



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4773rd
Date: Monday, June 23, 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: Adam Betteridge - Interim Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services and Interim Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk

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

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

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

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

Pages

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

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:**

8 - 17

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated June 9, 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 June 23, 2025, be added to the Agenda as printed.

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

5.1 At the June 23, 2025, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Verbal Report from Councillor Hunter and Legal Opinion from the City Solicitor with respect to a Potential Litigation Matter (CM-25-14) - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

5.1 Confidential Report of the Interim Chief Administrative Officer with respect to Proposed Disposition of Land – 270 Water Street (CM-25-13) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years); and 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)).

6.1 Confidential Report of the City Clerk with respect to Applications for a Vacancy on the Committee of Adjustment (CM-25-12) - Personal matters about an identifiable individual(s) including municipal employees or local

board employees (section 239.(2)(b)).

6. Hearings of Deputations and Presentations:

6.1 Adjournment to a Public Meeting under the Planning Act: 18 - 36

Motion by

THAT the Council meeting adjourn to a public meeting under the Planning Act to hear from members of the public with respect to the following planning application:

- **Zone Change Application Z03-25 for 220 Albert Street;**

and to reconvene following the public meeting.

7. Orders of the Day:

7.1 Resolution - T-2025-43 Neal Avenue, Fern Street and Morison Street Watermain Relining Tender Award (COU25-073) 37 - 40

Motion by

Staff Recommendation: THAT the tender (T-2025-43) for the Neal Avenue, Fern Street and Morison Street Watermain Relining project, be awarded to Fer-Pal Construction Ltd. at a total price of \$959,234.40, including HST;

THAT the project, including the excess over the 2025 approved budget, be funded via the Water Reserve, R-R11-WATR;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Neal Avenue, Fern Street and Morison Street Watermain Relining project (T-2025-43).

7.2 Resolution - Award of Tender to Supply and Deliver Ten Vehicles (COU25-075) 41 - 43

Motion by

Staff Recommendation: THAT the tender (T-2025-40) for the Supply and Delivery of Ten (10) Vehicles: Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUVs), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickup Trucks, be awarded to Listowel CDJR 2020 Ltd. at a total cost of \$574,469.40, including HST.

7.3 Resolution - Committee of Adjustment Vacancy 2025 (COU25-076) 44 - 46

Motion by

Staff Recommendation: THAT direction be given on the appointment of one citizen to the Committee of Adjustment for a term effective July 18, 2025 and ending November 14, 2026, or until a successor is appointed by Council.

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated June 23, 2025, be adopted as printed.

9.1.1 Destination Stratford 2025 Update 1 (FIN25-012) 47 - 69

THAT the report titled, "Destination Stratford 2025 Update 1" (FIN25-012), dated May 20, 2025, be received for information.

9.1.2 Deposits for Land Leases and the Procurement Process (FIN25-014) 70 - 72

THAT the report titled, "Deposits for Land Leases and the Procurement Process" (FIN25-014), be received for information.

9.1.3 Operating Budget Variance Report as of March 31, 2025 (FIN25-013) 73 - 78

THAT the report titled, "Operating Budget Variance Report as of March 31, 2025" (FIN25-013), be received for information.

9.2 Report of the Infrastructure, Transportation and Safety Committee:

Motion by

THAT the Report of the Infrastructure, Transportation and Safety Committee dated June 23, 2025 be adopted as printed.

9.2.1 Shakespeare Gardens Island Pedestrian Footbridge Removal (ITS25-009) 79 - 81

THAT the report titled, "Shakespeare Gardens Island Pedestrian Footbridge Removal" (ITS25-009), be received for information.

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

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

Motion by

THAT By-laws 11.1 to 11.3 be taken collectively.

Motion by

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

Motion by

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

11.1 Award Tender for the Neal Avenue, Fern Street and Morison Street Watermain Relining 82

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Fer-Pal Construction Ltd. for the Neal Avenue, Fern Street and Morison Street Watermain Relining project (T-2025-43).

11.2 Award Tender for the Supply and Delivery of 10 Vehicles 83

To authorize the acceptance of a tender from Listowel CDJR 2020 Ltd. for the supply and delivery of Ten (10) Vehicles: Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUVs), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickup Trucks (T-2025-40).

11.3 Appointment to the Committee of Adjustment 84 - 85

To amend By-law 4-2023, as amended, to make an appointment to the Committee of Adjustment.

12. Consent Agenda: CA-2025-078 to CA-2025-082 86 - 91

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 July 14, 2025 in the Council Chamber, City Hall.

Motion by

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 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 June 23, 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 Confirmatory By-law:

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

By-law 11.4 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on June 23, 2025.

Motion by

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

Motion by

THAT By-law 11.4 be read a Third Time and Finally Passed.

15.3 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the June 23, 2025 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session

MINUTES

Meeting #: 4772nd
 Date: Monday, June 9, 2025
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

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

Staff Present: Adam Betteridge - Interim Chief Administrative Officer, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services and Acting Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Neil Anderson - Director of Emergency Services/Fire Chief, Miranda Franken - Council Clerk Secretary, Brent Raycraft - Supervisor of Fleet, Joanie Gerber - CEO, investStratford, Kendra Fry - Housing Special, investStratford.

Also Present: Members of the Public and Media

1. Call to Order:

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

Councillor Hunter, Councillor McCabe and Councillor Briscoe provided regrets for this meeting.

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

There were no declarations of pecuniary interest made by a member at the June 9, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-243

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated May 27, 2025 be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

There was no addendum to the June 9, 2025 Regular Council agenda.

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

5.1 Committee of the Whole In-camera Session - June 9, 2025

It was noted that the June 9, 2025, Committee of the Whole In-camera Session was cancelled.

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Proposed Disposition and Sale of City-Owned Land at 161 East Gore Street (COU25-069)

R2025-244

Motion by Councillor Beatty

Seconded by Councillor Biehn

THAT City Council hereby declare Plan 121, Lots 1, 2, 3 PT Lane Closed PT Whitney St Closed As RP 44R-2154 Parts 1, 2, being PIN 53103-0045, municipally described as 161 East Gore Street, City of Stratford, County of Perth, Province of Ontario, to be surplus to the needs of The Corporation of the City of Stratford;

THAT the method of disposal of the surplus land be by direct negotiation and sale to Pol Quality Homes;

AND THAT Staff be directed to prepare a further report regarding the sale for Council's consideration.

Members of Council and staff held a discussion regarding the following:

- there being concerns about not having an affordable housing commitment for the Coriano Street project;
- there being no guidance from the Province at this time on the definition of "affordable" and staff leaning on other descriptions for affordable housing;
- the current proposal not requiring any zoning changes;
- the cost of a unit as per the developer's proposal;
- a multi-faceted approach being needed to create more affordable housing;
- a member noting that the developer has shown that they are committed to listening to the needs of the City with the design and pricing of their projects;
- the construction time frame for the project; and
- the funding for the project as per the developer's proposal.

The Mayor called the question on the motion.

Carried

7.2 Resolution - Proposed Disposition and Sale of City-Owned Land at 38 Coriano Street (COU25-070)

R2025-245

Motion by Councillor Biehn

Seconded by Councillor Henderson

THAT City Council hereby declare Plan 140 BLK BB PT BLK T, as in R159519, City of Stratford, Perth County, Province of Ontario, PIN 53157-0143 (LT), being city-owned land known municipally as 38 Coriano Street, to be surplus to the needs of The Corporation of the City of Stratford;

AND THAT the method of disposal of the surplus land be by direct negotiation and sale to Pol Quality Homes.

Members of Council held a discussion regarding the following:

- a member noting they are not in support of the project and the property being disposed should have been put out to the market to give other developers an opportunity;
- a member noting that the two properties being disposed together allows for the creation of affordable housing units; and
- the cost of building the project and how the land exchange is allowing for the building of affordable housing units.

The Mayor called the question on the motion.

Carried

7.3 Resolution - T-2025-38 Asphalt Resurfacing Tender Award (COU25-068)

R2025-246

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT the Tender (T-2025-38) and additional scope of work for the Asphalt Resurfacing 2025 Contract be awarded to GIP Paving Inc. at a total tender price of \$2,679,765.06, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement.

Members of Council and staff held a discussion regarding the following:

- the integration of bike painting in some of the roads being resurfaced;
- the Transportation Master Plan outlining the cycling infrastructure for the respective roads;
- there being a need to repave the roads due to their current condition;
- there being a need for clear pavement markings to let drivers know to share the road with cyclists; and
- staff to look at options for improving cycling infrastructure through various methods.

The Mayor called the question on the motion.

Carried

7.4 Resolution - T2025-33 Bridge and Culvert Repairs Contract Tender Award (COU25-071)

R2025-247

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT the tender (T-2025-33) for the Bridge and Culvert Repairs Contract be awarded to A2Z Civil 2608558 Ontario Limited, at a total tender price of \$174,539.80, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2025-33.

Carried

7.5 Resolution - To Supply and Deliver Wheel Loader with a Plow and Snow Blower Attachments (COU25-072)

R2025-248

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT the supply and delivery of a new Wheel Loader with attachments, including plow and snow blower, be awarded to Willie North America Inc. of Stittsville Ontario at a total cost of \$551,851.27, including the HST.

Carried

7.6 Resolution - Resignation from the Stratfords of the World Advisory Committee

R2025-249

Motion by Councillor Biehn

Seconded by Councillor Beatty

THAT the resignation of Barbara Finkelstein from the Stratfords of the World Advisory Committee be accepted.

Carried

7.7 Resolution - Resignation from the Accessibility Advisory Committee

R2025-250

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the resignation of Brittany McCabe from the Accessibility Advisory Committee be accepted.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Social Services Committee

R2025-251

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT the Report of the Social Services Committee dated June 9, 2025 be adopted as printed.

Carried

**9.1.1 Canada-Wide Early Learning and Child Care
Implementation Update and Directed Growth Priorities
(SOC25-007)**

THAT the report titled, "Canada-Wide Early Learning and Child Care Implementation Update and Directed Growth Priorities" (SOC25-007), be received for information.

9.1.2 Homelessness and Housing Stability Update (SOC25-006)

THAT the report titled, "Homelessness and Housing Stability Update" (SOC25-006), be received for information.

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

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

R2025-252

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT By-laws 68-2025 to 71-2025 be taken collectively.

Carried unanimously

R2025-253

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT By-laws 68-2025 to 71-2025 be read a First and Second Time.

Carried two-thirds support

R2025-254

Motion by Councillor Biehn

Seconded by Councillor Beatty

THAT By-laws 68-2025 to 71-2025 be read a Third Time and Finally Passed.

Carried

11.1 Award Tender for the Asphalt Resurfacing 2025 Contract - By-law 68-2025

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by GIP Paving Inc. for the Asphalt Resurfacing 2025 Contract (T-2025-38).

11.2 Appoint Acting Deputy Chief Building Official - By-law 69-2025

To appoint an Acting Deputy Chief Building Official.

11.3 Award Bridge and Culvert Repairs Contract - By-law 70-2025

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by A2Z Civil 2608558 Ontario Limited for the Bridge and Culvert Repairs Contract (T-2025-33).

11.4 Supply and Delivery of a New Wheel Loader - By-law 71-2025

To authorize the acceptance of a proposal by Willie North America Inc. for the supply and delivery of a new Wheel Loader with attachments, including plow and snow blower.

12. Consent Agenda: CA-2025-070 to CA-2025-077

12.1 CA-2025-075

R2025-255

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT CA-2025-075, being a draft letter from the Chief's of Ontario regarding Opposition to Bill 5, be endorsed.

Carried

13. New Business:

13.1 Passing of Rheo Thompson

Councillor Wordofa noted the passing of Rheo Thompson and recognized his contributions to the community.

13.2 Erie Street Parking Lot Reconstruction

Mayor Ritsma thanked staff and the contractor for their work on the Erie Street Parking Lot reconstruction project.

14. Adjournment to Standing Committees:

The next Regular Council meeting is June 23, 2025 in the Council Chamber, City Hall.

R2025-256

Motion by Councillor Beatty

Seconded by Councillor Burbach

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

- **Finance and Labour Relations Committee [7:05 or thereafter following the Regular Council meeting]; and**
- **Infrastructure, Transportation and Safety 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 June 9, 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

There were no declarations of pecuniary interest made by a member at the June 9, 2025 Council Reconvene meeting.

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

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

By-law 11.5 Confirmatory By-law - Bylaw 72-2025

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on June 9, 2025.

R2025-257

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT By-law 72-2025 be read a First and Second Time.

Carried two-thirds support

R2025-258

Motion by Councillor Sebben

Seconded by Councillor Wordofa

THAT By-law 72-2025 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2025-259

Motion by Councillor Biehn

Seconded by Councillor Henderson

THAT the June 9, 2025, Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 7:30 P.M.

Reconvene Meeting Start Time: 7:47 P.M.

Reconvene Meeting End Time: 7:47 P.M.

Mayor - Martin Ritsma

Deputy Clerk - Audrey Pascual



PLANNING REPORT

Date: June 23, 2025
To: Mayor and Council
From: Alexander Burnett, Intermediate Planner
Report Number: COU25-074
Attachments: Public Comments Received

Title: Statutory Public Meeting Report for lands known as 220 Albert Street for Zone Change Application Z03-25

Objective: The purpose of this report is to describe the application submitted by GSP Group Inc. (c/o Richard Kelly-Ruetz) on behalf of Sally's Place (c/o Sara Headley) with respect to Zone Change application Z03-25. The application was submitted in April 2025 and deemed complete on May 23, 2025.

Zoning By-law Amendment

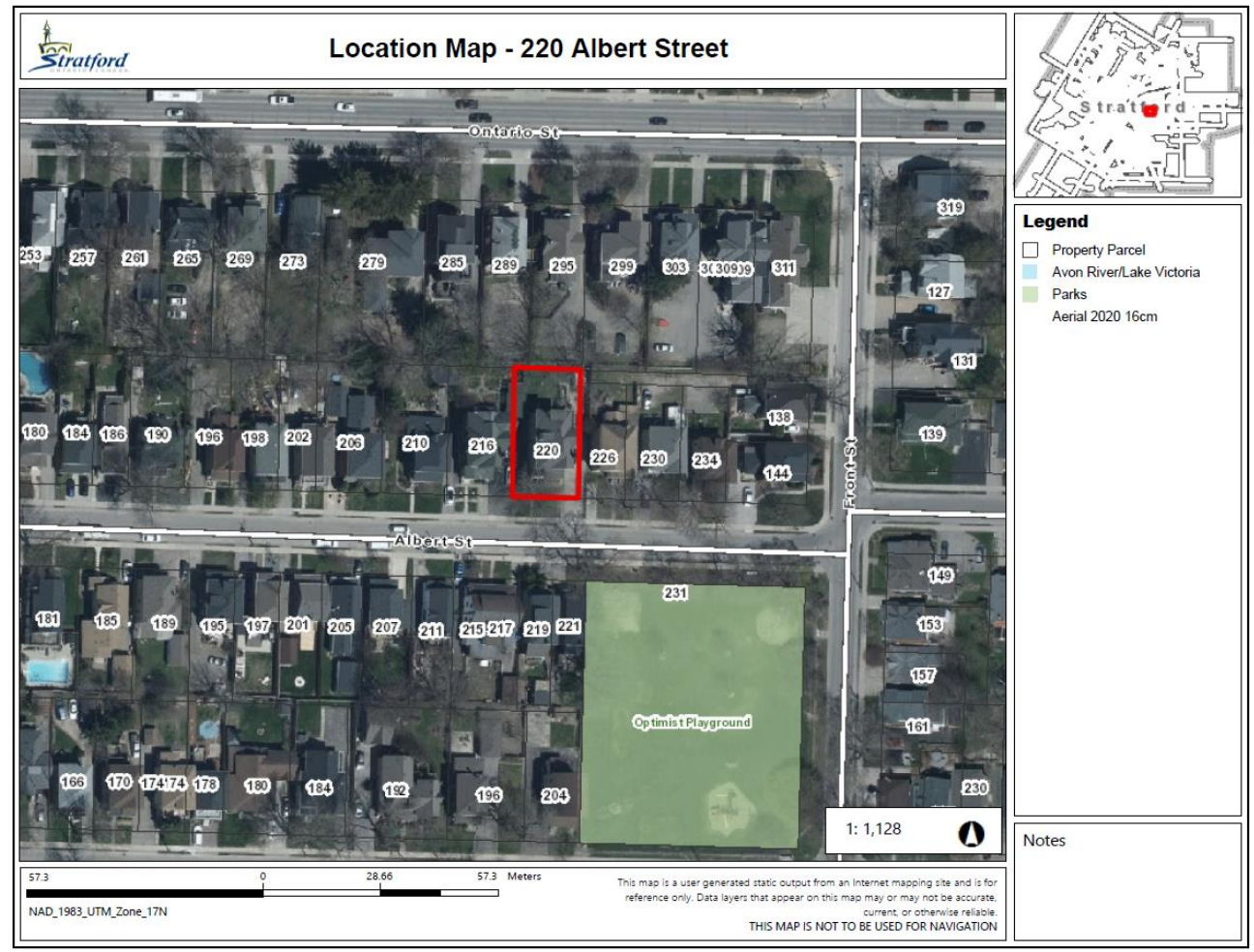
The requested Zoning Change Amendment is to rezone the subject lands from the Residential Third Density R3 Zone to a compound site specific Residential Third Density R3 and Mixed-Use Residential MUR Zone (R3/MUR – XX) to permit the conversion of the existing triplex into an inn with site-specific provisions:

- All required parking spaces for an inn with three dwelling units may be located within the existing driveway.

The following documents were submitted in support of the application:

- Planning Justification Report
- Property survey

Location Map



Background:

The subject lands, legally known as Plan 20 E PART LOT 222 in the City of Stratford, are approximately 516 m² in size and are located on the north side of Albert Street, between Nile Street and Front Street.

Site Characteristics:

Characteristic	Information
Existing Use:	Triplex dwelling
Frontage:	Approximately 16.13 m
Depth	Approximately 31.14 m
Area	Approximately 516 m ²
Shape	Rectangular

Surrounding Land Uses:

Direction	Use
North	Single detached dwellings, Mixed Use residential uses
East	Single detached dwelling
West	Single detached dwellings
South	Single and semi-detached dwellings, public park

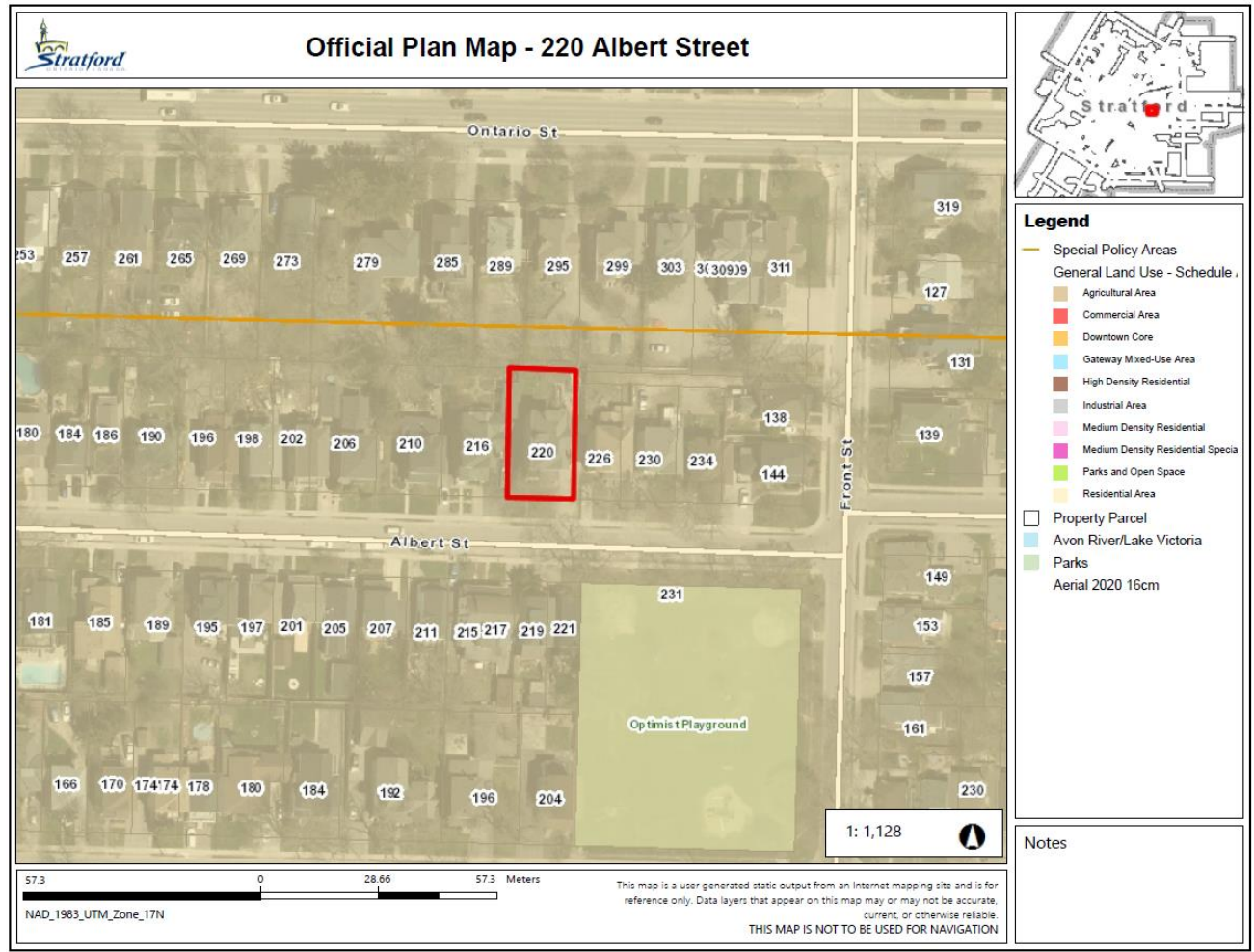
Site Photo



Official Plan Designation

Under Schedule "A" – General Land Use Plan of the City's Official Plan, the subject lands are designated Residential Area, which allows for a range of dwelling types from single detached and semi-detached dwellings to triplexes, townhouses, and low-rise apartment buildings. The density range permitted for lands designated 'Residential Area' is between 12 and 65 units per net hectare.

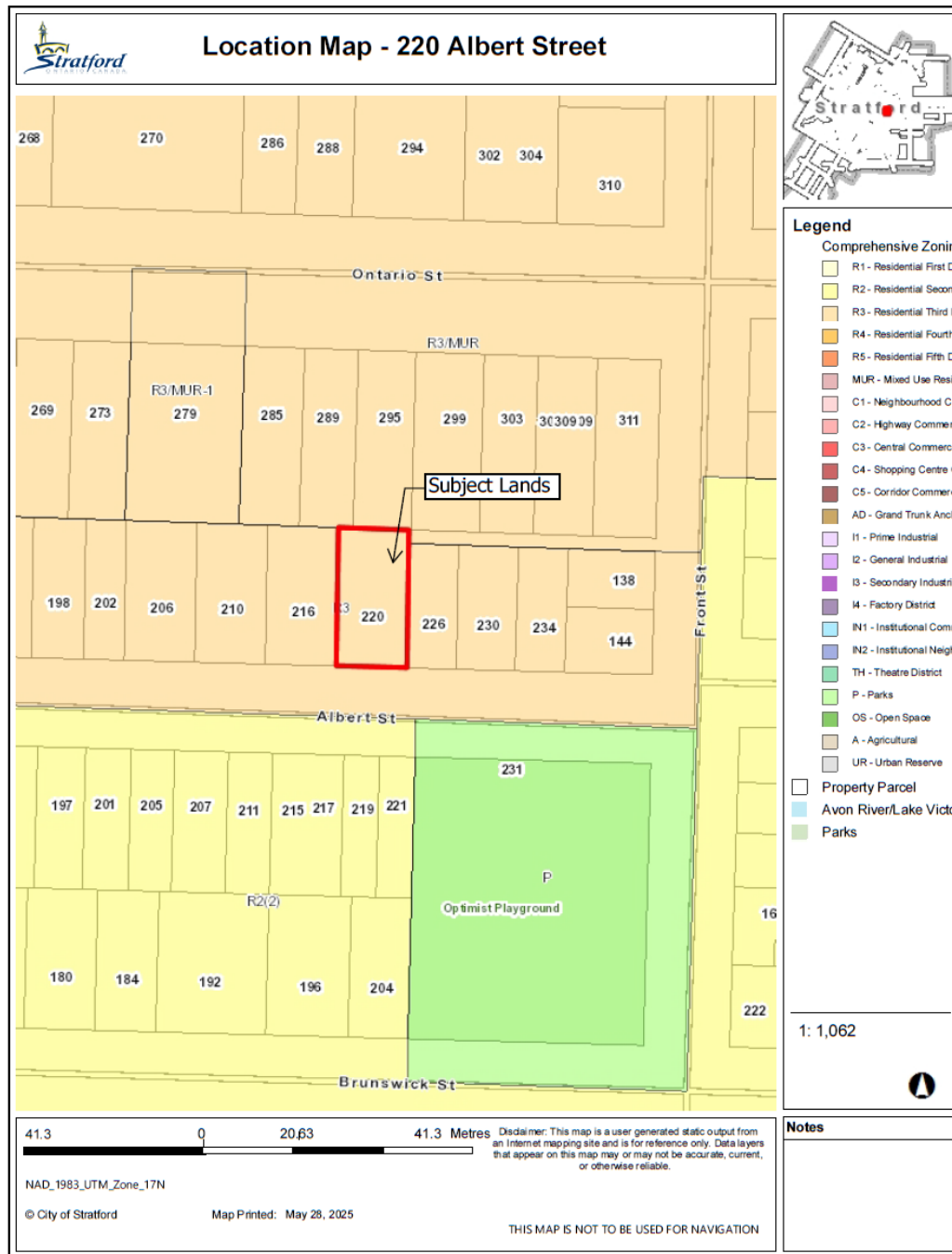
Official Plan Map



Zoning

The subject lands are currently zoned Residential Third Density R3 Zone under the City of Stratford Comprehensive Zoning By-law. The R3 zone permits triplex dwellings in addition to quadraplex and single detached dwellings.

Existing Zoning Map



Agency Comments

The application was circulated to various agencies on May 30, 2025, with agency comments being due June 9, 2025. All agency comments are summarized below. Any agency comments received after this report is finalized will be provided to Council for consideration.

- *Stratford Infrastructure Services Department*
 - No comments or concerns.
- *Stratford Building Services*
 - License required to be issued by the City of Stratford By-Law Department. Contact bylaw@stratford.ca to obtain a license prior to operating an Inn on the property.
- *Stratford Fire Prevention*
 - No concerns
- Stratford Clerks Division
 - The Clerk's Office has reviewed the application and would like to note that traffic and parking restrictions in the area surrounding the subject property exist as follows:
 - Albert Street is a one-way street travelling east between Waterloo Street to Romeo Street
 - There is no parking permitted on the north side of Albert Street between Waterloo Street to Romeo Street
 - Due to the width of the street, parking opposite a driveway is not permitted on Albert Street
 - There is no parking permitted on both sides of Front Street between Lakeside Drive to Shakespeare Street
 - The City of Stratford's Traffic and Parking By-law also prohibits parking on municipal streets between 2:00 a.m. to 6:00 a.m. all year round (Traffic and Parking By-law Section 8(1)(j)).
 - The above-noted restrictions prohibit any on-street parking on Front Street. There are limited on-street parking spaces available along the south side of Albert Street opposite the subject property. The Parking Office regularly receives complaints regarding parking on Albert Street particularly with respect to vehicles blocking driveways or vehicles parked opposite of driveways.
 - Due to the limited parking availability on the surrounding streets and the city-wide restriction on overnight parking, considerations should be taken for potential overflow parking from the property.

- *Festival Hydro*
 - No hydro related concerns with the proposal. If there is a need to upgrade the existing hydro service or change the number of hydro metres, the customer, or customers contractor is to reach out to Festival Hydro to request a service layout.

Public Comments

Notice of the application and public meeting was sent to surrounding property owners on May 30, 2025. Notice was also published in the Beacon Herald on May 31, 2025.

Several written public comments have been received to date and have been appended to the Council agenda for the June 23, 2025 public meeting. To date, the key concerns raised by the public include:

- Removal of three long-term rental units
- Overflow parking onto Albert Street
- Potential through lane between Ontario Street and Albert Street (as the owner owns the abutting properties to the north)
- Disruption to the residential character of the neighbourhood
- Precedent for further commercialization of residential properties in the neighbourhood

Letters in support of the application were also received.

Any public comments received after this report is finalized will be provided to Council for consideration. Following the public meeting, any public comments received will be considered by Council before a decision is rendered.

Analysis: To be reported in a future planning report.

Financial Implications: To be reported in a future planning report.

Staff Recommendation: THAT Council hear all interested persons with respect to Zone Change Application Z03-25.

Recommended by:	Alexander Burnett, Intermediate Planner
Reviewed by:	Marc Bancroft, Manager of Planning, MPL, MCIP, RPP
Approved for Council by:	Adam Betteridge, MPA, MCIP, RPP, Director of Planning and Building Services / Interim Chief Administrative Officer

From: [Susan Mackie](#)
 To: [Alexander Burnett](#)
 Subject: Zoning Application Z03-25, 220 Albert Street, Stratford
 Date: June 4, 2025 6:40:14 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

I am responding as a resident residing at [REDACTED] my concerns are below:

In noting the application for rezoning, **is there going to be a through lane between the Sally's Place at 295-299 Ontario Street and the 220 Albert Street Property as they are back to back?** If so, that compounds the existing traffic and on-street parking issues on Albert Street.

Will the City ensure that now and in the future there will be NO vehicular access connecting the three properties that will enable traffic from THREE properties onto Albert Street?

Since the City of Stratford constructed an **unnecessary traffic calming boulevard** in front of 201 Albert Street it has exasperated the on-street parking problems for the existing permanent residents of Albert street and associated services, landscaping, delivery vehicles etc. This has resulted in NO available on street parking for a commercial Inn at 220 Albert Street.

Due to the recent Albert Street realignment by the City of Stratford, **the City approval of this zoning change should have a condition on the Sally's Place Property at 220 Albert Street that all vehicles, including staff, guests, residents, and visitor vehicles MUST be able to park on the subject property exclusively.**

Additionally, there should be a condition ensuring that the Sally's Place Property at 220 Albert Street will now and in the future NOT be allowed to run any commercial restaurant / food service, bar / pub or sell any alcoholic or cannabis products.

We want to ensure that the City of Stratford who just spent millions to turn Albert Street into a bike, family, child friendly street does not allow it to become a commercial street. The public park opposite the subject property should not be impacted by the hotel/inn proposed.

The residents of Albert Street want to ensure we remain a family friendly area where kids can use the park, cyclists have a safe street to use instead of Ontario Street and any uses are considerate of the existing residents.

Regards,

Susan Mackie
 [REDACTED]

MY CONCERNS RESPECTING THE ZONE CHANGE APPLICATION TO 220 ALBERT STREET



Dominic Clarke
To Alexander Burnett

Follow up. Start by June 9, 2025. Due by June 9, 2025.

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

MY CONCERNS RESPECTING THE ZONE CHANGE APPLICATION TO 220 ALBERT STREET

Dear Mr. Burnett,

Further to my discussion with you, I am forwarding my concerns respecting the Zone Change Application to 220 Albert Street.

In summary, I oppose the Zone Change Application for the reasons set out below. If, however, the Application were to be approved, I would ask that strict limitations be placed on the scope of the proposed commercial activities so as to minimise the deleterious effects on the residential character of Albert Street.

My concerns, which lead me to oppose the approval of the Zone Change Application, are as follows:

(i) One consequence of approving the Application will be to remove three units of long term rental space from the Stratford housing market to be replaced by, in effect, three short term rental units similar to Airbnb units. This seems contrary to the Council's policy of supporting long term rental units given the cost of home ownership in Stratford. There is no good reason why this Application merits a deviation from the Council's good housing policy. This concern is linked to (iii) below. If this Application is approved why not others? Further requests for replacing much needed long term rental space with Airbnb type units can be easily anticipated. Only by declining to approve this Change Application can brakes be put on an undesirable reduction in the long term rental market.

(ii) The regulations governing "inns" appear to be similar to Airbnbs and less onerous than those respecting bed and breakfasts. Of particular concern in this regard is the lack of requirement that there be on site adult supervision or that the owner live on site. As I understand it, the owner is not proposing to live on site and there is no indication that there will be another adult responsible for maintaining a quiet environment in residence. The proposed development does not allow for this. The residents of Albert Street will, therefore, have no responsible adult to communicate with in the event of any disturbances. This puts the quiet residential nature of Albert Street at risk from a loosely regulated establishment which could well become a problematic party house. The least onerous way for the City to

avoid this is not to approve the Change Application. If it were to approve the same, the City will be faced with having to enforce limitations on the use of 220 Albert Street. The City does need this inconvenience.

(iii) The Change Application will alter the character of Albert Street. It is currently a quiet residential area. It is not a commercial street, as is Ontario Street. Approval of the Change Application will risk opening the floodgates for other similar applications respecting other long term rental properties on or adjacent to Albert Street. There is nothing in this Application which makes it unique. If granted, it will lead to other applications and a still further erosion of Stratford's limited long term rental market both on Albert Street and in other residential areas. Only by declining to approve this Change Application can this undesirable development be prevented.

(iv) Added to the above is the proximity of the neighbourhood playground on Albert Street, which is unsupervised. Additional commercial traffic combined with unsupervised and largely unregulated short term renters are inconsistent with the safe use of the playground. Again, the least onerous way for the City to avoid this potential problem is not to approve the Change Application. If it were to approve the same, the City will be faced with having to enforce limitations on the use of 220 Albert Street to protect the safety of children using the park. The City does need this inconvenience.

(v) I understand that Ms Headley is the owner of two establishments on Ontario Street which are run in a similar manner to the proposed "inn" on Albert Street. There are a number of concerns which arise from this situation:

(a) The three properties have now been legally combined and the fence separating the Albert Street property from the adjoining Ontario Street property removed. This raises the spectre of traffic being able to traverse the properties directly to and from Albert and Ontario Streets. Even in the event the Change Application were to be granted, I have concerns about this possibility and request that regulation be put in place preventing this: in other words a substantial permanent fence. The difficulties of enforcing any such regulation without a permanent fence are obvious. Effective enforcement would be onerous on the City. The easiest way to avoid the problem is not to approve the Change Application.

(b) The use of Ontario Street properties as inns should not be seen as a precedent justifying approving the Change Application on Albert Street. Unlike Ontario Street, Albert Street is a quiet, residential street. It is not the commercial neighbourhood that is Ontario Street. In this regard, even if the Change Application were to be granted, I would request that severe limitations be placed on the scope of commercial activities which could be permitted. In

this regard, I would request a complete prohibition of sales of food, alcohol and drugs on and from 220 Albert Street. Further, there should be a strict limitation on the number of people who could be present at 220 Albert Street (whether in the house or outside) at any time. Again, there should be a requirement of a permanent fence, without a gate, to prevent occupants moving between 220 Albert Street and Ms Headley's other properties. As set out above, approving the Change Application will result in the City being faced with unnecessary enforcement obligations if it is to protect the residential character of Albert Street. The easiest way to avoid the problem is not to approve the Change Application.

Thank you for taking the time to consider the foregoing concerns.

Dominic Clarke



From: [Lorraine Gordon](#)
To: [Alexander Burnett](#)
Subject: Sally's Place on Albert St. - concerns
Date: June 6, 2025 2:56:41 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Mr. Burnett,

I am very concerned and dismayed to see the proposal for changing the zoning for 220 Albert Street from Residential Third Density to Mixed-Use Residential. Altering the now triplex to an inn would change the character of Albert Street, a quiet residential street, to a more commercial environment. *Sally's Place* doesn't belong on Albert Street if it's slated to be an inn. The inn designation means there is no on-site supervision. Should the tenants become disruptive there is no one to direct a complaint to. I can only see problems and chaos for those of us living on the street.

As well, there is a very busy park across the street from the building. If you change the zoning to an inn it raises a lot of safety issues.

I understand the fences have been removed between the buildings. That results in a thoroughfare from Ontario Street to Albert Street which could bring more traffic to Albert Street.

Despite your letter's claim that "all required parking spaces for an inn with three dwelling units may be located within the existing driveway" if you're adding additional units I don't believe there will be adequate parking. There are enough parking issues on the street already.

When I bought my home I was welcomed into a tranquil neighbourhood. One where everyone knew one another. I trust the City can maintain this way of life for all of us.

Lorraine Gordon



From: [Pat Reavy](#)
To: [Alexander Burnett](#)
Cc: [Pat Reavy](#); [Denis Beatty](#)
Subject: Concerns re Rezoning Application 203-25; 220 Albert Street
Date: June 7, 2025 1:49:51 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Mr. Burnett,

We are writing to convey our lack of support for Rezoning Application 203-25; 220 Albert Street.

A) Undermines the Residential Character of Albert Street between Nile and Front

When we thought about moving to Stratford, the realtor showed us many beautiful properties but all of them were on very busy streets e.g. the corner of Waterloo and Elizabeth. Then we found [REDACTED]; built in 1923 on a quiet residential street near the wonderful Optimist Playground.

The Optimists obviously believed that this was a safe, quiet, residential area or they would not have invested the resources to create such a jewel for families in the City. The City also demonstrated their commitment to the residential character of this street when they included multiple traffic-calming initiatives in their 2024 very expensive sewer- and street- upgrading project..

B) Reduction of Long-term Rental Units

Many of the larger triplexes on this section of Albert Street, have offered long-term rental units for decades, thus supporting the City Council's desire to protect this type of accommodation in Stratford. If successful, this Rezoning application will remove at least 3 long-term rental units from the City's portfolio.

C) Commercialization Implications of this Application

The rezoning application for 220 Albert Street is attempting to alter the use and character of our neighbourhood. If successful, it will set a precedent for

Ms. Headley and/or other "investors" to replicate the "inn" concept, removing even more long-term rental accommodation. In addition this type of establishment is commercial, has no capacity-limitations in the current bylaws, and has no on-site supervision to monitor safety, disturbances or illegal activity.

D) Apparent Lack of Respect for Neighbourhood Dynamics, Values and Proximity to a Large Neighbourhood Children's Playground

Seem to be reflected in Ms. Headley's:

- 1) application to the Province to have the properties of 299 and 295 Ontario Street and 220 Albert Street identified legally as one commercial property,
- 2) removing the fence between the Ontario Street properties and 220 Albert without prior approval,
- 3) cutting down a large, mature, seemingly healthy tree without the neighbours knowing if this was approved,
- 4) creating an unregulated "road" from Ontario to Albert Street without approval
- 5) installing a large business sign on the front yard of 220 Albert (which now is illuminated at night by a bright light)

ALL before the rezoning application was tabled with the City.

Thank you for providing an opportunity to comment on Rezoning Application 203-25 and for including them in the report to Council.

Pat Reavy and Denis Beatty



From: [Katharine Beverly](#)
To: [Alexander Burnett](#)
Subject: Re: Zone Change Application Z03-25 (220 Albert St)
Date: June 8, 2025 10:37:57 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Mr. Burnett,

We are writing to express our concerns In regards to the Zone Change Application to 220 Albert Street.

We oppose Zone Change Application Z03-25 to permit the conversion of the existing triplex at 220 Albert St. into an inn for a number of reasons.

- 1) Permitting 220 Albert St. to be converted into short-term rentals would result in the loss of 3 rental units. These units were homes - homes in a stable neighbourhood, in a good location, which allowed people to be part of our community. Transforming these housing units into short-term rental units means that there will be 3 fewer housing options for residents.
- 2) The use of the euphemistic term "inn" is a deceptive way to describe this business. Sally's Place has their other short-term rental properties (on Ontario St.) listed on Airbnb. It seems misleading to call an Airbnb facility an inn.
- 3) Rezoning 220 Albert St from an R3 Zone (which allows for a mix of residential buildings) to an R3/MUR Zone (permitting the operation of a short-term rental business) will set a dangerous precedent for the city at large by encouraging more landlords to turn existing housing into lucrative short-term rentals. This is not in the best interest of Stratford residents and does not fit well with the City's purported aim of creating more housing that is stable, "available, affordable, appropriate, and achievable".
- 4) The large business sign at the front of the yard, which is brightly illuminated at night, negatively impacts the residential character of the neighbourhood.
- 5) The loss of social capital is one of the negative community consequences which arise from short-term rentals. Knowing our neighbours fosters feelings of trust, connection, reciprocity (very helpful for eldercare), security, and builds cohesive networks in our neighbourhood. And another negative community consequence is, to reiterate our first point, that there will be fewer housing options for the community in general.

Thank you for your consideration of our concerns.

Katharine Beverly & Larry Beattie





June 9th, 2025

RECEIVED
CITY OF STRATFORD

JUN 09 2025

BUILDING AND PLANNING
SERVICES

Dear Mr. Ritsma, Mayor, City of Stratford Council members, Planning Dept. And Neighbours:

Re: Sally's Place - Sally Headley, Zone Application Change Z03-25 for 220 Albert St.

My name is Barbara Spears and I have worked for Sally Headley for 16 years and continue to be a full support in these lovely homes. Sally's Place, a home away from home, at 295 and 299 Ontario Street are fully furnished apartments and rented out to the festival guests in the summer and longer term guests in the winter.

I support the zoning change for 220 Albert Street as there is an extreme need for the short term rentals in the summer for guests/tourists to come and spend their money in our beautiful city while shopping, visiting the many restaurants and purchasing festival tickets. There are so many guests that I have had to turn away as we had been already booked and having 3 more units will help accommodate these guests.

We house people in the middle of buying and selling their homes, people who live in a trailer park over the summer and come to us over the winter and teachers or doctors and even the fire chief has stayed with us at Sally's Place. Foreign factory workers are our major guests during the off season and are waiting for 220 Albert Street to be open.

Sally has hired many workers to help keep this business running like cleaners, a bookkeeper, a maintenance man and myself who take all the bookings and have loved visiting with the many guests who come to stay with us. A lot of our summer customers are repeats and are like family who I have become very close to over the years.

Sally has enjoyed coming to Stratford and living here every six month of the year and in previous years has had a working visa and a student visa which enabled her to graduate from the University of Waterloo with an Honours Bachelor of Arts in English Literature degree. After a few visitor extensions and applications for another working visa, last week she was approved again and is thrilled.

This is great news for Sally as she happily loves to decorate and put her own touch into the renovations she is completing at 220 Albert Street and will be able to stay and watch her dream come true.

On behalf of Sally, myself and staff here at Sally's Place, we appreciate your consideration into approving the zone change. If you have any questions or concerns, please feel free to contact Sally or myself at [REDACTED] please drop in. Thank you.

Warm Regards,

Barbara Spears
Manager
Sally's Place

RECEIVED
CITY OF STRATFORDJUN 09 2025
June 9, 2025

Dear Mr. Martin Ritsma, Mayor and City of Stratford Council

Re: Zone Change Application Z03-25, Sally's Place, c/o Sally HeadleyBUILDING AND PLANNING
SERVICES

I write to you in support of Sally Headley's application for a zone change of 220 Albert St. to enable her to rent out her tri-plex on a short term basis running as an "inn". The "inn" meaning she does not have to live on the premises.

This property at 220 Albert St. has been merged on title with her other two properties running as Sally's Place located at 295 & 299 Ontario St. in Stratford. Sally's Place has provided short term and long term accommodations for over 20 years. Sally Headley has invested \$2-3 million dollars into these properties and her Canadian, American, Asian and European guests have brought oodles of money into this city by their shopping, fine dining, purchasing of theatre tickets and exploring this city and area.

It is important for you to know that Sally Headley is an American. As she is a non-resident of Canada, she is required to file UHT (Underused Housing Tax) returns with the Canadian government as well as filing Canadian and U.S. Tax returns. This new filing requirement for non-residents took effect January 1, 2022. The UHT rules require Sally to rent out her units for at least 180 days on a long term basis each year. If she does not, there is a 1% charge on the FMV (fair market value) or the assessed value of the property to be remitted to the Receiver General of Canada. eg. 1% on \$800,000 equals \$8,000.

You can see why Sally and Barbara Spears, the manager try very, very hard to have the apartments rented out long term for half the year, and short term for the other.

Sally has been fortunate to have the need met by a large manufacturing company in Stratford who annually requires apartments for 3, 4 months or more at a time and she also has people from campgrounds who love the outdoors and live in their trailers for most of the year and need a temporary stay during the winter months.

Sally currently has a waiting list for people to rent her 220 Albert St. tri-plex. She knows if the zone change is approved, she must apply for a short term rental license with the city and collect and remit the 4% Municipal Accommodations Tax as she already does with her 295 & 299 Ontario St. properties.

Barbara and Sally are very grateful to you who have supported her and also the hiring of additional staff to help in enforcing the rental by-laws in place.

Last week Sally was very pleased to finally hear that her working visa has been approved and she will be able to stay in Canada for a couple more years and live at 220 Albert St.

Thank you very much for taking the time to read and process your decision in hopes of approving the zone application change.

Each application is unique and if you are worried about Sally's predecessors, she has a will in place leaving "Sally's Place" to 2/3 to her grandchildren who love Canada just as much as she does and 1/3 to a Canadian Stratford resident.

Yours very sincerely,



Suellen Satchell, Bookkeeper of Sally's Place

From: [REDACTED]
To: [Alexander Burnett](#)
Subject: Please include my comments for the public meeting
Date: June 9, 2025 8:50:37 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Zone Change Application Z03-25
Sally's Place (c/o Sally Headley)
220 Albert Street
Plan 20 E PART LOT 222
City of Stratford

Dear Mr Burnett,

Please include my comments for the public meeting.

I fully support the change to an Inn for 220 Albert St.

We have Inns throughout the city who have applied and successfully been approved as a commercial Inn. The proximity to theatres, restaurants and shopping will have a positive impact to the economic viability of the downtown core.

I appreciate this applicant came forward to register as a legal accommodation as we have hundreds of unlicensed accommodations who fly under the radar, not contributing economically to the city or abiding by fire safety and building code regulations.

Barb Shaughnessy,

From: [Michael Reneau](#)
To: [Alexander Burnett](#)
Subject: Sallys Place Application Z03-25
Date: June 10, 2025 3:47:39 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Good Afternoon Alexander,

I in receipt of a application for a zone change and I was compelled immediately to drop a note saying that we are in full favour of this request

The property is (as I am sure you know if you have done a visit) ideally set up for this scenario with ample parking and property and the building/property itself is in great repair. The street and adjacent area already have B&B and in fact a multiroom facility has been approved at Nile.

The town needs more inn facilities for the Theater and the customers that come to our town - this is a win-win for business and tourists alike. Sally is a well known excellent operator and it will be an improvement to the neighbourhood with minimal disruption from what is already there. I am confident that what is done to the home will improve its value and of those around.

Sally's team are professional with a long track record of success, teamwork, fair play, support and mostly - doing it by the book - i see no reason why this will not be duplicated here.

In my opinion there are many projects that are approved in this town that make one's head spin with little value - this is not one of them. Do the right thing and fast track this zone change through - for all the benefits it will provide - it's a no brainer.

See you in a few weeks

Very best and sincerely

MJR

--



Michael J Reneau - Owner
The Strat Guest House





MANAGEMENT REPORT

Date: June 23, 2025
To: Mayor and Council
From: Nick Sheldon, Project Manager
Report Number: COU25-073
Attachments: Neal Avenue, Fern Street, and Morison Street Watermain Relining – Bid Results

Title: T-2025-43 Neal Avenue, Fern Street and Morison Street Watermain Relining Tender Award

Objective: To obtain Council approval to accept the low bid from Fer-Pal Construction Ltd. of \$959,234.40 including HST, for the Neal Avenue, Fern Street, and Morison Street Watermain Relining Watermain T-2025-43.

Background: The existing watermains on Neal Avenue (Haig Street to Morison Street), Morison Street (Neal Avenue to Delamere Avenue) and Fern Street (Neal Avenue to Glendon Road) collectively are 585 metres in length, were constructed of 150mm diameter cast iron between 1958-1965. They have been experiencing reoccurring breaks, most recently February 2025. These watermain failures result in disruption to residents and represent unplanned financial pressures due to the repairs. These cast iron watermains were initially estimated to last 60 years and are 60-67 years old, therefore reaching the end of their useful life and requiring action.

The existing water service connections are constructed of copper and are installed below the usual frost depth, and do not require replacement currently (non-lead and not susceptible to freezing). The storm sewer, sanitary sewer, and road infrastructure on these streets are in excellent condition, requiring no immediate repairs or replacements. Therefore, staff is recommending Cured-In-Place Pipe (CIPP) techniques over traditional open-cut construction to address recurring watermain breaks.

In 2024, 2023, 2022 and 2020 Infrastructure Services successfully completed watermain rehabilitation projects on Kenner Crescent, Erie Street, Willow Street and Romeo Street North with this Cured-In-Place Pipe (CIPP) technique.

The Department proposes building on experience and rehabilitating the Neal Avenue, Fern Street and Morison Street watermains using the CIPP lining technology. CIPP lining

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

Analysis: There were a total of six contractors registered for the project, with three submitting official bids. The low bid of \$959,234.40 including HST was provided by Fer-Pal Construction Ltd. The total after the Partial HST Rebate is \$863,820.29.

Fer-Pal Construction Ltd. has been actively installing CIPP in watermains for over 19 years. They have completed over 650 projects and have lined over 2,500,000 metres of pressurized potable watermain in Canada and United States.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	863,820.29
Material Testing	\$	10,000.00
Total	\$	873,820.29

The 2025 approved Capital Budget allocated a total of \$800,000 for this project to be funded from the water capital reserve fund.

Due to competitive bidding exceeding budgeted estimates, the low bid results in costs of \$73,820 beyond the initial estimate. Staff propose funding this project, including the excess from the water capital reserve fund R-R11-WATR.

Rather than full replacement, relining provides a cost-effective rehabilitation strategy that preserves asset condition and performance. This approach aligns with our asset management strategy by prioritizing proactive maintenance and renewal, ensuring sustainable service delivery while managing long-term financial pressures.

Financial impact to current year operating budget:

The financial impact to the operating budget is primarily in the reduced operating costs to service breaks when they occur.

Financial impact on future year operating budget:

Proactive rehabilitation and replacement of City assets ensure infrastructure remains in a state of good repair mitigating the financial risk of unplanned repairs.

Link to asset management plan and strategy:

This watermain relining project directly supports the City's Asset Management Plan by extending the useful life of existing infrastructure, optimizing lifecycle costs, and minimizing service disruptions.

The watermain segments included in this project are in “very poor” condition based on their age, material (cast iron) and watermain break history. This rehabilitation will bring the overall condition of these segments to a “very good” rating and will extend their useful life by approximately 50 years.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as it outlines the planned relining of a deteriorating watermain, which will extend the service life of existing infrastructure, improve system reliability, and reduce the risk of future service disruptions

Sustainable Water

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

Material and Products

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

Zero Waste

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

Staff Recommendation: THAT the tender (T-2025-43) for the Neal Avenue, Fern Street and Morison Street Watermain Relining project, be awarded to Fer-Pal Construction Ltd. at a total price of \$959,234.40, including HST;

THAT the project, including the excess over the 2025 approved budget, be funded via the Water Reserve, R-R11-WATR;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Neal Avenue, Fern Street and Morison Street Watermain Relining project (T-2025-43).

Prepared by: Nick Sheldon, Project Manager

Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Adam Betteridge, Interim Chief Administrative Officer

T-2025-43

Neal Avenue, Fern Street, and Morison Street Watermain Relining

Closing Date: May 28th, 2025

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Unofficial Value or Notes</u>
Fer-Pal Construction Ltd 1	Toronto, Ontario	Submission 1	\$959,234.40
North Rock Group Ltd	Concord, Ontario	Submission 1	\$1,121,485.45
Robert B. Somerville Co. Limited	King City, Ontario	Submission 1	\$1,217,017.91



MANAGEMENT REPORT

Date: June 23, 2025
To: Mayor and Council
From: Brent Raycraft, Supervisor of Fleet
Report Number: COU25-075
Attachments: None

Title: Award of Tender to Supply and Deliver Ten Vehicles

Objective: To obtain approval to award Ten (10) Vehicles; Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUV), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickups to Listowel CDJR 2020 Ltd of Listowel Ontario.

Background: The 2025 Budget included approval to proceed with acquiring Ten (10) Vehicles, replacing six (6) end of life units (D.7.1, D.7.3, D.7.4, D.7.6, D.7.7, D.7.10) and the expansion of four (4) new units (D.7.20, D.7.21, D.7.22).

The City of Stratford posts procurement opportunities on the Bids and Tenders website to ensure a fair and transparent bid process.

Six potential suppliers submitted tenders with Listowel CDJR 2020 Ltd. of Listowel Ontario providing the lowest price for all three categories of vehicles while ensuring the specified requirements were met.

Analysis:

Submissions were received from the following companies:

- Queenston Chev GMC
- Lunar Contracting
- 12699273 Canada Inc.
- Parkway Ford Sales Ltd.
- East court Ford Lincoln
- Listowel CDJR 2020 Ltd.

In general, items put to tender this year are coming in lower than previous years and this tender is no different. This year's pricing per unit, excluding HST, is as follows:

\$46,998.00 for Mid-Size Hybrid SUVs

\$42,598.00 for Mid-Size Hybrid Pickup Trucks, and

\$60,998.00 for Full-Size Hybrid 4X4 Crew Cab Pickups.

As the City of Stratford progresses toward achieving its Climate Change emissions targets, these Hybrid vehicles will be an additional contribution towards these targets. These acquisitions will enhance the current fleet of light duty vehicles and bolster the City's capacity for maintenance personnel to meet the operational demands of multiple departments.

The 2025 budget was approved at \$377,150.00 for replacement vehicles and an additional amount of \$303,600.00 was approved to support budget expansions, totaling of \$680,750.00, to be funded from the Fleet Reserve Fund (R-R11-FLET). The actual spend is \$508,380.00 excluding HST, which equates to \$517,022.46 with non-recoverable HST. There will be an additional spend to retrofit the 3 vehicles for the plumber, electrician and maintenance positions at an estimated cost totalling approximately \$60,000.00, making the total cost \$567,022.46, still below the budgeted amounts approved.

Financial Implications:

Financial impact to current year operating budget:

There is no financial impact to the current year operating budget, as these amounts were included in the 2025 approved budget. Any unspent amounts remain in the fleet reserve for future use.

Financial impact on future year operating budget:

Future years will include an estimated fuel and preventative maintenance service estimated at \$2500 per year per unit, once manufacturers warranty has expired and ongoing contributions to the fleet reserve for the ultimate replacement of these vehicles.

Link to asset management plan and strategy:

Based on the estimated future timing and replacement costs of this system, there will be an annual impact on future year operating budgets of approximately \$60,000, or 1/10th of the estimated future replacement cost. This is captured during the budget process, in the transfers to capital reserves to set aside funds for the eventual replacement with a useful lifecycle of 10 years and does not represent an incremental increase to the tax levy.

Alignment with Strategic Priorities:

Intentionally Change to Support the Future

This report aligns with this priority as the acquisition of hybrid vehicles further greens our corporate fleet and supports the transition to a sustainable future.

Alignment with One Planet Principles:

Mobility, Accessibility and Design Excellence

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

Material and Products

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

Zero Waste

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

Zero Carbon Energy

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

Staff Recommendation: THAT the tender (T-2025-40) for the Supply and Delivery of Ten (10) Vehicles: Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUVs), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickup Trucks, be awarded to Listowel CDJR 2020 Ltd. at a total cost of \$574,469.40, including HST.

Prepared by: Brent Raycraft, Supervisor of Fleet

Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: June 23, 2025
To: Mayor and Council
From: Vicky Trotter, Council Committee Coordinator
Report Number: COU25-076
Attachments: None

Title: Committee of Adjustment Vacancy 2025

Objective: To consider an appointment to the Committee of Adjustment to fill a vacancy.

Background: The Committee of Adjustment hears applications under Section 45 of the Planning Act and Section 53 of the Planning Act R.S.O. 1990 c.P13, as amended. The Committee of Adjustment is an independent body appointed by Stratford City Council.

The two mandates of the Committee of Adjustment are:

- To hear and make decisions on Applications for "Minor Variances" - where a requirement of a Zoning By-law cannot be met (under Section 45 of the Planning Act). This includes applications which deal with the enlargement or extension of a building or structure that is legally non-conforming or for a change in conforming use.
- To hear and make decisions on Applications for Consent to "sever" a property or for any agreement, mortgage or lease that extends for 21 years or more (under Section 53 of the Planning Act).

The Committee of Adjustment is to consist of five (5) citizens appointed by City Council.

At the April 28, 2025, Regular meeting, Council accepted a resignation from this Committee effective July 17, 2025 resulting in a vacancy.

Analysis: City Council, when making appointments and reappointments to City advisory and ad-hoc committees, boards, outside boards and agencies, local boards and joint boards, may take into consideration at their sole discretion, the following factors, including but not limited to:

- Experience and/or skill set of an applicant or member that may help to guide the work of the committee or board;
- Awareness of the community and local issues on the agenda by an applicant or member;
- Degree of project knowledge a member has acquired while on the committee or board, where retention of such project knowledge would be of assistance in the completion of the project;
- Number of applications received for the vacant position(s) on a committee or board;
- Years of service on the committee or board [for citizens applying for reappointment to the same committee or board];
- Attendance at committee or board meetings [for citizens applying for reappointment to the same committee or board].

Appointments

Following recruitment for the available position, the City received applications from the following persons:

- Dan Weagant
- David Hartney
- Jason Francis

All citizens appointed to the City's advisory committees and local boards (as applicable) will be required to complete training to be coordinated through the City. Training will focus on accessibility, governance, and the Code of Conduct.

Financial Implications:

Financial impact to current year operating budget:

The costs for recruitment of citizen representatives to advisory committees and local boards is included in the annual budget.

Financial impact on future year operating budget:

The costs for recruitment of citizen representatives to advisory committees and local boards is included in the annual budget.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose is to consider an appointment to the Committee of Adjustment.

Alignment with One Planet Principles:

Equity and Local Economy

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

Staff Recommendation: THAT direction be given on the appointment of one citizen to the Committee of Adjustment for a term effective July 18, 2025 and ending November 14, 2026, or until a successor is appointed by Council.

Prepared by:

Vicky Trotter, Council Committee Coordinator

Recommended by:

Tatiana Dafoe, City Clerk

Karmen Krueger, CPA, CA, Director of Corporate Services

Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: May 20, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-012
Attachments: Destination Stratford 2025 Update 1

Title: Destination Stratford 2025 Update 1

Objective: To receive an update on activities and financials for Destination Stratford for 2024 and 2025 to date.

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

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

Financial Implications:

Financial impact to previous year and current year operating budgets:

In 2024, the City contribution to Destination Stratford was \$618,800 plus \$150,000 toward the Lights On Stratford program, for a total contribution of \$768,800 (\$75,000 coming from Municipal Accommodation Tax revenues and \$693,800 via the tax levy). Destination Stratford had a total operating budget of \$1,469,921 in 2024. Based on the presented information Destination Stratford had a modest surplus of \$2,165 after transferring \$35,000 to reserve.

In 2025, the City contribution to Destination Stratford is budgeted at \$643,552 plus \$150,000 toward the Lights On Stratford program, for a total contribution of \$793,552 (\$150,000 coming from Municipal Accommodation Tax revenues and \$643,552 via the tax levy). Destination Stratford has a total operating budget of \$1,440,802 in 2025.

Beyond the financial contributions from the City, there are some in-kind impacts that are provided in the form of facility costs at 47 Downie, and specific program supports from the Community Services division including the Al Fresco program. The costs relating to the building are included in the City Facilities division and were estimated at

\$89,930 in 2025, consisting of custodial costs, heat, hydro, water, and other general maintenance.

Financial impact on future year operating budgets:

Financial impacts on future operating budgets are determined based on the City's support of Destination Stratford through annual operating contributions. The Lights On event will also continue to require support as outlined in presentations.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This includes building meaningful partnerships to address community needs and implementing the Sports Tourism strategy in partnership with the City, Destination Stratford and local sports development groups and industry partners.

Alignment with One Planet Principles:

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Destination Stratford 2025 Update 1" (FIN25-012), dated May 20, 2025, be received for information.

Prepared by:	Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Approved for Council by:	Adam Betteridge, Interim Chief Administrative Officer



Council Finance & Labour Relations Update

May 20, 2025

- 2025 YTD budget is on track
- 2024 Audited Financial Statements awaiting Board approval
- MAT Q1
- \$25,000 Ontario Seniors Community Grant Program | Stratford Walking Soccer
- \$50,000 OCAF Lights On Stratford grant application
- Stratford Destination Development Fund (DDF)
- Stratford After Dark / Après Theatre Music Pop-up Fund
- 2025 RESEARCH:
 - Stratford Tourism Resident Sentiment Survey
 - Tourism Supply-Chain Analysis Report
 - Indigenous Tourism Assessment

Destination Stratford 2025 Budget	2024 Adjusted	2024 Actual	2025 Adjusted	2025 Actual	Notes
				as of 2025-04-24	
REVENUE					
3999 · MAT DS PORTION	300,000	329,536	325,000	0	Estimate based on 2024
4050 · MARKETING SALES	138,500	137,947	143,250	19,816	
4260 · PARTNERSHIPS	722,800	696,108	747,552	651,441	
(4001 · City of Stratford Portion)	618,800	618,800	643,552	643,941	
4017 · CITY LOS CONTRIBUTION (MAT)	150,000	150,000	150,000	150,000	
9999 · TRANSFER FROM RESERVES	158,621	83,621	75,000	0	
TOTAL REVENUE	1,469,921	1,397,216	1,440,802	821,258	
EXPENSE					
5100 · CONTRACT AND CONSULTING	15,000	23,675	17,500	7,623	Destination Stewardship Cou
DESTINATION DEVELOPMENT					
5992 · STRATFORD AL FRESCO (MAT)	35,000	37,252	37,500	60	
5997 · LIGHTS ON STRATFORD (MAT)	300,000	300,000	300,000	300,000	City + DS matched contributi
5999 · SPORT TOURISM OFFICE (MAT)	75,000	49,283	72,500	17,833	
6480D · PAYROLL · DEVELOPMENT	157,991	151,117	165,761	56,297	Destination Development Pro
5950 · SPECIAL PROJECTS	78,000	57,291	65,000	28,228	Destination Development Fu
5990 · PARTNERSHIPS	31,000	36,125	31,750	3,875	
Total Development	676,991	631,072	672,511	406,293	
DESTINATION MARKETING					
6480M · PAYROLL · MARKETING	236,986	226,676	248,641	84,446	
6000 · MARKETING - INTERNET	19,475	20,627	19,477	3,995	
6150 · MARKETING - MEDIA & PRINT	132,590	121,456	97,490	48,855	
6151 · MARKETING - RADIO	2,500	0	2,500	0	
6152 · MARKETING - TRAILS, INFLUENCERS	130,971	133,824	138,750	8,384	
Total Marketing	522,522	502,586	506,858	145,679	
ADMINISTRATION					
5637 · BANK CHARGES	4,000	4,051	4,000	1,343	
5645 · INSURANCE	5,250	5,683	8,500	6,344	
5660 · TRAVEL	2,500	406	2,500	100	
6153 · PROFESSIONAL FEES	23,200	17,827	28,200	719	
6155 · FACILITY MAINTENANCE	2,000	2,359	4,750	0	
6480A · PAYROLL · ADMIN	131,659	125,931	138,134	46,914	
6540 · OFFICE EXPENDITURES	32,800	22,947	25,850	4,421	
6550 · EVENT EXPENSES	2,000	5,750	5,000	1,638	
7000 · TELEPHONE/COMMUNICATIONS	17,000	17,763	17,000	5,654	
Total Administration	220,409	202,717	233,934	67,133	
TOTAL EXPENSE	1,434,921	1,360,051	1,430,802	626,727	
5154 Transfer to Reserve	35,000	35,000.00	10,000	0	
NET REVENUE	0	2,165	0	194,530	

DESTINATION STRATFORD US- CANADA TARIFF STATEMENT

March 5, 2025

As a prominent Canadian cultural destination for over 70 years, Stratford has proudly welcomed and hosted millions of visitors from across Canada and around the world, including many from the United States.

With the unfortunate recent trade tariffs imposed by the United States on Canada, Stratford's community and economy may face significant challenges. Destination Stratford's mission is to improve the quality of life for all our residents and visitors, and we stand united with our city and country as we navigate through this period of uncertainty and disruption.

To our friends, families and visitors who reside south of the border, we recognize and are grateful for the deep friendship and ties that connect us, despite the current challenges. We will continue to welcome you as we always have.

To our fellow Canadians, we encourage everyone to support, explore and celebrate all the incredible destinations and experiences across our amazing country!

Stratford is a welcoming community, and we look forward to hosting your visit.



2024 YEAR IN REVIEW DESTINATION STRATFORD ARTS

THE ARTS ARE
WHAT WE ARE



DESTINATION MARKETING Destination Stratford strategically crafted and executed impactful marketing campaigns designed to elevate destination awareness and drive year-round visitation. These campaigns were thoughtfully deployed across a range of platforms, including print, radio, digital media, broadcast television, regional billboards, social media, and influencer partnerships. As a result of influencer partnerships and joint collaborations, over 2 million people were reached through social media alone. Targeting both Canadian and U.S. border-city audiences, as well as regional visitors, the campaigns aimed to attract overnight stays. Performance metrics highlight notable achievements, including impressive website traffic, successful culinary trail sales, and exceptional engagement and storytelling across social media channels.

58
INFLUENCER
COLLABORATIONS



1,873,608
INFLUENCER COLLAB SOCIAL MEDIA REACH

55,693 LIKES

11,474 COMMENTS

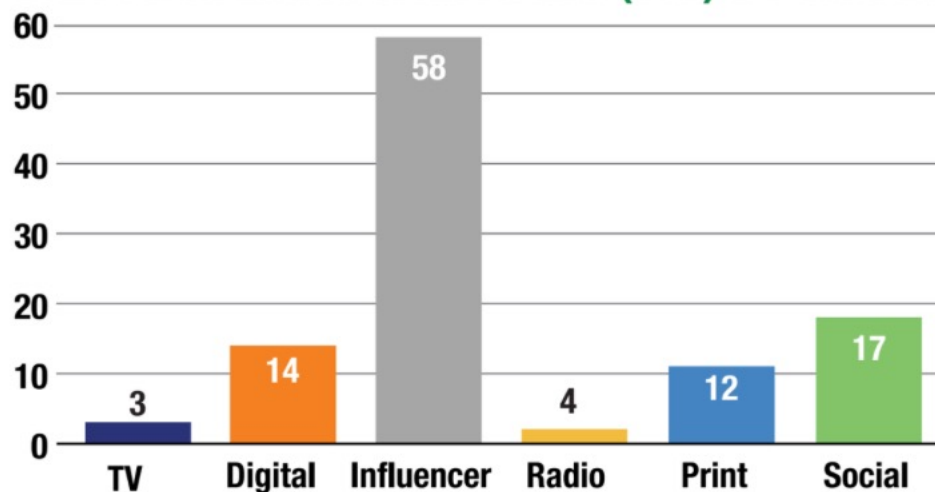
57,020 SHARES + SAVES

2,910,857 VIDEO VIEWS

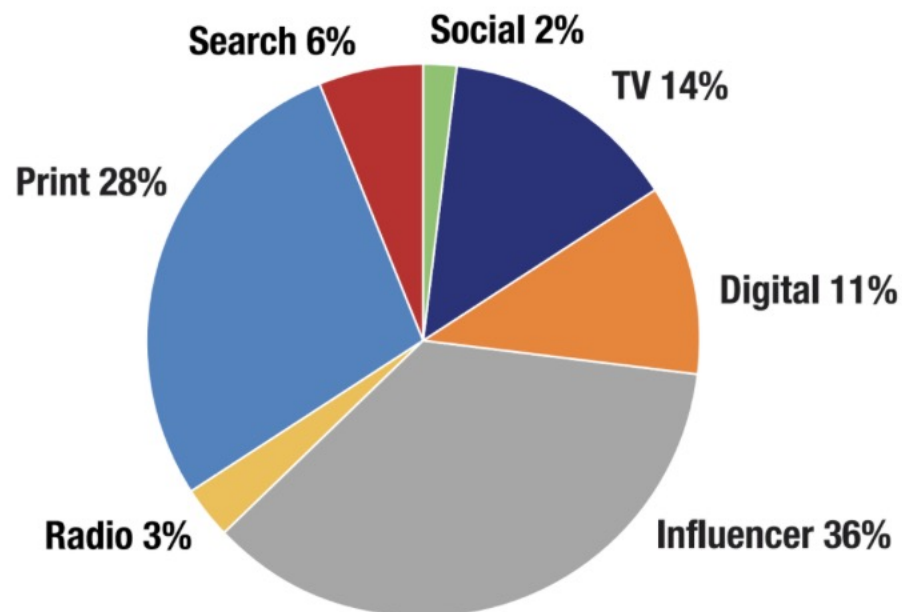
Destination Stratford secured over 90 tourism-related articles and features across various media platforms, including print, online, and radio, encompassing both owned and earned content. The team crafted 10 press releases and facilitated numerous interviews with local and regional outlets, in addition to sending quarterly round-ups to key publications and freelancers. The resulting articles spanned a wide range of subjects, such as Destination Stratford's marketing initiatives, industry news, press release coverage, community events, collaborative efforts, and curated blog posts.



2024 MARKETING CAMPAIGNS (108) BY CHANNEL



2024 ADVERTISING SPEND BY CHANNEL



Digital Promotion with Google Ad Grants

In our third year with Louise Street Marketing working on our Google Search Ads using the Google Grants Program, Destination Stratford had over 18,919 new users visit our Web site and a total of 9% of our site visits linking from the Google Ads. The quality of clicks from the ads in 2024 had some gains in the engagement rate and the time on site increasing by 28% and 70% respectively. The 2024 total value in free ads gained through this program was \$40,603. Louise Street Marketing is paid a monthly management fee for their work on our behalf.

"From superlative restaurants and trendy cafes to great indie shopping, a thriving art scene and beautiful walking and hiking trails, Stratford's attractions are myriad, multifaceted and enjoyable in every season." Danny S

"Stratford is such a great little town with so many amazing things to do and places to eat and shop and also the perfect destination for a wedding!" Jessica S

"Just a three hour drive (from Michigan) and yet a world away, Stratford is one of my favorite weekend getaway destinations." Liz M





1.2M

VIEWS: 1,237,958
ENGAGEMENT: 44,446



340K

VIEWS: 338,434
ENGAGEMENT: 24,808



319K

VIEWS: 319,269
ENGAGEMENT: 12,911



180K

VIEWS: 180,712
ENGAGEMENT: 2,381



97.9K

VIEWS: 97,469
ENGAGEMENT: 8,331

Top 10 Instagram reels of 2024



103K

VIEWS: 96,890
ENGAGEMENT: 3,338



66.9K

VIEWS: 66,969
ENGAGEMENT: 6,017



61.3K

VIEWS: 61,357
ENGAGEMENT: 2,300



51.6K

VIEWS: 51,681
ENGAGEMENT: 2,205



41.5K

VIEWS: 41,561
ENGAGEMENT: 1,317

*"Wandering through
Lights on Stratford
felt like stepping into a
winter dream—glowing
displays, cozy vibes, and
a little bit of magic in
every corner. Definitely a
must-see and something
we are excited to make
a yearly tradition!!"*
@inspiredbyyouradventures

Destination Stratford Culinary Trails

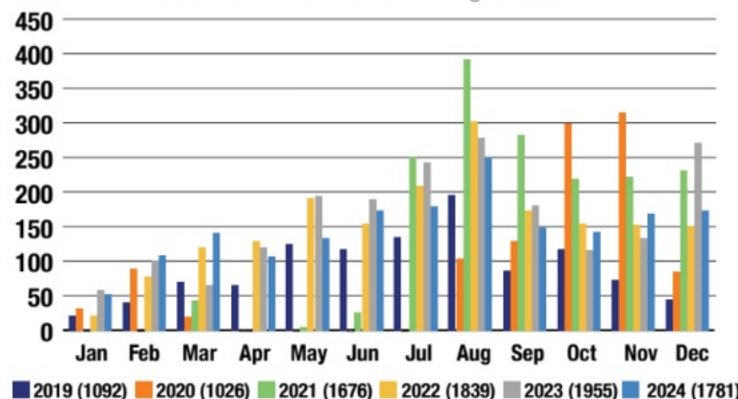
Destination Stratford's culinary trails have been a cornerstone of the city's tourism offerings for 14 years, having first debuted with the Chocolate Trail in 2010. The program currently features two year-round trails—the Chocolate Trail and the Bacon & Ale Trail—along with two highly successful seasonal offerings: the Christmas Trail (November and December) and the Savour & Sip Trail (May through October). Each trail, priced at \$35 + HST, provides participants with vouchers that can be redeemed at a curated selection of participating businesses, complemented by an interactive digital map for easy navigation.

These culinary trails represent a remarkable year-round attraction, offering a diverse, seasonal experience for visitors. The trails have garnered significant popularity, drawing both locals and visitors alike with thousands of passes sold annually. This initiative not only supports the local economy by driving traffic to participating businesses but also provides a dynamic platform for Destination Stratford to promote its range of retailers and dining establishments through an engaging, hands-on experience. Furthermore, it enables Destination Stratford to track sales and monitor the increased foot traffic to businesses, while encouraging visitors to extend their stay and fully immerse themselves in the offerings of our vibrant destination.

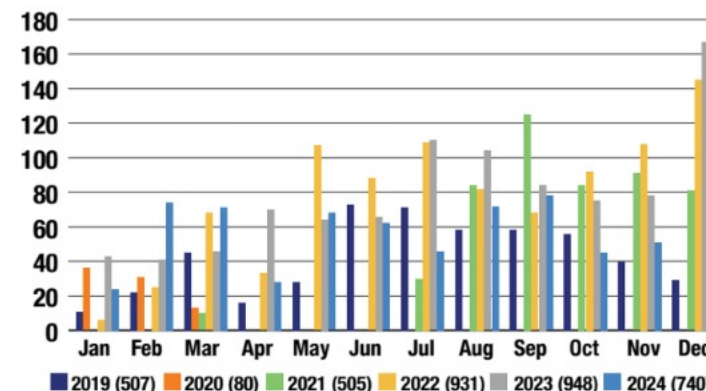
In 2024, over 110 local businesses collectively participated across our 4 culinary trails. **These participants saw over 20,000 visits to their businesses!**

Destination Stratford has seen a consistent rise in culinary trails sales across all 4 trails, resulting in over 20,000 local businesses visited in 2024

Chocolate Trail - 2019 through 2024



Bacon & Ale Trail - 2019 through 2024



PERCENTAGE INCREASE OVER PRE-PANDEMIC 2019

CHOCOLATE TRAIL

+79%

BACON & ALE TRAIL

+87%

CHRISTMAS TRAIL

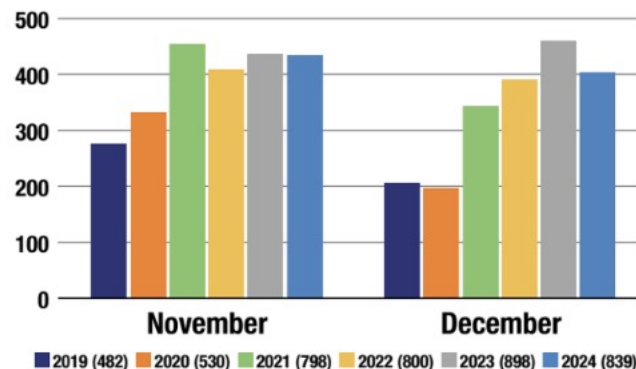
+86%

SAVOUR & SIP TRAIL

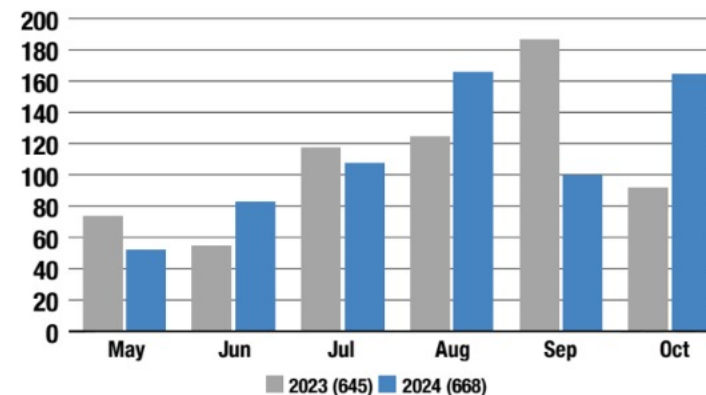
NEW

OVER 100,000 LOCAL BUSINESSES VISITED OVER THE LAST 5 YEARS

Christmas Trail - 2019 through 2024



Savour & Sip Trail - 2023 & 2024



Stratford Al Fresco

Building on its success from the previous 4 years, Stratford Al Fresco dining areas were in as high demand in 2024 as they have been since the start. Destination Stratford's Al Fresco staff provided visitor information and seasonal daily cleaning and maintenance of Al Fresco tables at all locations, especially first thing each morning, and at peak use times during the day.

NEW for 2024, Stratford City Council adopted Destination Stratford's recommended liquor-with-food in public spaces bylaw revisions to remove restrictions regarding consumer purchases and containers and to expand it to a year-round program with a wide variety of participating restaurants. With Al Fresco tables remaining outside year-round and events like Lights On Stratford in the winter, local businesses are offering both warm alcoholic and non-alcoholic beverages to be enjoyed during our chilly months. A year-round European approach to liquor in public spaces, together with our creative local culinary sector, uniquely positions Stratford as a progressive destination that is clearly differentiated from other competing Ontario locations.

VisitStratford.ca/alfresco



Sport Tourism

2024 marked a transformative year for Stratford Sport Tourism, as efforts focused on fostering partnerships, developing strategies, and delivering impactful initiatives that enriched the community.

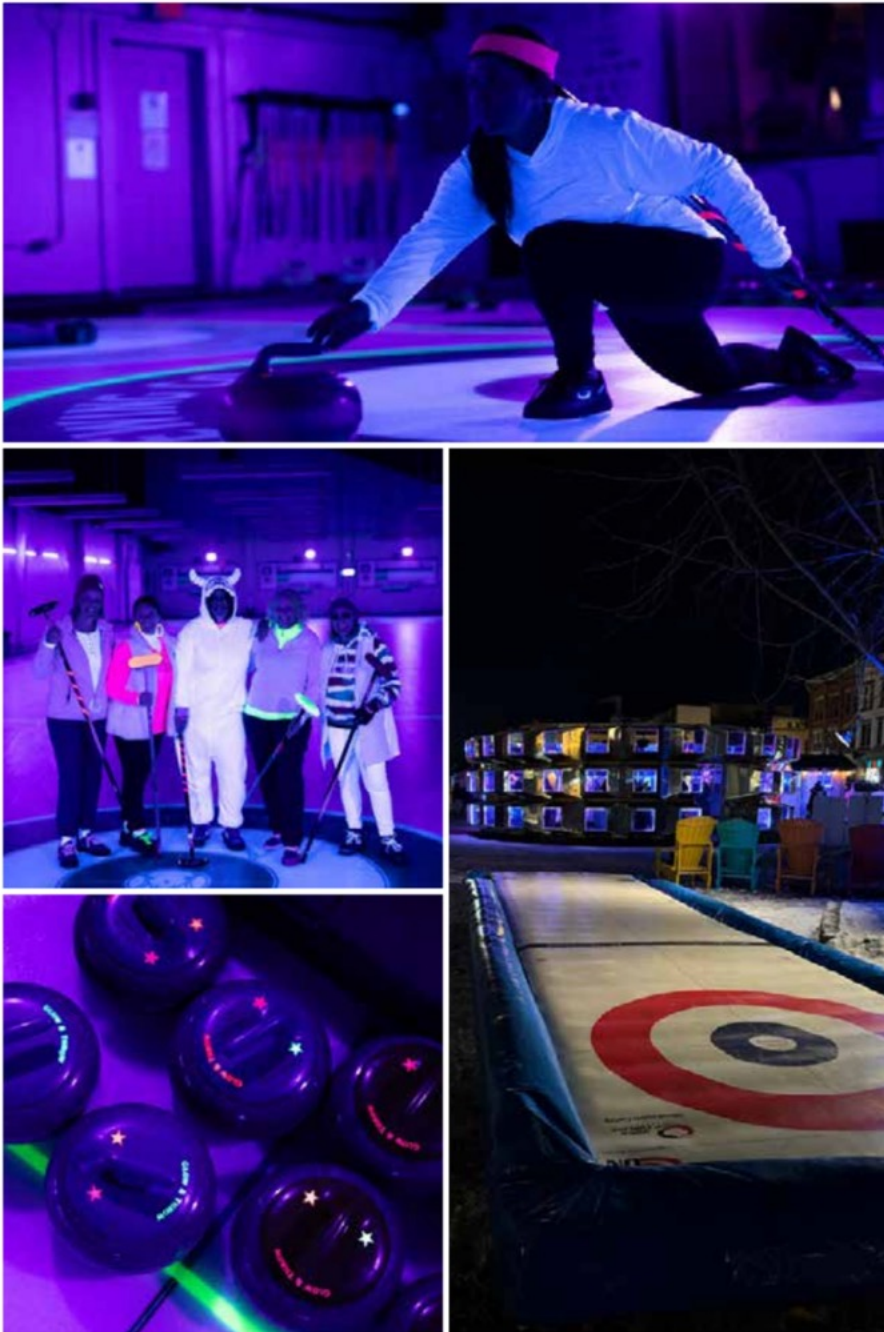
- The appointment of a dedicated Sport Tourism Director in March 2024 brought strategic leadership and a renewed focus on integrating sport tourism into the city's broader tourism vision.
- Over 30 new partnerships were established locally and beyond, laying the foundation for shared success across sport, recreation, and tourism sectors.
- Efforts were focused on aligning sport tourism with the overall strategies of the BIA and local businesses. This work emphasized the value of sport tourism as an asset rather than a challenge, fostering a shared vision and collaboration to enhance the local tourism experience.
- Comprehensive grant application packages totaling \$8,485,000 were assembled in collaboration with local partners, targeting the expansion of offerings and enhancement of resources.
- Successful glow-in-the-dark curling experiences were held in partnership with

the Stratford Country Club as part of Lights On Stratford. Glow & Throw attracted over 550 participants over 5 weeks and received overwhelmingly positive feedback, including testimonials such as:

"The family experience of Glow and Throw Curling was excellent. We had no experienced curlers, and it felt really comfortable playing for fun and not worrying about technique or abilities...Everybody had an amazing time, and we would go again if the opportunity ever arises.." – Monique B

"I was so pleased with the afternoon. From a kind hello when we entered, to excellent instruction, everything was covered. The venue was beautiful, the hot chocolate made with care, and the Glow added a fun element.." – Marjori M

VisitStratford.ca/sporttourism

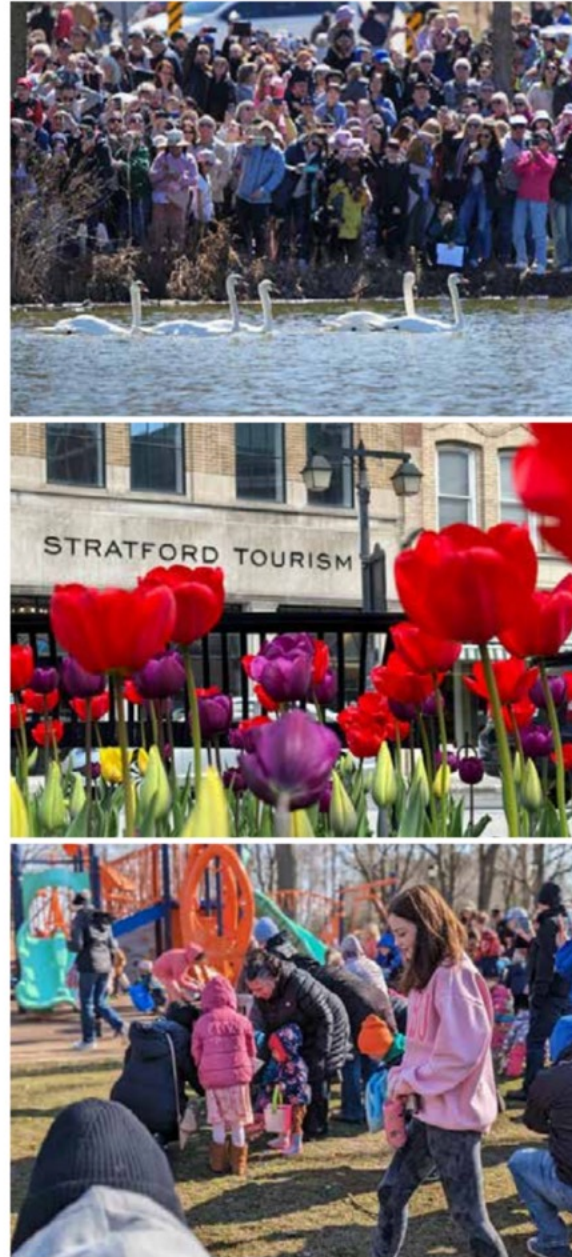


Municipal Cultural Plan

The City of Stratford, in partnership with Destination Stratford, started work in 2022 on a Municipal Cultural Plan for Stratford. The project gathered information through public consultations and provided recommendations for growth and next steps. The final Municipal Cultural Plan was presented to City Council in June 2023. The Municipal Cultural Plan offers guidance on the long-term and short-term growth of Stratford's cultural fabric and community, and knits together policies covering a wide range of areas and cultural sectors into a growth strategy that sets the city on a path towards its desired long-term vision.

In 2024, the position of Culture, Sport & Sponsorship Coordinator within the City of Stratford's Community Services department began in August. Destination Stratford has regular meetings and communications with Community Services in order to move forward on fulfilling the intentions of the Municipal Cultural Plan.

VisitStratford.ca/municipalculturalplan



Poet Laureate

The Stratford Poet Laureate Program aims to celebrate and elevate the literary arts through written and spoken word. The program will collect, save, and share unique stories from Stratford and the surrounding area. These stories reflect our community's character, both now and for years to come.

The poet laureate writes poetry about the area, composes poems for special events, participates in public performances, works with local poets and writers, and acts as a literary ambassador for the city and the region. The work of the poet laureate culminates with the creation of a legacy project which is a unique and lasting contribution to the community.

This initial Stratford Poet Laureate program is a three-year pilot project (February 2025 to February 2028) managed by Destination Stratford and Stratford Public Library, and is formally recognized by City of Stratford Council via the Community Services department.

visitstratford.ca/poetlaureate



DESTINATION MANAGEMENT Destination Stratford continues to prioritize destination management year-round; working closely with various community stakeholders and the City of Stratford to enhance the destination and ultimately improve both the visitor experience and quality of life for residents.



Tearaway Maps After receiving visitor and partner feedback regarding the usage of paper maps, Destination Stratford created a new tearaway map in 2024. These maps are easy to use due to their size and that they come in pads of 50. These maps are clean for marking locations for visitors, without bleed-through, and are small enough to carry easily. The maps were well-used and received positive feedback from users. There were at least 167 map pads picked up or delivered by the Destination Stratford team to our tourism partners in 2024 and a reprint is planned to prepare for another busy year.



Diversity, Equity & Inclusion Initiatives

In continuing with our initial diversity, equity and inclusion (DEI) project goals, Destination Stratford incorporates this work across our projects. In 2024, Destination Stratford team members worked with Community Services on their New Horizons grant to bring ideas to help shape how this grant could impact our community. These meetings resulted in a newcomers to Stratford breakfast and bus tour, plus a multicultural celebration. A few other events were grown and cultivated from these group meetings that celebrated several facets of our community.

Another Welcoming Community initiative from 2024, in collaboration with the Stratford Public Library and the City of Stratford's Diversity, Equity and Inclusion Department, was Welcome to Stratford resources in the form of an online directory and physical welcome package. These resources assist newcomers to Stratford in finding services that they will need to set themselves up in our community. A community that is a welcome place to live is also a welcome place to visit.

In 2024, Destination Stratford was pleased to financially support the Chinese cultural event in City Hall Auditorium in August and the Navaratri celebration in October. Using our development funds to support the sharing of culture for our residents was something new for our organization and we were proud to play a role in these celebrations.

Destination Stratford remains committed to DEI, and fully participates in this ongoing journey with other like-minded community businesses and organizations.

2025 AND BEYOND

Destination Stratford is excited to work collaboratively with our community towards realizing the vision contained in our 2030 Strategic Plan.

In practical, tangible terms, Destination Stratford is committed to:

- An inclusive, collaborative and community-first approach to developing and marketing Stratford as a year-round cultural destination.
- Creating annual work plans, starting in 2025, with prioritized destination development and marketing initiatives informed by our Strategic Plan and by community input, and tied to the annual budgets.
- Transitioning our Stratford Tourism Office into a Welcome Centre with continual cultural activations that benefit visitors, residents and local businesses.
- Creating new Sport Tourism and Sport Development opportunities that fit the size, scale and seasonality of Stratford.
- Working in partnership with the City of Stratford and local organizations to collaboratively implement the Municipal Cultural Plan through enabling local arts and culture and supporting placemaking.
- Continuing to host Tourism Advisory Committee meetings each Spring and Fall including specific committees for Accommodation, Culinary, Retail, Sport, and Festival & Events.
- Forming a new Destination Stewardship Council that brings a more diverse community perspective to help determine and shape destination development priorities and indicators.
- Continuing to present reports and fiscal updates to Stratford City Council regularly throughout the year.
- Creating and publicly sharing a refined annual Year-In-Review report that links back to the annual work plan as well as the Strategic Plan to evaluate progress over time.



“Back in the 1950s, the founding of the Stratford Festival made Stratford a top Canadian cultural travel destination. The theatre season has grown over the years to almost eight months, but it is vital for local tourism partners to have visitor trade 12 months of the year. Creating winter cultural activations like Lights On Stratford and developing new sport tourism opportunities are part of a smart strategy to expand the visitor economy and help our community thrive year round.”

Anita Gaffney,
Executive Director,
Stratford Festival

LIGHTS ON STRATFORD

WINTER FESTIVAL OF LIGHTS
2024/25 REPORT

LIGHTS ON STRATFORD

WINTER FESTIVAL OF LIGHTS

Over six extended weekends between Dec. 13, 2024 through to Jan. 19, 2025, record numbers of festivalgoers immersed themselves in the Canadian premieres of This Is Loop's Emergence and Chalk River Labs' Stargate in Market Square. Visitors delighted in Amigo & Amigo's Shrooms and Trumpet Flowers on Tom Patterson Island. They experienced LightWall, HEART, Everbright, LightBridge, Tower of Light, Free Hop-On-Hop-Off shuttle buses, student works at University of Waterloo Stratford School, and the Makers Space light exhibit at the Stratford Public Library.

With a multitude of cultural events including live music pop-ups, silent discos, glow-in-the-dark curling, and an incredible NYX performance at the Tom Patterson Theatre, winter in Stratford has never been so bright!



LIGHTS ON STRATFORD MANIFESTO

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

We believe in the importance of public art.

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

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

We celebrate and embrace winter.

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

We strive to continually reduce our environmental footprint.

We improve the quality of life within our community.

LIGHTS ON STRATFORD

WINTER FESTIVAL OF LIGHTS



3 YEAR PROJECTION

Festival Attendance Combined across main locations

Stratford & Area Resident
Visitor (>40km)

Patron Count
(Market Square, Tom
Patterson Island, DS
Welcome Centre,
LightWall, Shuttle Bus)

2020/21

2021/22

2022/23

2023/24

2024/25

2025/26

2026/27

2027/28

150K

100K

50K

0

30K

80K

83K

76K

86K

100K

120K

135K

Daily Av. Attendance Combined across main locations

-

1,818

1,860

4,254

3,758

4,348

5,217

5,869

Production Days

30

*Closed early due
to Covid shutdown

44

45

18

23

23

23

23

Main Light Art Installations

4

5

6

5

7

8

8

8

Additional Cultural Activations

0

2

8

10

15

18

20

20

Funding

DS = Destination Stratford
MAT = Municipal
Accommodation Tax

\$422K

CITY \$0
GRANTS &
PARTNERS \$311K
SPONSORS \$111K

\$470K

CITY \$0
GRANTS &
PARTNERS \$407K
SPONSORS \$63K

\$740K

CITY \$0
GRANTS &
PARTNERS \$669K
SPONSORS \$71K

\$575K

CITY \$150K
DS \$150K
GRANTS &
PARTNERS \$200K
SPONSORS \$75K

\$600K

CITY MAT \$150K
DS \$150K
GRANTS &
PARTNERS \$200K
SPONSORS \$100K

\$650K

CITY MAT \$150K
DS \$150K
GRANTS &
PARTNERS \$225K
SPONSORS \$125K

\$675K

CITY MAT \$150K
DS \$150K
GRANTS &
PARTNERS \$225K
SPONSORS \$150K

\$675K

CITY MAT \$150K
DS \$150K
GRANTS &
PARTNERS \$225K
SPONSORS \$150K

FOUNDING PARTNERS



2024/25 GOLD SPONSORS



MARKET SQUARE

2024/25 SILVER SPONSORS

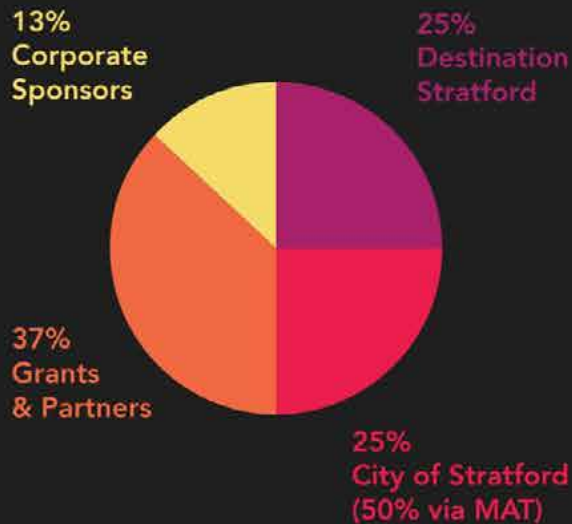


2024/25 BRONZE SPONSORS



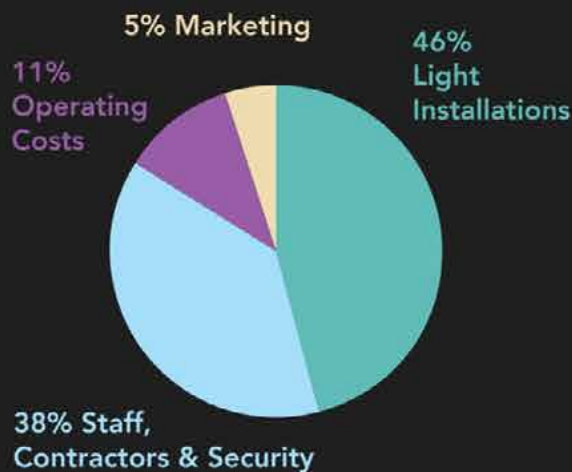
2024/25 BUDGET | FUNDING

The Lights On Stratford 2024/25 funding sources (excluding in-kind) include:



2024/25 BUDGET | EXPENSES

The unaudited annual budget for 2024/25 is approx. \$600,000 (excluding in-kind):



2024/25 IN-KIND SUPPORTERS



2024/25 COMMUNITY SPONSORS



GOVERNMENT SUPPORT

Funded by: Federal Economic Development Agency for Southern Ontario
 Financed par: Agence fédérale de développement économique pour le Sud et l'Ontario



This project is funded in part by the Government of Canada through the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).



This award has been graciously assisted by Experientia Ontario, a program of the Government of Ontario through the Ministry of Tourism, Culture and Gaming.

PATRONS | PLACE OF RESIDENCE

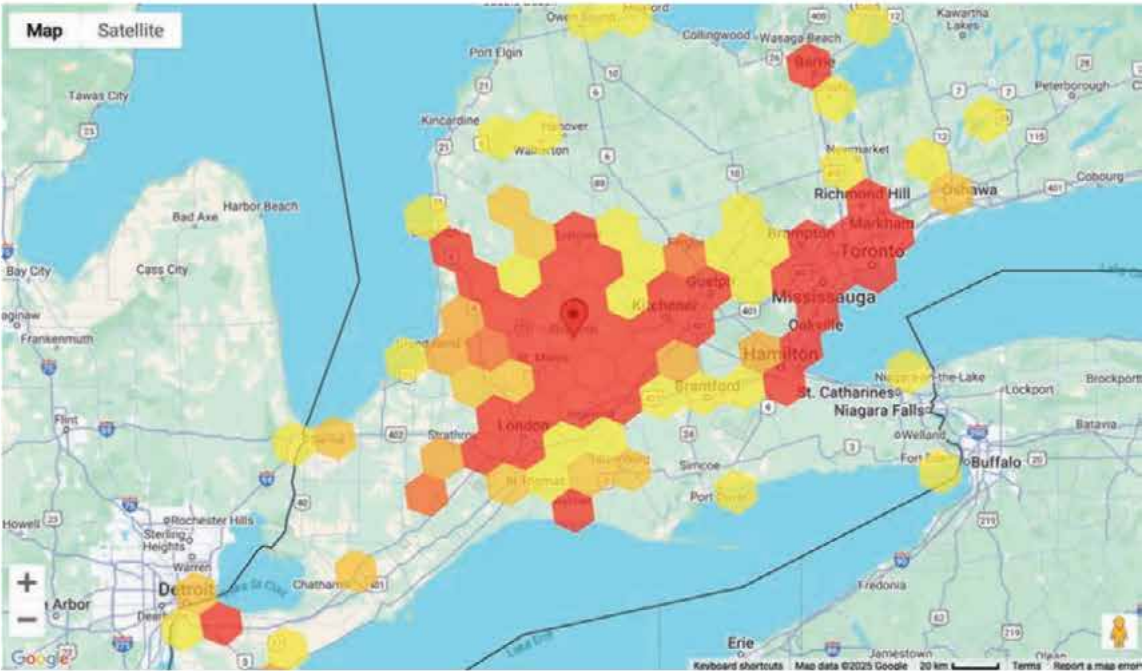
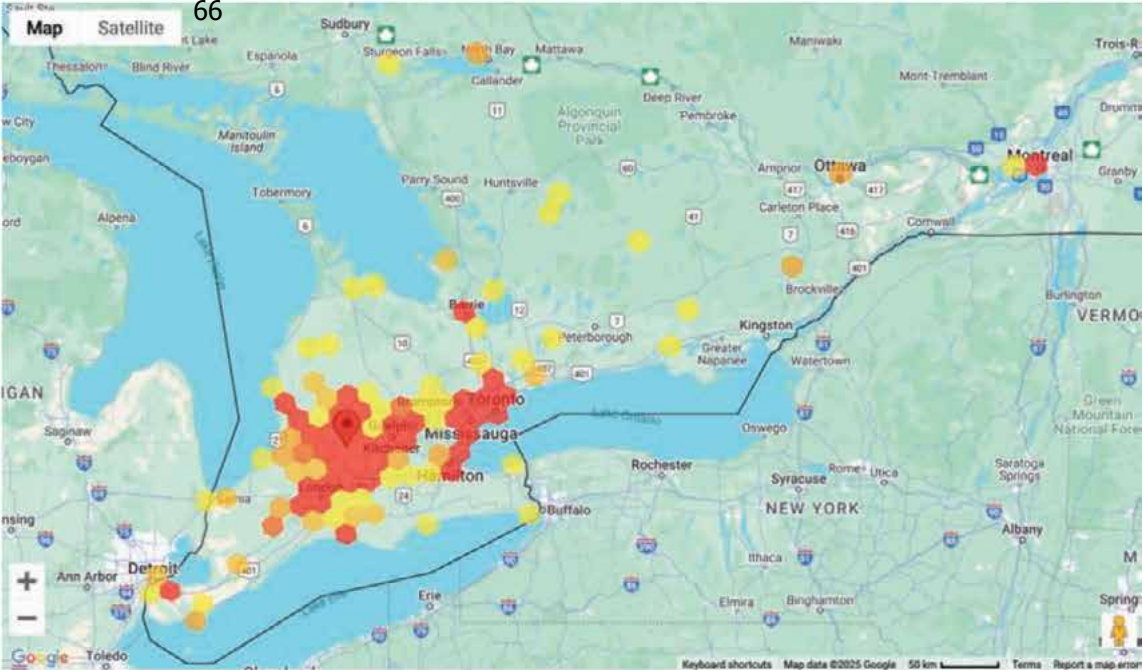
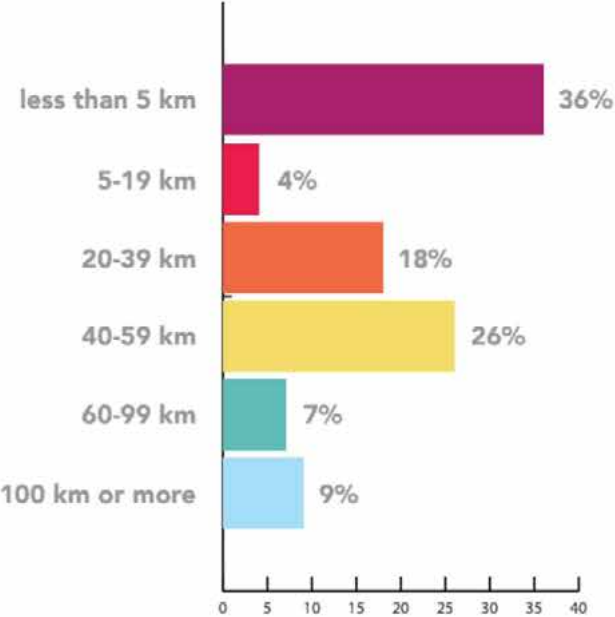
Mobility data reports (provided by Propulso: Ethical Data Intelligence Platform - propulso.io) for the December 13, 2024 to January 19, 2025 festival period used mobility data to accurately provide the place of residence of patrons that visited the geo-fenced Lights On Stratford main locations (Market Square, Tom Patterson Island, Veterans Drive Bandshell and LightWall).

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

PATRONS | TRAVEL DISTANCE

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

The average travel distance was 35.7 km with 36% local, 22% regional and 42% from over 40km away.



2024/25 BIA SURVEY | BACKGROUND

Downtown Stratford BIA surveyed its members between February 5, 2025 and February 14, 2025 about Lights On Stratford 2024/25 and received **34 RESPONSES**.

Survey respondent comments included:

"I met customers from as far away as Michigan, as well as from the GTA, London, Kitchener, etc... who have regularly visited for the Theatre, but came specifically for LOS this year."

"I like how it brings people together. I loved seeing groups of friends and families out enjoying the lights together. I wish it was longer :)"

"Well-organized, engaging, and clearly well-marketed based on our conversations with customers."

"Great family and friends activities that only enhances Stratford as a place to visit or enjoy as a resident."

"I love everything about Lights ON!"

67 2024/25 BIA SURVEY | RESULTS

79% Satisfied or Very Satisfied with the 2024/25 Lights On Stratford festival of winter lights. **0%** Dissatisfied or Very Dissatisfied.

88% Agree or Strongly Agree that Lights On Stratford is an effective strategy for growing a cultural tourism draw in the winter. **9%** Disagree and **0%** Strongly Disagree.

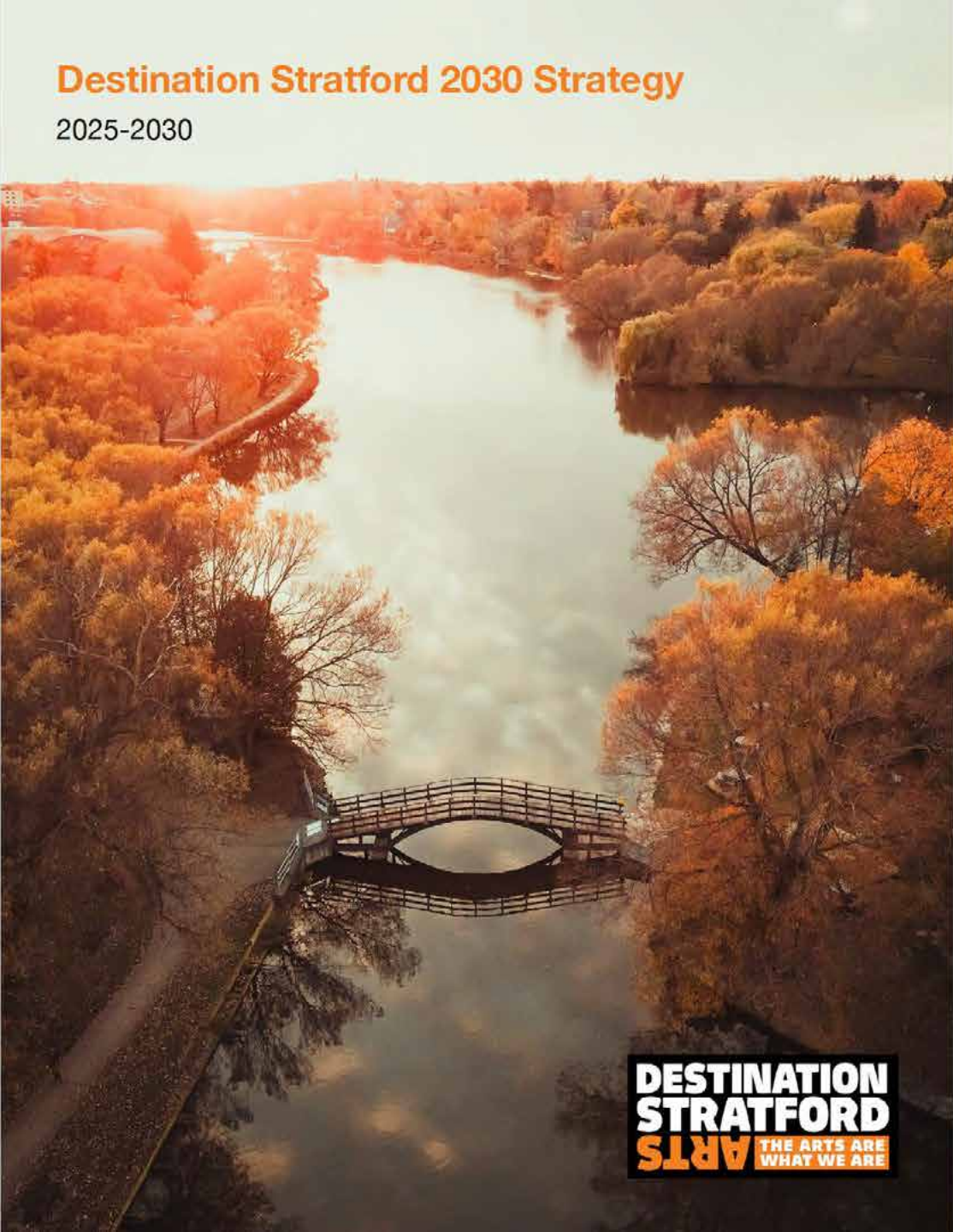
76% Agree or Strongly Agree that Lights On Stratford is effective in activating the downtown and park system for the community and visitors during the festival period. **6%** Disagree and **0%** Strongly Disagree.

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



Destination Stratford 2030 Strategy

2025-2030



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Experience Ontario 2025



\$55,000



This event has been financially assisted by Experience Ontario, a program of the Government of Ontario through the Ministry of Tourism, Culture and Gaming.



MANAGEMENT REPORT

Date: May 20, 2025
To: Finance and Labour Relations Sub-Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report Number: FIN25-014
Attachments: None

Title: Deposits for Land Leases and the Procurement Process

Objective: To provide information and clarification to members of Sub-committee and Council regarding the use of deposits in the procurement process.

Background: At the April 14, 2025, Regular Council meeting, Council adopted the following resolution:

THAT staff be directed to investigate and prepare a report on the ability to require a deposit from proponents of land leases.

This report is intended to clarify current practices and when and how deposits are utilized for the various types of procurement methods.

Analysis: Staff recently issued a Request for Expressions of Interest (RFEOI) to determine whether there was any interest in leasing farmlands the City owns but is not intending immediate use of near the Stratford Airport.

A Request for Expression of Interest (RFEOI) is appropriate in specific scenarios where preliminary information is needed before proceeding with further procurement actions. These are preliminary, non-binding statements of interest and are meant to be an exploratory step, followed with a more detailed open tender or proposal once the specifics of the direction are better defined.

In many cases, RFEOI is followed by a formal tendering process or RFP to obtain detailed bids or proposals from qualified suppliers. In this case, the agreement to lease the land is very straightforward, so staff used the information obtained from the RFEOI to seek Council approval to proceed with entering into an agreement with the highest valued expression of interest. This is effectively sole-sourcing and is appropriate when there are not likely to be any additional bidders based on new information issued by the City.

The City's procurement policy is currently being revamped to include some of this information to help guide staff, Council and potential partners with the City as to the appropriate tools for procurement.

Use of Deposits:

Deposits are usually intended to secure a transaction, demonstrating a serious intent and commitment from the buyer or lessee.

Because Expressions of Interest as well as Requests for Proposals (RFPs) are preliminary and are non-binding, requiring a deposit within this tool would be inconsistent with the intent of the type of procurement. It could discourage potential buyers or lessees, potentially hindering the process of finding suitable parties.

In the context of land leases, if the City were seeking a bid deposit, such would be more appropriate at the point of a formal lease agreement, not during the initial Expression of Interest phase. Instead of requiring a deposit, the City could have considered other methods for gauging interest, such as a pre-application process or a non-binding survey, and then used that to create a more binding proposal document. However, as noted, given the number of EOI responses and the simplicity of the agreement proceeding with the next more formalized procurement where a bid deposit may have been considered, it was determined not applicable.

The City does obtain deposits for other types of procurement:

During the Bidding Process: Deposits, also known as tender deposits, may be required by bidders to demonstrate their seriousness and good faith in submitting a bid. These deposits are refunded to unsuccessful bidders. Municipalities would most often use them for bids submitted for large or complex projects, as reviewing the tenders submitted for those projects is also more complex.

When Security for Contract Performance is needed: Deposits act as a form of security, ensuring that the buyer/purchaser is serious about fulfilling their obligations under the contract. If the buyer breaches the contract, the deposit is forfeited to the seller/vendor. This type of deposit is much more common and again is usually reserved for the more complex or unique projects, whereas if the City were forced to seek alternatives mid-project, there would be some funds available to complete the project, or at the very least ensure that no incremental costs were incurred to complete the project.

The staff recommendation is to maintain the status quo for when deposits are required, however if Council wished to direct staff to amend the purchasing policy to require a deposit regardless of the nature of the procurement type, this can be inserted into the upcoming revision to the procurement policy, with the caveat that in some cases, this will result in a smaller number of partners submitting proposals.

Financial impact to current year operating budget:

There are no financial implications as this report is for information.

Legal considerations:

None, as this report is for information purposes.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as it is provided for information.

Alignment with One Planet Principles:

Not applicable: This report does not align with One Planet Principles as it is for information.

Staff Recommendation: THAT the report titled, "Deposits for Land Leases and the Procurement Process" (FIN25-014), be received for information;

AND THAT Council direct staff regarding changes, if any, to be included in the procurement policy and process.

Prepared by:	Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: May 20, 2025
To: Finance and Labour Relations Sub-committee
From: Michael Koktan, Manager of Financial Services/Deputy Treasurer
Report Number: FIN25-013
Attachments: Q1 2025 Variance Report

Title: Operating Budget Variance Report as of March 31, 2025

Objective: To analyze variances between operating results and the budget as of March 31, 2025 (Quarter 1), and report to Council on any known significant factors expected to impact the annual outcome.

Background: Regular monitoring of budgetary performance provides early warnings of potential problems and flags in areas requiring attention, allowing decision-makers time to address significant budget deviations. As such, the Finance Division is required to prepare regular updates on budget performance, including variances from approved budgets.

Analysis: As is typical, the first quarter results are not a reliable predictor for the remainder of the year, and the emphasis is on qualitative information to identify any areas of potential concern.

Detailed commentaries on each of the departments' variances have been included in the attachment with this report. A high-level early corporate overview has been provided below.

Overview

The City's 2025 budget was approved on February 10, 2025, so aside from day-to-day planned activities there was nothing notable undertaken until after that date.

In the first quarter of 2025, there were notable impacts in divisional cost centres including City Buildings, Roads, and Fire due to higher-than-expected winter maintenance requirements. These increased costs are expected to be mitigated later in the year through strategic management of other operating expenses.

Overall, departments are expected to remain aligned with budgetary plans for the rest of the year, as the majority of their scheduled activities are set to take place. At this time, no significant variances are anticipated.

Financial Implications:

Financial impact to current year operating budget:

Year-end forecasts, as noted in the attached, currently indicate that no surplus or deficit is expected at this time.

Alignment with Strategic Priorities:

Not applicable: This report is a summary financial report for informational purposes and does not directly align with any specific Strategic Priority. It does however provide benefit by offering insight into overall operational performance and supports informed decision-making.

Alignment with One Planet Principles:

Not applicable: As this report is being prepared for informational purposes, the One Planet Principles do not apply.

Staff Recommendation: THAT the report titled, "Operating Budget Variance Report as of March 31, 2025" (FIN25-013), be received for information.

Prepared by:	Michael Koktan, CPA, CA, Manager of Financial Services/Deputy Treasurer
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer Adam Betteridge, Interim Chief Administrative Officer

City of Stratford Q1 Operating Variance Report as at March 31, 2025						
Department	2025 Net Budget	Unaudited as at March 31, 2025	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2025	Variance as a % of Budget	Explanation
<u>Mayor/Council/CAO Office</u>						
101 - Mayor & Council	\$705,158	\$118,913	16.9	\$0	0%	No variance expected at this time, but is dependent upon activities and conferences through the year.
102 - Committees of Council	\$110,365	\$420	0.4	\$0	0%	No variance expected at this time, but is dependent upon activities and may be balanced through the council committee reserve if required and funds are available.
111 - CAO's Office	\$1,018,339	\$204,265	20.1	\$0	0%	No variance expected at this time, but is dependent upon activities through the year. Depending on CAO recruitment timing, some activities may not be completed in the year.
<u>Human Resources</u>						
112 - Human Resources	\$1,522,097	\$398,033	26.2	\$0	0%	No variance expected at this time, but is dependent upon activities and subsequent use of consultants and how wage structure will move forward.
<u>Corporate Services</u>						
1010 - Taxation	(\$86,038,828)	(\$40,574,690)	47.2	\$0	0%	No variance expected as this represents the required revenues from taxation approved with the 2025 budget.
100 - General Revenues	(\$2,352,511)	(\$378,452)	16.1	\$0	0%	No variance expected as revenues relating to dividends are typically recorded later in the year.
121 - City Clerk	\$1,014,888	\$217,454	21.4	\$0	0%	No variance expected as budgeted expenditures and activities typically occur through the remaining quarters.
134 - Information Technology	\$0	\$600,589	0.0	\$0	0%	No variance anticipated. All amounts are charged back to divisions or transferred to IT reserve fund.
135 - Parking	(\$524,458)	(\$102,786)	19.6	\$0	0%	No variance expected, timing differences are due to the seasonality of parking volumes. The parking reserve fund will balance any other variances if they exist at year-end.
136 - Crossing Guards	\$272,950	\$49,378	18.1	\$0	0%	No variance expected, any timing differences are due to the seasonality of the school year.
139 - General Financial Services	\$3,492,290	\$1,781,767	51.0	\$0	0%	No variance expected as budgeted expenditures and activities typically occur through the remaining quarters.
513 - Industrial Land Sales	\$0	\$922,989	0.0	\$0	0%	No variance expected, any variances are balanced through industrial land reserve.

City of Stratford Q1 Operating Variance Report as at March 31, 2025						
Department	2025 Net Budget	Unaudited as at March 31, 2025	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2025	Variance as a % of Budget	Explanation
810 - Requisitions from Others	\$8,364,379	\$2,536,174	30.3	\$0	0%	No variance expected, however there could be timing differences in payments to partner agencies through the year.
872 - Community Supports	\$1,196,870	\$0	0.0	\$0	0%	No significant variance expected, but there could be timing differences in timing of Bill 23 effects which will be unknown until later in the year (and dependent upon related building activity).
<u>Building and Planning Services</u>						
250 - Building Permits	\$0	\$99,174	0.0	\$0	0%	No variance anticipated. Balanced through building permit reserve fund.
251 - Planning Services	\$785,492	\$140,789	17.9	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
252 - By-Law Enforcement	\$703,814	\$70,568	10.0	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
<u>Infrastructure Services</u>						
310 - Engineering	\$1,218,172	\$332,821	27.3	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
315 - Fleet	\$0	\$755,970	0.0	\$0	0%	No variance anticipated. All amounts are charged back to divisions or transferred to fleet reserve fund.
320 - Roads	\$9,005,268	\$1,219,535	13.5	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year. Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025, as well as existing reserve funds.
330 - Sanitary	\$0	(\$1,277,966)	0.0	\$0	0%	User-fee division is balanced through reserve funds.
340 - Storm	\$5,074,485	\$390,994	7.7	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
350 - Water	\$0	\$50,182	0.0	\$0	0%	User-fee division is balanced through reserve funds.
360 - Waste	\$970,208	(\$395,001)	-40.7	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.

City of Stratford Q1 Operating Variance Report as at March 31, 2025						
Department	2025 Net Budget	Unaudited as at March 31, 2025	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2025	Variance as a % of Budget	Explanation
<i>Fire</i>						
211 - Fire	\$10,114,855	\$2,288,135	22.6	\$0	0%	Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025. No significant variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
512 - Airport	\$76,899	\$61,288	79.7	\$0	0%	No variance anticipated at this time as much of the activities occur in the seasonal months.
<i>Community Services</i>						
141 - City Buildings	\$1,574,923	\$165,045	10.5	\$0	0%	Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025.
711 - Parks	\$3,278,922	\$317,183	9.7	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
715 - Facilities	\$3,795,911	\$649,454	17.1	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
721 - Recreation	\$4,541,070	\$481,956	10.6	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
731 - Cemetery	\$753,551	\$75,927	10.1	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
750 - Transit	\$3,873,410	\$484,833	12.5	\$0	0%	No variance anticipated at this time as much of the activities and ridership occur in the seasonal months.
751 - Parallel Transit	\$657,520	\$154,546	23.5	\$0	0%	No variance anticipated at this time as much of the activities and ridership occur in the seasonal months.
752 - Community Transportation	\$46,583	(\$13,817)	0.0	\$0	0%	No significant variance anticipated, balanced with community transit funding and partner billings.

City of Stratford Q1 Operating Variance Report as at March 31, 2025						
Department	2025 Net Budget	Unaudited as at March 31, 2025	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2025	Variance as a % of Budget	Explanation
<u>Social Services</u>						
610 - Social Services Administration	\$142,240	\$895,284	629.4	\$0	0%	No significant variances anticipated at this time. Q1 chargebacks to divisions within the Social Services Department have not yet been completed.
611 - Ontario Works	\$585,703	\$8,392	1.4	\$0	0%	No significant variances anticipated at this time. Partnering municipality chargeback entries have not yet been completed for Q1.
612 - Homelessness	\$349,760	(\$824,890)	-235.8	\$0	0%	No significant variances anticipated at this time.
613 - Anne Hathaway Day Care Centre	\$330,725	\$359,804	108.8	\$0	0%	No significant variances anticipated at this time. Children Services funding entries for Q1 have not yet been completed for Q1.
614 - Perth & Stratford Housing Corp	\$2,553,958	\$339,062	13.3	\$0	0%	No significant variances anticipated at this time. Q1 PSHC Yardi entries and partnering municipality chargeback entries have not yet been completed for Q1.
615 - Housing Division - Service Mgr	\$760,220	(\$73,748)	-9.7	\$0	0%	No significant variances anticipated at this time. Partnering municipality chargeback entries have not yet been completed for Q1.
616 - Child Care	\$413,940	\$2,684,189	648.4	\$0	0%	No significant variances anticipated at this time. Partnering municipality chargebacks and upper-tier government funding allocation entries have not yet been completed for Q1.
618 - Affordable Housing	\$585,722	(\$98,705)	-16.9	\$0	0%	No significant variances anticipated at this time. Q1 LTD and reserve transfer entries have not yet been completed for Q1.
<u>Police</u>						
231 - Police	\$15,931,981	\$2,988,589	18.8	\$0	0%	No significant variance anticipated. Any surplus or deficit is managed from the police reserve.
<u>Library</u>						
411 - Library	\$3,093,129	\$718,635	23.2	\$0	0%	Any surplus or deficit is managed from the library reserve.
Total Net Expenses (Revenue)	\$0	(\$21,177,720)		\$0		Projected (Surplus)/Deficit



MANAGEMENT REPORT

Date: May 28, 2025
To: Infrastructure, Transportation and Safety Sub-Committee
From: Nathan Bottema, Project Engineer
Report Number: ITS25-009
Attachments: None

Title: Shakespeare Gardens Island Pedestrian Footbridge Removal

Objective: To inform Council of the Parks Board decision to remove the Shakespeare Gardens Footbridge and naturalize the island.

Background: The Shakespeare Gardens Footbridge (09-FB-2) is located within the Shakespeare Gardens on park lands and provides pedestrian access to the Avon River Island Park. The bridge is a wooden arch bridge with a span length of 7.2m, has a width of 1.3m and is not AODA compliant. The island is a natural park with two memorial benches.

In 2019, the footbridge received \$15,000 in remedial repairs extending the life expectancy by an estimated 5 to 10 years. The 2023 bi-annual visual inspection identified that the bridge should be replaced in the next 1 – 5 years due to the rotten wood elements including the floor beams, deck, and hand railings. In July 2024, safety concerns were raised, and the bridge was closed to the public based on the recommendation from B.M. Ross and Associates.

Prior to initiating the bridge replacement design, staff engaged with the Parks Board to determine the necessary requirements for defining the project scope. At the Parks Board meeting on November 4, 2024, the following resolution was adopted:

Resolution: THAT the Board of Park Management supports not replacing the wooden bridge to the island beside the Shakespearean Gardens and that the island be naturalized with undisturbed pollinator vegetation.

The Community Services Department supports this decision and intends to implement a temporary access solution to facilitate maintenance of the naturalized island as necessary.

At the December 16, 2024, Regular Council meeting, a notice of intent was issued to designate 15 Huron Street, referred to as The Shakespearean Gardens, under Part IV, Section 29 of the Ontario Heritage Act (COU24-159). This pedestrian footbridge structure was not listed in the parks designated features and has no historical status.

Analysis: The estimated cost to replace the Shakespeare Garden Island Bridge is \$100,000.00. The terrain to get to the existing bridge is challenging and a new alignment would be required if replaced. Restoring the aesthetic of the existing arch bridge structure while complying with AODA standards is unattainable.

The island is proposed to be converted to a naturalized park and the benches shall be relocated within the parks system.

The bridge would be dismantled and removed by the Public Works Division.

Financial Implications:

Financial impact to current year operating budget:

The removal of the bridge will create savings in the current year's operating budget by eliminating the need for replacement funding.

Financial impact on future year operating budget:

Annual structural maintenance and bi-annual inspections will no longer be required.

Link to asset management plan and strategy:

The removal of the pedestrian footbridge will lead to its removal from the City's asset inventory. This will result in removing from the City's planned replacements and savings for the reserve fund for this asset.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles:

Health and Happiness

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

Culture and Community

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

Land and Nature

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

Staff Recommendation: THAT the report titled, "Shakespeare Gardens Island Pedestrian Footbridge Removal" (ITS25-009), be received for information.

Prepared by: Nathan Bottema, Project Engineer

Recommended by: Taylor Crinklaw, Director of Infrastructure

Adam Betteridge, Interim Chief Administrative Officer



**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 work by Fer-Pal Construction Ltd. for the Neal Avenue, Fern Street and Morison Street Watermain Relining project (T-2025-43).

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-2025-43) of Fer-Pal Construction Ltd. for the Neal Avenue, Fern Street and Morison Street Watermain Relining project, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender (T-2025-43) for the Neal Avenue, Fern Street and Morison Street Watermain Relining project is \$959,234.40, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of June, 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 from Listowel CDJR 2020 Ltd. for the supply and delivery of Ten (10) Vehicles: Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUVs), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickup Trucks (T-2025-40).

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-2025-40) of Listowel CDJR 2020 Ltd. for the supply and delivery of Ten (10) Vehicles: Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUVs), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickup Trucks, 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 (T-2025-40) for the supply and delivery of Ten (10) Vehicles: Two (2) Mid-Size Hybrid Sport Utility Vehicles (SUVs), Four (4) Mid-Size Hybrid Pickup Trucks, and Four (4) Full Size Hybrid 4X4 Crew Cab Pickup Trucks is \$574,469.40, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of June, 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 amend By-law 4-2023, as amended, to
make an appointment to the Committee of Adjustment.

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

AND WHEREAS Section 8.(1) of the Municipal Act, 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 44 of the Planning Act, R.S.O. 1990, c.P.13, as amended, ("the Planning Act") provides for a municipality to constitute and appoint a committee of adjustment;

AND WHEREAS section 5(1) of the Planning Act, as amended, permits Municipal Council by by-law to delegate the authority of the Council under section 4 of the Act to a committee of council or to an appointed officer identified by the by-law by name or position occupied;

AND WHEREAS subsection 54(5) of the Planning Act, as amended, provides that Municipal Council of a single-tier municipality authorized to give a consent under section 53 may by by-law delegate the authority of the council under section 53 or any part of that authority to a committee of council, to an appointed officer identified in the by-law by name or position occupied, to a municipal planning authority or to the committee of adjustment;

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

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to amend By-law 4-2023 to make an appointment to the Committee of Adjustment following a vacancy on the committee;

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

1. That Section 2.2 c) of By-law 4-2023, as amended, be further amended to make the following appointment:

2.2 c) (insert name) is hereby appointed to the Committee of Adjustment for a term effective July 18, 2025, to November 14, 2026, or until a successor is appointed by City Council.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of June, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

June 23, 2025

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2025-078	In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that Railway Avenue between Chestnut Street and Pine Street will be closed June 3rd between 8 a.m. and 7 p.m. The closure is necessary for the installation of a sanitary sewer and water service at 246 Railway Avenue. Local traffic will have access south of the site, with no through traffic permitted. The sidewalk on the west side will be closed at the site, and the east side will remain open with the possibility of limited access through-out the duration of the job.
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CA-2025-079	<p>Road Closure Request – Canada Day Parade</p> <p>I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:</p>
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On Tuesday, July 1, 2025, from 3:30 p.m. to 6:30 p.m.:

- Lakeside Drive from Waterloo Street to Queen Street

On Tuesday, July 1, 2025, from 5:30 p.m. to 7:30 p.m.:

- Waterloo Street from Lakeside Drive to Mornington Street
- Mornington Street from Waterloo Street to McCarthy Road
- McCarthy Road from Mornington Street to Stratford Rotary Complex

That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;

That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;

That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and

That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

CA-2025-080

Road Closure Request – Canada Day Firework Celebration

I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted streets for the time period noted;

On Tuesday, July 1, 2025, from 5:00 p.m. to 11:30 p.m.:

- Oakdale Avenue from O'Loane Avenue to Forman Avenue
- Matilda Street from Oakdale Avenue to Smith Street

That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;

That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;

That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and

That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

Endorsement of the following resolutions have been requested:

CA-2025-081

Resolution from the City of Peterborough regarding Bill 6, Safer Municipalities Act, 2025.

Attachment – Resolution from The City of Peterborough dated May 20, 2025.

CA-2025-082

Resolution from The Corporation of the County of Prince Edward regarding Advocacy to the Federal Government for 'Disability without Poverty'.

Attachment – Resolution from The Corporation of the County of Prince Edward dated June 13, 2025.

**Resolution of Council
City Council Meeting**

Title: Bill 6, Safer Municipalities Act, 2025
Date: May 20, 2025

WHEREAS:

1. A municipality's parks and open spaces are critical infrastructure that support a strong community, and the public's shared and safe use of the municipality's parks and open spaces is integral to ensuring that support.
2. Ontario's municipalities are struggling to maintain their parks and open spaces for their shared and safe use by the public as a result of the increasing proliferation of encampments and illicit activities related thereto.
3. Municipalities that enforce their standards regulating or prohibiting encampments in their parks and open spaces must have regard to the availability of shelter space for those who need shelter.
4. On January 27, 2023, Justice Valente of the Ontario Superior Court of Justice rendered his judgment in *Waterloo (Regional Municipality) v. Persons Unknown and to be Ascertained (2023)*, [2023] O.J. No. 417 (Waterloo Decision) which declared that the municipality's by-law violated section 7 of the Charter and was therefore inoperative insofar as it applied to prevent encampment residents from erecting temporary shelters on a site when the number of homeless individuals in the region exceeded the number of accessible shelter beds.
5. The Waterloo Decision's analysis of the adequacy of shelter beds suggests an unworkable and unclear standard that goes beyond the number of shelter spaces and that includes the requirement to provide shelter spaces that must accommodate illicit drug use and other activities that could put shelter residents, workers and volunteers at risk. The result is that municipalities are impaired in their enforcement of their standards and have lost or are losing control of their parks and open spaces.
6. On December 12, 2024, the provincial government introduced Bill 242, Safer Municipalities Act, 2024. Among its various initiatives, Bill 242 proposed to amend section 2 of the Trespass to Property Act by adding aggravating factors that must be considered in the court's determination of a penalty under that section. However, the key challenge was that a municipality's exercise of its rights at common law and under section 9 of the Trespass to Property Act to remove encampments from the municipality's parks and open spaces remained potentially subject to the unworkable and unclear standard for the adequacy of shelter space suggested by the Waterloo Decision.
7. On January 13, 2025, Council of the City of Peterborough resolved to request the provincial government to amend Bill 242 to clearly define a workable standard for shelter space for the purposes of a municipality's jurisdiction to enforce its standards regulating or prohibiting encampments in its parks and open spaces.
8. Bill 242 died on the order paper as a result of the recent provincial election.
9. On April 30, 2025, the provincial Government re-introduced the legislation in the form of Bill 6, Safer Municipalities Act, 2025. Bill 6 is substantively the same as Bill 242.
10. In these circumstances, municipalities continue to need provincial legislation that clearly defines a workable standard for shelter space for the purposes of a municipality's jurisdiction to enforce its standards regulating or prohibiting encampments in its parks and open spaces.

NOW THEREFORE, be it resolved:

1. That the provincial government be respectfully requested to amend Bill 6 to clearly define a workable standard for shelter space for the purposes of a municipality's jurisdiction to enforce its standards regulating or prohibiting encampments in its parks and open spaces.
2. That, without limitation, Bill 6 provide that a municipality will have met the standard for shelter space for the purposes of the municipality's jurisdiction to enforce its standards regulating or prohibiting encampments in its parks and open spaces:
 - a) despite the establishment and enforcement of shelter rules including rules that prohibit drug use and other activities that could put shelter residents, workers and volunteers at risk; and
 - b) if an official designated by the municipality is satisfied that the number of available shelter spaces is at least equal to the aggregate of the number of individuals actually seeking shelter and the number of individuals against whom the municipality is planning to enforce its standards regulating or prohibiting encampments in its parks and open spaces.
3. That a copy of this resolution be sent to:
 - a) Peterborough - Kawartha MPP Dave Smith;
 - b) Honourable Doug Ford, Premier;
 - c) Honourable Robert Flack, Minister of Municipal Affairs and Housing;
 - d) Honourable Doug Downey, Attorney General;
 - e) Association of Municipalities of Ontario; and to
 - f) Councils of each of Ontario's municipalities.

The above resolution, adopted by City Council is forwarded for your information and action, as required. Thank you.



John Kennedy, City Clerk

June 13, 2025

Please be advised that during the regular Council meeting of June 10, 2025 the following resolution regarding support of advocacy to the Federal Government for 'disability without poverty' was carried.

RESOLUTION NO. 2025-345

DATE: June 10, 2025

MOVED BY: Councillor Roberts

SECONDED BY: Councillor Branderhorst

WHEREAS one in four Ontarians lives with a disability; and

WHEREAS the median household income in Prince Edward County (\$75K) is already well below both the Basic Living Income and the Ontario Median Household Income (\$84K); and

WHEREAS persons with disabilities are twice as likely to live in poverty and would already require an average of 30% more income just to reach the poverty line; and

WHEREAS the new federal benefit for people with disabilities (about \$200/month) and called the Canada Disability Benefit) is about to be rolled out; and

WHEREAS the Federal government has yet to exempt this new federal benefit from being considered income for federal tax purposes,

NOW THEREFORE BE IT RESOLVED:

THAT the Mayor be requested to communicate with Prime Minister Carney that the Council of the County of Prince Edward calls on the Government of Canada to commit to exempting the Canada Disability Benefit from income tax and work towards supporting Canadians with a disability to live without poverty;

THAT Prime Minister Carney be requested to publicly confirm his government's commitment to making that legislative change as soon as possible; and

THAT a copy of this resolution be circulated to the federal Minister of Finance, the federal Minister of Health, the Federation of Canadian Municipalities, Prince Edward Lennox and Addington Social Services, the Rural Ontario Municipal Association (ROMA), the Eastern Ontario Wardens' Caucus (EOWC) and all municipalities in the Province of Ontario.

CARRIED



From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

Yours truly,

Victoria Leskie, **CLERK**

cc: Mayor Steve Ferguson, Councillor Roberts, Councillor Branderhorst, and Adam Goheen, Interim CAO





**BY-LAW NUMBER XX-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 June 23, 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 June 23, 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 23rd day of June, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe