law, Councillors shall also be paid remuneration in accordance with the scale provided for in Paragraph 6 herein, while attending the following:

a) meetings of local boards or other bodies to which they have been appointed by Council, or on which they serve as ex-officio members, other than Council, Standing Committees or Sub-committees of Council;

b) Trade Shows and meetings attended on behalf of the City of Stratford, outside the Corporation limits as authorized in the Conference and Travel Policy;

c) except that where such local boards or other bodies provide a stipend or remuneration to the members appointed thereto, then the member shall receive such stipend or remuneration from the local board or other body and not the remuneration set out in paragraph 6 herein;

d) Members of Council shall not be paid remuneration for attending the following meetings:

- i) Public Meetings;
- ii) Presentations by consultants;
- iii) Open Houses;
- iv) Public consultations;
- v) Visioning sessions;
- vi) Ceremonial functions.

6. Any stipend or remuneration paid by local boards or other bodies as provided for in paragraph 5 herein, shall be paid to the City of Stratford and not to the member of Council who sits on such local board or other body, and the Treasurer of the City of Stratford shall pay such stipend or remuneration to the member of Council:

a) For a meeting, the duration of which is three (3) hours or less - \$75.00;

b) For a meeting, the duration of which is more than three (3) hours in any one day - \$150.00.

7. That the mileage rate to be paid to members of Council shall be at the City's approved rate per kilometre.

8. That By-law Number 20-98 and any amendments thereto, and any other by-laws or policies inconsistent with the provisions of this By-law, are hereby and the same repealed.

9. That each member of Council will receive \$4,000.00 in lieu of group extended health care and dental coverage or the option to purchase group extended health care and dental coverage through The Corporation of the City of Stratford to commence January 1, 2020.

Read a FIRST time this 10th day of February, 2025.

Read a SECOND time this 10th day of February, 2025.

Read a THIRD time and FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



MANAGEMENT REPORT

Date: January 14, 2025
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
 Kim McElroy, Director of Social Services
Report Number: SOC25-001
Attachments: 2024 Ontario Works Business Plan

Title: Ontario Works 2024 Business Plan

Objective: To provide Council with an update regarding the 2024 Ontario Works Business Plan that was submitted to and approved by the Ministry of Children, Community and Social Services.

Background: Each year, as a condition of receiving Ontario Works funding from the Ministry of Children, Community and Social Services, service managers are required to submit an Ontario Works business plan that adheres to the guidelines provided by the Province. In this plan, the local office is able to provide further details to the Ministry regarding local labour market information, service levels, caseload information and how the local office plans to meet the requirements and mandate set forth by the Ministry. Previously, business plans were required every two years with addendums or updates being provided in the second year. The current business plan, submitted and approved in 2024, is the first in a new model whereby plans will cover a 4-year period with an addendum due each year thereafter. This current business plan also marked the first year that the Ministry provided a comprehensive template which was to be used by all service managers, as opposed to previous years whereby each individual service manager could determine what to include, and what format to follow.

Analysis: The 2024 Business Plan was comprised of four primary sections:

- 1) Conduct Community Analysis – This section focused on two primary components as the third component was only required by Prototype sites, and the City of Stratford is considered an EST Phase 1 site. The two primary components were a review of key caseload demographics as well as a community needs assessment.
- 2) Review Performance Outcome Targets – This section does not require a written response but rather requires a review of the outcome targets set in the budget document.

- 3) Develop Service Strategies – This section included a risk assessment using a Ministry-provided template. The risk assessment focused on any potential risks or impacts that may hamper the ability of the municipality to achieve the performance outcome targets. The next part of this section was a focused Diversity, Equity and Inclusion strategy. The department worked closely with the DEI Manager to ensure the strategy reflected the corporate direction as well as the uniqueness of the Ontario Works division. The final portion of this section required logic models to be created for the four performance outcomes, focusing on how strategic activities of the team will help achieve the outcomes.
- 4) Manage Program Delivery – This section required a comprehensive review of local program management activities to ensure alignment with expectations and legislative requirements. The two primary written components required an explanation of how the division plans to meet service delivery expectations as well as monitoring activities that ensure legislative compliance with various requirements related to quality assurance and financial expenditures. There were two privacy and risk-related templates that had to be completed, and these were worked on in conjunction with the IT team. The final portion related to analysis of resources was completed as part of the budget submission package.

The business plan and corresponding budget were accepted and approved by the Ministry in March, 2024. The 2025 addendum is due in February and will be submitted with the corresponding 2025 budget. The Ministry anticipates that the contract for 2025 will be executed by early April.

Financial Implications:

Financial impact to current year operating budget:

The Business Plan and corresponding budget are required to be submitted to receive Provincial funding for the Ontario Works program. By receiving approval of the business plan and budget, the municipality received \$1,248,700 in 2024 and is expected to receive \$1,538,700 in 2025.

Financial impact on future year operating budget:

As mentioned in the report, the Business Plan submitted was a 4-year plan with addendums required each year. To continue receiving funding, the business plan was required to be completed and approved, which it was. Each year, the addendum and year-specific budget are required to be submitted and approved so that the municipality can continue to receive Provincial funding.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as funding provided through the Ontario Works program helps vulnerable community members receiving basic financial assistance and other forms of support to ensure they attain housing or remain housed when faced with financial difficulties. The Ontario Works team also operates the Housing Stability Bank

on behalf of the Social Services team, which helps to increase the ability for members of our community to find and retain housing through the provision of one-time financial assistance for items like last month's rent and the payment of rental arrears or utility arrears.

Work Together For Greater Impact

This report aligns with this priority as the Ontario Works program partners with and funds community partners who help to improve the lives of the residents of this community. The local Ontario Works office also utilizes funding received to implement local programs that meet the needs of the community while working to support our clients on their path to self-sufficiency.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Ontario Works 2024 Business Plan" (SOC25-001), be received for information.

Prepared by: Alex Burgess, Manager of Ontario Works
Recommended by: Kim McElroy, Director of Social Services
 Joan Thomson, Chief Administrative Officer

Ontario Works Service Planning Template

2024

Table of content

Table of content	1
Overview	2
How to use this template	2
Corresponding Guides, Tools, and Templates	2
Section 1 – Conduct Community Analysis	3
1.1 Key Caseload Demographics	3
1.2 Service Needs (EST Prototype sites only for 2024)	4
1.3 Community Needs Assessment	4
Section 2 – Review Performance Outcome Targets	6
Section 3 – Develop Service Strategies	6
3.1 Risk Assessment	6
3.2 Equity, Diversity and Inclusion Strategy	7
3.3 Logic Model	9
Section 4 – Manage Program Delivery	14
4.1 Service Delivery Expectations	14
4.2 Analysis of Resources	15
4.3 Monitoring Activities	15
4.4 Privacy	17

Overview

The Ministry of Children, Community and Social Services (MCCSS) and Social Assistance (SA) delivery sites share the common goal of improving employment results for people relying on social assistance. This service plan template is the tool used for SA delivery sites to document the service planning required activities, including the strategies to achieve performance outcomes.

How to use this template

This template is **used in conjunction with the Main Guidelines Document**, which outlines key information, including required and optional planning activities.

This template is mandatory and is to be completed using the allotted space and uploaded to TPON as part of the service agreement.

Corresponding Guides, Tools, and Templates

Please refer to the following guides/tool if you require assistance:

1. Main Guidelines Document
2. Supplementary Guidelines Document
3. Community Service Inventory Tool (optional)
4. Performance Outcomes Risk Assessment Template
5. Privacy Risk Assessment and Privacy Maturity Self-Reporting Tool

Section 1 – Conduct Community Analysis

In this section, SA delivery sites provide a summary of the community context in which Ontario Works person-centered supports and services and employment assistance is delivered over the four-year service planning period.

1.1 Key Caseload Demographics

Enter a **focused overview of the key findings** from the current demographic composition of the caseload and anticipated changes over the service plan cycle:

Enter a focused overview of key caseload findings (500 words max recommended)

The City of Stratford CMSM has seen a significant caseload increase heading into the 2024 calendar year. The average caseload per year has increased from a total of 652 in 2022 to 682 in 2023, which is a 5% increase in demand for service. If you include temporary care assistance, the total average caseload in 2023 was 737. This increase has brought us back to pre-pandemic caseload levels and based on caseload projections from the Ministry, economic circumstances in our province, and the high cost of living including housing, we anticipate this number to continue to increase over the course of this service plan cycle.

The caseload is mostly represented by single adults without children who, as of December 2023, represented 64% of the caseload. This is consistent with previous years data and shows consistency in the type of client accessing services through the local Ontario Works office. This also poses significant affordability challenges due to Ontario Works rates in correlation with the cost of housing in our community. The rest of the caseload composition remains consistent with 2022 numbers. Sole-support parents represent 32% of the caseload, couples without children represent 1% and couples with children representing the remaining 3%, a 1% decrease from 2022.

The average months on assistance increased from 30 months in 2022 to 31 months in 2023, though that does not reflect the complexity of the current caseload. There continues to be a trend toward women-led households accessing services with 60% of the caseload having a female-identifying gendered head of household. The predominant age range for the head of the family has remained consistent with previous years. 34% of the overall caseload falls in the age range of 25-34 years old, a 2% increase from 2022, and a further 27% of the caseload representing the 35-44 years old range. We anticipate this number to remain fairly consistent over the service plan cycle as historical data indicates this age range has predominantly been the most in-need.

Based on the Caseload at a Glance and observations by the caseworker team, we are experiencing an increase in the Newcomers to Canada demographic accessing services from the Ontario Works office. We have seen an increase of 10 families that have been in Canada less than

10 years over the 2022 numbers, with the majority of those families residing in Canada for less than 3 years. We have assigned a caseworker with expertise in the immigration sector to carry a newcomer caseload as we anticipate this number to continue increasing over the service plan cycle.

To highlight the complexity of the OW caseload locally, a detailed analysis was completed of the local homelessness By-Name list. While this is not a comprehensive review of all clients experiencing housing instability, it paints a clear picture of the depth of need for the local Ontario Works caseload. Of the 140 households on the By-Name list, 63 (45%) identified as being in receipt of Ontario Works. Of those households, 54% were identified as high acuity, 44.4% as mid-acuity and only 1.6% as low acuity. This demonstrates that almost 10% of the local OW caseload is on the local by-name list, and over half of those on the local BNL were identified as needing a high level of support which cannot be sustained with the current caseload levels. We expect this trend to continue throughout the service plan cycle as housing affordability and rising cost of living continues to be a pressing issue for residents of Ontario.

1.2 Service Needs (EST Prototype sites only for 2024)

A **focused assessment of key service needs** (in relation to your caseload) that have linkages to meeting the performance outcomes:

Enter focused assessment of service needs (500 words max recommended)

N/A

1.3 Community Needs Assessment

Use the information from your community needs assessment and parts 1-2 to identify the following as it relates to social assistance:

Strengths: Identify existing strengths and resources

- The local Ontario Works office and Employment Ontario providers have a functional and close working relationship, resulting in a high level of service provided to clients, a seamless transition between programs, and effective ongoing communication.
- The local OW office and the SSM have a strong working relationship.
- The OW office is physically present in our three largest communities on a weekly basis. These areas include the main office in Stratford, a caseworker located in North Perth 4 days per week, co-located with an Employment Ontario office, and a caseworker in St. Marys 1 afternoon per week, located in a service provider's office.
- The City of Stratford CMSM funds multiple programs which address systemic barriers and improve the lives of residents accessing services in this office. In North Perth and St Marys, there are full-time community developers who work closely with all residents of the region to access services, navigate systems, and provide support to those who require it. The City has partnered with Perth County EMS to have a full-time outreach worker working alongside a community paramedic. Furthermore, the City funds a full-time Nurse Practitioner who can support clients accessing Social Services to receive primary care and better address their health needs.
- The City of Stratford CMSM operates an integrated intake service whereby intake staff are trained and knowledgeable of all programs offered within the Department. This means that clients are not obligated to re-tell their story to each service provider and that silos are being removed, ensuring complete wrap-around supports are being provided to shared clients.

Gaps: Determine where there may be gaps in services or required resources

- There is a gap in pre-employment services available to Ontario Works clients who are not yet ready for Employment Ontario services but rather require pre-employment supports with things such as literacy, basic skills, and basic job requirements.
- There is a gap in services for full-time persons who are employed and exiting social assistance. Often, there are not enough programs to address their needs or support them past their time on assistance which can lead them to re-entering the program within one year.

Challenges: Common themes around concerns/challenges that impact SA

- Ontario Works rates continue to provide a significant challenge for the local area. Due to high rental costs, high grocery costs and other impediments to daily living, Ontario Works rates create significant challenges for those in receipt of assistance.
- The lack of housing availability in the Stratford CMSM region is significant. There is very little housing stock available and of the housing stock that is available, the cost often far exceeds what a single adult on Ontario Works can afford, which we know from the data comprises the majority of applicants. Safe and suitable housing continues to be a major challenge and is a crucial component for bridging the gap between Ontario Works and independent living.
- Transportation from rural areas continues to pose a major challenge. While Perth County has implemented the PC Connect program, there are still communities which it does not serve, or times of the day/shift start times that the PC Connect program simply cannot support. The ability to reliably travel to and from a place of employment is crucial for long-term success.
- Food security is an ongoing challenge for the clients in this region. The local office is exploring partnerships within the community to try and improve food security but in the end, the ongoing challenge of inadequate food security for large portion of OW clients continues to pose a significant challenge.

Opportunities: Current or upcoming opportunities that can be leveraged by SA

- The SSM is planning to roll out two initiatives which will help address the gaps and challenges identified. In April, 2024, the SSM is implementing a pre-employment workshop aimed at addressing initial barriers to employment and upskilling for those not yet ready for employment related activities, and they are utilizing more digital options for Stream A and Stream B job-seekers to allow for EO to spend more time supporting Stream C clients.

Section 2 – Review Performance Outcome Targets

Enter the ministry prescribed targets in the “Outcome” section in the budget submission in TPON.

Section 3 – Develop Service Strategies

This section establishes the contracted expectations of all SA delivery sites and connects the first two planning components (i.e., community analysis and performance outcome targets).

3.1 Risk Assessment

Complete the risk assessment using the **Performance Outcomes Risk Assessment template**. For more information refer to the Main Guidelines document

3.2 Equity, Diversity and Inclusion Strategy

Part A: Articulate specific tactics that will consider the needs of equity seeking groups from the initial service planning stages through to delivery.

Enter the local equity, diversity, and inclusion strategy here (500 words max recommended)

- Making appropriate referrals based on identified needs.
- Removing internal barriers such as biases in policies, procedures, and practices.
- Implementing comprehensive training programs to raise awareness and address unconscious biases.
- Understanding diverse community needs and ensuring services are accessible and responsive to those needs.
- Tailoring services to address barriers faced by marginalized or underrepresented groups.
- Incorporating diversity considerations into service planning to ensure equitable outcomes.
- Engaging service providers from diverse backgrounds to gather input and perspectives may lead to the identification of specific service needs that address the unique challenges faced by different communities.

Approach to Developing the Equity, Diversity, and Inclusion Strategy:

- **Leveraging Community Partnerships:** Collaborate with community partners and utilize community assets to co-create training programs and establish safer spaces where individuals feel comfortable.
- **Building Trust and Community:** Focus on building trust and fostering a sense of community among partners, key agencies, and leaders. This involves open communication, active listening, and creating inclusive environments where diverse voices are valued and heard.
- **Incorporating Training Initiatives:** Implement comprehensive training initiatives that address issues of equity, diversity, and inclusion. These initiatives should aim to raise awareness, challenge biases, and promote understanding of SA-related issues within the community.
- **Engaging partners from diverse backgrounds:** By involving individuals with various perspectives and experiences, we ensure that the services developed are inclusive and address the needs of all community members.
- **Collaborating with community organizations and advocacy groups:** Partnering with these entities allows us to tap into their expertise and insights, ensuring that the services are informed by the real-world experiences and challenges faced by the community.
- **Incorporating equity, diversity, and inclusion principles:** By embedding these principles into organizational policies and practices, we ensure that our services are designed and delivered in a manner that promotes fairness, inclusivity, and respect for all individuals, regardless of their background or identity.

Identifying barriers for specific groups, such as newcomers and Indigenous communities, is crucial for developing effective strategies to address them. Here are some common barriers identified for each group and potential approaches to address them:

1. Newcomers:
 - Language and cultural barriers: Newcomers may face challenges due to language proficiency and cultural differences, which can hinder their integration into society and access to resources.
 - Employment and economic barriers: Newcomers may struggle to find employment opportunities that match their skills and qualifications, leading to financial instability.
 - Social isolation: Lack of social networks and support systems can contribute to feelings of isolation and disconnection from the community.
 - *Approaches to address barriers for newcomers:*
 - a. Providing language and cultural orientation programs to facilitate integration.
 - b. Offering employment assistance and skills training programs tailored to the needs of newcomers.
 - c. Establishing community support networks and mentorship programs to foster social connections and provide guidance.
1. Indigenous Communities:
 - Historical and systemic marginalization: Indigenous communities often face long-standing inequalities resulting from historical injustices and ongoing systemic discrimination.
 - Socioeconomic disparities: Indigenous populations may experience higher rates of poverty, unemployment, and inadequate access to essential services such as healthcare and education.
 - Cultural preservation and identity: Indigenous communities may struggle to maintain their cultural traditions and practices in the face of external pressures and assimilation efforts.
 - *Approaches to address barriers for Indigenous communities:*
 - a. Engaging in meaningful consultation and collaboration with Indigenous leaders and communities to ensure their voices are heard and their needs are prioritized.
 - b. Implementing policies and programs aimed at addressing socioeconomic disparities and improving access to essential services in Indigenous communities.
 - c. Supporting initiatives that promote cultural revitalization and language preservation within Indigenous communities.

Building trust and relationships with community leaders is essential for effectively addressing these barriers. By establishing strong partnerships based on mutual respect and understanding, organizations can better identify needs, develop culturally appropriate solutions, and ensure that marginalized groups are actively involved in the decision-making process.

Part B: Complete the French Language Services strategy using the ministry provided templates. For more information refer to the Main Guidelines document.

3.3 Logic Model

A logic model maps the linkages between services delivered and performance outcomes. It is a tool to support how service strategies will help to achieve targets and is included as part of the Service Planning template.

Complete one logic model for each of the 4 performance outcomes. For 2024, only complete the “Highest Risk(s) Mitigation” section for only the two identified outcomes. Add or remove rows, as needed. Refer to Main Guidelines Document, Appendix # for completed example.

Definitions:

- a. **Inputs:** Describe the organizational, community and/or external inputs within your organization used to coordinate services to meet the stated performance outcome (e.g., staffing, internal processes, training, relationship with community organizations, gaps in services, etc.).
- b. **High Risk:** Identify the highest risks as indicated in the Performance Outcomes Risk Assessment Template. Note for 2024, this will only be applicable to 2 performance outcomes and will be indicated on the applicable logic model templates.
- c. **Activities:** Operational and strategic activities (e.g., processes, tools, events, actions, etc.) that will be carried out as part of the strategy (e.g., staff training, recruitment, staff supports, community relationships, retention strategies, workshops, etc.).
- d. **Expected outputs linked to outcome:** What are your expected results given the planned activities and what changes do you expect to realize?

Performance Outcome 1: Ontario Works adult and ODSP non-disabled adults with participation requirements have an Action Plan		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> Staffing and Staff Training 	<ol style="list-style-type: none"> 1. Work to achieve staff stability and low turnover of Ontario Works caseworkers, creating consistency for clients in receipt of OW. 2. Continue to engage staff in comprehensive training related to supporting participants in all aspects of life stability. <ol style="list-style-type: none"> a. Utilize resources such as OMSSA and Continuing Education initiatives through post-secondary institutions. 3. Utilize monthly caseworker meetings to share knowledge, review best practices and create consistency in processes used across the office. 	<ul style="list-style-type: none"> Increased number of action plans completed within 30 days. Increased number of referrals to EO. Increased number of referrals to community partners.
<ul style="list-style-type: none"> Clear processes for completion of Action Plan 	<ol style="list-style-type: none"> 1. Clear, concise, written processes regarding what is to be captured within an action plan. 2. Creation of an Action Plan guide to ensure consistency across the office. 3. Regular file review of action plans to ensure deferrals are appropriate, referrals to EO are being made and referrals to community partners are being made. 	
<ul style="list-style-type: none"> Community resources available to clients 	<ol style="list-style-type: none"> 1. Regular staff training regarding resources available in the community to ensure they are able to better inform clients about what is available. 2. Continue to have community partners attend the Stratford OW office to provide services and ensure continuity of care for OW clients. 3. Advocate with community partners to ensure services are applicable to the caseload demographics and individuals requiring support in our community. 	
<p>Highest Risk(s) from Risk Assessment Template (applicable to the two in the risk assessment only): Two Risks were tied at 9 (Medium) as the highest risk:</p> <p>1.2 – SA staff and clients are not aligned with the goals/support services that will support the client towards employment readiness. 1.3 – Action plan discussion (i.e. goals/support services) is not easily understood by clients.</p>		

Performance Outcome 2: Ontario Works adult and ODSP non-disabled adults with participation requirements are referred to EO		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> Staffing and Staff training 	<ol style="list-style-type: none"> Staff are aware of EO partners, the programs they offer and the staff working in the EO locations. Staff are trained on when to refer to EO, when to defer from participation and when to refer to community partners. Employment readiness is clearly defined and explained to staff. Clear processes regarding appropriate deferrals and reasons to not refer to EO. 	<ul style="list-style-type: none"> Increased number of referrals to EO. Low volume of returned referrals. Increased level of partnership between OW and EO.
<ul style="list-style-type: none"> Clear referral pathways 	<ol style="list-style-type: none"> Work with local SSM and EO partners to ensure strong referral pathways are present. Continue to have EO on site at the local Ontario Works office for seamless in-person referrals. Regular reporting and status updates between EO and OW for shared clients. 	
<ul style="list-style-type: none"> Training for staff regarding the role of Employment Ontario 	<ol style="list-style-type: none"> Clear and consistent training from Employment Ontario and the Service System Manager on the role of EO in Integrated Employment Service Delivery. Consistent messaging from management to caseworkers regarding the role of EO and referral pathways. 	
<ul style="list-style-type: none"> Strong relationship with local SSM 	<ol style="list-style-type: none"> Regular participation in SSM meetings to ensure the objectives and needs of OW are identified and acted upon. Regular communication with the SSM regarding opportunities and challenges facing OW staff. 	
<p>Highest Risk(s) from Risk Assessment Template (applicable to the two in the risk assessment only): The highest risk was 16 (Medium-High) for: 2.3 - Client's barriers/needs have not been addressed prior to referral to Employment Ontario.</p>		

**Performance Outcome 3:
Ontario Works cases exit to employment**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
- Staff Training	1. Staff are trained on how to capture accurate reason for exiting assistance. 2. Regular review of caseload exit reports to ensure accurate reporting.	<ul style="list-style-type: none"> • Accurate number of exits to employment are being captured. • Increased number of exits to employment.
- Resources available to clients who exit are clearly communicated	1. Staff are knowledgeable of EHB, EEHB and other resources available through OW when exiting assistance. 2. Staff are aware of community resources that client may be able to access once no longer on assistance. 3. Resources are clearly articulated to clients when they are exiting assistance.	
Highest Risk(s) from Risk Assessment Template - <u>Do not complete for this performance outcome for 2024</u>		

**Performance Outcome 4:
Ontario Works cases do not return to the program within one year**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
• Staff Training	1. Staff are aware of resources available to clients who exit assistance, and these benefits are clearly communicated to ensure they are aware of extended health benefits and supports available within the community. 2. Staff are aware of the employment resources available in the community and how to match clients to the appropriate resources.	<ul style="list-style-type: none"> • Lower percentage of OW cases who return within one year. • Increased awareness by clients of community resources.
• Action Plans promote client self-sufficiency	1. Staff create action plans in conjunction with the client that reflect a path to self-sufficiency, not just the quickest path off of Ontario Works. 2. Sustainable employment is discussed from the moment someone applies for assistance.	

	<ol style="list-style-type: none"> 3. Referrals to EO are made promptly and OW staff ensure the action plan reflects the work being completed in the Employment Action Plan. 4. Financial benefits are provided in a timely manner to support clients who are transitioning into employment to ensure there are limited barriers to full-time, sustainable employment. 	<ul style="list-style-type: none"> • Increased number of clients receiving EHB or EEHB.
<p>Highest Risk(s) from Risk Assessment Template</p> <ul style="list-style-type: none"> - <u>Do not complete for this performance outcome for 2024</u> 		

Section 4 – Manage Program Delivery

In this section, SA delivery sites will identify key program management activities to ensure the program supports program integrity and is delivered in accordance with legislative and policy requirements.

4.1 Service Delivery Expectations

Develop an outline of how service delivery expectations will be managed to ensure the program is delivered in accordance with legislative and policy requirements and that financial assistance expenditures are accurate and meet ministry expectations (refer to Main Guidelines Document)

Enter outline for each area of focus below (suggest 250 words max recommended per area)

Essential information reviewed and verified by 3rd party checks prior to transferring to ODSP (within the last 12 months)

The local OW office has been working very closely with the Stratford ODSP office to refine the file transfer process and ensure all required steps are completed prior to the file being transferred. The ODSP office has reviewed the process, provided feedback, and worked alongside the OW team to ensure that all necessary information is captured within the transfer process, that the necessary third-party checks are documented, and that the files are ready for processing by the PSU. The local OW office continues to update and inform caseworkers on the process, utilizing the shared document to create local processes which ensure all required information is reviewed and third-party checks are completed prior to a file being transferred to ODSP.

24-month Reassessment (including Third Party Checks) on all OW cases

Ontario Works caseworkers utilize spreadsheets and tasks in SAMS to monitor when a 24-month reassessment is required on their files. Staff utilize these spreadsheets and tasks to determine when to schedule appointments with their clients who require 24-month reviews, and to monitor any files that may be out-of-date. The local OW team reviews the legislation regularly to ensure the local process matches what is required by legislation when completing a 24-month review. Furthermore, the OW management team completes monthly file reviews and regularly checks the status of 24-month reviews, utilizing a standardized template, during these monthly file reviews.

Timely follow up on deferrals from participation in employment related activities

The local office will focus on completing action plans within the allotted review period, ensuring all deferrals are up-to-date and are based on the most recent medical or circumstantial information that is provided by the client. Staff will utilize the common assessment tool (CAT) and the responses to the CAT to inform deferrals that may be in place, as well as to assess progress toward completion of goals related to mental health and wellness or overall job readiness through CAT checkpoints. All OW caseworkers utilize a spreadsheet outside of SAMS or tasks within SAMS to monitor when deferrals expire, ensuring there are timely follow-ups for all deferrals and that they are updated promptly before or after they end. The local office recently reviewed deferral reasons and the team works hard to ensure that deferrals are only input for appropriate reasons. Where possible, staff will make voluntary referrals for clients who are deferred to ensure they are able to participate in some form of employment activities, employment readiness activities or are supported with referrals to community agencies that better prepare them for employment once the deferral ends.

EVP is assigned and completed in established timeframes

The local office has a well thought out process in place and has dedicated 1.5 FTE to the EVP process. One staff member is a full-time EVP worker and the local ERO supports EVP activities each cycle. The management team regularly reviews the results of the EVP cycle to ensure timelines are being met and that comprehensive work is being completed during the EVP process. The local office utilizes communication from both the caseworker and the EVP worker to reinforce the importance of attending EVP appointments, submitting necessary information and responding to inquiries related to the EVP process. If clients fail to respond, the local office will suspend and/or terminate files, where applicable, for failing to respond to EVP inquiries. The local office has met all timelines related to file assignment and achieved a total of 91% of all files reviewed in 2023 within the allotted timeframe.

Application of up to 10% recovery rate for all overpayments

The Ontario Works team regularly monitors the OP Recovery Rate report to ensure that the office is meeting Provincial expectations. Currently, the Stratford office is above the Provincial average with respect to the number of files at a 10% recovery rate. Caseworkers and EVP staff have been trained and are aware of the reasons for setting a file to a 10% recovery rate and this will continue to be reiterated at team meetings. Furthermore, the OW management team completes monthly file reviews and regularly checks for overpayments, the reason for the overpayment and the recovery rate that has been determined to ensure it aligns with the Provincial direction.

Financial assistance expenditures (subsidy claims submissions) are accurate and meet ministry expectations (list all Ontario Works benefits managed outside of SAMS and identify supporting documentation that will be provided with adjustments to subsidy claims and describe business practices for Ontario Works benefits managed outside of SAMS)

The Stratford Ontario Works office has put a thorough review process in place to ensure the accuracy of subsidy claims that are submitted each month. The claim is first prepared by a member of the finance team, adhering to Ministry expectations. Once this is complete, the subsidy claim is then forwarded to the Business Integration Manager who conducts a thorough review of the work and ensures the accuracy of the report. Finally, the subsidy claim is forwarded to the OW Manager for review and submission. There is also ongoing reconciliation done throughout the year, utilizing actuals from Corporate Services and ensuring that these numbers balance with the subsidy claims that are submitted. If there is a variance discovered at any point which relates to a previous subsidy claim that was submitted, it is promptly reported to the Ministry, with applicable back-ups, and future subsidy claims are adjusted to reflect this change.

4.2 Analysis of Resources

Conduct an analysis of resources using the **Supplementary Reporting Tool**. For more information refer to the Main Guidelines document.

4.3 Monitoring Activities

Demonstrate how SA delivery sites will be prepared to support the monitoring activities by documenting its approach to readiness from combination of resource, awareness and understanding perspectives.

For example, the SA Delivery sites will be ready to support by reviewing and becoming familiar with all relevant materials provided by the ministry to understand the monitoring activities and OW's roles and responsibilities.

Enter the approach for monitoring here (suggested 250 words max recommended per area)
<p>Overall Readiness (i.e., how your site will be ready to continuously support the monitoring activities)</p>
<p>The Stratford Ontario Works Division reviews all Ministry communications promptly after they are received, participates in all applicable training sessions and engages staff in training opportunities, when required, to support new initiatives. The local OW office will continue to utilize this approach and will stay in regular communication with the local office's Program Supervisor to ensure that the Division is meeting Ministry expectations and is prepared for any and all initiatives that are put forth.</p>
<p>Submission of actual expenditures (i.e., how to ensure your site will be able to submit the actual expenditures in a timely manner and engage in discussion when varied from budget)</p>
<p>The City of Stratford will continue to leverage the current staff complement to report actual expenditures when they are due, analyze variances in a timely manner and provide comprehensive responses to the Ministry when there are questions raised. Currently, the Social Services Department utilizes a Business Integration Manager to oversee financial reporting for the Department as a whole and to manage the submission of expenditures punctually. We will continue to utilize this approach while engaging Corporate Services as necessary to ensure deadlines are met and questions are answered in a timely manner.</p>
<p>Submission of outcomes achieved (i.e., how to ensure your site will be able to submit the actuals in a timely manner and engage in discussions on outcome performance)</p>
<p>The City of Stratford Ontario Works Division closely monitors performance metrics by utilizing the performance reports and PowerBI Dashboards that the Ministry makes available. Keeping a close eye on the progress that the Division is making toward those metrics, it will allow us to report on our performance outcomes. Similarly, by regularly reviewing the data, we are able to identify trends and issues that may arise that impact the targeted outcomes for each metric. Through this continuous monitoring, we will be able to quickly respond to questions related to our performance outcomes and engage in regular conversations related to the Ministry targets.</p>
<p>Performance reports (i.e., how to ensure your site will be ready to leverage ministry provided reports in monitoring outcomes and key program delivery expectations)</p>
<p>The Ontario Works staff utilize all reports available to inform and enhance program delivery. Staff and management access the COGNOS reports on a regular basis, review the applicable reports and make suggestions for program delivery based on the reports. Management regularly review the Social Assistance Operations Performance Reports to monitor the effectiveness of the Division and the ability of the Division to provide service to clients. The team also reviews information tracked via the Power BI dashboards on a regular basis to ensure the program is meeting the targets set forth</p>

by the Ministry. We will continue to leverage the existing reporting mechanisms and continue to find ways to improve the use of this data in informing program delivery and effectiveness.

Quality Assurance (QA) reviews (i.e., how to ensure your site will be ready to leverage the results from the ministry performed QA reviews to determine possible course corrections, related monitoring and need for service plan amendments)

The local Ontario Works office will readily accept feedback on any course corrections that are required as a result of QA reviews. The office will maintain regular communication with the local Program Supervisor and will respond promptly to Ministry communications, ensuring they are thoroughly reviewed, understood, and implemented within the required timeframe. If there is monitoring required, the local management team will undertake thorough and comprehensive reviews of the monitoring initiative, assign appropriate staff (where applicable) in a timely manner and make necessary amendments to service delivery, as required, to meet the requirements set forth in the QA reviews.

Risk Mitigation Testing (i.e., how to ensure your site will be ready to use ministry provided testing scripts to carry out testing of mitigation for the highest risks impacting performance outcomes as well as how the results of the testing will be used by your site)

The Stratford Ontario Works office will implement risk mitigation strategies provided by the Ministry promptly and efficiently to ensure that the highest risks impacting performance are monitored effectively. Staff will be trained immediately after receiving testing scripts and the local office will involve all necessary parties promptly to ensure there is no lag between receipt of testing script and implementation. Results will be monitored closely and strategies will be developed by the team to address risks impacting performance outcomes. The team will utilize all the learnings and results from testing scripts to inform program design and service delivery, with an aim to mitigate risks impacting performance outcomes.

4.4 Privacy

Conduct a Privacy Risk Assessment using the **Privacy Risk Assessment Template and Privacy Maturity Self-Reporting Tool**. Instructions are included within the document, but for more information refer to the Supplementary Guidelines.



MANAGEMENT REPORT

Date: January 14, 2025
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
 John Ritz, Homelessness and Housing Stability Supervisor
 Kim McElroy, Director of Social Services
Report Number: SOC25-002
Attachments: None

Title: CMHA Outreach Worker Service Agreement

Objective: To consider approval to enter into an updated three-year agreement with the Canadian Mental Health Association Huron Perth Addictions and Mental Health Services to provide housing-based case management services across Stratford, St Marys, and Perth County.

Background: The City of Stratford has partnered for several years with the Canadian Mental Health Association Huron-Perth Addictions and Mental Health Services (herein referred to as CMHA HP), formerly known as Choices for Change, for the delivery of housing-based case management services. CMHA HP was a founding partner of the Home For Good funded Supported Housing of Perth Program (SHOPP), now known as the Intensive Case Management program (ICM), and currently operate the North Perth Fixed Site portion of the program. CMHA HP has also worked with the City of Stratford on other contracts, including the street-focused outreach program which ended on September 30, 2024, and the currently operating Ontario Works Service Agreement which provides support and case management specific to OW clients.

The new agreement combines elements of three agreements mentioned above, focussing on the services delivered through the scattered site case management portion of the ICM program and case management services at the Connections Centre.

Analysis: The updated agreement focuses on services that improve housing stability for our most vulnerable community members as well as services for those actively experiencing homelessness who attend the Connection Centre in Stratford.

The initial component of the agreement is related to the scattered site component of the Intensive Case Management program. The agreement provides \$150,000 for two

FTE case managers who will carry caseloads comprised of the individuals facing the most complex barriers in our community, with the caseload ranging between 12 and 15 participants. The services offered begin when the individual is experiencing homelessness and continue after they are housed, ensuring an appropriate level of housing stability is achieved before the individual is discharged from the program. The caseloads at CMHA will, where possible, be targeted to individuals who identify mental health or addictions challenges to acquiring or maintaining their housing. Intake for the program will be provided by the City of Stratford Social Services Department, utilizing the local by-name list as well as other factors such as interactions with emergency services and interactions with local service providers. The City of Stratford will maintain oversight over the program by completing regular file reviews and data will be submitted to the Social Services Department on a yearly basis, allowing for evaluation and review of the services being provided. This portion of the agreement will be funded through the Homelessness Prevention Program (HPP) funding received from the Government of Ontario.

The secondary component of the agreement focuses on case management services being provided through the Connections Centre as well as housing stability services at the Perth and Stratford Housing Corporation. A further \$60,940.50 will be provided for another FTE case manager to not only support community members who engage with services at the Stratford Connections Centre but also for residents of the PSHC where housing stability concerns have been identified. The services provided through this agreement will be housing-focused in nature, with expectations that document readiness, housing applications, housing searches and community-based referrals are completed alongside the provision of basic needs at the Connections Centre. Due to a high prevalence of social assistance clients on the by-name list, and accessing services defined in this agreement, the Ontario Works program will be funding this portion of the agreement. The funding will be provided through the 100% Provincial Funding component of the OW budget. This agreement will replace the current Ontario Works Service Agreement and any impact to clients will be monitored closely, with the ability to modify the agreement in the future, if required.

Due to their unique and exclusive capabilities, CMHA HP has been sole sourced for this agreement in accordance with the requirements set forth in Section 37 of Policy P.5.1 "Purchasing and Materials Management" and approved by the Manager of Financial Services as well as the Director of Social Services.

The program outcomes have been more clearly defined, as have expectations and activities that should be completed during the term of this agreement. The program is fully funded through Government of Ontario funding, so there is no anticipated impact on the tax levy currently.

The agreement is funded by the Government of Ontario through two separate funding envelopes, one from the Ministry of Municipal Affairs and Housing (MMAH) and the other from the Ministry of Children, Community and Social Services (MCCSS).

The total cost of this agreement for 2025 is expected to be \$210,940.50 for three FTE caseworkers, funded as follows:

- \$150,000 from the Homelessness Prevention Program (MMAH)
- \$60,940.50 from the Ontario Works 100% Provincial funding (MCCSS)

In relation to Ontario Works, this is a \$20,940.50 increase over the current agreement as the current Ontario Works Service Agreement pays CMHA \$40,000 per year, which will be cancelled because of the updates to the program.

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated impact on the municipal tax levy currently.

Financial impact on future year operating budget:

The Outreach Worker Service Agreement will be in place for three years, subject to no concerns related to finances or performance. The anticipated cost for 2026 and 2027 is \$210,940.50 per year. The total cost of the three-year agreement is \$632,821.50.

The program will be funded through the Homelessness Prevention Program and the Ontario Works program. There is a 90-day exit clause built into the agreement, in case of any financial or performance-related concerns, and the agreement can only continue if the funding from HPP and OW continues to be provided and is included in the municipal budget.

There is no anticipated impact on the municipal tax levy in future years because of this program.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as the sole focus of the program is providing support with the attainment and maintenance of housing. The program focuses not only on housing stability but also on the supporting clients with accessing safe, affordable, and permanent housing in the community.

Work Together For Greater Impact

This report aligns with this priority as the program continues to enhance partnerships within the community and build upon long-standing relationships that provide support and benefit to clients within the service manager area.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT the Corporation of the City of Stratford enter into a three-year agreement with the Canadian Mental Health Association Huron Perth Addictions and Mental Health Services for the provision of services defined in the Outreach Worker Service Agreement;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Outreach Worker Service Agreement with the Canadian Mental Health Association Huron Perth Addictions and Mental Health Services;

AND THAT the Director of Social Services be authorized to approve any contract amendments, subject to no changes to the financial considerations or identified performance concerns, for the duration of the contract and subject to providing the City Clerk with any approved contract amendments.

Prepared by:

Alex Burgess, Manager of Ontario Works
John Ritz, Homelessness and Housing Stability Supervisor

Recommended by:

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



MANAGEMENT REPORT

Date: January 14, 2025
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
 John Ritz, Homelessness and Housing Stability Supervisor
 Kim McElroy, Director of Social Services
Report Number: SOC25-003
Attachments: None

Title: Optimism Place Outreach Worker Service Agreement

Objective: To consider approval to enter into an updated 3-year agreement with Optimism Place, Women’s Shelter, and Support Services to provide housing-based case management services across Stratford, St Marys, and Perth County.

Background: The City of Stratford has partnered with the Optimism Place, Women’s Shelter, and Support Services (herein referred to as Optimism place) for the delivery of housing-based case management services since 2018. Optimism Place was a founding partner of the Home For Good funded Supported Housing of Perth Program (SHOPP), now known as the Intensive Case Management program (ICM), and has been an active partner during this time. Optimism Place provides essential services to members of the community, including both on-site services for women accessing shelter as well as outreach services for women living in community. They are a leading expert in the community on intimate partner violence and continue to support agencies and clients alike with education, support, and services that better the lives of women living in Perth County.

Analysis: The updated agreement replaces an agreement of the same name, signed in 2023 after the SHOPP program concluded and was replaced with the ICM program. The agreement is updated with more measurable outcomes, clearer program delivery expectations, updated program activities and the addition of discretionary program funding. The updated agreement will take effect January 1, 2025, and run until December 31, 2027. There are termination clauses built into the agreement and the agreement will be subject to regular review to ensure financial responsibility and program delivery expectations are being met.

The agreement is related to the scattered site component of the Intensive Case Management program. The agreement provides \$75,000 for one FTE case manager who will carry a caseload comprised of the individuals facing the most complex barriers in our community, with the caseload ranging between 12 and 15 participants. The services offered begin when the individual is experiencing homelessness and continue after they are housed, ensuring an appropriate level of housing stability is achieved before the individual is discharged from the program. The caseloads at Optimism Place will be targeted to individuals who identify an experience of intimate partner violence as a challenge to acquiring or maintaining their housing where possible.

Intake for the program will be provided by the City of Stratford Social Services Department, utilizing the local by-name list as well as other factors such as interactions with emergency services and interactions with local service providers. The City of Stratford will maintain oversight over the program by completing regular file reviews and data will be submitted to the Social Services Department on a yearly basis, allowing for evaluation and review of the services being provided.

Within this updated agreement, a further \$5000 is being provided that was not part of the initial agreement. These funds are detailed as discretionary program funding and will be utilized to support housing stability and housing attainment challenges that cannot be addressed through the existing programs in the community. The funds will be tracked on a case-by-case basis with details being provided around what was obtained using these funds, helping to better inform program development and changes that may need to be made to the Housing Stability Bank program operated by Social Services.

Due to their unique and exclusive capabilities, Optimism Place has been sole sourced for this agreement in accordance with the requirements set forth in Section 37 of Policy P.5.1 "Purchasing and Materials Management" and approved by the Manager of Financial Services as well as the Director of Social Services.

This agreement will be funded through the Homelessness Prevention Program (HPP) funding received from the Government of Ontario.

Financial Implications:

Financial impact to current year operating budget:

This program is funded through the Government of Ontario Homelessness Prevention Program with an impact of \$23,750 in 2025, included in the 2025 Draft budget. Payment was made to Optimism Place through the existing agreement on October 1, 2024, and covered the period of October 1, 2024, until September 30, 2025. The remaining \$23,750 represents payment for the final quarter of the year, October 1, 2025, until December 31, 2025, and the \$5,000 discretionary program funding.

Financial impact on future year operating budget:

The Outreach Worker Service Agreement is for three years, subject to no concerns related to finances or performance. The anticipated cost for 2026 and 2027 is \$80,000 per year. The total cost of the agreement, from 2025 until 2027, is \$183,750.

The program is funded through the Homelessness Prevention Program. There is a 90-day exit clause built into the agreement, in case of any financial or performance-related concerns, and the agreement can only continue if the funding from HPP continues and is included in the municipal budget.

There is no anticipated impact on the municipal tax levy in future years because of this program.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as the sole focus of the program is providing support with the attainment and maintenance of housing. The program focuses not only on housing stability but also on the supporting clients with accessing safe, affordable, and permanent housing in the community.

Work Together For Greater Impact

This report aligns with this priority as the program continues to enhance partnerships within the community and build upon long-standing relationships that provide support and benefit to clients within the service manager area.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT Council authorize The Corporation of the City of Stratford to enter into an agreement with Optimism Place, Women’s Shelter, and Support Services for the provision of services defined in the Outreach Worker Service Agreement;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Outreach Worker Service Agreement with Optimism Place, Women's Shelter, and Support Services;

AND THAT the Director of Social Services be authorized to approve any contract amendments, subject to no changes to the financial considerations or identified performance concerns, for the duration of the contract and subject to a copy of any approved amended contract being provided to the City Clerk.

Prepared by: Alex Burgess, Manager of Ontario Works
John Ritz, Homelessness and Housing Stability Supervisor

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



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Outreach Worker Service Agreement / Purchase of Service Agreement with CMHA Huron Perth Addiction and Mental Health Services for the provision of services defined in the Agreement.

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

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of natural 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 operating as the Consolidated Municipal Service Manager ("the CMSM") for The Corporation of the City of Stratford, Town of St. Marys and County of Perth established the Intensive Case Management program (the "Program") with funding provided by the Province of Ontario through the Homelessness Prevention Plan as well as the Ontario Works program;

AND WHEREAS the goal of the Program is to offer intensive support and wrap-around services for individuals experiencing homelessness in Stratford, St Marys and Perth County with the end goal of attaining permanent housing and long-term housing stability for participants in the program;

AND WHEREAS the Parties hereto deem it desirable to enter into an Outreach Worker Service Agreement / Purchase of Service Agreement for the provision of services defined in the Agreement;

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

1. That the Outreach Worker Service Agreement / Purchase of Service Agreement between The Corporation of the City of Stratford and CMHA Huron Perth Addiction and Mental Health Services for the provision of services defined in the Agreement be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the lease of certain lands at 270 Water Street, more commonly known as the Discovery Centre (former Teacher's College), to December 31, 2025.

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 is the owner of the lands and premises municipally described as 270 Water Street, and commonly known as "the Discovery Centre (former Teacher's College)";

AND WHEREAS by Agreement dated May 1, 2022, The Corporation of the City of Stratford agreed to lease the subject lands to The Stratford Shakespearean Festival of Canada ("Stratford Festival") for the purpose of operating the Discovery Centre (former Teacher's College) for a period of one (1) year from May 1, 2022, to April 30, 2023, with the provision for a one (1) year extension;

AND WHEREAS the lease of the subject lands to the Stratford Festival was extended to April 30, 2025 by Agreement dated December 31, 2023;

AND WHEREAS Council of The Corporation of City of Stratford deems it desirable to further extend the Lease Agreement with the Stratford Festival for the continued lease of certain lands at 270 Water Street, known as the Discovery Centre (former Teacher's College), to December 31, 2025;

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

1. That the Lease Agreement between The Corporation of the City of Stratford and The Stratford Shakespearean Festival of Canada for the lease of lands at 270 Water Street to December 31, 2025, be entered into and the Mayor and Clerk, or their

respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the use of the Queen Street parking lot to December 31, 2025.

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 is the owner of the lands and premises legally described as Part of Lots 20, 21, 22, 23, 24 and 25 both inclusive and Part of Lot G, Plan 104 and more commonly known as the “Queen Street parking lot”;

WHEREAS by Agreement dated the 8th day of December 2014, the City agreed to lease to The Stratford Shakespearean Festival of Canada (“Stratford Festival”) such lands for use as a parking lot;

AND WHEREAS by Agreement dated August 8, 2018, May 1, 2022, and December 31, 2024, the Stratford Festival and the City agreed to renew the lease under similar terms and conditions in the expired Agreement;

AND WHEREAS Council of The Corporation of the City of Stratford deems it desirable to enter into a further extension to the Lease Agreement with the Stratford Festival for use of the Queen Street parking lot to December 31, 2025;

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

1. That the extension to the Lease Agreement between The Corporation of the City of Stratford and The Stratford Shakespearean Festival of Canada with respect to the use of the Queen Street parking lot described as Part of Lots 20, 21, 22, 23, 24 and 25 both inclusive and Part of Lot G, Plan 104 for Festival Theatre parking as set out in the said agreement to December 31, 2025, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Synnapex Inc. for the supply and delivery of Meraki Solutions, including 3-year licensing (T-2024-36) and to Repeal By-law 1-2025.

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

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

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

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

1. That the tender (T-2024-36) of Synnapex Inc. for the supply and delivery of Meraki Solutions, including 3-year licensing, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and delivery of Meraki Solutions, including 3-year licensing (T-2024-34) is \$204,479.00, including HST, per year.
3. That By-law 1-2025 is hereby repealed.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to designate 15 Huron Street under Part IV of Section 29 of the Ontario Heritage Act as being of architectural and historical value or interest.

WHEREAS Section 29 of the Ontario Heritage Act, R.S.O. 1990, Chapter O.18 ("Ontario Heritage Act") authorizes the Council of a municipality to enact by-laws to designate a property to be of architectural and historical value or interest;

AND WHEREAS the Council of The Corporation of the City of Stratford has consulted with its Municipal Heritage Committee;

AND WHEREAS the Council of The Corporation of the City of Stratford has caused to be served upon The Ontario Heritage Foundation and the owners of the property known as 15 Huron Street, City of Stratford ("Property"), notice of its intention to so designate the Property and has caused general circulation in the City of Stratford by publication of the notice of intention in the Stratford Beacon Herald being a newspaper having general circulation in the municipality;

AND WHEREAS no written notice of objection to the proposed designation has been served on the Clerk of the Municipality within the prescribed time by the Ontario Heritage Act;

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

1. That the heritage attributes of the Property known as 15 Huron Street, in the City of Stratford is hereby designated as being of architectural and historical value or interest under the provisions of the Ontario Heritage Act for the reasons described in Schedule "A" attached hereto.
2. The Municipal Solicitor is hereby authorized to cause a copy of this by-law to be registered in the proper land registry office against the property described in Schedule "B" attached hereto.
3. The Clerk is hereby authorized to cause a copy of this by-law to be served on The Ontario Heritage Foundation and the owner of the property and to cause notice of the passing of this by-law to be published in the Stratford Beacon Herald being a newspaper having general circulation in the municipality.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 10th of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to BY-LAW XXX-2025

Adopted on the 10th day of February, 2025

Reasons for the Heritage Designation of 15 Huron Street:

Statement of Cultural Heritage Value or Interest

The Shakespearean Gardens is of cultural heritage value as one of the only Shakespearean Gardens in Canada and represents the City's protection of parkland along the Avon River. Opened in 1936, the Gardens provide an invaluable example of the efforts of Stratford's Parks Board to create parkland in the City's downtown core, during a time of increased industrial pressures. The Shakespearean Gardens also demonstrate a high degree of craftsmanship and artistic merit throughout. Designed by Dunnington-Grubb, and Stenson and featuring the work of Cleeve Horne, the Gardens provide significant contributions from Canadian Landscape architects and artists. And being adjacent to the Avon River and the City's downtown Core, the Dufton Chimney has become a well-known landmark that has defined the City's waterfront parkland. The City has incorporated the Dufton Chimney alongside the Huron Street Bridge in its logo for over 20 years.

Description of Heritage Attributes

The specific heritage attributes of the property are:

- a. Dufton Chimney Tower and features; including the top structure with weathervane
- b. Original stone walls throughout the garden design
- c. Huron Street covered lychgate
- d. Knot Garden
- e. Herb Garden
- f. Rose Garden
- g. Perennial Border Garden
- h. Walkway lamp lighting
- i. Sundial within the confines of the Garden
- j. Bust of William Shakespeare

These attributes of the Garden reflect its value as an important representation of the City of Stratford's history and are excellent examples of the artistic craftsmanship incorporated into its design and the Gardens legacy as a landmark within the City.

THIS IS SCHEDULE "B" TO BY-LAW XXX-2025

Adopted on the 10th day of February, 2025

15 Huron Street, Stratford**Description of Property**

The property municipally known as 15 Huron Street is located on the west side of Huron Street at York Street, in the City of Stratford. The property is legally described as Plan 20 Part Block K Part Lot 581-584, Part Block Q, Concession 1 Part Lot 1 (Geographic Township of Downie), subject to easement, in the City of Stratford.



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to establish the indemnity and remuneration of members of Council for the City of Stratford and to repeal By-law 20-98.

AND WHEREAS Sections 8 and 9 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001"), confers authority on municipalities to govern their affairs as they consider appropriate;

AND WHEREAS Section 5 of the Municipal Act, 2001, authorizes council to exercise the powers of the municipality by by-law;

AND WHEREAS Section 283 of the Municipal Act, 2001, authorizes municipalities to pay remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board if the expenses are of those persons in their capacity as members, officers or employees, and if the expenses are actually incurred or the expenses are a reasonable estimate, in the opinion of the council or local board, of the actual expenses that would be incurred;

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

1. That the annual allowance to be paid to the Mayor, shall be as follows:

- Effective January 1, 2025: \$86,800.16 plus out-of-pocket expenses

and that the remuneration be indexed to follow the most current available annualized Consumer Price Index, monthly, not seasonally adjusted or 3%, whichever is lower, for future annual increases.

2. That the annual allowance to be paid to each member of Council, other than the Mayor, shall be as follows:

- Effective January 1, 2025: \$22,390.14 plus out-of-pocket expenses

and that the remuneration be indexed to follow the most current available annualized Consumer Price Index, monthly, not seasonally adjusted or 3%, whichever is lower, for future annual increases.

3. That the annual allowance to be paid to the Deputy Mayor, shall be as follows:

- Effective January 1, 2025: \$24,333.75 plus out-of-pocket expenses

and that the remuneration be indexed to follow the most current available annualized Consumer Price Index, monthly, not seasonally adjusted or 3%, whichever is lower, for future annual increases.

4. That, notwithstanding Section 1-3 above, the Mayor and Councillors elected to the Council of The Corporation of the City of Stratford and appointed to any other body, are entitled to receive any remuneration payable to them in that capacity, such as

but not limited to Stratford Police Services Board and Festival Hydro Inc., and Festival Hydro Services Inc. so far as such remuneration is not funded by The Corporation of the City of Stratford.

5. In addition to the remuneration provided for in this By-law, Councillors shall also be paid remuneration in accordance with the scale provided for in Paragraph 6 herein, while attending the following:
 - a) meetings of local boards or other bodies to which they have been appointed by Council, or on which they serve as ex-officio members, other than Council, Standing Committees or Sub-committees of Council;
 - b) Trade Shows and meetings attended on behalf of the City of Stratford, outside the Corporation limits as authorized in the Conference and Travel Policy;
 - c) except that where such local boards or other bodies provide a stipend or remuneration to the members appointed thereto, then the member shall receive such stipend or remuneration from the local board or other body and not the remuneration set out in paragraph 6 herein;
 - d) Members of Council shall not be paid remuneration for attending the following meetings:
 - i) Public Meetings;
 - ii) Presentations by consultants;
 - iii) Open Houses;
 - iv) Public consultations;
 - v) Visioning sessions;
 - vi) Ceremonial functions.
6. Any stipend or remuneration paid by local boards or other bodies as provided for in paragraph 5 herein, shall be paid to the City of Stratford and not to the member of Council who sits on such local board or other body, and the Treasurer of the City of Stratford shall pay such stipend or remuneration to the member of Council:
 - For a meeting, the duration of which is three (3) hours or less - \$75.00;
 - For a meeting, the duration of which is more than three (3) hours in any one day - \$150.00.
7. That the mileage rate to be paid to members of Council shall be at the City's approved rate per kilometre.
8. That each member of Council will receive \$4,000.00 in lieu of group extended health care and dental coverage or the option to purchase group extended health care and dental coverage through The Corporation of the City of Stratford.
9. That By-law Number 20-98 and any amendments thereto, and any other by-laws or policies inconsistent with the provisions of this By-law, are hereby repealed.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend the Fees and Charges By-law 99-2024, as amended, for The Corporation of the City of Stratford, to include fees for short term rental accommodation licensing.

WHEREAS subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, (“the Municipal Act, 2001”) provides that a municipal power shall be exercised by by-law;

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

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

AND WHEREAS section 10(2) of the Municipal Act, 2001 provides that a municipality may pass by-laws respecting: in paragraph 7, Services and things that the municipality is authorized to provide under subsection (1);

AND WHEREAS section 391(1) of the Municipal Act, 2001, provides that without limiting sections 9, 10 and 11 of the Municipal Act, those sections authorize a municipality to impose fees or charges on persons,

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

AND WHEREAS Council of The Corporation of the City of Stratford adopted By-law 99-2024, known as the Fees and Charges By-law to establish fees and charges to be collected by The Corporation of the City of Stratford;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to amend the Fees and Charges By-law from time to time;

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

1. That Schedule “B” – Building and Planning Fees and Charges - to By-law 99-2024, be amended by adding the following fees:

K) Short Term Accommodation

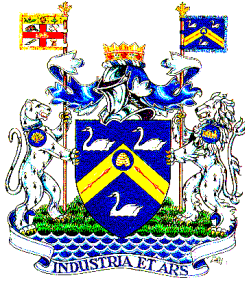
Item	Fee
i. Application Fee for Short Term Rental Licence (First Room, and per Application/Licence) a. Plus the following applicable amount per additional room:	\$412.00 \$125.00
ii. Late Filing Fee (per Application/Licence)	\$70.00
iii. Transfer processing Fee (per Application/Licence)	\$34.00
iv. Appeal Fee (Short Term Rental & Bed and Breakfasts)	\$185.00

2. All other provisions of By-law 99-2024 remain in force and effect.
3. That this By-law comes into force and effect upon final passage thereof.

READ a FIRST, SECOND and THIRD time and
 FINALLY PASSED this 10th of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a by-law to adopt the budget (estimates of revenues and expenditures) for tax supported and user pay purposes for the year 2025.

WHEREAS Section 290 of the Municipal Act, S.O. 2001, c.25, as amended, ("the Municipal Act") requires municipalities to prepare and adopt a budget and establishes requirements under that legislation to set out the estimated revenues and expenditures for the municipality;

AND WHEREAS in accordance with Section 290 of the Municipal Act, 2001, Council has considered the sums required during the year for Municipal purposes and is prepared to pass a budget for the year 2025;

AND WHEREAS it is now necessary to adopt the estimates of revenue and expenditures for tax supported and user pay services for the Corporation of the City of Stratford;

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

1. That the current estimates of operating revenues in the amount of \$181,813,733 and expenditures in the amount of \$181,813,733 for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as summarized in the attached Schedule "A", to be known as the 2025 Net Operating Budget.
2. That the capital project estimates for expenditures in the amount of \$37,416,281 and revenues in the amount of \$37,416,281 for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as set out in the attached Schedule "B", to be known as the 2025 Capital Program.
3. That Schedules "A" and "B" as attached hereto form and become part of this by-law.
4. That this by-law shall come into force and effect upon receiving the final passing thereof.

Read a FIRST, SECOND and THIRD Time and

FINALLY PASSED this 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to By-law XXX-2025

Adopted this 10th day of February, 2025

City of Stratford 2025 Net Operating Budget Requirements:

Account	Dollar Amount (\$)
101 MAYOR AND COUNCIL SERVICES	705,158
102 COMMITTEES OF COUNCIL	110,365
111 CAO'S OFFICE	1,018,339
112 HUMAN RESOURCES	1,522,097
121 CITY CLERK	1,014,888
134 INFORMATION TECHNOLOGY	0
135 PARKING	(524,458)
136 CROSSING GUARDS	272,950
139 TAXATION	(85,984,303)
139 GENERAL GOVERNMENT	1,139,779
141 CITY BUILDINGS	1,574,923
211 FIRE	10,114,855
250 BUILDING PERMITS	0
251 DEVELOPMENT SERVICES	785,492
252 BY-LAW ENFORCEMENT	703,814
310 ENGINEERING	1,163,647
315 FLEET	0
320 ROADS	9,005,268
330 SANITARY	0
340 STORM	5,074,485
350 WATER	0
360 WASTE	970,208
512 STRATFORD MUNICIPAL AIRPORT	76,899
513 INDUSTRIAL LAND SERVICING	0
610 SOCIAL SERVICES ADMINISTRATION	142,240
611 ONTARIO WORKS	585,703
612 HOMELESSNESS	349,760
613 ANNE HATHAWAY DAY CARE CENTRE	330,725
614 PS HOUSING CORP / LHC	2,553,958
615 HOUSING DIVISION-SERVICE MGR	760,220
616 CHILDREN SERVICES	413,940
618 BRITANNIA ST APARTMENTS	585,722
711 PARKS	3,278,922
715 FACILITIES	3,795,911
721 RECREATION	4,541,070
731 CEMETERY	753,551
750 TRANSIT	3,873,410
751 PARALLEL TRANSIT	657,520
752 COMMUNITY TRANSPORTATION	46,583
810 REQUISITIONS FROM OTHERS	27,389,489
872 COMMUNITY SUPPORT & GRANTS	1,196,870

THIS IS SCHEDULE "B" to By-law XXX-2025

Adopted this 10th day of February, 2025

CITY OF STRATFORD 2025 CAPITAL PROGRAM**Corporate Services - Parking**

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
1	Smart Parking Project	\$30,000	\$0	\$0	\$0	(\$30,000)
2	Comprehensive Parking Management System	76,875	0	0	0	(76,875)

Corporate Services – Information Technology Services

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Other	City Reserves
3	Personal Computers	\$90,000	\$0	\$0	\$0	(\$90,000)
4	Network Equipment	100,000	0	0	0	(100,000)
5	Website Enhancements	30,000	0	0	0	(30,000)

Fire

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Other	City Reserves
6	Utility Vehicle Replacement	\$95,000	\$0	\$0	\$0	(\$95,000)
7	Mobile Data Terminals	20,352	0	0	0	(20,352)

Community Services – Parks and Forestry

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
8	Replace Play Structure at Inverness Park	\$110,000	\$0	\$0	\$0	(\$110,000)
9	SERC Track Replacement	650,000	(500,000)	0	0	(150,000)
10	Parks Building (Paint Shop Lunch Room Roof)	50,000	0	0	0	(50,000)

Community Services – Cemetery

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
11	Niche/Wall Columbarium	\$130,000	\$0	\$0	\$0	(\$130,000)
12	Roof Replacement - Office/Chapel	50,000	0	0	0	(50,000)

Community Services – Recreation Facilities

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
13	HVAC Rooftop Units	\$190,000	\$0	\$0	\$0	(\$190,000)
14	Exterior Insulating Finishing System	95,000	0	0	0	(95,000)
15	Interior Doors	26,000	0	0	0	(26,000)
16	HVAC Rooftop Units	1,700,000	0	0	0	(1,700,000)

Community Services – Recreation Facilities (continued)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
17	Community Hall Floor Scrubber	\$25,000	\$0	\$0	\$0	(\$25,000)
18	Parking Lot Entrance Sign	65,000	0	0	0	(65,000)
19	Ice Machine Replacement	13,500	0	0	0	(13,500)
20	Metal Roofing	250,000	0	0	0	(250,000)
21	Building Automation System	25,000	0	0	0	(25,000)
22	Drinking Fountain Replacement	8,000	0	0	0	(8,000)
23	Carbon Dioxide/Gas Detection System	10,000	0	0	0	(10,000)
24	Fieldhouse Hardwood Flooring Refinishing	68,000	0	0	0	(68,000)
25	Public Announcement and Sound System	30,000	0	0	0	(30,000)
26	Carpet Replacement (Upstairs Boardroom)	10,000	0	0	0	(10,000)
27	National Stadium Upgrades	100,000	0	0	0	(100,000)
28	Lions Pool Liner (Lap Pool)	205,000	0	0	0	(205,000)
29	Washroom Upgrades SERC	200,000	0	0	0	(200,000)
30	Bandshell Refurbishment	75,000	0	0	0	(75,000)
31	Fire Alarm Control Panel	10,000	0	0	0	(10,000)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
32	Window Replacements	25,000	0	0	0	(25,000)
33	Optimist Ball Diamond Lighting	50,000	0	0	0	(50,000)
34	Various Facilities – Salto/Security	21,000	0	0	0	(21,000)
35	Various Facilities – Chairs and Tables	35,000	0	0	0	(35,000)
36	Veterans Drive Bandshell Refurbishment	75,000	0	0	0	(75,000)

Community Services – Facilities – Other Buildings

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
37	Exterior Envelope Maintenance	\$1,100,000	0	0	0	(\$1,100,000)
38	Elevator Modernization	200,000	0	0	0	(200,000)

Community Services – Transit

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
39	Regular Fuel Mobility Bus (replacement)	\$150,000	(\$150,000)	\$0	\$0	\$0
40	Regular Fuel Mobility Bus (new)	150,000	(150,000)	0	0	0

Infrastructure Services – Roads and Traffic

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
41	Sidewalk Replacements	\$300,000	\$0	\$0	\$0	(\$300,000)
42	Accessibility Improvements	50,000	0	0	0	(50,000)
43	Pedestrian Crossing Improvements	100,000	0	0	0	(100,000)
44	Bridge Improvements/Renewal	900,000	(900,000)	0	0	0
45	Signalized Intersection Updates	50,000	0	0	0	(50,000)
46	Street Lighting Improvements	50,000	0	0	0	(50,000)
47	Erie Street Multi-Use Trail Replacement	1,000,000	0	0	0	(1,000,000)
48	Gordon Street Sidewalk	80,000	0	0	0	(80,000)
49	New Sidewalks, Collector and Arterial	200,000	0	(200,000)	0	0

Infrastructure Services – Storm

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
50	Roadhouse Municipal Drain Improvement	2,000,000	(\$2,000,000)	\$0	\$0	\$0
51	Lorne Trunk Storm Dewer Rehabilitation	1,000,000	0	0	0	(1,000,000)

Infrastructure Services – Water

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
52	Miscellaneous Water Repairs	\$100,000	\$0	\$0	\$0	(\$100,000)
53	Mechanical Well Upgrades	100,000	0	0	0	(100,000)
54	Well Chlorination System Upgrades	65,000	0	0	0	(65,000)
55	Water Tower Safety Upgrades	200,000	0	0	0	(200,000)
56	Romeo Treatment Facility Upgrades	90,000	0	0	0	(90,000)
57	Rehabilitation Flood Control Structures	160,000	0	0	0	(160,000)

Infrastructure Services – Miscellaneous

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
58	Public Works Facility Upgrades	\$200,000	\$0	\$0	\$0	(\$200,000)
59	Rehabilitation and Expansion of Public Works Facility	160,000	0	(160,000)	0	0

Infrastructure Services – Sanitary

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
60	Water Pollution Control Plant (WPCP) Improvements	\$420,000	\$0	\$0	\$0	(\$420,000)
61	Basement Isolation	30,000	0	0	0	(30,000)
62	Miscellaneous Sanitary Repairs	30,000	0	0	0	(30,000)
63	Sanitary Relining Subsidy	50,000	0	0	0	(50,000)
64	Pumping Station Upgrades	100,000	0	0	0	(100,000)
65	Pumping Station Security Upgrades	55,000	0	0	0	(55,000)
66	Pumping Station Magnetic Flow Meters	75,000	0	0	0	(75,000)
67	Pumping Station Maintenance Program	75,000	0	0	0	(75,000)
68	WPCP Aeration Piping and Valves	550,000	0	0	0	(550,000)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
69	WPCP Sludge Storage Clean Out	\$120,000	0	0	0	(\$120,000)
70	WPCP Aeration Sluice Gates	180,000	0	0	0	(180,000)
71	WPCP Grit Separator	1,500,000	0	0	0	(1,500,000)
72	O'Loane Ave. Trunk Sanitary Phase 1	2,290,000	0	(2,198,400)	0	(91,600)

Infrastructure Services – Linear Infrastructure

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
73	Asphalt Resurfacing	\$2,050,000	(\$1,750,000)	\$0	\$0	(\$300,000)
74	2026 Preliminary Studies and Investigations	200,000	(200,000)	0	0	0
75	Watermain Relining	800,000	0	0	0	(800,000)
76	Avondale and Avon Reconstruction	5,600,000	(3,000,000)	0	0	(2,600,000)
77	Lorne/Downie Intersection	625,000	0	0	0	(625,000)
78	Huron Street Phase 2 (John to Matilda)	2,950,000	(1,500,000)	0	0	(1,450,000)
79	East Gore Watermain Looping	500,000	0	0	0	(500,000)

Infrastructure Services – Fleet

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
80	Light Duty Fleet Replacements	\$703,650	\$0	\$0	\$0	(\$703,650)
81	Heavy Duty Fleet Replacements	1,218,000	0	0	0	(1,218,000)
82	Tractor Fleet Replacements	122,000	0	0	0	(122,000)
83	Mid-Size Equipment Fleet Replacements	265,000	0	0	0	(265,000)
84	Electronic Message Board Trailers (2)	55,000	0	0	0	(55,000)
85	New Vehicle – Plumber	96,650	0	0	0	(96,650)
86	New Vehicle – Electrician	96,650	0	0	0	(96,650)
87	New Vehicles (2) – By-law	110,300	0	0	0	(110,300)

Infrastructure Services – Landfill

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
88	Landfill Buffer Acquisition	\$250,000	\$0	\$0	\$0	(\$250,000)

Infrastructure Services – Parking Lots

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
89	Erie Lot Rehabilitation	\$700,000	\$0	\$0	\$0	(\$700,000)

Social Services – Perth and Stratford Housing Corporation

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
90	Driveways, Parking Lots and Sidewalks	\$50,000	0	0	0	(\$50,000)
91	Connectivity	460,000	0	0	0	(460,000)
92	Kitchen Replacements	200,000	0	0	0	(200,000)
93	Furnace Replacements	55,000	0	0	0	(55,000)
94	Roof Replacements	240,000	0	0	0	(240,000)
95	Window Replacements	70,000	0	0	0	(70,000)
96	Accessibility Upgrades	200,000	0	0	0	(200,000)
97	Electrical Upgrades	75,000	0	0	0	(75,000)
98	Fencing	10,000	0	0	0	(10,000)
99	Roofing Tie Offs and Access Ladders	100,000	0	0	0	(100,000)
100	Balcony Repairs	25,000	0	0	0	(25,000)
101	Asbestos Assessments and Abatement	100,000	0	0	0	(100,000)
102	Flooring Repairs and Replacement	50,000	0	0	0	(50,000)

Stratford Public Library

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
103	Computer Equipment	\$31,000	\$0	\$0	\$0	(\$31,000)
104	Physical Library Collections	169,744	0	(169,744)	0	0

Stratford Police Service

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Other	City Reserves
105	Desktop Computer Refresh	\$30,600	0	0	0	(\$30,600)
106	Replacement (4) Vehicles	\$336,960	\$0	\$0	(\$168,480)	(\$168,480)
107	Intoxilyzer	11,000	0	0	0	(11,000)
108	Video System Re-Cabling	36,000	0	0	0	(36,000)
109	Next Generation 9-1-1	200,000	(200,000)	0	0	0

Totals

Total Project Costs	Federal/Provincial Funding	Development Charges	Other	City Reserves
\$37,416,281	(\$10,350,000)	(\$2,728,144)	(\$168,480)	(\$24,169,657)



**BY-LAW NUMBER XX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2025.

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

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

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

1. That the tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Downtown Stratford BIA.
2. That the Treasurer shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. That when payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties or where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.
6. This By-law is deemed to have come into force and effect on January 1, 2025.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 10th of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to BY-LAW XXX-2025

Adopted this 10th day of February, 2025

BIA Tax Rates for 2025:

Tax Class	Assessment	BIA Rate	Taxes
Commercial (all)	\$93,739,400	.00324675	\$304,348.37
Industrial	\$1,598,000	.00417693	\$6,674.73
TOTALS	\$95,337,400		\$311,023.10

BIA Budget for 2025:

Downtown Stratford Business Improvement Area 2025 Budget

Revenue

2025 Budget Item	2025 Budget Amount
Tax Levy	\$311,023.10
Interest on Accounts	6,000.00
Community Collaboration	17,600.00
Grant Revenue – Project/City Grant	10,000.00
Total Revenues	\$344,623.10

Operating

2025 Budget Item	2025 Budget Amount
CC Support Fees - Admin, Animation, Members	\$191,948.10
Office Operations	11,275.00
Advocacy and Education	3,300.00
Insurance	3,000.00
AGM / Membership	1,500.00
Phone	1,000.00
Anticipated Levy Refund	10,000.00

Animation, Marketing and Beautification

2025 Budget Item	2025 Budget Amount
Community Engagement	\$4,000.00
Holiday Animation	20,000.00
Promotion	21,500.00
Website Maintenance and Hosting	1,500.00
STA contribution	35,000.00
Beautification	25,600.00
Destination Animation Fund	5,000.00
Sponsorships	10,000.00
Total Expenses	\$344,623.10



STRATFORD CITY COUNCIL
CONSENT AGENDA

February 10, 2025

REFERENCE NO. CONSENT AGENDA ITEM

CA-2025-009 Road Closure Notices

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

- Downie Street between St. Patrick Street and George Street will be temporarily closed to through traffic, local traffic only, on Thursday, January 23, 2025, for a watermain break repair.
- McLagan Drive between John Street North and Avon Street will be temporarily closed to through traffic, local traffic only, on Monday, January 27, 2025, for a watermain break repair.



**BY-LAW NUMBER XXX-2025
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 February 10, 2025.

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

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

AND WHEREAS 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 February 10, 2025, 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 10th day of February, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe