



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4775th
Date: Monday, July 14, 2025
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: Adam Betteridge - Interim Chief Administrative Officer, 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, Victoria Trotter - Council Committee Coordinator

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

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

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

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

Pages

1. Call to Order:

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

Councillor Burbach has 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

3. Adoption of the Minutes:

9 - 19

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated June 23, 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 July 14, 2025, be added to the Agenda as printed.

5. Report of the Committee of the Whole In-Camera Session:**5.1 Committee of the Whole In-camera Session - July 14, 2025**

The July 14, 2025, Committee of the Whole In-camera Session has been cancelled.

6. Hearings of Deputations and Presentations:**6.1 Adjournment to Public Meetings Under the Planning Act:**

20 - 35

Motion by

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

- Zone Change Application Z04-25 for 225 Oak Street; and
- Zone Change Application Z03-24 for 105 Wright Boulevard;

and to reconvene following the public meetings.

7. Orders of the Day:

7.1 Resolution - Grand Trunk Revitalization Update and Superstructure Scenario Considerations (COU25-084) 36 - 73

Joani Gerber, CEO of investStratford and Emily Robson, Strategic Initiatives Lead, to introduce the report on behalf of the City.

Following the presentation on behalf of the City, Dan Mathieson, Chair, and Melanie Hare, Committee Member, from the Ad Hoc Grand Trunk Renewal Committee to speak to the Ad-Hoc Committee's recommendation. Joe Svec and Rock Wang, from SVEC Group will then present the developed scenarios.

Motion by

THAT Dan Mathieson, Melanie Hare, Joe Svec and Rock Wang, be heard.

Motion by

Staff Recommendation: THAT the Grand Trunk Site Update report and attachments be received for information;

AND THAT in keeping with the recommendations of the Ad Hoc Committee, staff and the consulting group be directed to include SCENARIO TWO (KEEP PART) of the Superstructure in Phases three through six of the workplan, bringing back the findings for Council consideration, including, but not limited to: site configuration and land use mix, capital and lifecycle cost implications, market viability and private sector delivery models, phasing and implementation strategies, impacts on value generation, infrastructure needs, and community benefit.

7.2 Resolution - Community Improvement Plan (COU25-086) 74 - 84

Kendra Fry, investStratford Housing Specialist, will present the report.

Motion by

Staff Recommendation: THAT Council direct the public process outlined in section 17 of the Planning Act be initiated to consider the proposed Tax Increment Equivalency Grant Community Improvement Plan;

AND THAT a Public Meeting be scheduled on Thursday, August 14, 2025, or on an alternative date as deemed appropriate.

7.3 Resolution - Community Safety and Well-Being Plan Charting the Next Chapter: Empowering Safe and Connected Communities-2025-2035 85 - 125

(COU25-083)

Greg Skinner, Police Chief, Stratford Police Services and Kim McElroy, Director of Social Services and Interim Director of Human Resources, City of Stratford, will present the report and the Plan.

Motion by

Staff Recommendation: THAT The Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities 2025-2035, be received, adopted, and endorsed by Stratford City Council;

AND THAT The Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities be forwarded to the Ministry of the Solicitor General, as required by the *Community Safety and Policing Act, 1990*.

7.4 Resolution - Extension of Lease of 270 Water Street and Municipal Parking Lot at Queen Street and Lakeside Drive

Motion by

Staff Recommendation: THAT the lease for the building at 270 Water Street be extended for a period of one (1) additional year to December 31, 2026;

AND THAT the lease for the municipal parking lot at Queen Street and Lakeside Drive be extended for a period of one (1) additional year to December 31, 2026.

7.5 Resolution - Value-for-Money Audit of Anne Hathaway Day Care Centre (COU25-078) 126 - 182

Motion by

Staff Recommendation: THAT the report titled, "Value-for-Money Audit of Anne Hathaway Day Care Centre" (COU25-077), be received for information.

7.6 Resolution - Shelterlink Request to Waive Landfill Tipping Fees (COU25-079) 183 - 184

Motion by

Staff Recommendation: THAT Council authorizes landfill tipping fees for Shelterlink Youth Services to be waived for up to 5MT per year as requested.

7.7 Proclamation - Overdose Awareness Day 185

Motion by

THAT Stratford City Council hereby proclaims August 31, 2025 as Overdose Awareness Day to raise awareness of the tremendous burden addiction has on individuals, families and communities in the City of Stratford;

AND THAT Stratford City Council authorizes the flying of the Overdose Awareness flag beginning on August 29, 2025 to raise awareness that Opioid use and overdose have reached crisis levels in all communities.

7.8 Proclamation - Childhood Cancer Awareness Month

186 - 187

Motion by

THAT Stratford City Council hereby proclaims September as Childhood Cancer Awareness month to raise awareness that Childhood Cancer is the number one cause of death by disease of Canadian Children;

AND THAT Stratford City Council authorizes the flying of the Childhood Cancer Awareness Gold Ribbon flag in support of those affected, to remember those who have passed and to bring hope for a future where Childhood Cancer is a Canadian child-health priority.

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

There are no Standing Committee reports to be considered at the July 14, 2025, meeting.

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 11.2 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.2 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.2 be read a Third Time and Finally Passed.

11.1 Lease Agreement Extension - 270 Water Street, Discovery Centre 188 - 189

To authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the lease of certain lands at 270 Water Street, more commonly known as the Discovery Centre (former Teacher's College), to December 31, 2026.

11.2 Lease Agreement Extension - Queen Street Parking Lot 190 - 191

To authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the use of the Queen Street parking lot to December 31, 2026.

12. Consent Agenda: CA-2025-083 to CA-2025-091 192 - 211

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 28, 2025, in the Council Chamber, City Hall.

Motion by

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

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

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

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

open meeting attended by the member of Council and otherwise comply with the Act.

Declarations of Pecuniary Interest made at Standing Committee meetings held on July 14, 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 Committee Reports

15.2.1 Finance and Labour Relations Committee

Motion by

THAT Items 5.2 and 7.1 of the Finance and Labour Relations Committee meeting dated July 14, 2025 be adopted as follows:

5.2 Festival Hydro Inc. and Festival Hydro Services Inc. 2024 Audited Financial Statements and Dividend Declaration (FIN25-019)

THAT the Festival Hydro Inc. audited financial statements for the year ended December 31, 2024, be received for information;

THAT the Festival Hydro Services Inc. audited statements for the year ended December 31, 2024, be received for information;

AND THAT Council, as the sold shareholder, declare a Top-Up Common Share Dividend in the amount of \$147,478 for the year 2024, calculated in accordance with Festival Hydro's Dividend Policy, to be paid in the second quarter of 2025.

7.1 Communities in Bloom Request for Reallocation of 2025 Budget Funds (FIN25-022)

Direction to be provided following the Committee meeting.

15.3 Reading of the By-laws (reconvene):

212

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

By-law 11.3 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 14, 2025.

Motion by

THAT By-law 11.3 be read a First and Second Time.

Motion by

THAT By-law 11.3 be read a Third Time and Finally Passed.

15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the July 14, 2025, Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session

MINUTES

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, Marc Bancroft - Manager of Planning, Alexander Burnett - Intermediate Planner

Also Present: Members of the Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

There were no declarations of pecuniary interest made by a member at the June 23, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-260

Motion by Councillor Nijjar

Seconded by Councillor Burbach

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

Carried

4. Adoption of the Addendum to the Agenda:

R2025-261

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated June 23, 2025, be added to the Agenda as printed.

Carried

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)).

At the In-camera session, the verbal report and the advice from the City Solicitor was received and direction was given to the City Solicitor for Item 4.1. Direction was given to staff and the confidential report was received for Item 5.1. There was no direction given and personal information regarding the applicants were considered for Item 6.1.

6. Hearings of Deputations and Presentations:

6.1 Adjournment to a Public Meeting under the Planning Act:

R2025-262

Motion by Councillor Burbach

Seconded by Councillor Hunter

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.

Carried

The Regular Meeting adjourned to a Public Meeting at 7:07 P.M.

Council recessed at 8:28 p.m. and reconvened at 8:35 p.m.

7. Orders of the Day:

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

R2025-263

Motion by Councillor Burbach

Seconded by Councillor Biehn

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).

Carried

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

R2025-264

Motion by Councillor Nijjar

Seconded by Councillor Wordofa

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.

Carried

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

Motion by Councillor Sebben

Seconded by Councillor Hunter

THAT David Hartney be appointed 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.

Defeated

R2025-265

Motion by Councillor McCabe

Seconded by Councillor Henderson

THAT Dan Weagant be appointed 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.

Carried

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:

R2025-266

Motion by Councillor Hunter

Seconded by Councillor McCabe

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

Carried

9.1.1 Destination Stratford 2025 Update 1 (FIN25-012)

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)

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)

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:

R2025-267

Motion by Councillor Burbach

Seconded by Councillor Beatty

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)

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

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

- there being concerns with the removal of a valuable asset without a plan for replacement;
- staff noting that the Parks Board is in favour of the removal of the footbridge and that the bridge is past its service life and requires a full replacement;
- a member noting that the footbridge has been closed for over a year and notices of the removal were circulated to relevant parties;
- the costs of the replacement of the footbridge and the expectations from the public that it will be replaced;
- a member requesting the public to provide their feedback on whether they want the footbridge replaced; and
- accessibility being important and the need to consider accessible investments that best serve the community.

The Mayor called the question on the motion.

Carried

Motion by Councillor Sebben

Seconded by Councillor McCabe

THAT the Shakespeare Gardens Island Pedestrian Footbridge be referred to staff to report back to Council with options and pricing for a replacement.

Members of Council and staff held a discussion regarding the motion as follows:

- a member clarifying that they are looking for information regarding options for replacements and associated costs;
- the Director of Infrastructure Services noting that the replacement cost is roughly around \$100,000 and the project can be reintroduced through the regular asset replacement process;
- a member noting that funding options from businesses or people who are interested in seeing the footbridge replaced can be explored; and
- the Parks Board being consulted to provide insight or knowledge on assets funded by donations.

The Mayor called the question on the motion.

Defeated

R2025-268

Motion by Councillor Briscoe

Seconded by Councillor Wordofa

THAT the replacement of the Shakespeare Gardens Island Pedestrian Footbridge be referred to the Parks Board to solicit public input on the funding of the replacement of the footbridge.

Members of Council and staff held a discussion regarding the motion as follows:

- the matter being referred to the Parks Board as they consider works to be done in the parks system;
- the Director of Infrastructure Services noting that the footbridge needs to be removed as it is now a hazard;

- there being concerns with the removal of the footbridge if the referral for a replacement is being considered; and
- the Director of Infrastructure Services noting that the removal of the footbridge does not preclude Council from having future discussions of the replacement of the footbridge.

The Mayor called the question on the motion.

Carried

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

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

R2025-267

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT By-laws 73-2025 to 75-2025 be taken collectively.

Carried unanimously

R2025-268

Motion by Councillor Hunter

Seconded by Councillor Henderson

THAT By-laws 73-2025 to 75-2025 be read a First and Second Time.

Carried two-thirds support

R2025-269

Motion by Councillor Beatty

Seconded by Councillor Biehn

THAT By-laws 73-2025 to 75-2025 be read a Third Time and Finally Passed.

Carried

11.1 Award Tender for the Neal Avenue, Fern Street and Morison Street Watermain Relining - By-law 73-2025

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 - By-law 74-2025

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 - By-law 75-2025

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

12.1 CA-2025-082

R2025-270

Motion by Councillor Briscoe

Seconded by Councillor Burbach

THAT CA-2025-082, being a resolution from The Corporation of the County of Prince Edward regarding Advocacy to the Federal Government for 'Disability without Poverty', be endorsed.

Carried

13. New Business:

13.1 Rotunda Air Conditioning

R2025-271

Motion by Councillor Henderson

Seconded by Councillor Hunter

THAT the installation of air conditioning in the third floor rotunda of City Hall be referred to staff.

Carried

13.2 11th Annual Hike for Hospice

Mayor Ritsma congratulated the Rotary Hospice Stratford Perth for their 11th Annual Hike for Hospice Event. The Mayor noted that Team Wobblies raised \$26,000 for a total of over \$125,000. The Mayor recognized the Hospice for the service they provide to the community. The Mayor also recognized the organizers of the event and Team Wobblies for their contribution.

14. Adjournment to Standing Committees:

The next Regular Council meeting is July 14, 2025 in the Council Chamber, City Hall.

R2025-272

Motion by Councillor Burbach

Seconded by Councillor Henderson

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.

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 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

There were no declarations of pecuniary interest made by a member at the June 23, 2025 Council Reconvene meeting.

15.2 Reading of the Confirmatory By-law:

The following By-law required 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.

R2025-273

Motion by Councillor Briscoe

Seconded by Councillor Biehn

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

Carried unanimously

R2025-274

Motion by Councillor Beatty

Seconded by Councillor Nijjar

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

Carried two-thirds support

15.3 Adjournment of Council Meeting

R2025-275

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT the June 23, 2025 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 9:06 P.M.

Reconvene Meeting Start Time: 10:22 P.M.

Reconvene Meeting End Time: 10:23 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



PLANNING REPORT

Date: July 14, 2025
To: Mayor and Council
From: Marc Bancroft, Manager of Planning
Report Number: COU25-080
Attachments: Public Comment Received

Title: Statutory Public Meeting Report for lands known as 225 Oak Street for Application for Zoning By-law Amendment Z04-25

Objective: The purpose of this report is to describe the application submitted by John Wolfe on behalf of Forster Holdings Inc. with respect to Application for Zoning By-law Amendment Z04-25. The application was deemed complete on May 30, 2025.

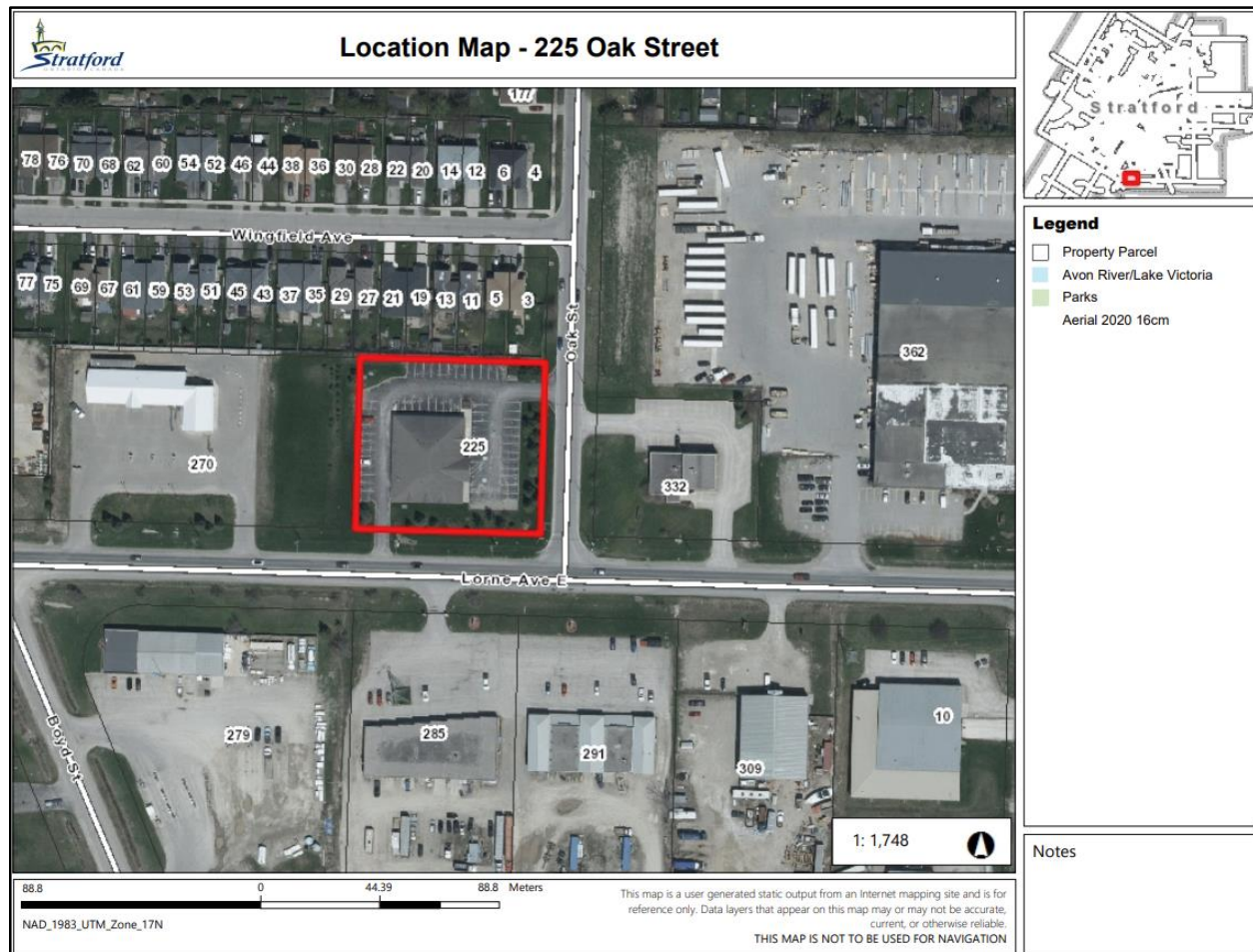
Zoning By-law Amendment

The requested Zoning Change Amendment is to amend the subject land's current General Industrial (I2-19) zone to permit a Day Care Centre as an additional permitted land use, thereby allowing the establishment of such facility on the site within the existing building.

The Application requests to an amendment to section 15.14.19 of the Zoning By-law, which includes site-specific zone provisions for the General Industrial (I2) zone. The request is to retain the existing site-specific provisions which permit a Clinic and Professional Office, and to add a Day Care Centre as an additional permitted use.

The following documents were submitted in support of the application:

- Planning Justification Report
- Noise Study
- Reference Plan
- Conceptual Site Plan



Background:

Legally described as Part of Lot 3, Concession 2 (geographic Gore of the Township of Downie), now in the City of Stratford, being Parts 3 and 4 on Plan 44R-3943, the subject lands are located at the north-west corner of the intersection of Oak Street and Lorne Avenue East.

Site Characteristics:

Characteristic	Information
Existing Use:	Clinic, Professional Office
Frontage:	Approximately 63.44 m
Depth	Approximately 68.59 m
Area	Approximately 4,357 m ²
Shape	Rectangular

Surrounding Land Uses:

Direction	Use
North	Residential in the form of semi-detached dwellings
East	Commercial, Industrial
West	Commercial, Industrial
South	Industrial

Site Photo

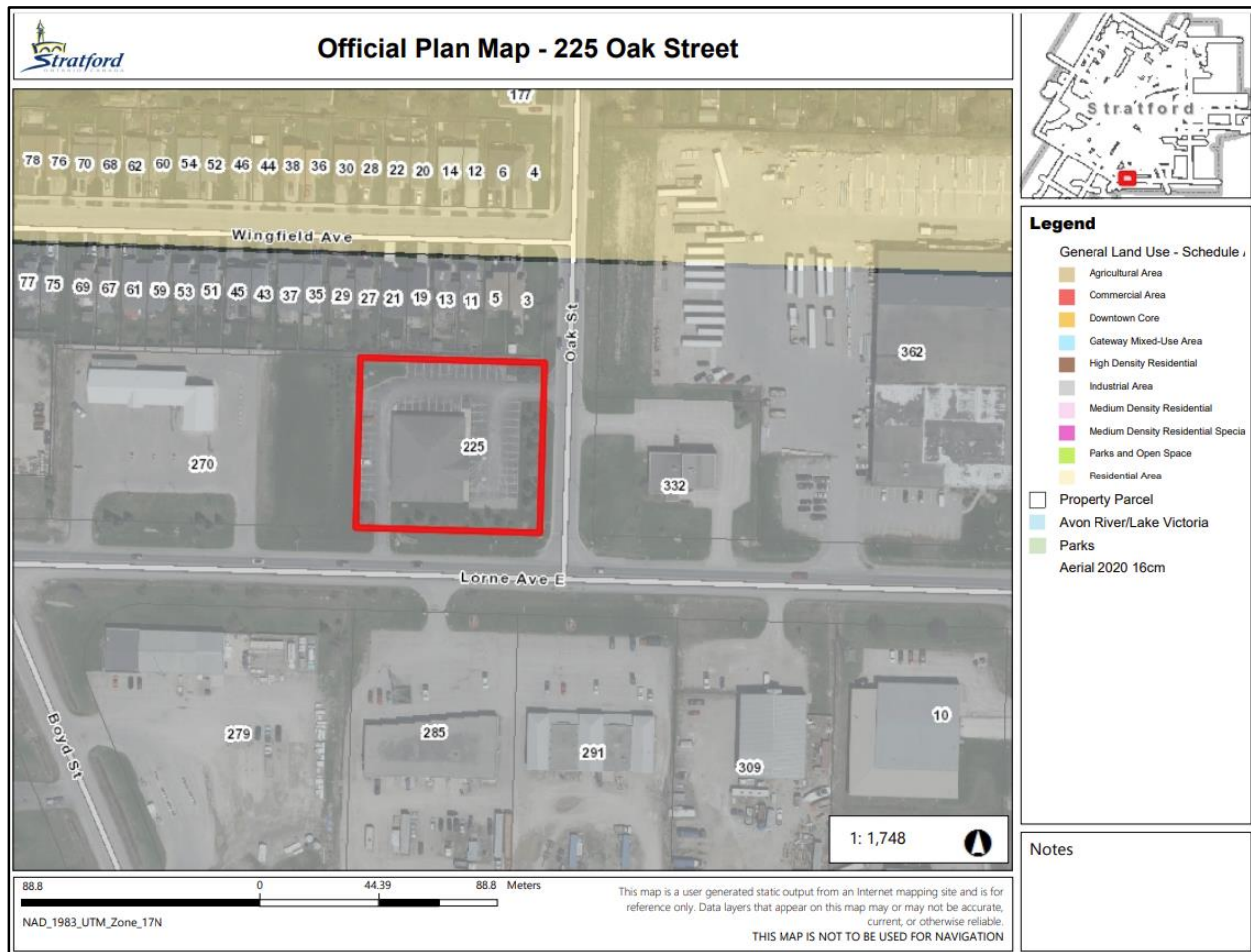


Photo of 225 Oak Street, Looking north-east from Lorne Avenue East

Official Plan Designation

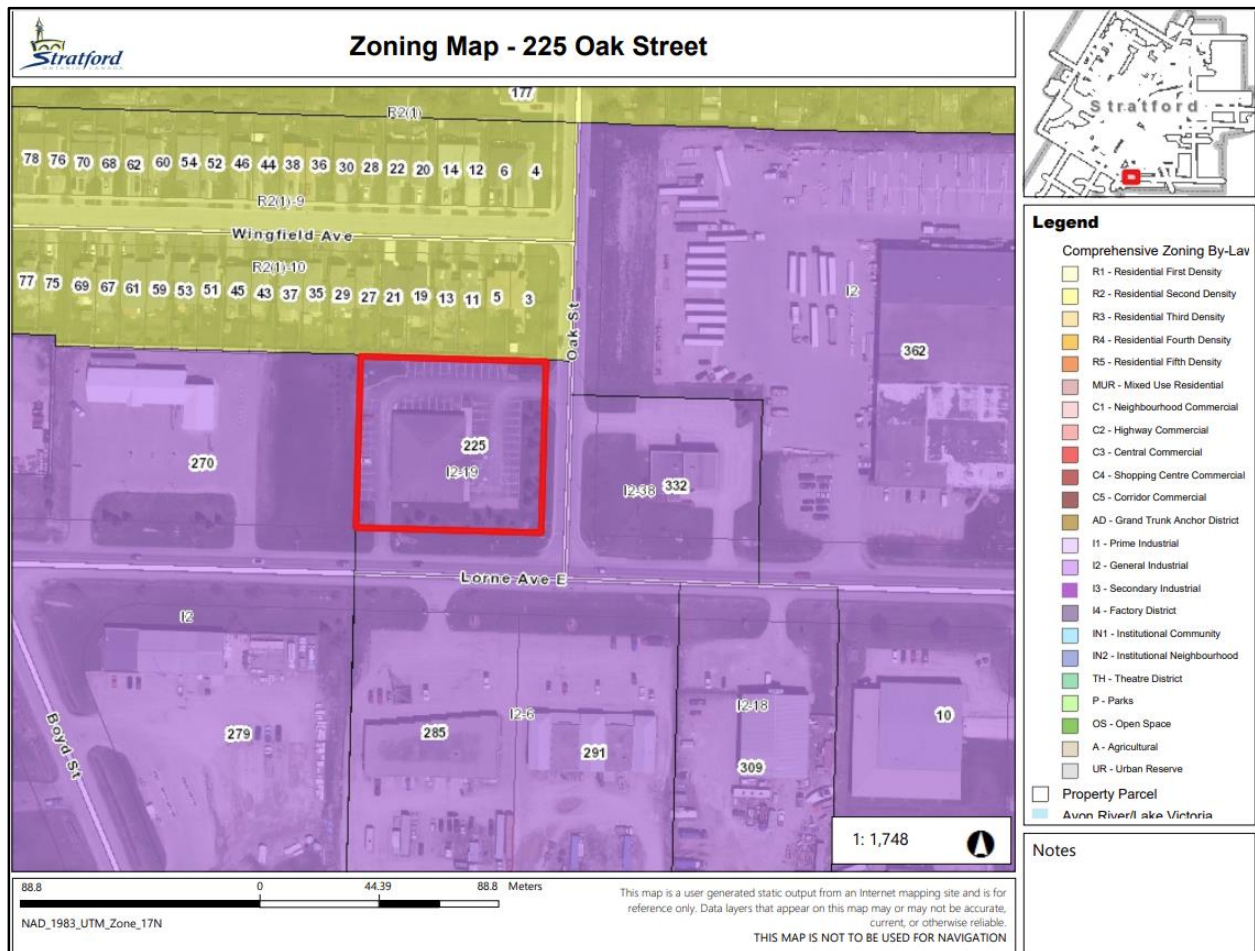
Under Schedule "A" – General Land Use Plan of the City's Official Plan, the subject lands are designated "Industrial Area", which primarily permits uses for the manufacturing, assembling, repairing, wholesaling or storage of any goods, substance, article or thing. Warehousing, truck terminals, data processing and building trades are also permitted.

Secondary uses including but not limited to institutional uses may also be permitted in an "Industrial Area" designation which do not detract from the area for industrial purposes nor which would conflict with existing or potential future industrial uses.



Zoning

The subject lands are currently zoned site-specific General Industrial (I2-19) under the City of Stratford Comprehensive Zoning By-law. The I2-19 zone permits the range of uses allowed under the parent I2 zone as well as additional permitted uses including a Clinic and Professional Office.



Agency Comments

The application was circulated to various agencies on June 19, 2025, with agency comments being due July 2, 2025. All agency comments are summarized below. Any agency comments received after this report is finalized will be provided to Council for consideration.

- *Stratford Building and Planning Services – Building Division*
 - No comments
- *Stratford Fire Prevention*
 - No concerns

- *Stratford Infrastructure Services – Climate Action Division*
 - No comments
- *Upper Thames River Conservation Authority – Source Water Protection Division*
 - The subject lands are not located within a vulnerable area and therefore the property is not designated for restricted land use under S. 59 of the Clean Water Act, 2006. For more information pertaining to drinking water source protection, please refer to the approved Source Protection Plan at”

<https://www.sourcewaterprotection.on.ca/approved-source-protection-plan/>
- *Upper Thames River Conservation Authority*
 - No objections.
- *Enbridge Gas Inc.*
 - No objection to the proposed application however we reserve the right to amend or remove development conditions.
- *Huron Perth Public Health*
 - [This proposal demonstrates] an efficient use of space [and] strong alignment with mixed-use and complete community principles. Daycare is much needed in the Stratford and surrounding area. My only concern was children being exposed to air pollution within this industrial zone. When consulting HealthyPlan. City for this equity-deserving population, the results yielded great results and I don’t have any concerns.

[For Council’s information, HealthyDesign.City is a university-based initiative dedicated to raising awareness about the connections between how our communities are designed and population health. This website is operated by the Dalla Lana School of Public Health, an affiliate of the University of Toronto.]

Public Comments

Notice of the application and public meeting was sent to surrounding property owners on June 19, 2025. Notice was also published in the Beacon Herald on June 21, 2025. To date, one written submission was received by a nearby property owner offering no objections to this proposal. 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 Application for Zoning By-law Amendment Z04-25 for 225 Oak Street.

Recommended by:

Marc Bancroft, MPL, MCIP, RPP, Manager of Planning

Reviewed and Approved for Council by:

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

From: peter gingerich [REDACTED]
Sent: Monday, June 23, 2025 12:57 PM
To: Marc Bancroft <mbancroft@stratford.ca>
Subject: July 14 Meeting

As a near by property owner I have no objections to this proposal.
As a mater of face considering the residential neighbours it is in my opinion a good move
for the city and neighbourhood.

[Sent from Rogers Yahoo Mail for iPhone](#)



PLANNING REPORT

Date: July 14, 2025
To: Mayor and Council
From: Marc Bancroft, Manager of Planning
Report Number: COU25-081
Attachments: None

Title: Statutory Public Meeting Report for lands known as 105 Wright Boulevard for Application for Zoning By-law Amendment Z03-24

Objective: The purpose of this report is to describe the application submitted by Invest Stratford on behalf of City of Stratford with respect to Application for Zoning By-law Amendment Z03-24. The application was deemed complete on June 17, 2025.

Zoning By-law Amendment

This Application proposes to rezone the subject lands from the Prime Industrial (I1) Zone to a site-specific General Industrial (I2-#) Zone to allow more flexibility for the development of the site. The requested rezoning would allow the following uses:

- | | |
|---|------------------------------------|
| • Agricultural equipment sales or rental establishment | • Equipment rental establishment |
| • Bus transportation terminal | • Equipment service establishment |
| • Business office or professional office of a consulting engineer or surveyor | • Factory store |
| • Cannabis production facility | • Food processing establishment |
| • Contractor's yard or shop | • Industrial use |
| • Crematorium | • Open storage as an accessory use |
| • Data centre | • Scientific or medical laboratory |
| • Dwelling unit as an accessory use (existing) | • Service trade |
| | • Veterinarian clinic |
| | • Warehouse |

Notwithstanding the generic definition for "Industrial Use", the requested site-specific General Industrial (I2-#) Zone seeks to prohibit a ready-mix concrete (asphalt) plant. The requested rezoning also proposes a reduced minimum lot frontage requirement of 23 metres compared to the minimum lot frontage requirement of 30 metres under the

parent I2 Zone. The reduced frontage requirement is being requested to facilitate future lot creation opportunities.

A Planning Justification Report was submitted in support of the application. An Environmental Impact Study was also conducted for the site which is subject to a peer review.



Background:

Legally described as Part of Lots 1 and 3, Concession 3 (geographic Township of Downie), now in the City of Stratford, the subject lands are located on the east side of Wright Boulevard between Lorne Avenue West and Packham Road.

Site Characteristics:

Characteristic	Information
Existing Use:	Vacant
Frontage:	Approximately 151 m
Depth	Approximately 329 m
Area	Approximately 4.86 ha
Shape	Generally Rectangular

Surrounding Land Uses:

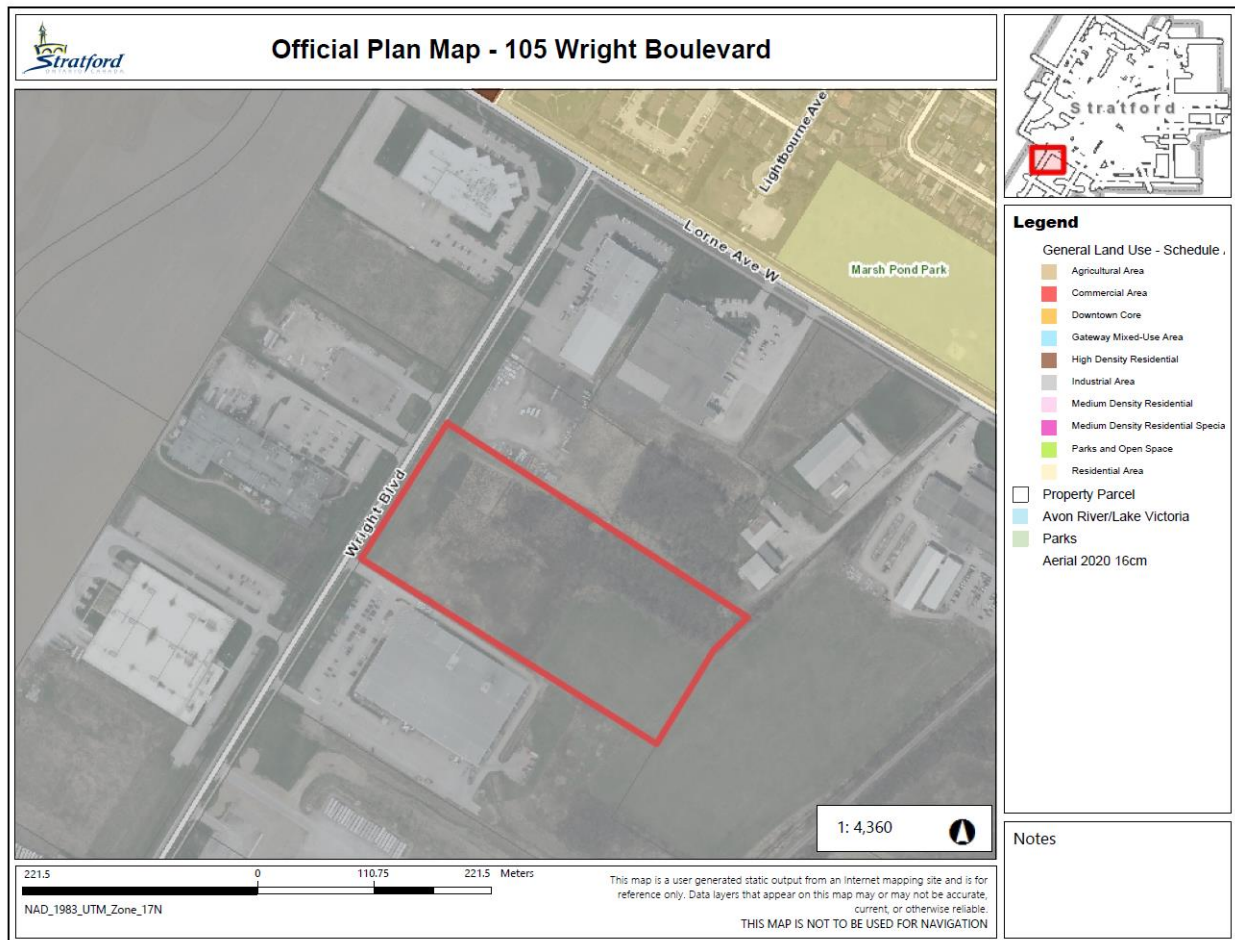
Direction	Use
North	Industrial
East	Open Space – part of a larger parcel of land occupied by an industrial use located on Lorne Avenue West
West	Industrial
South	Industrial

Site Photo

Photo of 105 Wright Boulevard, looking east from Wright Boulevard.

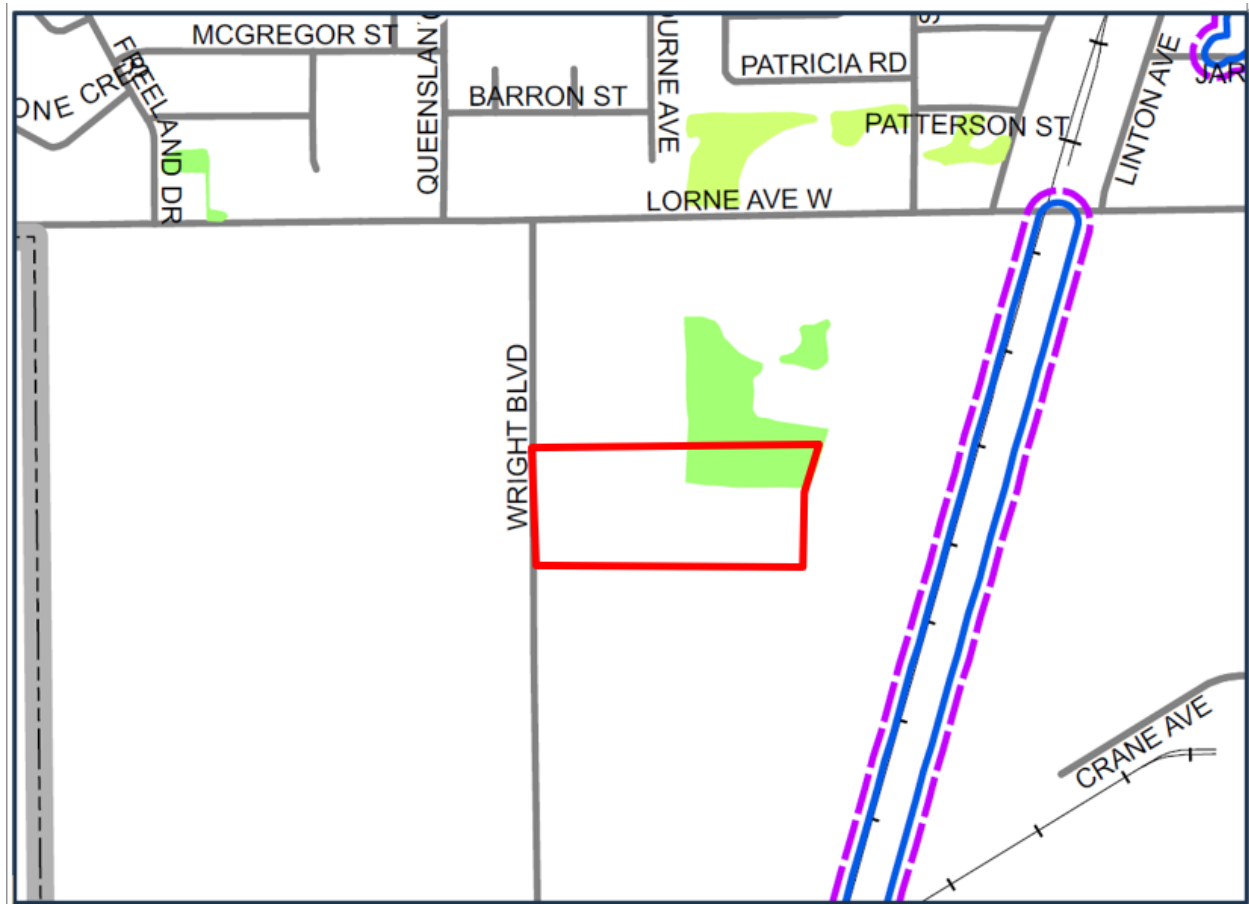
Official Plan Designation

As shown below on part of Schedule "A" – General Land Use Plan of the City's Official Plan, the subject lands are designated "Industrial Area", which primarily permits uses for the manufacturing, assembling, repairing, wholesaling or storage of any goods, substance, article or thing. Warehousing, truck terminals, data processing and building trades are also permitted.



As shown below on part of Schedule "B" – Natural Heritage and Natural Hazards of the City's Official Plan, the northeast portion of the site is identified as containing "Natural & Naturalized Woodlands". Development and site alteration are not permitted within or adjacent to such natural heritage features unless it has been demonstrated that there will be no negative impacts on the features or their ecological function. An Environmental Impact Study (EIS) was conducted to evaluate the extent of the natural heritage features and determine appropriate mitigation measures to ensure no negative impacts on the said features. The EIS is subject to a peer review in that any recommended and approved mitigation measures would be implemented through the site plan approval process in advance of the development of the subject lands.

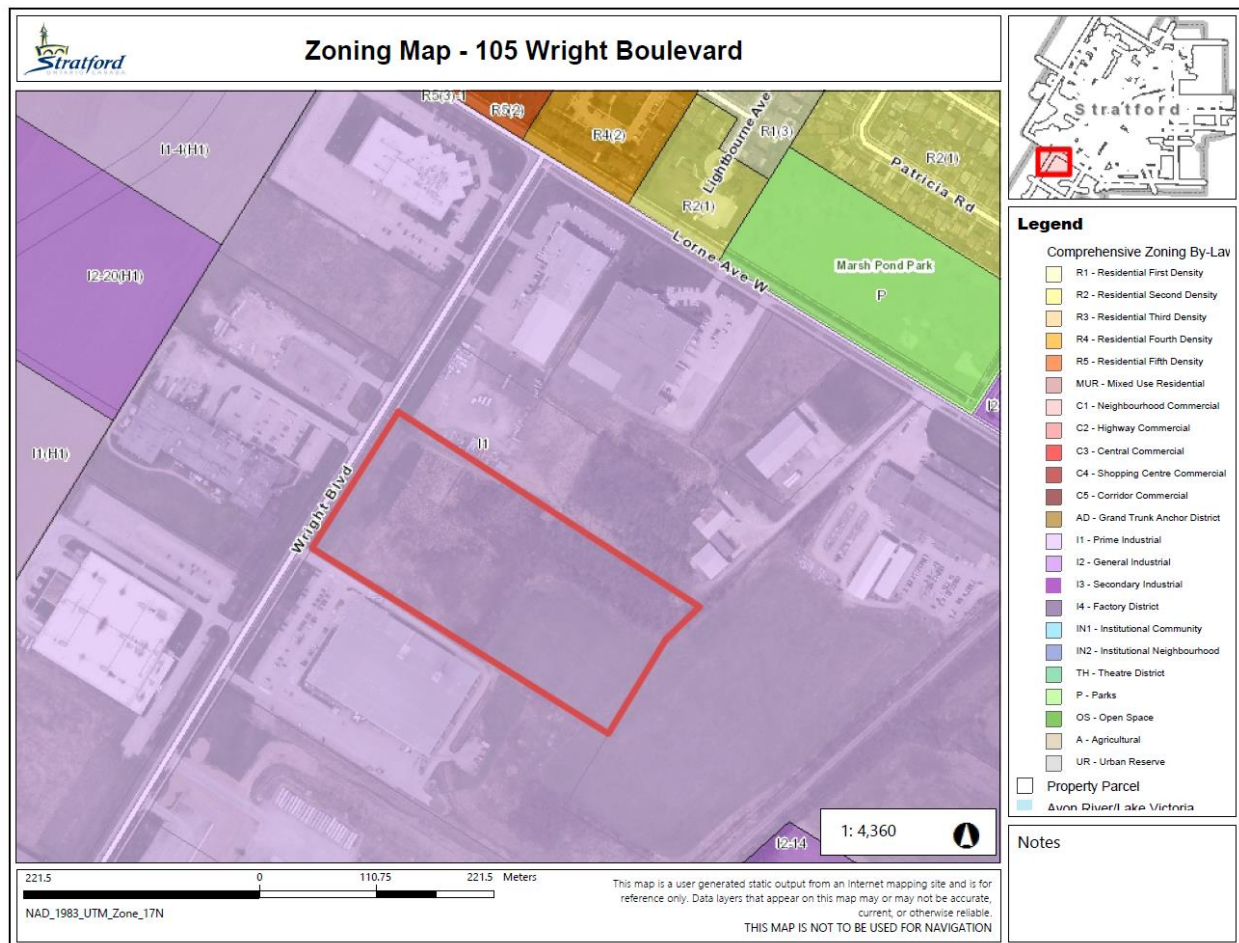
Part of Schedule "B" – Natural Heritage & Natural Hazards



Zoning

The subject lands are currently zoned Prime Industrial (I1) under the City of Stratford Comprehensive Zoning By-law which permits the following uses:

- Business office or professional office of a consulting engineer or surveyor
- Cannabis production facility
- Crematorium
- Data centre
- Factory store
- Food processing establishment
- Industrial use
- Scientific or medical laboratory
- Open storage as an accessory use
- Warehouse



Agency Comments

The application was circulated to various agencies on June 19, 2025, with agency comments being due July 2, 2025. All agency comments are summarized below. Any agency comments received after this report is finalized will be provided to Council for consideration.

- *Stratford Building and Planning Services – Building Division*
 - No comments
- *Stratford Fire Prevention*
 - No concerns
- *Stratford Infrastructure Services – Climate Action Division*
 - No comments

- *Stratford Clerk's Office*
 - No concerns related to parking.
- *Upper Thames River Conservation Authority – Source Water Protection Division*
 - The subject lands are located within a vulnerable area of a Wellhead Protection Area D2. Due to the low vulnerability of the area, the property is currently not designated for restricted land use under S. 59 of the Clean Water Act, 2006. We do ask that due to the vulnerability of the area to take steps to protect it, such as; conserving water, properly disposing of hazardous wastes, use non-toxic products where possible, and prevent pollutants from entering into runoff. For more information pertaining to drinking water source protection, please refer to the approved Source Protection Plan at:

<https://www.sourcewaterprotection.on.ca/approved-source-protection-plan/>
- *Upper Thames River Conservation Authority*
 - The UTRCA's previous recommendation on this application was for deferral until the required studies [in the form of a Hydrogeological Study and an Environmental Impact Study (EIS)] were completed and reviewed to the UTRCA's satisfaction.
 - Understanding that the rezoning is just to allow for a more flexible industrial use than the existing Prime Industrial (I1) Zoning and to reduce the minimum lot frontage under the I2 Zone, it is still the UTRCA's opinion that the boundary of the Site Specific General Industrial (I2-xx) Zone should be based off of the findings of a completed EIS, and that the wetland and its associated setbacks should be rezoned to Open Space (OS) Zone to prohibit future encroachment into the setback, and to best protect the long term function of the feature.
 - If City of Stratford Council decide to approve the Zoning By-law Amendment application, UTRCA staff recognize that the required studies can still be reviewed alongside a development proposal through the Site Plan application process, and we look forward to working with City staff at that time. We wish to advise the City and any potential buyer that future development to the subject lands will require a Section 28 Permit prior to any site alteration or grading. We look forward to receiving and reviewing the studies once completed.

Public Comments

Notice of the application and public meeting was sent to surrounding property owners on June 19, 2025. Notice was also published in the Beacon Herald on June 21, 2025. To date, no written submissions have been received from the public.

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 Application for Zoning By-law Amendment Z03-25 for 105 Wright Boulevard.

Recommended by:

Marc Bancroft, MPL, MCIP, RPP, Manager of Planning

Reviewed and Approved for Council by:

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



MANAGEMENT REPORT

Date: July 14, 2025
To: Mayor & Council
From: Joani Gerber, CEO, investStratford
 Emily Robson, Strategic Initiatives Lead
Report Number: COU25-084
Attachments: Master Plan to Business Plan by NBLC (Conway report)

Title: Grand Trunk Site update and Superstructure Scenario Considerations

Objective: To update Stratford City Council on the progress of the Grand Trunk Site project and to receive Council direction for staff and the consulting team with respect to the most appropriate scenario for the Superstructure (former Shops building) which will inform further development strategies and considerations.

Background: At the February 24th, 2025, meeting of City Council the following direction was given:

THAT Council direct staff to conduct background research on temporary and interim uses for the GTR site, including associated next steps and cost estimates, and report these findings back to Council for consideration;

THAT Council direct staff to pursue the shared community facility option as outlined in this report, which includes investment from the City in addition to funding from external sources and operational partners;

THAT Council direct staff to proceed with the exploration of the design, development, and operations of a shared community facility, and report back with a detailed plan outlining the project scope, a range of potential costs, and funding options for Council's consideration;

THAT Council direct staff to develop an Expression of Interest to solicit proposals for housing development on the GTR site, with a focus on the parcel known as 2D;

AND THAT Council direct staff to develop an Expression of Interest to solicit proposals for the development and operation of a parking and mobility solution on the GTR site.

Upon receipt of that direction, staff engaged with the development consultant, The SvecGroup who are working closely with members of the Grand Trunk Renewal (GTR) Ad Hoc Committee, working groups, and staff to establish high-level development scenarios for the Grand Trunk site.

The consultant's workplan includes:

- Phase 1: Input Stage (complete, February 2025)
- Phase 2: Scenario Development (complete, June 16 Ad Hoc Committee meeting)
- Phase 3: Presentation of Scenarios (July 14, meeting of Stratford Council)
- Phase 4–6: Pre-RFP development discussions, Expressions of Interest/Request for Proposals preparation, evaluation and alignment (Quarter 3 2025 – Quarter 2 2026)

These scenarios consider how different uses such as housing, a shared community facility, public space, and structured parking, could be arranged across the site. They also consider the implications of those arrangements and inform the next stages of work related to development marketability and future procurement.

Upon completion, each scenario will consider:

- Site configuration and land use mix
- Capital and lifecycle cost implications
- Market viability and private sector delivery models
- Phasing and implementation strategies
- Impacts on value generation, infrastructure needs, and community benefit

Additionally, SvecGroup's phased research will provide detailed, cost-referenced context for strategic decisions by Council by weighing the trade-offs between desired site options. For example:

- How to have the most community impact using the superstructure following remediation
- Housing and shared community facility locations that optimize the value of those parcels and impact development returns.
- Outlining parking location considerations, economic benefits, and costs to develop

At this point in the workplan receiving direction on how to treat the superstructure is a key focal point of discussions.

Analysis:

Exploring the scenarios leads to some overarching considerations for Council, including:

- Acknowledging the significant cultural heritage and value to the community and City which should be celebrated in the redevelopment. This value is also a primary attraction for developers in the long term.
- Integrating a shared community facility somewhere on the site is critical in the redevelopment. However, Council must decide its investment scope for the facility in partnership with the key service providers like the YMCA and the Library.
- The transformative nature of the project for long-term outcomes means needing a solid vision moving forward from the outset.
- The scenarios align with the accepted project guiding principles and values.
- Full development may take decades, with some initial buildings breaking ground soon.
- Engineering results show the adaptive reuse of the superstructure is a significant challenge because of environmental impact, structural, constructability and therefore cost.
- The fire-damaged western end of the superstructure will need demolition regardless of the scenario chosen.
- The *Cooper Block: Master Plan to Business Plan* market report by Mark Conway of NLBC Toronto, presented to the Ad Hoc Committee on December 16, 2024 complements the scenario findings by SvecGroup (see attachment).

With these considerations in mind and input from the Grand Trunk committee through May and June, SvecGroup offered three main scenarios for the superstructure.

Scenario 1: KEEP MOST/ALL

Enclosing most of the superstructure, fully remediating it, and renovating it from within presents the highest cost. This is due to construction constraints to preserve the remaining material and work around the restored parts throughout construction. It also results in the highest cost for clean-up and modernizing the space inside for mixed use. Even if the cost can be managed, the viability of creating a structure within a structure is not likely, as construction constraints and fire safety measures are still significant concerns.

INITIAL IMPLICATIONS: This scenario proposes a new, shared community facility inside the full, rehabilitated structure and an adjacent parking garage. However, housing is not included. Integrating housing into the restored structure requires added environmental remediation to make it safe for long-term residency.

An order of magnitude budget starts at \$126 million and ultimately may not be practical due to structural and safety concerns.

Note that costs and sizes are preliminary in nature and are to provide for contrast purposes only.

Shared Community Facility New Build

Remediation for structure within a structure	\$	10,000,000
75k YMCA	\$	52,500,000
40k Library	\$	26,000,000
4 Level Parking Garage Structure	\$	21,000,000
Additional Construction Premium	\$	16,425,000
Total	\$	125,925,000

Scenario 2: KEEP PART

Preserving the middle third of the superstructure is a moderate choice. This part of the structure needs the least rehabilitation. However, for safety, this adaptation is restricted to making it an open-air space, using the renovated sides to create partial shelter. This follows the example of the Evergreen Brickworks in Toronto.

INITIAL IMPLICATIONS: This scenario frees more land outside the renovated structure so housing can be safely built nearby. It also provides flexibility for nearby parking solutions (surface or garage). The shared community facility would also be placed elsewhere on the site; potentially updated in its current spot depending on partnership agreements.

An order-of-magnitude budget starts at \$43 million. Note that costs and sizes are preliminary in nature and are to provide for contrast purposes only.

Shared Community Facility Renovation

Open-Air Enabling Remediation	\$	5,000,000
YMCA Renovation	\$	25,000,000
20k Library	\$	13,000,000
Total	\$	43,000,000

Scenario 3: KEEP NONE

Demolishing the entire structure creates an opportunity for a simplified, full clean-up plan, capping contamination costs and creating a blank pad to build on. New housing and other buildings become practical options in that cleared footprint. Plus, metals and materials can likely be salvaged for some recycling revenue recoveries. This potentially means dollars returning to the project purse. However, these metals will need testing to verify resaleability. The demolition costs and removing debris are estimated to be “nominal”. The variable costs of building on top of the pad depend on those future building specifications.

INITIAL IMPLICATIONS: This scenario provides the most flexibility for housing in the vacant, cleaned footprint. However, it’s not aligned with Council and resident desires to keep as much of the structure as possible.

It is important to note that Council’s direction for SvecGroup does not mean the structure is therefore slated for construction. It gives the consultants the guidance needed to provide deeper costing and market data for the project, in a redefined scope, for phase 4 of their reporting.

With these considerations in mind, at their June 16 meeting, the Ad-Hoc Committee adopted the recommendation that Council supports the second scenario put forward by SvecGroup. Specifically:

THAT the Ad-Hoc Grand Trunk Renewal Committee recommend Council support Options 2A Place Community Uses Within the YMCA Parcel and 2B Place Community Uses Outside the YMCA Parcel, along with the continuum of options within, and to preserve the majority of the building as feasible.

Financial Implications:

Financial impact to current year operating budget:

There is no financial impact of this report to the current year operating budget. All costs associated with the development strategy and site design are included in the \$1.9 million allocated for 2025. Procurement processes are part of the next phase of the development plan and will be considered at that time.

Financial impact on future year operating budget:

The impacts in future year operating budgets will be determined based on the superstructure scenario chosen, potential partnership agreements with the YMCA and Stratford Public Library, development strategies and external development partners.

Link to asset management plan and strategy:

Regardless of which scenario Council chooses to proceed with, there will be implications for the City's asset management program.

If Council proceeds with Scenario 1 or 2, the rehabilitation of the structure or the creation of a shared facility within the structure will introduce additional assets and asset components to the City's inventory. These assets would need to be integrated into the City's asset management framework, including lifecycle planning, financial forecasting, levels of service, and risk assessment.

Future versions of the AMP require the City to define levels of service and establish financial strategies for the next 10 years. A project of this scale would represent a significant addition to the City's asset base and would therefore need to be considered in both the levels of service and long-term financial planning components of the AMP, likely materially increasing funding required for sustainability.

Given the timelines for both the potential construction and the City's upcoming asset management plan (AMP) update, this project would likely be incorporated into a future version of the AMP. Starting in 2027, the AMP will be updated annually, allowing for the phased integration of new infrastructure from this project as it comes into service.

If Council proceeds with Scenario 3, the impact on the asset management program would be minimal, limited primarily to the disposal of the existing asset from the inventory. Any future plans for the site post removal would be captured in a subsequent AMP update.

Legal considerations:

Development and partnership agreements will all be considered in the next phase (s) of the project.

Alignment with Strategic Priorities:

Work Together For Greater Impact

Initiating the Grand Trunk Renewal project through formal development models.

Staff Recommendation: THAT the Grand Trunk Site Update report and attachments be received for information;

AND THAT in keeping with the recommendations of the Ad Hoc Committee, staff and the consulting group be directed to include SCENARIO TWO (KEEP PART) of the Superstructure in Phases three through six of the workplan, bringing back the findings for Council consideration; including, but not limited to: site configuration and land use mix; capital and lifecycle cost implications; market viability and private sector delivery models; phasing and implementation strategies; impacts on value generation, infrastructure needs, and community benefit.

Prepared by:	Melanie Reasbeck, GTRP Coordinator, investStratford
Recommended by:	Joani Gerber, CEO, investStratford
	Emily Robson, Strategic Initiatives Lead
	Adam Betteridge, Interim Chief Administrative Officer

Cooper Block Master Plan to Business Plan

Cooper Block Master Plan: Towards a Business Plan

44

- Assessing the Demand
- Planning Considerations
- Starting Point/Phasing
- Financial Feasibility
- Business Case

Assessing the Demand

Forecasting Demand for Master Planned Uses



Residential

- Driven by the magnitude and characteristics population and employment growth blended with the location and appeal of the community to stay or migrate to.
- This report focuses on Residential demand as it is the greatest influencer on other real estate sectors

Commercial/Retail

- Largely a function of population growth

Office

- Driven by employment, population growth, proximity to markets

Hotel

- Driven by the appeal of the destination for work or leisure

Institutional Uses

- Driven by government – driven by population growth

Forecasted Stable Annual Population Growth



City's 2022 forecast predicts a growth to 2041 to 6,641 persons.



This equals about 3,705 net new households.



Households size will decline 2.22 to 1.79. due to falling birth rates and aging population.

Population and Housing Projections
City of Stratford, 2006 to 2037

	Population	Households	PPH
Mid-2006	30,461	12,870	2.37
Mid-2011	30,886	13,330	2.32
Mid-2016	31,465	13,845	2.27
Mid-2022	33,742	15,137	2.22
Mid-2032	37,360	17,187	2.17
Mid-2041	40,383	18,842	2.14
Projected Change 2022 to 2041	6,641	3,705	1.79
Average Annual Growth	332	185	-

Source: City of Stratford Development Charges Background Study 2022, Watson & Associates Economists Ltd.

Demand is Growing from Older Demographic Groups

Population Growth by Age Group 2016 to 2021

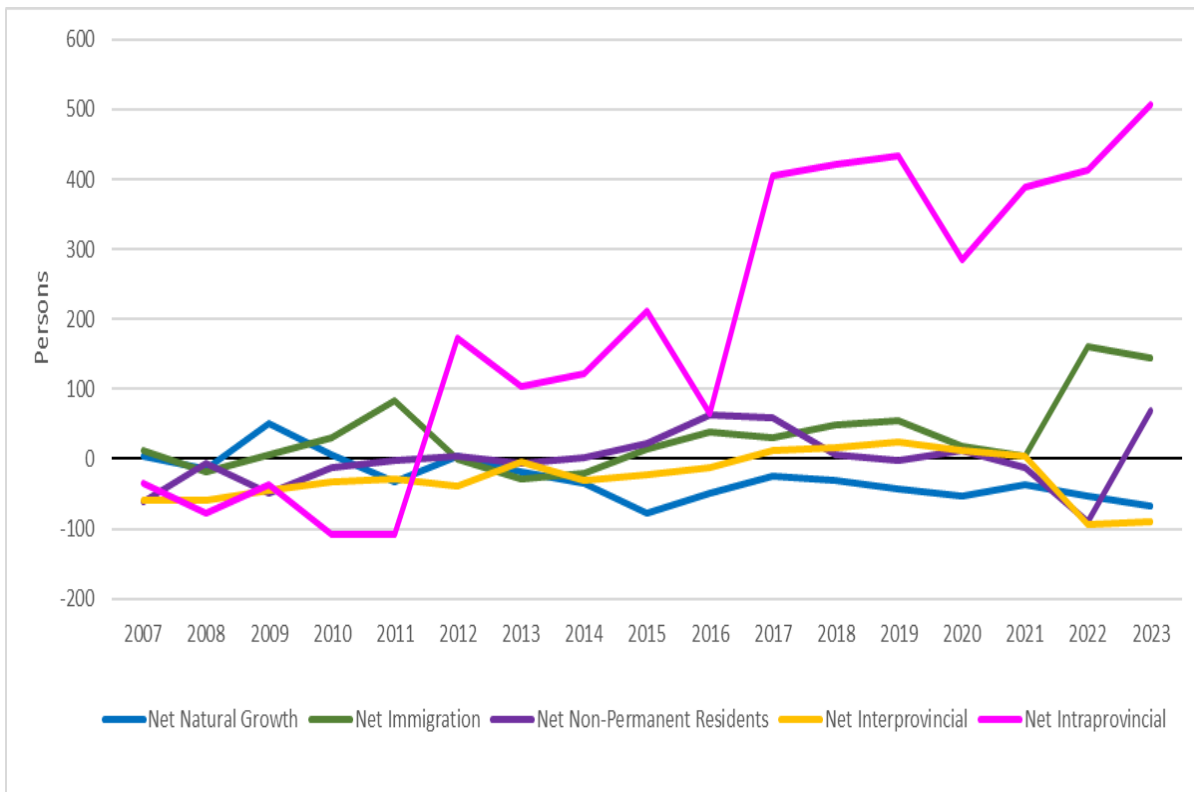
Geography	20-24		35-54		55-64		65-79	
	2021 Population	%	2021 Population	%	2021 Population	%	2021 Population	%
Perth	14,385	11%	18,790		11,970	14%	12,735	50%
Stratford	5,685	1%	7,955	-7%	5,155	10%	5,840	63%
Wellington	48,430	12%	61,210	5%	32,965	18%	31,870	32%
Waterloo	132,270	16%	153,635	10%	72,895	12%	68,350	22%
Oxford	21,620	23%	29,655	8%	17,220	15%	18,195	29%
Middlesex	107,745	21%	123,875	10%	66,595	12%	67,440	25%
Huron	9,610	3%	12,550		9,700	8%	12,125	71%
Ontario	2,852,210	27%	3,674,040		2,006,735	21%	1,973,980	39%

Majority of growth comes from groups 55 years and older

Some younger demand may be linked to influences such as

- Remote working
- Student housing
- Employment

Demand is coming from across the Province



Intra-provincial growth averaging 308 persons per year over the past 5 years

Explains origins of most of Stratford's growth

Migration largely from the GTA, London and Waterloo.

Likely due to affordability, small town character, perceptions of low crime rates, association with the Arts.

In Bound Commuting Flows Suggest Supply Side Issues



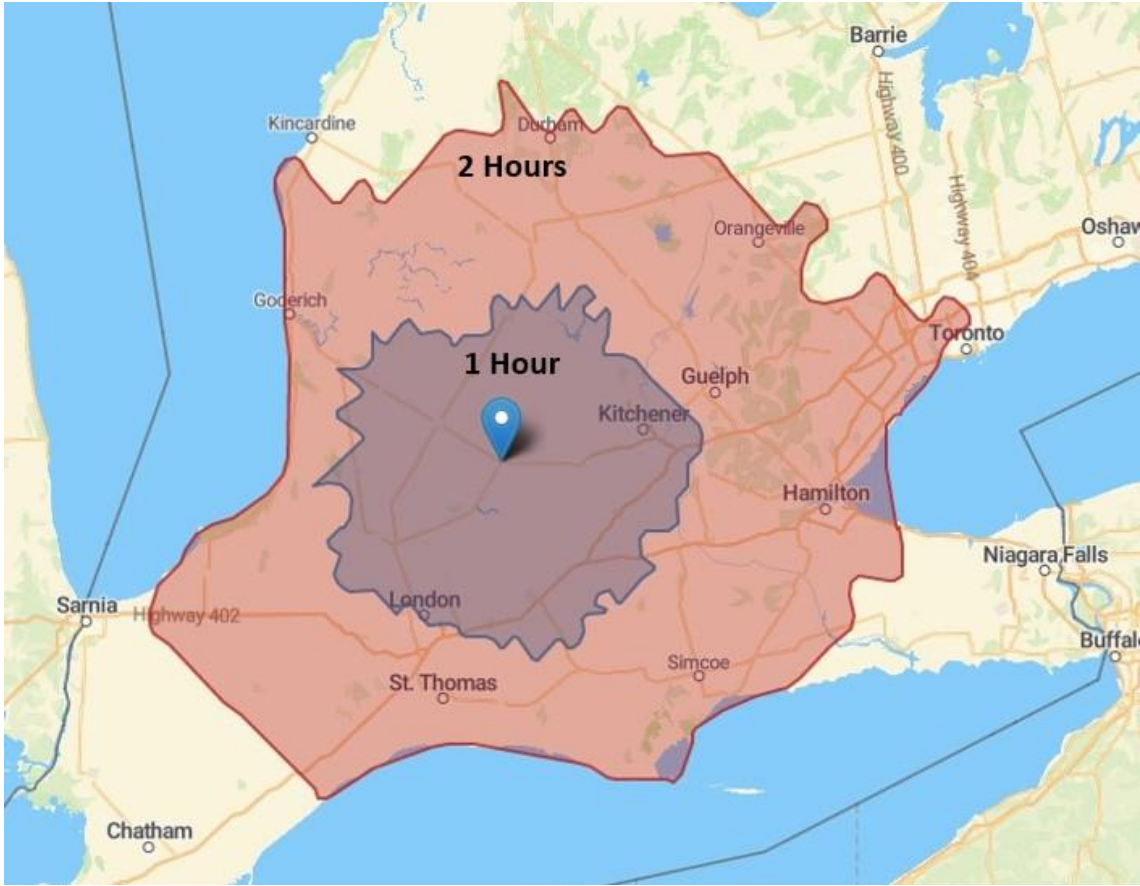
Stratford is positioned between several markets including London, Woodstock and Kitchener.

These markets provide a wider range of labour talent for employers in Stratford to draw on.

This positive inflow of labour suggests that the current market is, for some reason, not attracting buyers/renters to its potential

This could be supply side issues associated with lifestyle, school or other reasons unassociated with Stratford. Maybe because there are a larger suite of amenities in Waterloo or London.

Demand is coming from across the Province



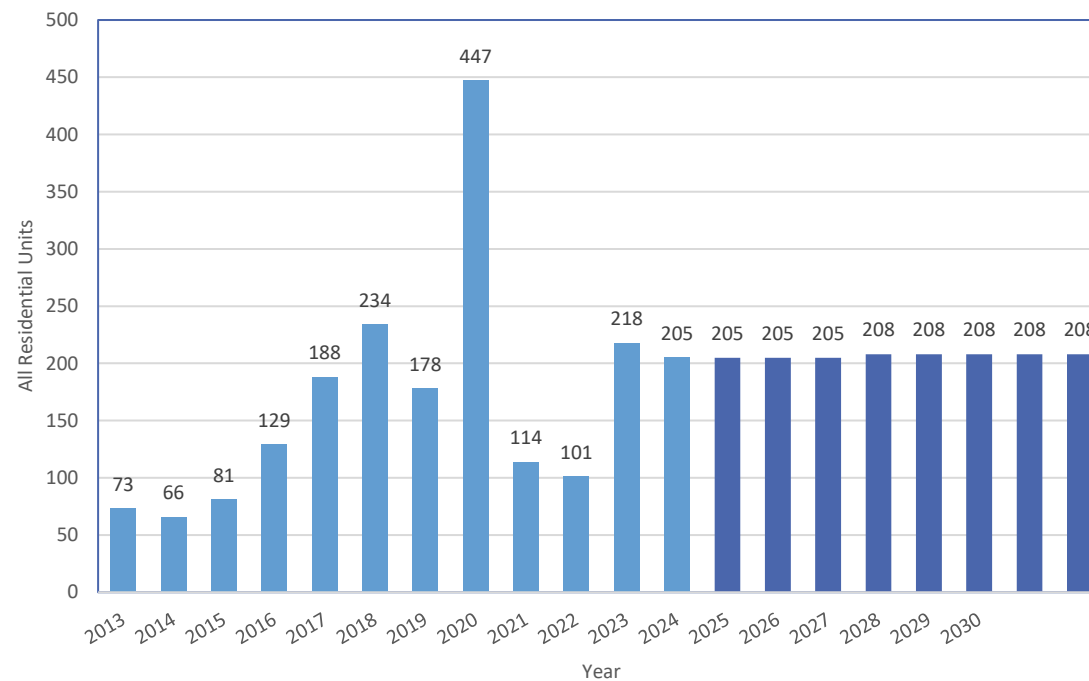
Inbound demand is largely coming from within a 1 hour radius of Stratford

Typically, the threshold distance people are willing to move is 2 hours.

This allows opportunities for new residents to stay connected to family, friends and trusted services.

Forecasted Housing Need

Historical and Forecasted Residential Building Permit Activity



Estimated overall demand averaging 208 new units per year

Expect demand for smaller, lower maintenance homes

- Townhomes
- Condos
- Single Family Homes

Apartment demand is estimated to be 50 -80 units per year

But likely to grow

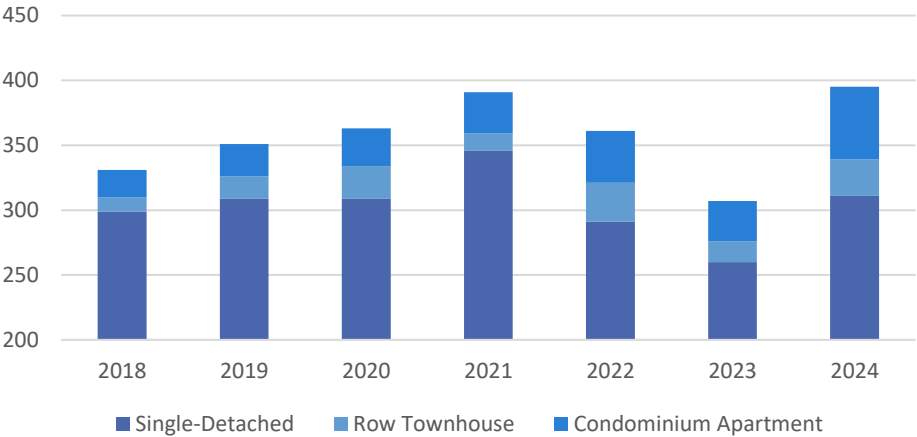
Pricing Trends Resale Market

Volume of condominium sales trending higher = but still modest. Condo sales as a percentage of all resales grew from 6% in 2018 to 14% in 2024. This may be due to supply increases.

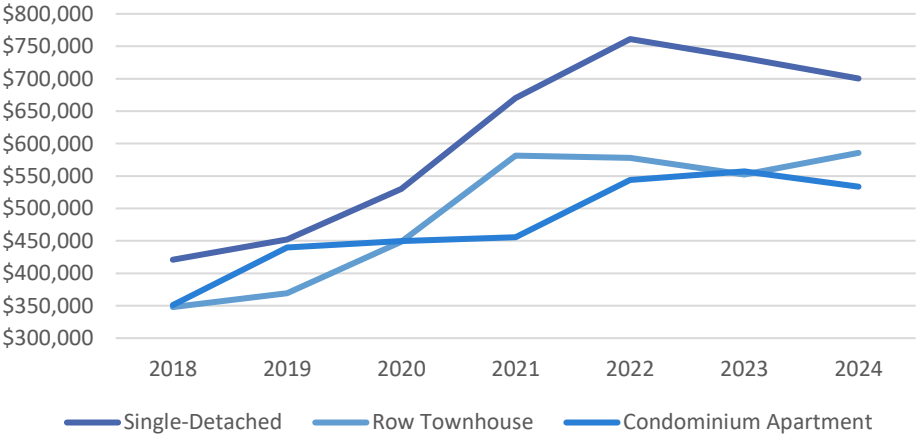
However, despite growing demand Condos show moderating price growth in 2023-25 compared to townhomes

Detached homes still the predominate market segment. Pricing off from 2021 peaks. Price decline was less than GTA homes.

Annual Sales, by Product Type
City of Stratford: 2018-2024



Average Annual Resale Price, by Product Type
City of Stratford: 2018-2024



Pricing Trends- Resale Market

2024 had a significant increase in condo sales

Pricing averaged \$533,643 down from \$557,092 the previous year

Townhome pricing show signs of recovering to peak 2021 pricing – likely due to the relative limited supply

Detached market still down from 2022 peak pricing but recovering

Resale Market Indicators City of Stratford, 2018 to 2024						
Year	Sales	Avg. Sale Price	Y-Y Change	New Listings	SNLR	Avg. DOM
Single-Detached						
2018	299	\$420,911	11%	343	87%	31
2019	309	\$451,987	7%	372	83%	31
2020	309	\$530,031	17%	329	94%	28
2021	346	\$670,248	26%	387	89%	12
2022	291	\$761,096	14%	433	67%	17
2023	260	\$731,717	-4%	399	65%	34
2024	311	\$700,427	-8%	475	65%	35
Row Townhouse						
2018	11	\$347,918	13%	12	92%	17
2019	17	\$369,053	6%	19	89%	25
2020	25	\$448,600	22%	27	93%	19
2021	13	\$581,241	30%	13	100%	11
2022	30	\$577,753	-1%	52	58%	25
2023	16	\$552,308	-4%	21	76%	19
2024	28	\$585,643	1%	44	64%	29
Condominium Apartment						
2018	21	\$350,998	-2%	24	88%	41
2019	25	\$440,034	25%	29	86%	66
2020	29	\$449,579	2%	32	91%	41
2021	32	\$455,768	1%	32	100%	16
2022	40	\$543,844	19%	58	69%	22
2023	31	\$557,092	2%	88	35%	47
2024	56	\$533,710	-2%	93	60%	67

Source: Toronto Regional Real Estate Board

Resale Market 2024

Examples



1,584 square foot unit Sold for \$865,000
(\$545 psf) October 2024



1,487 square foot unit Sold for \$564,000 (379
psf) May 2024



1,000 square foot unit
Sold for \$650,000
(650psf) January
2024

Cooper Block Aligned to Market Demand



Walkable

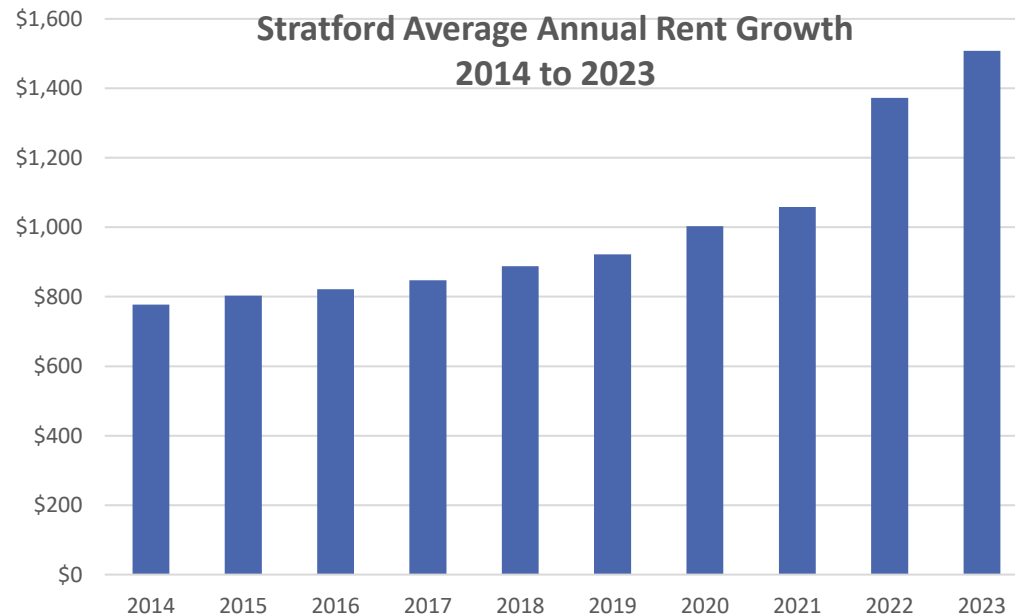
Access to a wide range of amenities

Opportunities to create a sense of prestige and exclusivity

Potential for Library and new YMCA could enhance market appeal

Longer term -Market Opportunities for Hotel and Commercial Uses?

Rental Market Demand



Demand for rental housing has generally increased across Ontario as affordability has eroded

The Federal Waiver of GST and favourable CMHC construction loan programs have stimulated growth.

Rental Supply growth has been modest despite vacancy rates consistently below 3.0% - the benchmark for a balanced market.

Local price growth has been strong – especially in the last four years

Pricing per square foot appears to range from \$2.00 to @3.00 psf range across a wide range of suite qualities and locations

One Bedroom Units range from \$1,700 to \$2,000 per month for the most modern units. Two Bedroom units start at about \$1900 per month and range up to \$3,000 per month,

How Demand might Respond to a Project in the Cooper Block



Walkability to downtown, retail and commercial amenity highly sought by key market segments

Very little comparable developments

Cooper Block could capture the majority of forecasted **apartment** demand

Demand suggests buildings of about 80 to 120 units in size

Affordability issues suggest lower cost wood frame buildings with surface parking

Conceptual Condominium Pricing

Unit Mix and Pricing for a Conceptual Condominium Building - Cooper Block								
	Unit Mix		Suite Size Range		PSF Range		End Price Range	
	%	#	Min	Max	Min	Max	Min	Max
One Bedroom	40%	12	600	675	\$640	\$680	\$408,000	\$432,000
Two Bedroom	60%	18	950	1,350	\$660	\$700	\$665,000	\$891,000
Includes One Parking Space		30						
Subject to Detailed Market Study and Design								

Demand has show modest signs of growth in term of sales growing from 45 sale in 2023 to 60 sales in 2024

Pricing is highly variable depending on the location, age, conditions and amenities.

For newer buildings in comparable locations to downtown pricing appears to be in \$650 to \$700 psf range

Projects should consider a mix of one and two bedroom units with one bedroom units with a minimal set of amenities

The table to the left illustrates “conceptual” pricing and suite mix for a 30 unit building in the Cooper Block area

Demand for Rental Housing

Unit Mix and Pricing for a Conceptual Rental Building - Cooper Block								
	Unit Mix		Suite Size Range		PSF Range		Monthly Rent Range	
	%	#	Min	Max	Min	Max	Min	Max
One Bedroom	40%	12	600	630	\$ 3.60	\$ 3.50	\$ 2,100	\$ 2,268
Two Bedroom	60%	18	950	1,200	\$ 2.60	\$ 2.60	\$ 2,470	\$ 3,120
Includes One Parking Space		30						
Subject to Detailed Market Study and Design								



There is likely immediate demand for all forms of rental housing. The key issue is can it be constructed for the rents that are likely to be supported in the market.

Seniors. Especially those that travel or have second homes appreciate the lock and leave features of rental housing and are seeking good quality rentals in walkable communities

Students at Waterloo University. A study should be undertaken to specify the characteristics of demand from the university to determine if a project could proceed in the near term

Co-Housing is an emerging format of housing that seeks to offer a shared set of amenities that reduces the need for personal space, improves affordability and encourages socialization.

Federal Incentives such as GST Waivers and CMHC Loans can make marginal projects profitable.

Planning Considerations

Planning Considerations: Who Leads the Project?



City Lead Approvals

- Can help the marketability by making “development ready” sites
- Reduces Developer Uncertainty = increased value
- Might accelerate development if market demand is present
- Increases public confidence that height and density are appropriate

Developer Lead Approvals

- Allows developments to be tailored to the project a developer wants to build.
- Mitigates the potential for the City to get approvals “wrong”
- But...Developer will pay less for the land given the risks, cost and time associated with achieving planning approvals

Planning Considerations



Market forecasts suggests buildings of between 30 to 120 units

Affordability issues might suggest lower cost wood frame buildings with surface parking – effectively limiting height to six storeys.

Opportunities for higher buildings might present themselves – especially in student rentals.

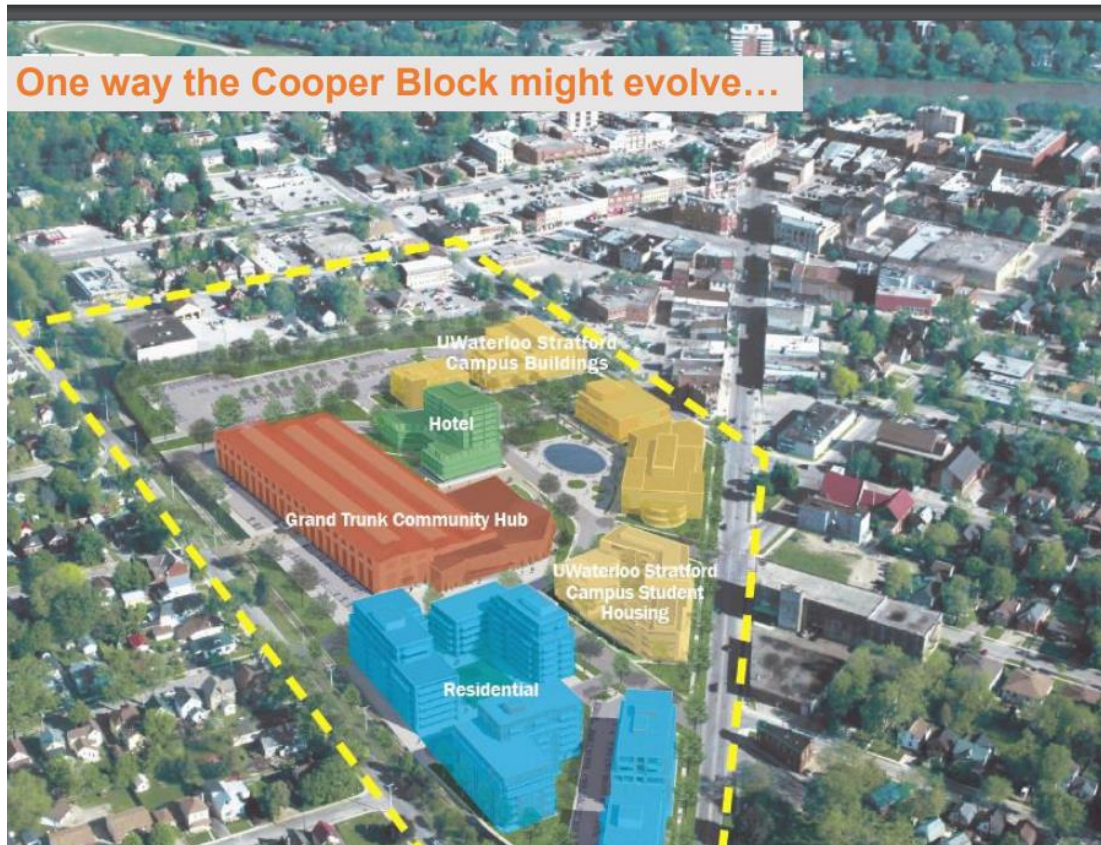
Underground parking may not be feasible – the masterplan should allow for surface parking.

Carefully consider requirements for retail uses. The costs to build street related retail are unlikely to rent at a rate sufficient to justify the cost of construction.

Carefully consider public requirements as any associated costs will be reflected in the land value and may discourage investment .

Starting and Phasing

Starting Point Depends on..



Market Demand- If demand is strong the City has negotiating strength. This might justify more than one starting point. For example, subject to more detailed market work, a student rental building and a seniors oriented condo might be launched simultaneously

Institutional Opportunities – The opportunity for a new YMCA and a Library could, have significant positive downstream impacts. If these projects can be funded – it may make sense for these projects to proceed as early phases to drive the value of the remaining land.

Financial Resources – If financial resources are limited, it may be appropriate to allow a developer lead approach that shifts costs to the private sector.

Possibilities



The Power of Placemaking

- Library/YMCA/Parks space could have a material, long term impact on the balance of the Cooper Block

Fund and Construct New Infrastructure

- If the City has the resources, investing in the necessary water/sewer/storm/hydro infrastructure has the potential to generate a positive return in land sales.

Residential Building

- An early phase residential building could help shift the market perception of the area.

Student Housing

- There maybe an immediate market need and could be part of a quick start strategy for the Cooper Block

Financial Feasibility

Forecasting Costs



Determine and cost all probable infrastructure needs to facilitate development – on site and downstream. Consider logical phasing options

Assess probable timing of improvements

Determine what costs can be captured in City Budgets

Is the City in a position to offer incentives such as DC deferrals or waivers, reduction of fees, accelerated approvals? All, or some of these, can facilitate development.

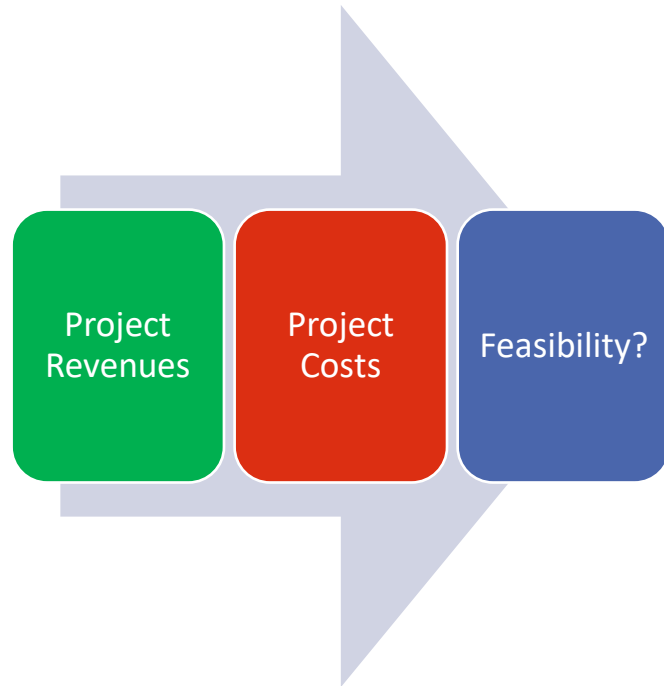
Forecasting Revenues



Assess value of land for Market Sale through a residual land value analysis that forecasts probable development revenue against costs

A residual land value analysis will also consider the time impacts on costs and revenues.

Development – Cashflow Analysis



Summarize annual probable costs

Input annual probable land sales

Identify cashflow shortfalls or surpluses

If there are shortfalls, assess feasibility and adjust the master plan. How can it be changes to reduce costs or improve revenues?

Business Case

The Components of a Business Case

Master Plan

Market Demand – Rationale for the Redevelopment

Planning

Forecast of Revenues and Costs

Funding Financing Sources

Disposition Process – How will the City sell land?

Implementation

Identifying Risks and Mitigation



nblc

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MANAGEMENT REPORT

Date: July 14, 2025
To: Mayor and Council
From: Kendra Fry, investStratford
Report Number: COU25-086
Attachments: Appendix A: Adoption of TIEG's by other municipalities

Title: Introduction of the Tax Increment Equivalency Grant to Incentivize Affordable Housing New Builds

Objective: To seek Council authorization to commence the consultation process and the holding of a public meeting on a Tax Increment Equivalency Grant as the first program of the Community Improvement Plan ("CIP").

Background: In May of 2023, the Stratford Attainable Housing Project brought forth three recommendations to expand affordable housing initiatives in the City:

1. Develop a Community Incentive Toolkit with an implementing Community Improvement Plan to financially support the creation of attainable housing.
2. Consider municipally owned land as a tool to further support the creation of additional attainable housing.
3. Launch an awareness campaign to inspire the community to be informed, and to engage and act on matters related to attainable housing, including the creation of additional residential units (accessory suites).

Having significantly acted on initiatives 2 and 3, investStratford staff are now recommending proceeding with the development of Community Improvement Plan ("CIP") initiatives.

The originally proposed programs within the CIP were the following financial incentives as follows:

- Tax Increment Equivalency Grant ("TIEG")
- Development Charge Rebate Program (*subject to Bill 23)
- Planning and Building Permit Fees Grant
- Design Feasibility and Study Grant

- Accessory Suite Development Incentive Program
- Housing Rehabilitation and Conversion Program

Currently, investStratford is only proposing consideration of the first-listed incentive: the Tax Increment Equivalency Grant ("TIEG").

Analysis: A Community Improvement Plan ("CIP"), is a planning and economic development instrument available to municipalities under Section 28 of the Ontario Planning Act. CIPs enable municipalities to target specific geographic areas or community needs to stimulate revitalization, encourage private sector investment, and facilitate improvements in land use, infrastructure, buildings, and overall community well-being. Through financial incentives, policy direction, and strategic programming, CIPs support a wide range of local priorities, including, but not limited to downtown redevelopment, the availability and attainability of suitable and adequate housing (the focus of this report), brownfield remediation, heritage preservation, and accessibility enhancements.

Section 106 of the Municipal Act prohibits municipalities from directly or indirectly assisting businesses through financial means, a practice known as "bonusing." However, Section 28 of the Planning Act provides an exception to this rule when a municipality has an approved CIP in place. Under a CIP, the City is permitted to offer financial incentives to support improvements to private properties within designated Community Improvement Project Areas ("CIPAs"). The Attainable Housing Community Improvement Plan was developed in accordance with Section 28 of the Planning Act, which authorizes the creation of CIPs for areas identified as requiring community improvement. This may include activities such as planning or replanning, design or redesign, clearance, development or redevelopment, construction, reconstruction, or rehabilitation. The Draft CIP proposes the following definitions:

Affordable: Residential unit, rented: A residential unit intended for use as a rented residential premise shall be considered an affordable residential unit if it meets the following criteria:

1. The rent is no greater than 80 per cent of the average market rent.
2. The tenant is dealing at arm's length with the landlord.

Residential unit, ownership: A residential unit not intended for use as a rented residential premise shall be an affordable residential unit if it meets the following criteria:

1. The price of the residential unit is no greater than 80 per cent of the average purchase price.
2. The residential unit is sold to a person who is dealing at arm's length with the seller.

During the lifespan of this CIP, should the Province determine another definition of 'Affordable,' that definition will supersede the above.

It is recommended that Council commence the required consultation and public meeting process for the development and implementation of a Tax Increment Equivalency Grant pursue adopting a CIP.

Section 28(5) of the Planning Act incorporates the provisions of Section 17 respecting consultation and public meetings, submissions and comments, adoption of the community improvement plan, and prescribed notice. Section 17 of the Planning Act states:

"Consultation and public meeting

(15) In the course of the preparation of a plan, the council shall ensure that,

- (a) the appropriate approval authority is consulted on the preparation of the plan and given an opportunity to review all supporting information and material and any other prescribed information and material, even if the plan is exempt from approval;
- (b) the prescribed public bodies are consulted on the preparation of the plan and given an opportunity to review all supporting information and material and any other prescribed information and material;
- (c) adequate information and material, including a copy of the current proposed plan, is made available to the public, in the prescribed manner, if any; and
- (d) at least one public meeting is held for the purpose of giving the public an opportunity to make representations in respect of the current proposed plan."

The Tax Increment Equivalency Grant ("TIEG"), where eligible, provides a sliding reduction in required property taxes over a 10-year period. Year 1 of the project is proposed to provide a 90% property tax reduction grant, and the reduction is further reduced to 10% by Year 9.

In preparation for consultation activities and the public meeting on the TIEG, the following documents were drawn up in May 2023:

- CIP Adoption By-law
- Public Notice of Adoption
- Internal Evaluation form for staff use
- Application Form
- On-title Agreement

The TIEG is a deferral in receiving new tax revenues related to affordable new builds for a 10-year period. While the exact impact is not quantifiable for any one property until MPAC assesses a new property, this example may assist to illustrate. If a unit were to generate \$2,500 in taxation without an incentive program, it would provide the city with \$25,000 over 10 years. With the proposed incentive program, the tax collected in the same period would be \$11,250 and the grant would be \$13,750. In the 11th year, the incentive would be complete, and the property would be paying the full \$2,500. This example is provided for illustrative purposes only, but it is noted there are currently eight new affordable units scheduled for completion in 2026.

In the 2025 budget process, Council approved a \$150,000 expansion initiative to fund attainable housing incentive initiatives from the Municipal Accommodation Tax (MAT) Reserve Fund. Regardless of the amount, the incentive program represents an investment by the rest of the tax base to support the program, and therefore a direct levy impact to the other taxpayers unless otherwise funded. As the direction was to utilize MAT revenues for this program, there was no direct impact to the tax levy and there is no anticipated impact expected for 2026 and beyond until or unless further units are identified.

Financial Implications:

Financial impact to current year operating budget:

In the current year's operating budget, the only new affordable housing unit known was 246 Railway Avenue, and this property does not have an incentive attached to it, as it is municipally-owned. The \$150,000 approved in the 2025 budget may be used until it is depleted, otherwise further funded, or otherwise reallocated by Council.

Financial impact on future year operating budget:

As noted above, the impact depends on the number of units and the assessed value. Once the assessments are added to the city's assessment roll, the impact to the specific property owner is a direct reduction in taxes paid and thereby received by the City as noted in the illustration.

Link to asset management plan and strategy:

Not applicable, as tax incentive programs would apply to non-city-owned properties and therefore not impact the City's asset management plan.

Legal considerations:

Prior to considering the adoption of a CIP, the City must complete the consultation process and public meeting required in section 17 of the Planning Act. The creation of the CIP framework contained legal agreements to be entered between property owners and the city and registered on the title of the property for the duration of the program or until the property changed hands, whichever came first.

Insurance considerations:

None

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as it encourages new affordable housing builds.

Build Housing Stability

This report aligns with this priority as it encourages new affordable housing builds.

Work Together For Greater Impact

This report aligns with this priority as many departments worked together in the development of the original Affordable Housing Report from which this report is taken. Departments included Corporate Services, investStratford, Social Services, Infrastructure Services, Building and Planning Services, and many external agencies, businesses, and citizens.

Intentionally Change to Support the Future

This report aligns with this priority as we adapt to creating new ways to encourage affordable housing.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT Council direct the public process outlined in section 17 of the Planning Act be initiated to consider the proposed Tax Increment Equivalency Grant Community Improvement Plan;

AND THAT a Public Meeting be scheduled on Thursday, August 14, 2025, or on an alternative date as deemed appropriate.

Prepared by:

Kendra Fry, investStratford

Recommended by:

Joani Gerber, investStratford

Approved for Council by:

Adam Betteridge, Interim Chief Administrative Officer

Appendix A: Examples of Other Municipalities Utilizing the TIEGH

The Municipality of North Perth:

Purpose and Anticipated Benefits:

The *Tax Increment Equivalency Grant* (TIEG) program will provide a grant to *eligible applicants*, which is equivalent to a percentage of the Municipal portion of a property *Tax Increment* that is incurred because of an *attainable* housing project.

The purpose of the TIEG is to stimulate investment by effectively deferring part of the increase in property taxation because of an *attainable* housing project.

Value of Grant:

Where a proposed project satisfies the eligibility requirements, a TIEG may be provided on approved applications as follows:

Grants will be provided for a period of 10 years;

- In year one, a grant that is equivalent to 100% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year two, a grant that is equivalent to 90% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year three, a grant that is equivalent to 80% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year four, a grant that is equivalent to 70% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and
- In year five, a grant that is equivalent to 60% of the Municipal portion of the *Tax Increment* will be provided to a property owner.
- In year six, a grant that is equivalent to 50% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year seven, a grant that is equivalent to 40% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year eight, a grant that is equivalent to 30% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year nine, a grant that is equivalent to 20% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and
- In year ten, a grant that is equivalent to 10% of the Municipal portion of the *Tax Increment* will be provided to a property owner.

Where a proposed project satisfies the eligibility requirements, meets the general intent of the design guidelines of this CIP, and meets the definition of a sustainable building or green building to the satisfaction of the *Municipality's* Chief Building Official, a TIEG may be provided on approved applications as following:

- Grants will be provided for a period of 15 years;
- In years one - five, a grant that is equivalent to 100% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- Following the first five years of the TIEG for *sustainable buildings*, for years six to fifteen, a grant will be provided that is equal to the percentage of the Municipal portion of the *Tax Increment* that is provided in the ten-year TIEG for non-sustainable buildings.

To determine the suitability of the TIEG, the *Municipality* will attempt to estimate the total potential value of the grant prior to the submission of an application for the program.

The estimate will consider current assessment value, total anticipated investment, and the potential reassessment based on completing the approved community improvement works. Applicants should refer to the definition for *Tax Increment* provided in the Glossary of the CIP documents to further understand how grant values will be calculated.

Eligibility Criteria:

- Eligible applicants will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the TIEG.
- Only those projects that are anticipated to generate an increase in assessment will be eligible.
- Properties will be eligible for the TIEG if the proposed use is in accordance with the list of eligible uses in Section 6.2.
- Projects must contribute to achieving five (5) or more attainable and/or affordable rental dwelling units to be eligible for the TIEG, subject to annual monitoring by the CIP Implementation Committee.

Eligible Projects and Costs:

Eligible projects and costs for the TIEG include the following:

- Costs associated with the *redevelopment* of a property for the purpose of a new eligible uses;
- Costs associated with the restoration or improvement of an existing building to accommodate an additional eligible use;
- The conversion or *adaptive reuse* of an existing building to accommodate an eligible use;
- The expansion of a building that results in an increase to the gross floor area of an eligible use;
- Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewer); and

- The services of a professional engineer, architect, or planner to design the project, if implementation is completed;
- Other types of projects may also be considered eligible, at the discretion of the CIP Implementation Committee and/or *Council*.

Payment:

All completed projects must comply with the description as provided in the grant application form.

Grants may be provided in accordance with a Financial Assistance Agreement made between the *Municipality* and the owner(s) upon successful completion of the approved project, to the satisfaction of the *Municipality*, and payment of the full reassessed value of Municipal taxes.

If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments, and the grant program is cancelled.

Summary of Other Municipalities Plans According to opencouncil.ca

Source: <https://opencouncil.ca/municipal-affordable-housing-initiatives/> published March 7, 2024, pulled May 15, 2025

Municipality	Programs	Affordability
<u>Barrie</u>	Residential unit incentive (\$20,000 per unit or \$10 per sq ft) Grants for: -Application and development charges -Building permit fees -Tax increment-based funding (5 years)	Provincial Policy
<u>Guelph</u>	Grants of up to \$70,000 per unit (20 years)	Provincial Policy
<u>Kitchener</u>	For non-profit corporations: Development application fee exemption Building permit fee exemption Development charge deferral	80% of AMR
<u>Orillia</u>	Grants (20 years) for: -Development charges -Purchase price of land -Planning application, building permit and review fees (up to \$25,000)	80% of AMR (rental), 30% of income (ownership)
<u>Peterborough</u>	Tax increment grant (10 years) Exemption for:	90% of AMR

	-Development charges (20 years)	
	-Planning fees (20 years)	
	-Property tax (10 years) (90% of AMR)	
<u>Region of Waterloo</u>	Capital grants (25 years)	
	Development charge grant	rent + utilities < AMR
	Lower multi-residential property tax	

Town of Goderich TIEG

GODERICH AFFORDABLE HOUSING CIP

JULY 2022

Payment

Assistance will be in the form of forgiving up to 100% of the applicable Town Development Charges.

6.3.4. Tax Increment Equivalency Grant

Purpose and Anticipated Benefits:

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To determine the suitability of the TIEG, the *Municipality* will attempt to estimate the total potential value of the grant prior to submitting an application for the program.

The estimate will consider current assessment value, total anticipated investment, and the potential reassessment based on completing the approved community improvement works. Applicants should refer to the definition for *Tax Increment* provided in the Glossary of this CIP to further understand how grant values will be calculated.



Figure 2: TIEG example



MANAGEMENT REPORT

Date: July 14, 2025
To: Mayor and Council
From: Maggie Clayton, Policy and Program Coordinator, Social Services
 Kim McElroy, Director of Social Services
 Greg Skinner, Chief of Police, Stratford Police Services
Report Number: COU25-083
Attachments: Community Safety and Well-Being Plan Charting the Next Chapter:
 Empowering Safe and Connected Communities - 2025-2035

Title: Community Safety and Well-Being Plan Charting the Next Chapter: Empowering Safe and Connected Communities-2025-2035

Objective: That the Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities 2025-2035, be received, adopted, and endorsed by the City of Stratford Council, and forwarded to the Ministry of the Solicitor General, as required by the *Community Safety and Policing Act, 1990*.

Background: On May 25, 2021, the first Community Safety and Well-Being (CSWB) plan: *Roadmap for Collaboration*, was endorsed and adopted by Stratford City Council (COU21-057). The 3-year plan, sought to recognize the strengths that already exist within and across municipalities and organizations, while creating and enhancing strategically aligned and formalized alliances. This can be seen through the establishment of the Community Safety and Well-Being Partnership Council, which includes area municipalities, healthcare, public health, non-profits and local schoolboards. This collaborative approach helps to improve integration, enhance capacity, reduce duplication, and promote coordination of planning efforts.

Charting the Next Chapter: Empowering Safe and Connected Communities is the next chapter in the local CSWB plan and will build off the collaboration established within the ***Road Map for Collaboration***.

Analysis:

Through a series of community and subject matter expert consultations, new priority areas were identified. These consultations included:

- Community Engagement Sessions – Held in Stratford (November 23, 2023), St. Marys (March 20, 2024), and Listowel (April 3, 2024), these sessions gathered community input on housing and homelessness — a key focus of the 10-Year Housing and Homelessness Plan and a critical social issue affecting all communities.
- Surveys- distributed to a broad audience to capture diverse perspectives this included:

The Community Safety and Well-Being Feedback Survey was administered to the public from April 1, 2024, to May 20, 2024. A total of 285 respondents participated, providing input on various items related to the safety and well-being of their communities.

Community Safety and Well-Being Priority Area Survey – November 25, 2024, a survey was administered to the Community Safety and Well-Being Partnership Council, which consisted of a broad range of service providers, municipal CAOs, Social Services staff, and agencies. Council members were asked to rank the priorities they felt needed to be addressed most urgently.

Both the Surveys and the Community Engagement Sessions played a key role in identifying the new priorities outlined in *Charting the Next Chapter: Empowering Safe and Connected Communities*.

The priority areas identified as requiring immediate and comprehensive, community-wide intervention are: Housing and Homelessness, Intimate Partner Violence (IPV) and Gender-Based Violence (GBV), and Mental Health and Addictions. These areas were selected based on their significant and urgent impact on the community, underscoring the need for coordinated and strategic responses.

Using a refined priority focused approach, the aim of *Charting the Next Chapter: Empowering Safe and Connected Communities* is to:

- Build consensus and a shared understanding concerning the priority areas
- Actively collaborate with community entities to identify and bolster initiatives targeting the priority areas
- Implement comprehensive training sessions and public communications to raise awareness to residents and service providers about the priority areas
- Provide unified support to collaborative efforts aiming to influence policy and gain support from local, provincial and federal governments for the priority areas

To prevent service duplication and optimize resource allocation, each priority area will be assigned a lead individual responsible for several key functions:

- Provide detailed bi-monthly updates to the CSWB Partnership Council Meetings reporting on progress within Education, Community-Wide Initiatives, and Advocacy
- Convey recommendations and insights derived from the Community Tables and CSWB Partnership Council to relevant stakeholders
- Organize and deliver training sessions to the CSWB Partnership Council that align with strategic priorities
- Chair sub-committees that focus on developing community-wide strategies pertinent to their priority area

The Community Safety and Well-Being Partnership Council will be responsible for:

Voting on Recommendations:

- Establish a structured decision-making process to evaluate recommendations based on criteria such as community impact, feasibility, and sustainability
- Implement feedback mechanisms to assess and review the outcomes of decisions made

Active Engagement in Subcommittees:

- Create specialized subcommittees focusing on priority areas
- Develop clear agendas and action plans
- Conduct regular workshops and training sessions for members of subcommittees

Collaboration and Knowledge Sharing:

- Organize regular brainstorming sessions and collaborative workshops to foster innovation and creative problem solving
- Facilitate cross-sector collaborations with governmental/non-governmental organizations and private sector partners to leverage diverse expertise

Integration of Research and Expertise:

- Integrate innovative research and evidence-based practices
- Hold annual symposiums or conferences for experts to share findings and innovations with council members and the community

The Community Safety and Well-Being Plan is a 10-year iterative plan. Annual updates will be provided outlining implementation work that has been done during that time and future planning projects. To be responsive and to ensure the CSWB Plan evolves to continue to meet emerging needs of the local Municipalities, the Plan will be updated at year 4 and year 8.

The City of Stratford and the participating municipalities within Perth County (Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South) have a legislative responsibility to coordinate the development, implementation, and ongoing review of the Community Safety and Well-Being Plan. The costs associated with this are part of the Social Services - Administrative budget and is cost shared between the participating municipalities based on prevailing agreements.

Financial impact to current year operating budget:

There are no budget implications beyond the 2025 approved operating budget as a result of this report.

Financial impact on future year operating budget:

Future operating budgets will need to reflect the ongoing implementation and review of the Community Safety and Well-Being Plan and will continue to be cost-shared by the participating municipalities. The Partnership Council will continue to pursue any provincial grants that may be offered by the ministry in the future.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this strategic priority as the three priority areas within the plan: Housing and Homelessness, Mental Health and Addiction, and Intimate Partner Violence and Gender Based Violence directly pertain to building and sustaining Housing Stability.

Work Together For Greater Impact

This report aligns with this priority as it is a highly collaborative initiative aimed at addressing complex social issues impacting the community.

Intentionally Change to Support the Future

This report aligns with this priority as it is flexible in meeting the community needs by being adaptive and flexible to continuously assess issues impacting community safety and wellbeing.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT The Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities 2025-2035, be received, adopted, and endorsed by Stratford City Council;

AND THAT The Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities be forwarded to the Ministry of the Solicitor General, as required by the *Community Safety and Policing Act, 1990*.

Prepared by:	Maggie Clayton, Policy and Program Coordinator, Social Services
Recommended by:	Kim McElroy, Director of Social Services
Approved for Council by:	Adam Betteridge, Interim Chief Administrative Officer



Stratford • St. Marys • North Perth
West Perth • Perth East • Perth South

2025-2035

Community Safety and Well-Being Plan

Charting the Next Chapter: Empowering Safe
and Connected Communities





Acknowledgements

Land Acknowledgement

We acknowledge that the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South are positioned on the traditional territory of the **Haudenosaunee, Anishinaabe and the Neutral (Attawandaron) peoples**. We are reminded that our Townships, Municipalities and City are situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Métis, and Inuit peoples today. We are grateful to have the opportunity to live, work, and play on this land.

Acknowledgement

The Community Safety and Well-Being Plan (CSWB Plan) relies on collaboration with community partners and residents to successfully build safe and healthy communities. The Plan creates a model that will enhance our ability to respond to issues in a coordinated manner by building on efforts that contribute to a strong sense of community safety and well-being in Stratford, St. Marys, North Perth, West Perth, Perth East, and South Perth. The Co-Chairs of the Community Safety and Well-Being Plan, the Director of the City of Stratford Social Services Department, Kim McElroy, and the Chief of Stratford Police, Greg Skinner, would like to thank and commend the efforts of residents, community partners, and member municipalities for their work in contributing to the plan and efforts to build community safety and well-being within all of Perth County.



Joint Statement from Community Safety and Well-Being Co-Chairs

As we advance to the next stage of our Community Safety and Well-Being Plan, we leverage the substantial insights garnered over the past five years of dedicated focus on systems planning and integration. This period has equipped us with data and a refined understanding of persistent social challenges, notably in enhancing mental health services and securing adequate, safe, and affordable housing—core goals of our initial plan. The pandemic has intensified the urgency to confront these foundational issues, as well as the critical matters of intimate partner violence and gender-based violence.

With the benefit of our accumulated knowledge and robust partnerships, we are strategically positioned to tackle these priority areas. The resilience of our community and the steadfast collaboration of our partners are pivotal as we continue our mission to protect the safety and well-being of all residents. Together, we are committed to formulating comprehensive solutions to effectively address these urgent social issues within our community.



Greg Skinner

Police Chief for the City of
Stratford, Town of St. Marys
and South Perth



STRATFORD
POLICE SERVICES

Kim McElroy

City of Stratford,
Consolidated Municipal
Service Manager and
Director of Social Services



Messages from the Chief Administrator Officers



Community safety and well-being are essential to building a strong, inclusive, and vibrant Stratford. As a municipality, we are committed to creating an environment where all residents feel supported, valued, and connected. This commitment is not achieved in isolation. It is built through meaningful collaboration with community partners, service providers, and neighbouring municipalities who work every day to improve the lives of those most in need. By focusing on prevention, early intervention, and the social determinants of health, we can address complex issues before they escalate, making Stratford a better place for everyone. As Interim CAO, I am proud to support the shared vision that underpins our regional Community Safety and Well-Being efforts. Together, we can create the conditions that allow individuals and families to live safely, access opportunities, and contribute fully to our community.

Adam Betteridge

Interim CAO, City of Stratford



Since 2019, when the Province implemented requirements for Community Safety and Well-Being (CSWB) planning, the Township of Perth East has been grateful for the opportunity to collaborate with community partners to improve the safety, health, and well-being of our residents. The development of the CSWB Plan served as an important call to action to address areas of concern and focus attention on our most vulnerable residents. As the Chief Administrative Officer for the Township of Perth East, I continue to believe that no one sector or organization can address complex social and economic challenges alone. This is a responsibility that is shared by all members of a community. The CSWB partnership has brought subject matter experts and key service providers together. Multi-sectoral partnerships and expertise are essential to developing strategies to help mitigate risks and improve the overall prosperity of communities. Perth East council and staff will continue to work towards building and sustaining complete communities where all feel safe and have every opportunity to not only survive but thrive.

Michael Givens

CAO, Township of Perth East



Dear Readers,

As the Chief Administrative Officer of the Township of Perth South, I am proud to introduce our Community Safety and Well-Being (CSWB) Plan. This initiative is vital for fostering a safe, healthy, and inclusive environment for all residents. By addressing root causes of social issues and enhancing collaboration among local agencies, we aim to build a resilient community where everyone can thrive. The CSWB Plan reflects our commitment to proactive measures that ensure the well-being of our citizens, reduce crime, and promote social cohesion. Together, we can create a brighter future for Perth South, where safety and well-being are at the forefront of our community's growth and development.

Your truly, **Fred Tranquilli**
CAO, Township of Perth South



As Chief Administrative Officer for the Municipality of West Perth, I am proud to support the implementation of the Community Safety and Well-Being Plan. This initiative reflects our shared vision for a safe, inclusive, and thriving community. This plan has guided meaningful collaboration across sectors, aligned local priorities, and enhanced our collective ability to respond to complex social challenges. Through this framework, we have strengthened service coordination and improved access to supports for residents of all ages and backgrounds. Initiatives such as the Encampment Response Team and the Public Outreach Coordinator Position exemplify how the CSWB Plan is being brought to life by fostering proactive, compassionate connections that meet people where they are and help them thrive.

Daniel Hobson
CAO, Municipality of West Perth



The Community Safety and Well-Being framework supports corporate strategic planning by aligning goals with community needs, addressing existing gaps, and facilitating positive impacts. This strengthens North Perth's ability to grow sustainably and have the resources and assets required to offer residents a high quality of life and a sense of place. This strategic initiative embodies our commitment to enhancing the safety, health, and quality of life for every resident of North Perth by seeking to prevent crises before they occur, rather than reacting to them. This approach has allowed us to prioritize inclusivity, aiming to support the most vulnerable groups in our growing community as we navigate evolving social challenges.

Kriss Snell

CAO, Municipality of North Perth



Rural Southern Ontario continues to see strong population growth, a trend that is being experienced in Perth County. While this has a significant positive outcome of creating a wide range of diversity within our communities, the needs of our residents are becoming more complex. The Community Safety and Well-Being Plan has resulted in tremendous success in allowing us to better understand these complex needs in our community, and to tailor community specific solutions to help address them. The Plan has been an excellent tool to allow for collaboration not only across the municipal sector within the County of Perth, but also between municipalities and the agencies who serve our residents. The Town of St. Marys is looking forward to the next iteration of the plan which will allow us to collaborate and create strong communities within the County of Perth.

Brent Kittmer

CAO, Town of St. Marys



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Background

In January 2019, new requirements for Community Safety and Well-Being (CSWB) planning came into force. The *Community Safety and Policing Act, 2019* legislatively required municipalities across Ontario to develop and adopt a plan in partnership with many local service providers and community groups.

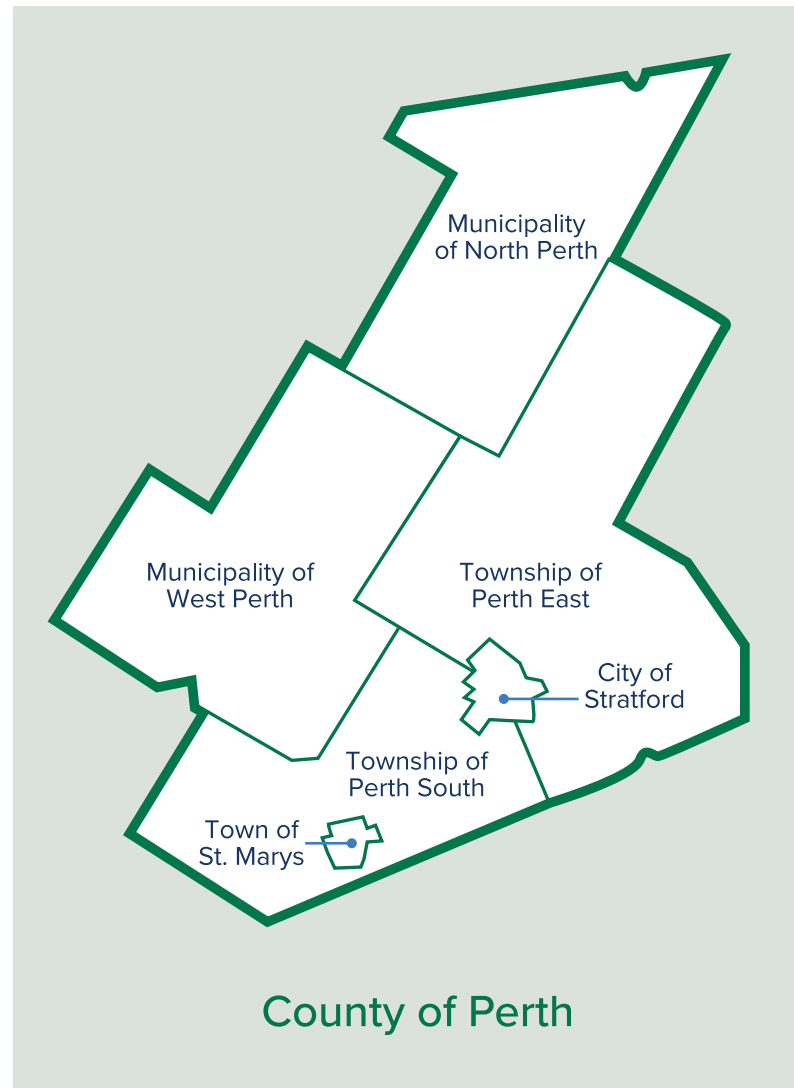
The plan acknowledges that complex social problems cannot be addressed by the police alone. Local service providers working in areas such as health/mental health, education, community/social services, and children/youth services also play an integral role. The CSWB plan provides a guide for community partners to communicate, collaborate, and coordinate interventions and initiatives aimed at reducing risks and improving safety and well-being for all residents.

Partnership

Given their close proximity within the centre of Southwestern Ontario and their shared services and supports, the six partner municipalities of: City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South, opted to create a joint Community Safety and Well-Being Plan.

CSWB Partnership Council

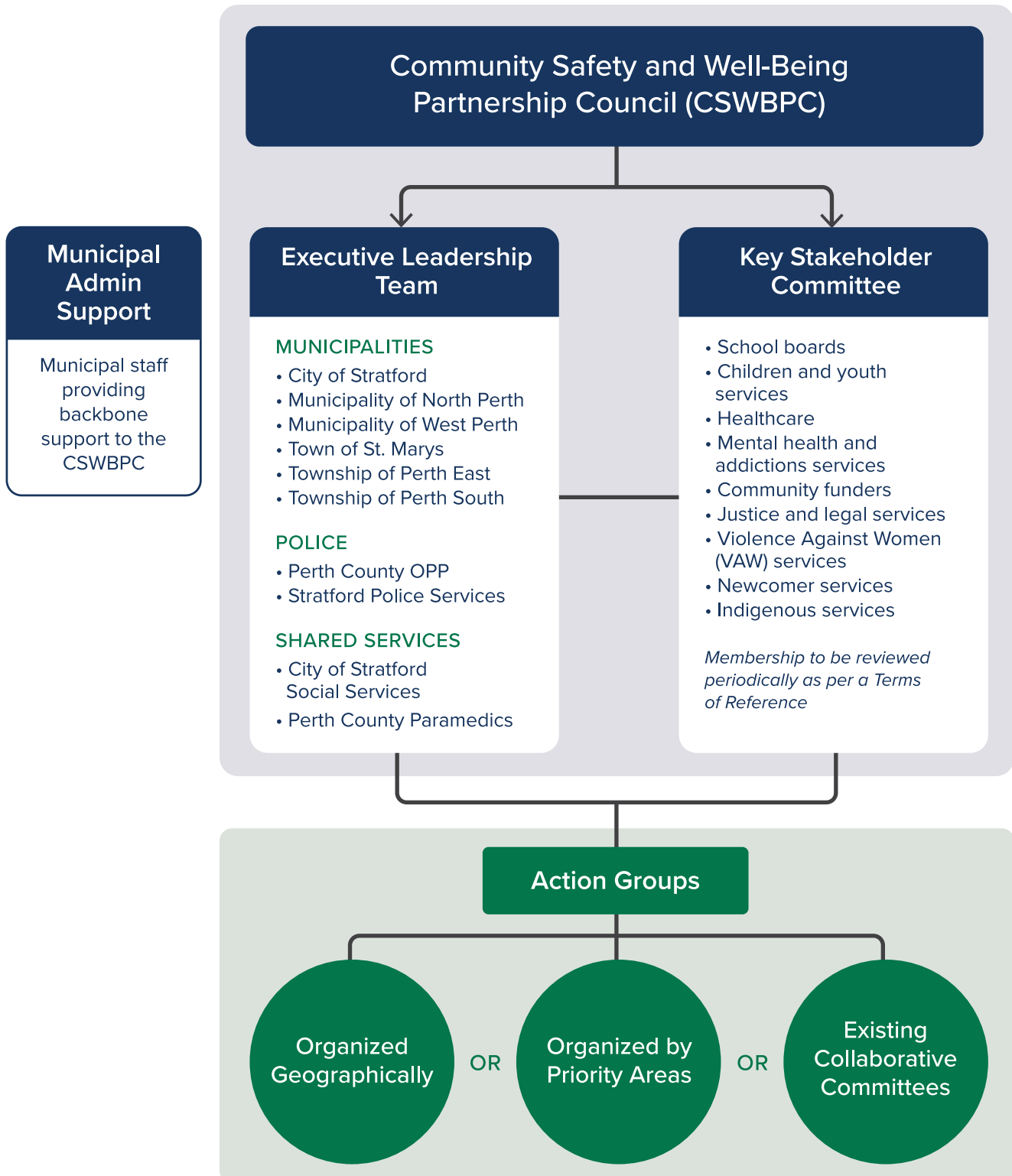
The Council serves as a strategic alliance uniting individuals and organizations across multiple sectors with a shared mission. It enables partners to exchange insights and experiences, contributing to prevention, intervention, and capacity-building efforts. Through robust communication channels, the Council coordinates and mobilizes key community groups, agencies, and initiatives, employing a problem-solving approach to identify and address risk factors. If these gaps remain unaddressed, they could jeopardize the safety and well-being of vulnerable community members within our participating Municipalities.



Guiding Principles



Governance Structure and Membership of the Partnership Council



The CSWB Planning Approach

The Ministry of the Solicitor General created a CSWB Framework to help support the development of the CSWB Plan. The Framework identifies four levels of intervention that must be included in each plan to ensure it is as efficient and effective as possible in making communities safer and healthier:

1. Social development: Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness. An example of social development being Community Outreach Workers, who work in the community to connect individuals with supports and resources.

2. Prevention: Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated. An example of prevention being health-based outreach support to vulnerable populations.

3. Risk intervention: Identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required. Examples of risk intervention include Community Tables that are case-specific and require a systems approach to intervene.

4. Incident response: Requires intervention by first responders such as police, paramedics, and other emergency-driven services. Examples of incident response include mental health workers assisting first responders when responding to acute crisis situations.

While the CSWB Plan addresses all four levels of intervention, it recognizes that maximizing efforts on developing and/or enhancing strategies in the social development and prevention areas will help to ensure that risks are mitigated before they become a priority that needs to be addressed through risk intervention or incident response. To better put this in perspective, we will provide examples within our communities of the different work being completed within the framework.

Community Safety and Well-Being Planning Framework:





Update

The partnering municipalities of the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and the Township of Perth South are committed to working collaboratively to address community safety and well-being. The first CSWB Plan, *Road Map for Collaboration*, sought to recognize the strengths that already exist within and across municipalities and organizations, while creating and enhancing strategically aligned and formalized alliances. This can be seen through the establishment of the Community Safety and Well-Being Partnership Council, which consists of 20+ senior decision makers from various sectors, including area municipalities, healthcare, public health, non-profits and local schoolboards. This collaborative approach helps to improve integration, enhance capacity, reduce duplication, and promote coordination of planning efforts.

The CSWB plan has played a significant role in creating and fostering relationships between and across municipalities. Establishing these relationships has allowed for increased resident

knowledge and awareness of existing programs through collaborative pathways between programs, services and supports. This is demonstrated in the collaborative initiative section below, which highlights the collective efforts of our communities in addressing complex social problems. These collaborative efforts have led to service providers working together more effectively to become better equipped to help individuals/families align with the supports they need.

Charting the Next Chapter: Empowering Safe and Connected Communities is the next chapter in the local CSWB plan and will build off the collaboration established within the *Road Map for Collaboration*. Maximizing efforts on developing and/or enhancing strategies in the social development and prevention areas will help to ensure that risks are mitigated before they become a priority that needs to be addressed through risk intervention and incident response.

Collaborative Initiatives



The Huron Perth Addiction & Mental Health Alliance for Stratford-Perth-St. Marys

Established in 2012, this collaborative service model serves the addiction and mental health population in Huron and Perth Counties. The objectives of the Alliance are to: provide easier access to mental health and addiction services in Huron Perth; ensure optimal use of resources; and create stronger working relationships to improve client experience. Members of the Alliance include: Alexandra Marine and General Hospital - Mental Health Services; Canadian Mental Health Association Huron Perth; Canadian Mental Health Association Thames Valley; Huron Perth Centre for Children and Youth; and Huron Perth Healthcare Alliance - Mental Health Services.



Huron Perth and Area Ontario Health Team

This is one of the provincial teams implementing a new model of organizing and delivering health care that better connects patients and providers in their communities to improve patient outcomes. With approximately 60 partners, the team will integrate a full suite of health care services across Huron Perth and the surrounding area. Through the Ontario Health Team (OHT), patients will experience easier transitions from one provider to another, including, for example, between hospitals and home care providers, with one patient story, one patient record, and one care plan.

Mobile Crisis Response Team (MCRT)

The Stratford Police Services, the Perth and Huron County OPP, and the Huron Perth Healthcare Alliance collaborate to provide this enhanced service for people who may be experiencing a mental health crisis. This proactive initiative involves the pairing of a police or OPP Officer with a Mental Health Crisis Case Worker who is a Social Worker, Registered Nurse, or Occupational Therapist. Recipients of MCRT service include individuals presenting with symptoms of mental illness, addiction, behavioural disorders, or people in acute crisis situations.

Ending Homelessness Leadership Group

With the support of the Consolidated Municipal Services Manager, the purpose of the Ending Homelessness Leadership group is to: create, implement and maintain robust plans to end homelessness in Stratford, Perth and St. Marys; support objectives of the Canadian Alliance to End Homelessness; and support the objectives of the Community Safety and Well-Being plan.



Huron Perth Situation Table

The Huron-Perth Situation Table is a partnership representing diverse community sectors and agencies within the region. Each member agency has an ability and mandate to serve individuals, families, and/or the broader community through situations that may be described as “Acutely Elevated Risk” (AER). AER is described as a situation negatively affecting the health or safety of an individual, family, group, or place where there is a high probability of imminent and significant harm to self or others. The Huron-Perth Situation Table’s focus aligns with the broader notion of enhancing community safety and well-being. The Situation Table was established in response to a recognized need to coordinate resources and services to better serve community members with more complex needs. Within this setting, they endeavour to respond more effectively to individuals, families, and the broader community where they identify multiple risk factors, including criminalization, victimization, homelessness, and harm.



Access, Resources and Connection (ARC)

The ARC Program is a partnership between the Perth County Mobile Integrated Health Team and the Social Services Department of the City of Stratford. A Community Paramedic and Intensive Housing and Community Outreach Coordinator work together to provide health-based outreach support and social services and healthcare system navigation to folks considered to be in the vulnerable or under-resourced population of Perth County.



Community Safety and Well-Being By-Law Officer

In January 2024, the Community Safety and Well-Being By-law Officer was introduced through a Building Safer Communities Fund Grant. This is a partnership between the City of Stratford Social Services Department, City of Stratford Building and Planning Department and Youth providers. The Community Safety and Well-Being Officer accompanies the City of Stratford Social Services Outreach team when attending to incidents in the community to provide an alternate avenue for enforcement and education that is non-criminal in nature.



Public Outreach Coordinator - West Perth

The Public Outreach Coordinator works directly with residents to connect them to vital resources, ranging from social services to recreational opportunities, while fostering meaningful partnerships to address local priorities. By listening to community voices and building bridges between people and supports, this role ensures that everyone, from young families to seniors, can flourish in a safe and welcoming environment.



Outreach Worker - St. Marys

The St. Marys Outreach Worker connects individuals with community resources related to food insecurity, shelter, mental health support, physical health support, and more. They assist with paperwork administration for Ontario Works (OW), Ontario Disability Support Program (ODSP), Rent-Geared-to-Income (RGI) housing, financial assistance, and identification applications, such as birth certificates and health cards. The Outreach Worker provides one-on-one case management to help individuals gain access to community support, ensuring they do not risk becoming unhoused again.



Community Developer and Support Worker - North Perth

The Community Developer and Support Worker position is dedicated to serving the North Perth community. The position provides:

- Community and Social Service Navigation through short-term support – assistance with applications, funding, food security, animal care/resources, community resources/information, etc.
- Provide follow-up and advocacy to ensure the right service was received.
- Offer education and awareness to the community. Sharing community events/education opportunities.
- Provide outreach in partnership with Stratford Social Services.
- Attends Committee meetings – sharing resources.
- Support tenants living in Social Housing – community information, paperwork, resources, and activities to build community.

Perth County VAW Leadership Table

Across the Province several communities including Perth County are focused on restructuring community coordination to respond more effectively to the Renfrew County Death Review Inquest Recommendations (2022), the Ryan Inquest Recommendations (2023), and the National Inquiry into Missing and Murdered Indigenous Women and Girls, titled *Reclaiming Power and Place* (2019). These reports and recommendations are levers for change and can only be actioned with collective and coordinated local efforts. In the fall of 2024, with backbone support and leadership from Optimism Place Women's Shelter and Support Services, the Perth County VAW Leadership Table was formed. This table is aimed at improving community coordination to address the issue of Intimate Partner Violence locally, recognizing the urgent need for a whole community response that can prevent femicide and reduce the risks of gender-based violence more broadly. In order to effectively address the issues that lead to intimate partner violence, there is a need to focus on driving change through leadership, transforming relationships between and across systems, and identifying and creatively addressing the gaps that exist in our predominantly rural community. Through the Perth County VAW Leadership Table, Leaders in our community are working together to create our own unique roadmap for prevention and intervention, aimed at engaging all levels of government, social services organizations, justice, and child welfare organizations. Our goal is to transform the climate in Perth County to be better attuned to recognizing and responding to Intimate Partner Violence, with a lofty goal of putting an end to Intimate Partner Violence through strong relationships, shared governance and accountability, system approaches, collaboration and communication, funding, education, and training.



StopVAW Coordinating Committee

The Stop Violence Against Women (VAW) Coordinating Committee is comprised of representatives from community organizations across Perth County. Committee members share resources, provide training sessions for service providers, and conduct outreach activities to educate the public and raise awareness about violence against women. Member organizations include: City of Stratford Social Services, Crown Attorney's Office, Emily Murphy Centre, Family Services Perth-Huron, Huron Perth Addiction & Mental Health Services, Huron Perth Catholic District School Board, Huron-Perth Children's Aid Society, John Howard Society of London & District, Ontario Provincial Police, Optimism Place, Probation & Parole, Sexual Abuse Treatment Program (Huron Perth Public Health), Shelterlink Youth Services, Stratford Police Services, Supervised Access Program, Victim Services Huron Perth, Victim Witness Assistance Program, and WELLCom Speech.



www.cswb-stratfordperthstmarys.com

The Community Safety and Well-Being (CSWB) website (<https://www.cswb-stratfordperthstmarys.com>) provides readers with information about the CSWB plan, its objectives and local events across the six partnering municipalities pertaining to community safety and well-being.



Social Research and Planning Council (SRPC)

The Social Research and Planning Council is operated by United Way Perth-Huron and is comprised of community members dedicated to the collection, analysis, and distribution of information relating to social trends and issues in Perth and Huron County. The research enables United Way and the broader community to discover and understand the root causes of issues affecting Perth-Huron and work toward action.



Stratford Connection Centre

In operation since December 2021, the Stratford Connection Centre (SCC) provides services to individuals experiencing, but not limited to, challenges associated with poverty, homelessness, addictions, and mental health. The goal of the SCC is to offer a safe place for our community's most vulnerable citizens to rest, access basic needs, healthcare services, identification assistance, assistance with housing searches and more, all in one place.

Through SCC, CMHA Huron Perth can offer services from professional social workers specializing in counselling and peer support. Other onsite partners include Huron Perth Public Health, Healthcare Services, Employment Services, ODSP/OW Services, Legal Aid, Public Library, and Voting Services.

CSWB Priority Areas

Overview

The Community Safety and Well-Being (CSWB) Partnership Council has strategically identified and prioritized critical areas requiring immediate and comprehensive community-wide intervention. These priority areas are Housing and Homelessness, Intimate Partner Violence (IPV) and Gender-Based Violence (GBV), and Mental Health and Addiction. These areas were selected due to their significant and pressing impact on the community, necessitating coordinated strategies to address them effectively.

While the CSWB Partnership Council acknowledges the multitude of issues impacting our communities, the current focus does not diminish the importance of other areas. Our commitment remains to address and consider these issues as opportunities and resources allow.

Leveraging the collaborative momentum fostered by the *Road Map for Collaboration*, the new phase, *Charting the Next Chapter: Empowering Safe and Connected Communities*, aims to:

Develop a Shared Understanding:

Build consensus and a shared understanding concerning the priority areas, engaging diverse community stakeholders and experts to ensure a holistic perspective.

Strengthen Community-Wide Initiatives:

Actively collaborate with community entities to identify and bolster initiatives targeting these priority areas. This involves strengthening existing programs and introducing innovative strategies to enhance community resilience and capacity.

Educate and Inform:

Implement comprehensive training sessions and public communications to raise awareness and knowledge among residents, thereby empowering them with the tools and understanding to engage with and support community initiatives.

Advocate Collaboratively:

Provide unified support to collaborative efforts aiming to influence policy and gain support from local, provincial, and federal governments. This advocacy is essential for securing the resources and legislative backing necessary to effect lasting change.

This refined priority-focused approach exemplifies a robust commitment to creating safer, healthier communities and demonstrates the CSWB Partnership Council's proactive and strategic engagement with the critical challenges these communities face.



Identifying Our Priority Areas

The Community Safety and Well-Being Plan was developed based on a combination of research, a review of existing data and reports, and input from community members and service providers.

This included:

- Reviewing existing CSWB plans in Ontario.
- Participating in Ontario Municipal Social Services Association calls addressing the planning and preparation of municipal CSWB plans.
- Examining community-based data and documents.
- Community consultations.
- Community and CSWB Partnership Council surveys.

Engagement

The Community Safety and Well-Being Partnership Council (CSWB-PC), in collaboration with local communities, undertook an extensive engagement process to explore community strengths, assets, protective factors, partnerships, service gaps, and opportunities for improving safety and well-being. This process included consultations, surveys, and engagement sessions, which played a crucial role in shaping future priorities.

Engagement Activities

1. Community Engagement Sessions

These sessions focused on housing and homelessness—a critical concern aligned with the 10-Year Housing and Homelessness Plan:

- **Stratford:** November 23, 2023
- **St. Marys:** March 20, 2024
- **Listowel:** April 3, 2024

2. Public Survey

Community Safety and Well-Being Feedback Survey

- **Timeline:** April 1 – May 20, 2024
- **Respondents:** 285 community members
- **Purpose:** Collected public input on key safety and well-being issues

3. Partner Survey

Community Safety and Well-Being Priority Area Survey

- **Date:** November 25, 2024
- **Participants:** CSWB Partnership Council members (including service providers, municipal CAOs, and social service agencies)
- **Purpose:** Ranked the most urgent community safety and well-being priorities

Outcomes:

These engagement efforts informed the identification of new priority areas, as outlined in *Charting the Next Chapter: Empowering Safe and Connected Communities*. The process underscored the importance of cross-sector collaboration, ongoing community dialogue, and data-informed decision-making in shaping a safer, healthier future for all residents.

Insights Gained from Engagement

Consensus within the CSWB-Partnership Council revealed several key insights:

- There is a critical need to deepen our comprehension of priority areas in order to develop more streamlined and collaborative strategies. This can be achieved through targeted research, comprehensive community engagement, and direct involvement of community members.
- It is imperative to clarify the decision-making mechanisms within the collaborative framework to effectively identify strengths, capitalize on available resources, and optimize the leveraging of existing assets.
- Understanding the intersectionality of priority areas is essential for aligning strategies to address these multifaceted challenges cohesively.
- Enhancing communication strategies is necessary to facilitate improved integration and coordination in our approaches, ensuring more effective and holistic responses to community needs.



Housing and Homelessness

On January 9, 2025, the Association of Municipalities of Ontario (AMO) released *Municipalities Under Pressure: The Human Cost of Ontario's Homelessness Crisis*. The report found that, in 2024, 81,515 Ontarians were experiencing 'known homelessness' (people known to the homelessness-serving system, through service provision or data collection and prioritization activities). This number has increased by 25% since 2022, with Chronic Homelessness (people in prolonged or repeated episodes of homelessness) accounting for more than half of known cases (41,512).

Similar to the experience on a provincial level, homelessness impacts have been recognized in the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East and Township of Perth South, with 89% of those experiencing homelessness classified as chronically homeless last year (2024). This is an indication that when households become homeless locally, they tend to stay homeless for a long period of time. The homeless population within the six partners is also increasing over time. The average number of households experiencing homelessness on the local By-Name List increased from 18 in 2020 to 155 in 2024.

There are many factors contributing to increased levels of homelessness, however, one of the biggest reasons is the lack of affordable and appropriate housing options. As housing prices and rental costs continue to increase, more households are finding themselves in core housing need, meaning they live in unaffordable, inadequate, or unsuitable situations from which they are unable to escape. A survey completed by the Consolidated Municipal Service Manager for the six partner municipalities found the cost of rent for a 1-bedroom unit increased from \$793 in 2018 to \$1,594 in 2024, an increase of 101%.

As the title of the AMO report implies, the cost of homelessness is felt by everyone. As we move into the next CSWB Plan, it's imperative that the communities remain united in their approaches to addressing housing insecurity. This will require a community-wide response rooted in research and direction from field experts.



Author: Jeff Wilson,
Manager of Housing,
City of Stratford—
Social Services Department

Local communities and municipal governments are taking collaborative action, as was seen in the first CSWB plan, to address the housing and homelessness crisis. These include community collaborations, calls to action from higher levels of government, and independent groups and individuals who are continually finding innovative ways to create, sustain and diversify housing stock, while actively working with homelessness populations to secure safe, affordable, sustainable housing.

Some of the local efforts include:

The construction of 62 affordable units (rent is set at 80% of average market rent for comparable units in community) on a hectare of city-owned land in Stratford, ON, known as Britannia Phase 1 & 2.

In 2024, **115 people moved into permanent housing** off the local By-Name List. This was the direct result of a collaborative effort between multi-sectors.

As of 2024, the administration of:

- 126 Rent Supplements
- 31 Housing Allowances
- 21 Canada Ontario Housing benefits

to assist individuals and families access rental housing by **subsidizing their monthly rental expenses**.

Creation of two community developer positions in the Municipality of North Perth and the Town of St. Marys that work on housing stability, financial security, food security and increased community well-being.

Coordinated municipal **responses to encampments and homelessness**.



Intimate Partner Violence/ Gender Based Violence

Intimate Partner Violence (IPV) is one of the most prevalent and pressing complex social issues facing communities across Ontario. In Canada, a woman is killed by an intimate partner every two days¹. More than 57% of women in the country will experience some form of violence in an intimate relationship². At least 25% of criminal matters before the courts, and most complex family court cases, involve IPV. A significant proportion of police calls relate to IPV, despite it being vastly underreported³.

The response to IPV comes at a substantial cost. Across Ontario, billions are spent annually on healthcare, policing, child welfare, and the justice system as a result of responding to the issue⁴. Rural communities face additional barriers in both responding to and preventing IPV, including limited access to transportation, affordable housing, childcare, and anonymity for women who are unsafe in their homes.

Solutions to IPV cannot come from a single system or service. This issue requires a coordinated, community-wide response. Years of Provincial Death Reviews, along

with recommendations from the *Missing and Murdered Indigenous Women and Girls Inquiry* and the *Nova Scotia Mass Casualty Commission*, have provided a roadmap for action across all levels of government and community. However, because these recommendations are non-binding, the responsibility falls on local community leaders to adopt and implement meaningful change.

Leaders, service providers across the human services sector, workplaces, and members of the public must unite with a shared commitment to preventing IPV. This includes improving local service pathways, expanding survivor support programs, and ensuring that evidence-based programs for those who use violence are accessible within our communities.

As we move into the next Community Safety and Well-Being (CSWB) Plan, our focus is on identifying and sustaining effective programs and strategies, while supporting the development of new initiatives aimed at ending IPV. By making IPV a priority in the CSWB plan, it will act as a lever for systems change, transforming the climate in Perth County to be attuned to responding to IPV, with a lofty goal of putting an end to it in our community.

¹ #CallItFemicide: Understanding sex/gender-related Killings of women and girls in Canada, 2018-2022.

² #CallItFemicide: Understanding sex/gender-related Killings of women and girls in Canada, 2018-2022

³ Statistics Canada, "Family Violence in Canada: A statistical profile, 2013", *Juristat* (Ottawa: StatCan, 15 January 2015) at 6, online: www.statcan.gc.ca. ["Family Violence"]. The analysis of family violence in the present study is based on definitions that correspond to those found in the *Criminal Code*. For example, assault, criminal harassment, sexual offences or homicide.

⁴ Zhang, T., Hoddenbagh, J., McDonald, S., & Scrim, K. (2013, January 25). *Economic impact of spousal violence - department of justice*. Government of Canada. https://www.justice.gc.ca/eng/rp-pr/cj-jp/tv-vf/rr12_7/rr12_7.pdf.

Several local projects and strategies are already underway to address IPV more effectively, including:

A recent capital **expansion at Optimism Place Women's Shelter and Support Services**, increasing emergency shelter beds for women and children fleeing violence from 13 to 29.

The Perth County OPP has successfully applied for and **received Provincial Victim Support Grant funding** to support local initiatives, community education, and training.

The StopVAW Coordinating Committee, our local IPV coordination table, **meets monthly with representatives** from social services, health, medical, and justice sectors to promote public education and improve inter-agency collaboration.

Led by Optimism Place and in partnership with The Emily Murphy Centre, Huron Perth Children's Aid Society, The City of Stratford, Perth County OPP, Stratford Police, Probation and Parole and Victim Services, our community has **developed a high-risk IPV table—MARAC** (Multi-Agency Risk Assessment Conference)—to better coordinate responses and reduce the risk of violence in high-risk cases.

The City of Stratford and the Municipality of West Perth have officially **declared Intimate Partner Violence an epidemic locally**. This declaration acknowledges and validates the experiences of survivors living in isolation and signals that local elected officials recognize the severity and prevalence of IPV.



Author: Jasmine Clark,
Executive Director,
Optimism Place – Women's
Shelter and Support Services

Learn to recognize the signs of IPV.
Complete the free Neighbours,
Friends & Families training.
Scan the QR code for the course.



Perth County Intimate Partner Violence (IPV) Snapshot

January-December 2024



CRISIS RESPONSE

- 4,779** Crisis calls answered
- 24** Women assisted through Multi-Agency Risk Assessment Conference (MARAC)



HOUSING AND SUPPORTS

- 203** Women and children in emergency VAW shelter
- 125** Women and children in second stage housing
- 736** Women received DV/SV counselling
- 7** Men participated in Caring Dads Program
- 10** Partners supported through Partner Assault Response (PAR) Program
- 40** Women on waitlist for individual counselling



CHILDREN AND YOUTH

- 32** On-going child protection cases with exposure to domestic violence (in Perth & Huron)
- 18%** Children admitted to care because of exposure to domestic violence (in Perth & Huron)
- 173** Children received counselling
- 84%** Families using Supervised Access Program due to domestic violence
- 55** Homeless youth in shelter
- 216** Youth supported through outreach



HOMELESSNESS

- 54** Women-led households experiencing homelessness as of December 31, 2024
- 42** Women-led households experiencing homelessness who identify as domestic violence survivors
- 27** Applicants on the centralized waiting list for RGI housing with special priority status to flee abuse
- 137** Women assisted through shelter transitional housing program



POLICING AND JUSTICE

- 991** Reports of domestic violence
- 227** Domestic violence charges laid by police
- 107** Reports of sexual violence
- 38** Sexual violence charges laid by police
- 115** Average number of domestic violence clients supervised monthly by Probation and Parole
- 69** Women experiencing domestic violence assisted through Legal Support Program
- 63** Partner Assault Response Program starts



Compiled by Stop Violence Against Women Coordinating Committee of Perth County

BARRIERS AND TRENDS

All forms of IPV are significantly underreported to police and social services. Two out of three women will seek support from their family and friends; they are not captured in this data.

Indigenous women, women with a disability, racialized women, young women, members of the LGBTQ+ community, and women living in rural areas face disproportionately high rates of IPV.

IPV has a substantial impact on individuals, families, and society, leading to significant economic and social costs, including pressure on the healthcare, social service, and legal systems. As well as lost productivity, homelessness, and economic disparity. The new Community Safety & Well-Being plan acknowledges the societal costs and responsibility for ending VAW by making IPV a priority area.

Mental Health and Addictions

Mental health and addictions concerns have long been standing issues in all communities, including the municipalities of Perth County. The steady increase in the prevalence of mental health and/or addiction concerns over the past number of years and the lack of significant investment in the treatment system has created challenges for communities and services to respond. The reason for the increase is a complex issue with a number of contributing factors, such as economic stressors, social determinants of health like housing and food insecurity, and barriers to accessing mental health and addiction services.

The prevalence of mental health and/or addiction issues is significant in our communities, leaving very few people without experience with these issues, either themselves or someone they care about. According to the Centre for Addiction and Mental Health, in any given year, 1 in 5 Canadians will experience a mental illness. By the time Canadians reach 40 years of age, 1 in 2 have, or have had, a mental illness. People with a mental illness are twice as likely to have a substance use disorder compared to the general population and at least 20% of people with a mental illness have a co-occurring substance use disorder. For people with schizophrenia, the number may be as high as 50%. People with substance use disorders are up to 3 times more likely to have a mental illness. More than 15% of people with a substance use disorder have a

co-occurring mental illness. Increases in prevalence drives up the cost of mental health and addiction on society and other services in the community. The annual economic cost of mental illness in Canada is estimated at over \$50 billion per year. This includes health care costs, lost productivity, and reductions in health-related quality of life. In addition, the annual economic cost of substance use in Canada is estimated at nearly \$40 billion. This includes costs related to healthcare, criminal justice, and lost productivity.

Challenges including the opiate poisoning crisis, increased access to alcohol, and the housing and economic crisis have stretched the ability of the local addiction and mental health treatment system to adequately respond to the needs of this population. The solution can not be the responsibility of one part of the system but needs to be a coordinated approach. Multiple factors impact why people turn to substances or develop mental illness, which means the community at large needs to be part of the response.

The CSWB plan gives us this opportunity. Collaboration between municipalities and community services is the only way we will support those who are most vulnerable, building a community which ensures people can access the resources they require and where everyone feels accepted and supported.

Several local projects and strategies are in place currently to address mental health including:

CMHA Huron Perth created a Geriatric Case Management role to support the growing senior population. This position focuses on providing case management to seniors living in the community experiencing mental health concerns. This position partners regularly with other senior services, such as Senior's Mental Health and One Care Services. They are part of a larger group of providers of services to seniors, which focuses on system issues and planning.

The Stratford Connection Centre provides support to individuals who are homeless or precariously housed, funded by the United Way Perth Huron. Although operated by CMHA HP, there are a number of partners providing services on site, such as Paramedicine, Ontario Works, Primary Care, Stratford Library, employment services and legal services.

The Huron Perth Addiction and Mental Health Alliance (the Alliance), is a legal entity that includes all the primary providers of mental health and addiction services in our area. The partners include, CMHA Huron Perth, Huron Perth Healthcare Alliance, Huron Health System, Huron Perth Centre for Children and Youth, CMHA Thames Valley and Medavie Health Services. The Alliance focuses on care pathways, provincial initiatives such as Coordinated Access, service provision-impact of changes on the system, staff training and development and advocacy.

The Huron Perth Helpline and Crisis Response Team (HPHCRT) provides 24/7 support to anyone with concerns about their own or someone else's mental health and/or addiction issues. All mental health and addiction services can be accessed via the HPHCRT, through direct referral to the most appropriate organization.

The Huron Perth & Area Ontario Health Team (HPOHT) lead an initiative to support the development of stepped care for the mental health and addiction services in our area. This work included the development of a service inventory of all mental health and addiction services in our area. This inventory is live on the HPOHT website. Individuals can access this inventory and find the support they require based on their current need.

Ontario Structured Psychotherapy is a provincial program that provides individuals both in person and virtual support for a variety of mental health concerns. This program has been implemented in Huron Perth and receives referrals from a variety of areas including primary care.



Catherine Hardman

Author: Catherine Hardman,
Chief Executive Officer,
Canadian Mental Health
Association - Huron Perth

Mental Health and Addictions Snapshot

SUBSTANCE USE



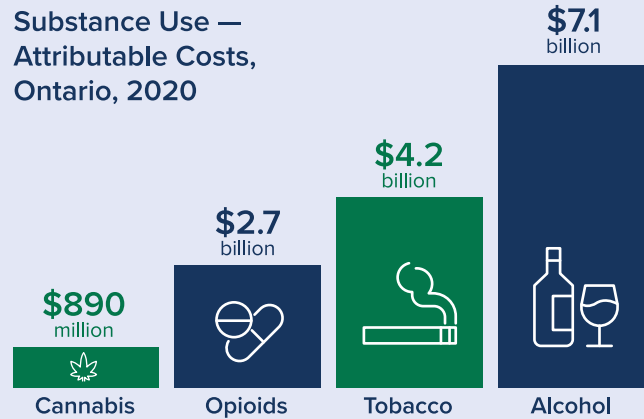
Alcohol is the most used drug in Huron Perth.

36% of Huron Perth residents aged 12 and older are consume three or more drinks within a seven day period.



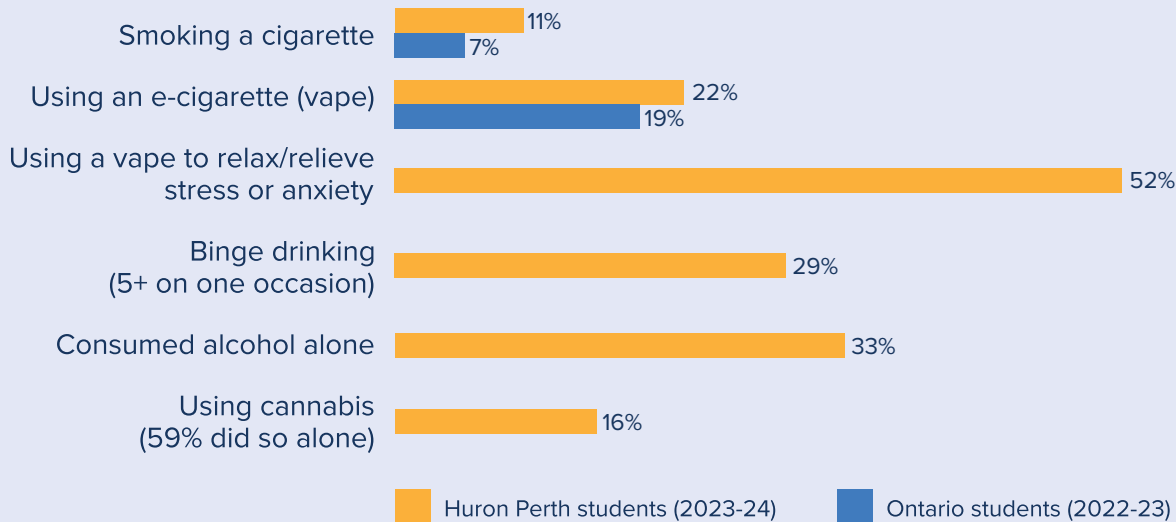
This is considered above a low-risk level according to Canada's Guidance on Alcohol and Health.

Substance Use —
Attributable Costs,
Ontario, 2020



SUBSTANCE USE AMONG STUDENTS

Based on a 2023-24 survey, Huron Perth students reported using the following in the past 30 days:



AFFORDABILITY

\$1,338
per month

the cost of groceries
for a family of four
in Huron Perth.

For a family of four receiving Ontario Works, that's **46% of their income spent on food** to meet Canada's Food Guide recommendations.*

Financial strain increases the risk of adverse mental health effects. The risk of depression, anxiety disorders, mood disorders, and suicidal thoughts increases with the severity of food insecurity for adults and youth.

HPPH Alcohol Municipal Primer, 2024 shared with local municipalities: Reducing Alcohol Harms-A Primer for Municipalities Dec24
 *Huron Perth Public Health. (2025). The real cost of eating: food insecurity in Huron and Perth, 2024.
<https://www.hpph.ca/inspections-reporting/reports-plans-and-statistics/#FoodInsecurity/CostofEating>

The Financial Implications of Addressing Priority Areas

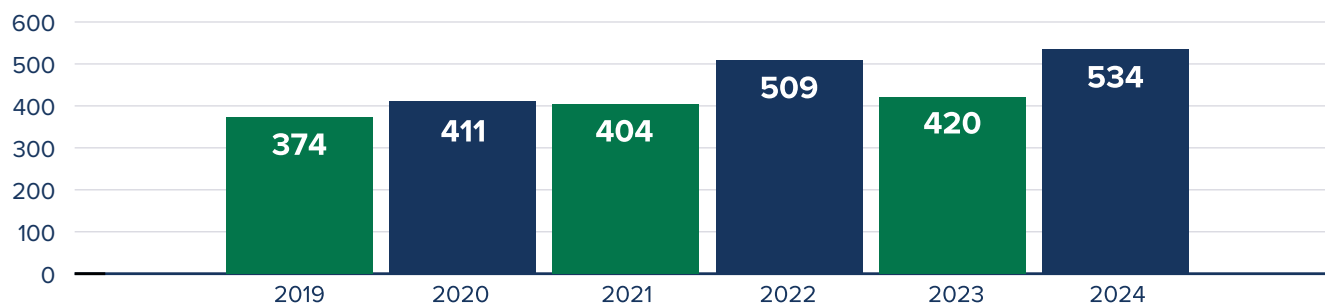
Neglecting the root causes of social issues imposes widespread repercussions across society, affecting individuals, families, communities, and governmental functions. Addressing these issues collaboratively is essential to alleviate the strain on various societal segments and public services. Communities across Canada, including those concerned with the priority areas identified by the Community Safety and Well-Being Partnership Council, invest substantial time, resources, and financial capital to tackle these complex social challenges. This intense focus diverts resources from other critical societal needs and imposes costs on all community members, not just those directly impacted. The ripple effect of untreated social issues can lead to increased demand for healthcare, social services, law enforcement, and other areas, ultimately challenging the sustainability of community resources and resilience. By addressing these priority areas effectively, communities can optimize resource allocation, foster sustainable development, and enhance overall societal well-being.

Highlighted below are the financial impacts of each of the priority areas. Working in collaboration with service providers, local governments, and communities is essential to help alleviate the financial strain on systems, governments, and individuals.

Housing

The cost of housing in Ontario has been increasing over time, this has resulted in escalating rental costs and an overwhelming demand for affordable housing¹. The year 2024, saw 268,241 households, on Ontario's waitlists for Rent-Geared-to-income housing². As seen in the graph below, the average households waiting for Rent-Geared-to-income housing increased from 374 in 2019 to 534 in 2024 for Perth County. The shortage of affordable, appropriate spaces results in strains on local governments, social services, and the community.

Average Households on the Centralized Waitlist - by Year



¹ Donaldson, J., Wang, D., Escamilla, C., & Turner, A. (2025). Municipalities under pressure: The human and financial cost of Ontario's homelessness crisis. HelpSeeker

² Donaldson, J., Wang, D., Escamilla, C., & Turner, A. (2025). Municipalities under pressure: The human and financial cost of Ontario's homelessness crisis. HelpSeeker



Homelessness

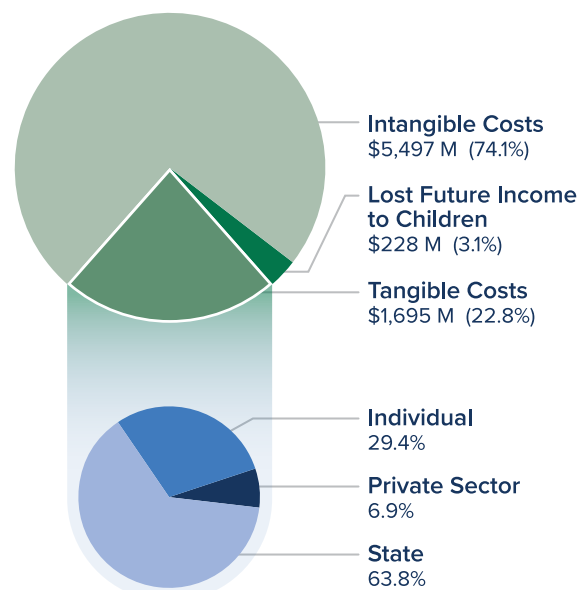
A matched cohort study of a representative sample of people experiencing homelessness, housed and low-income housed in 2021 and 2022 out of Toronto, Ontario Canada found that participants experiencing homelessness had nearly seven times health care costs compared to housed (\$12,209 among participants experiencing homelessness compared to \$1,769 housed and \$1,912 low-income housed).³ Without targeted investments, coordinated responses and commitments to long term solutions, municipalities, individuals and families will face increased costs. Currently, nearly \$1 billion is being spent on emergency shelters across Ontario. While shelter in the short term is essential to help stabilize people during a crisis, there is too much reliance on emergency shelters as housing solutions and many people are unable to exit due to a lack of appropriate long-term housing options. Shelter stays do not prevent individuals from entering homelessness, nor do they increase the chances of individuals exiting out of homelessness, there needs to be more concerted efforts on prevention. Investing in housing and prevention measures helps address the immediate crisis and reduce long-term costs by minimizing reliance on emergency shelters, hospitals, justice systems, and other social services.

³ Richard, L., Carter, B., Nisenbaum, R. et al. Disparities in healthcare costs of people experiencing homelessness in Toronto, Canada in the post COVID-19 pandemic era: a matched cohort study. *BMC Health Serv Res* 24, 1074 (2024).

Intimate Partner Violence/ Gender Based Violence

An Estimation of the Economic Impact of Spousal Violence in Canada, 2009 was a comprehensive study published by the Department of Justice Canada with the purpose to measure the impact of all spousal violence that occurred in 2009. The study found that the total economic impact of spousal violence in Canada in 2009 is estimated at \$7.4 billion, which accounts to \$220.00 per Canadian. A further breakdown demonstrates that the Government pays for the majority of tangible costs at 63.8%, individuals pay for 29.4% of tangible costs, and the private sector pays for 6.9% of total costs. Included below is a graph showing: Intangible Costs (pain and suffering, loss of life, loss of affection and enjoyment for families and victims); Tangible Costs (costs with actual financial transactions; Criminal Justice System, civil justice system, health care system and social services); and Lost Future Income to Children.

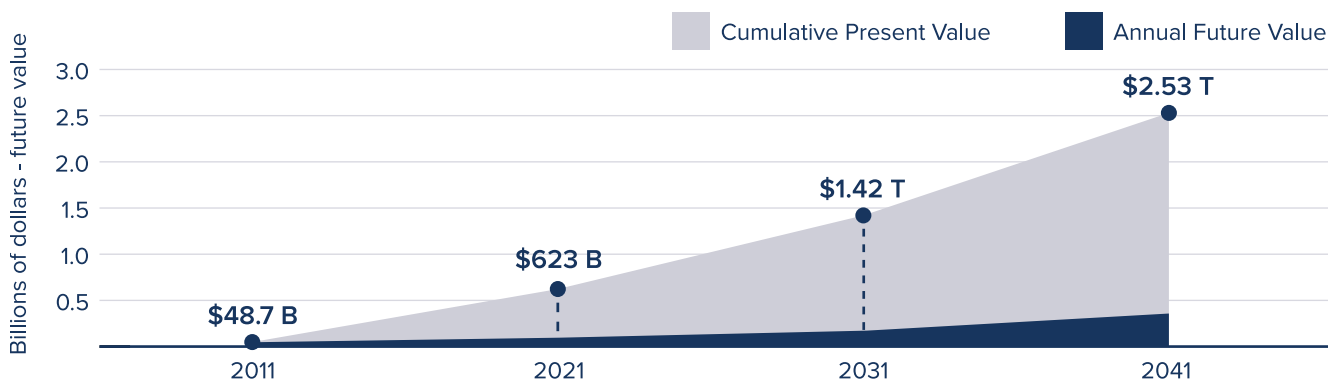
An Estimation of the Economic Impact of Spousal Violence in Canada, 2009





Mental Health and Addiction

In 2010, the Mental Health Commission of Canada commissioned a study about the number of people living with mental illness and the associated costs. The study found that mental health problems and illnesses cost the Canadian economy approximately \$50 billion per year. While most of these costs pertain to health care, social services and income supports, about \$6 billion is from lost productivity. 21.4% of the working-age population (ages 20-64) was found to be living with a mental health problem or illness. As demonstrated in the chart below, the projected cost of mental illness on the economy over the course of 30 years would add up to more than \$2.5 trillion.



Source: Making the case for Investing in Mental Health, 2013

Next Steps

Charting the Next Chapter: Empowering Safe and Connected Communities will build upon the collaborative foundation established by the *Roadmap for Collaboration* by advancing community-wide initiatives, education, and advocacy within designated priority areas through strategic community partnerships.

To prevent service duplication and optimize resource allocation, each priority area will be assigned a lead individual responsible for several key functions:

Liaison Role:

Act as the primary conduit for communication between the CSWB Partnership Council and Community Tables, ensuring a cohesive and integrated approach to community safety and well-being.

Training and Facilitation:

Organize and deliver training sessions to the CSWB Partnership Council that align with strategic priorities, enhancing the capacity and understanding of council members in relation to their specific priority area.

Bi-Monthly Updates:

Provide detailed bi-monthly updates to the CSWB Partnership Council meetings, reporting on progress within Education, Community-Wide Initiatives, and Advocacy. This will ensure transparency and continuous alignment with the overall mission.

Leadership of Sub-Committees:

Chair sub-committees that focus on developing community-wide strategies pertinent to their priority area, bringing in diverse expertise and perspectives to drive comprehensive and sustainable solutions.

Recommendation Sharing:

Convey recommendations and insights derived from the Community Tables and CSWB Partnership Council to relevant stakeholders, facilitating informed decision-making and policy development.

This structured approach ensures a collaborative, informed, and strategic progression in addressing community needs, while strengthening the capacity and integration of efforts across the region.



The CSWB Partnership Council will:

Continue to take a structured and strategic approach to community safety and well-being initiatives, fostering innovation and collaboration, and ensuring accountability and continuous improvement.

Decision-Making and Governance

Voting on Recommendations:

- Establish a structured decision-making process to evaluate recommendations based on criteria such as community impact, feasibility, and sustainability.
- Implement a feedback mechanism to assess and review the outcomes of decisions made, ensuring continuous improvement.

Collaboration and Knowledge Sharing

Brainstorming, Collaboration, and Offering Insights/Guidance:

- Organize regular brainstorming sessions and collaborative workshops to foster innovation and creative problem-solving.
- Facilitate cross-sector collaborations with governmental, non-governmental organizations, and private sector partners to leverage diverse expertise.

Active Engagement in Subcommittees

Participation in Priority Area Subcommittees:

- Create specialized subcommittees focusing on the key areas.
- Develop clear agendas and action plans for each subcommittee to ensure targeted and effective interventions.
- Conduct regular workshops and training sessions for subcommittee members to enhance their skills and knowledge.

Integration of Research and Expertise

Bringing Ideas, Emerging Research, and Expertise:

- Integrate innovative research and evidence-based practices into the partnership council's initiatives.
- Hold annual symposiums or conferences for experts to share findings and innovations with council members and the community.
- Find creative ways to integrate community insights and assess for community impact on an ongoing basis.



Moving Forward

As we move into the next iteration of the Community Safety and Well-Being Plan *Charting the Next Chapter: Empowering Safe and Connected Communities* there will be a strong emphasis on building a shared understanding of the priority areas while working collaboratively with Partnership Council and Community Tables to address gaps, build on community strengths and assets and promote the safety and well-being of all residents in our communities.

The Community Safety and Well-Being Plan is a 10-year iterative community plan. Annual updates will be provided outlining implementation work that has been done during that time and future planning projects. In order to be responsive and to ensure the CSWB Plan evolves to continue to meet emerging needs of the local Municipalities, the Plan will be updated at year 4 and year 8.

Charting the Next Chapter: Empowering Safe and Connected Communities represents the interest and commitment that Municipalities and community members have in making the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of East Perth, and Township of Perth South places where residents feel safe, connected, and physically and mentally healthy.



Partnership Council

This committee included representation from the following municipalities and organizations:

- City of Stratford
- Town of St. Marys
- Municipality of North Perth
- Municipality of West Perth
- Township of Perth East
- Township of Perth South
- Stratford Police Service
- Ontario Provincial Police
- United Way of Perth-Huron
- Huron Perth Healthcare Alliance
- Huron-Perth Children's Aid Society
- Huron Perth Public Health
- Huron Perth Catholic District School Board
- Avon Maitland District School Board
- Optimism Place, Women's Shelter and Support Services
- Emily Murphy Centre
- Perth County Paramedic Services



For more information, please visit: www.cswb-stratfordperthstmarys.com



Need help getting connected to Social Services, Programs or Community Supports?
Please call 211.



MANAGEMENT REPORT

Date: July 14, 2025
To: Mayor and Council
From: Mandy Koroniak, Manager of Children's Services
Report Number: COU25-077
Attachments: Value-for-Money Audit of Anne Hathaway Day Care Centre

Title: Value-for-Money Audit of Anne Hathaway Day Care Centre

Objective: To provide Council with an update regarding the completed Value-for-Money Audit of Anne Hathaway Day Care Centre.

Background: In its 2024 Canada-Wide Early Learning and Child Care (CWELCC) Guidelines, the Ministry of Education required that Service System Managers (SSMs) that directly operate child care centres retain independent advice and conduct a Value-for-Money audit on their direct delivery of child care services, to be completed by June 30, 2025.

The Ministry stated that the purpose of the Value-for-Money audit is to determine whether federal and provincial funding is being used efficiently and effectively by directly operated centres, and whether childcare services could be more efficiently offered by a third-party provider. SSMs are responsible for responding to findings and recommendations made by the auditor, including whether the recommendations will be implemented. The audit report, including management responses, must be posted publicly. The Ministry further indicated that funding would not be withheld or adjusted based on the findings of the audit but that they may follow-up on the implementation of the recommendations received and the management responses.

The City of Stratford retained the Beam Group to conduct its Value-for-Money audit of the Anne Hathaway Day Care Centre (AHDC), which was completed in June 2025.

Analysis: The Value-for-Money Audit of the AHDC evaluated both the financial and non-financial outcomes associated with the centre and reviewed the efficiency and effectiveness of the centre. The audit included the following data collection activities: online surveys of parents, caregivers, and child care centre staff across Stratford, St. Marys, and Perth County, 10 semi-structured interviews with key stakeholders, facilitated workshop with AHDC staff, review of administrative and financial data,

including an efficiency analysis with 6 community-based child care centre comparators, and a literature review.

The audit report contains ten recommendations, with the following themes: strengthening equity and inclusion, increasing access, improving accessibility, enhancing impact through capacity building, strengthening alignment on required supports and resources, improving integration, and parental feedback. The full recommendations and management responses are detailed in the report and the Social Services Department has established a working group to action recommendations of the report.

Financial Implications:

Financial impact to current year operating budget:

There are no direct impacts on the current operating budget because of this report.

Financial impact on future year operating budget:

There are no direct impacts as result of the report, however actioning some of the recommendations could lead to financial impact, which would first be brought forward for Council consideration.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the Children's Services Division and Anne Hathaway Day Care Centre work to plan for and support access to affordable, high-quality licensed childcare.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Value-for-Money Audit of Anne Hathaway Day Care Centre" (COU25-077), be received for information.

Prepared by:	Mandy Koroniak, Manager of Children's Services
Recommended by:	Kim McElroy, Director of Social Services
Approved for Council by:	Adam Betteridge, Interim Chief Administrative Officer

CITY OF STRATFORD

VALUE-FOR-MONEY AUDIT OF
ANNE HATHAWAY CHILD CARE
CENTRE

DIRECTLY OPERATED BY THE CITY
OF STRATFORD

JUNE 2025



BEAM GROUP

PREPARED BY
BEAM GROUP

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Executive summary

The City of Stratford is designated by the Province of Ontario as the Service System Manager (SSM) for child care and early years programs and services for the service delivery area of the City of Stratford, Town of St. Marys, and Perth County. The Anne Hathaway Day Care Centre (AHDC) is a foundational component of the City of Stratford's social infrastructure. It supports parents in balancing employment and caregiving responsibilities, while providing children with high-quality early learning experiences during a critical stage of development. As one of the municipally operated centres in the service delivery area,¹ the full day child care centre has a licensed capacity for 107 children. The City also operates a before and after school program at the adjacent Anne Hathaway Public School, licensed for 86 kindergarten and school age children.

To inform this value-for-money audit, data was collected through qualitative and quantitative sources including key informant interviews, two online surveys, a review of administrative data, child care operator financial information, and analysis of external data and literature on key issues and trends in child care.

The findings, analysis and recommendations are intended to assist the City in responding to emerging issues in the administration and delivery of the centre and fulfill the requirement of the Ministry of Education that SSMs that directly operate child care centres retain independent advice and conduct a value-for-money audit on their direct delivery of child care services.

AHDC has a strong reputation for its high-quality care. Feedback from stakeholders indicated that the Centre often provides more effective services than other child care operators. However, it also incurs higher costs associated with service delivery than some child care centres.

As a licensed child care operator enrolled in the Canada-Wide Early Learning and Child Care (CWELCC) program² it has reduced child care fees from \$48 to \$22 over the past few years.

Against the backdrop of a shortage in child care services in the region, it has a wait list of 620³ unique children and a timeline of approximately three years to access a space. While this high demand reflects its strong commitment to quality, family-centred

¹ The City of St Marys and the Municipality of North Perth also operate child care.

² A federal initiative aimed at making child care more affordable and accessible for families across Canada by reducing fees and increasing the availability of spaces.

³ This includes children that have been born, are toddler or preschool age and not already placed at another centre.

service, it also presents an opportunity to explore how the centre can capitalize on its strengths to make a stronger impact in the community.

This report identifies opportunities for strengthening equity and inclusion, increasing access, and improving accessibility.

While opportunities for improvement exist, the most significant finding is the important impact that the Centre and its dedicated staff continue to make for children and families in the City of Stratford.

Introduction and Context for the VfM Study

The Anne Hathaway Day Care Centre (AHDC) serves children from 18 months to 5 years of age at its full day centre and a before and after school program serving kindergarten and school age children at Anne Hathaway Public School. Programs are delivered by Registered Early Childhood Educators and follow a play-based, child-centred approach aligned with provincial guidelines. Its main centre is licensed for 15 toddler, 80 pre-school and 12 kindergarten children. The secondary before and after school program is licensed for 26 kindergarten and 60 school-age children.

AHDC operates year-round and provides a structured learning environment that supports children's physical, cognitive, and social development. Services include indoor and outdoor play, guided learning activities, rest time, and nutritious meals prepared on site. The Centre also participates in the Canada-Wide Early Learning and Child Care (CWELCC) System, which has reduced daily fees for eligible children (up to age 6) and improved overall affordability. Fee subsidies are available for qualifying families.

Enrollment in all programs is managed through a centralized online waitlist system. The Centre is operating at full capacity and maintains a significant waitlist, reflecting both high community demand and broader system constraints.

The centre has an annual operating expenditure of approximately \$1.9m. There are 20 Full-Time Equivalent staff. It is financed through two main sources: funding from all three levels of government and revenue from the fees charged to families.

In addition to being the organization directly responsible for child care at the AHDC, the City of Stratford is designated as the Service System Manager (SSM) for planning and oversight of the child care and early years programs and services within the service delivery area. This includes the City of Stratford, the municipalities of North Perth, Perth East, West Perth and the Town of St. Marys.

As SSM, the City oversees eight operators that deliver child care services at 26 sites including licensed full day child care centres and before and after school programs, special needs resourcing, authorized recreation programs and camps, and EarlyON Child and Family Centres. All licensed child care operators in the area are part of the CWELCC program. They are either municipally-operated, including by the Town of St. Marys and Municipality of North Perth, or operated by not-for-profit organizations.

This value-for-money audit, conducted between March – June 2025, evaluates both financial and non-financial outcomes associated with AHDC. It reviews the efficiency and effectiveness of the AHDC and provides decision makers with evidence-based recommendations, including opportunities for service improvements.

Auspice type

Child care services can be delivered by corporations of different types (or auspice), including not-for-profit, for-profit, and directly operated. The literature on the economic benefits of child care does not focus on auspice and there is very little evidence to suggest that the economic outcomes of directly operated programs differ dramatically from community child care operators. This is because the studies typically measure the benefits (e.g., increased tax revenues, wage increases, impact on the use of public services, etc) and costs (e.g., staff salaries and benefits, etc) and typically do not isolate for the impact that the auspice type had on the outcome. The return on investment ranges from approximately \$1.6 – \$5.8 and depends on the factors that are included.⁴

However, as identified elsewhere in this report, the AHDC appears to provide higher quality services which can in turn increase the benefits associated with the investment. On the other hand, as directly operated centres typically operate at a higher cost, this can reduce the net benefit. Given the focus of this value-for-money assessment, isolating the precise economic benefit and cost associated with AHDC was not part of the study's scope. If the City is interested in pursuing this, it could undertake a longitudinal study that tracks the socioeconomic outcomes of children in different auspice settings over time, or could collect data from all of its licensed child care operators to review the costs and benefits and control for the auspice type.

⁴ For a summary of these studies, see Early Learning and Childcare as Key Economic Infrastructure, April 2021, Deloitte

Methodology

In order to evaluate the value-for-money of the AHDC, the study used a comprehensive evaluation framework that is informed by Ontario's Access and Inclusion Framework.⁵ It is organized around the following key dimensions and is used to identify any challenges, issues, strengths and opportunities.

High-quality: To what extent does the centre deliver high-quality services that optimize inputs (funding, staff, training opportunities, etc.)? This dimension looks at the impact the centre is making as well as levels of stakeholder satisfaction and the quality of staff.

Accessible: Are the programs and services easily accessible to clients? This component includes both physical accessibility and service availability.

Inclusive: Is the centre inclusive, anti-bias, and in alignment with the Province of Ontario's Access and Inclusion framework? This includes a focus on special needs and cultural awareness.

Affordable: Are parent fees set at a level that ensures the child care programs can operate and remain accessible to families? This looks at the cost of child care and its accessibility.

Integrated: Are child care services effectively integrated with other social services supports across the entire system? This section considers how the centre interacts with other health and human services to ensure that these services are organized around the needs of users.

Family-centered: How well do programs and services respond to family needs? This dimension looks at how well the centre understands and responds to user needs.

A mixed-methods approach was used to inform the analysis, drawing on both qualitative and quantitative evidence. Data collection activities included:

- Online surveys completed by 364 parents and caregivers and 91 staff members, capturing a range of perspectives on service quality, access, satisfaction, and system delivery. Of these, 36 parents and caregivers and 17 staff were directly commenting on AHDC.
- Ten semi-structured interviews with key stakeholders, including child care and early years staff from the City of Stratford, program supervisors, municipal representatives, and community partners.
- A facilitated workshop with approximately 25 staff members to gather input and perspectives on strengths, challenges, and improvement opportunities.

⁵ See <https://files.ontario.ca/edu-access-and-inclusion-framework-en-2023-07-07.pdf>

- Review of administrative and financial data, including operating budgets, licensing information, and policy documents relevant to the City of Stratford's child care and early years services.
- Analysis of external research and sector-wide literature, offering context and insight into trends and challenges in Ontario's child care environment.

The use of multiple data sources allowed for triangulation, enhancing the reliability of findings by validating themes across stakeholder groups and eliminating alternative explanations.

This is not a longitudinal study. It represents a 'snap shot' analysis of feedback from stakeholders and of available program data and information across several measures of performance. Further study and analysis are required to validate the following headline results. However, given the richness of the data collected, the analysis has produced observations that can inform service delivery considerations.

Given that the new child care funding formulas are being implemented, any updates and their implications should continue to be monitored. Future research and analysis initiatives that may be able to access a broader set of data should build upon and validate these findings.

Key Findings

Quality

The Anne Hathaway Day Care Centre was consistently recognized by stakeholders as delivering high quality services that create a nurturing, safe, and engaging environment where children thrive and develop essential skills. Interviewees cited a range of key strengths including supportive and engaged staff, nutritious meals tailored to dietary needs, and inclusive menu planning with parent feedback. There is also comprehensive support for children's physical, cognitive, and social development.

Stakeholders reported that the AHDC has a team of highly experienced, professional, and passionate educators that deliver high quality services. This includes lower turnover compared to other centres, contributing to stronger relationships and trust with families. Staff have opportunities for ongoing professional development (e.g., monthly workshops), leading to shared best practices and continuous improvement. It was noted that there is a positive workplace culture and higher morale due to the compensation and benefits that are in place.

Family perspectives

AHDC was consistently recognized for high-quality care, stable staffing, and strong educator-child relationships. Families reported positive experiences across all classrooms and noted clear developmental benefits for their children. This level of consistent, reliable care was less commonly reported at other centres, highlighting AHDC as a model of quality that many families actively seek but cannot always access. Addressing system-wide gaps in capacity and consistency remains essential to meeting that demand.

Survey respondents repeatedly praised the educators for being nurturing, consistent, and deeply invested in children's well-being and development. Where some other child care centres were described as having staff who were "not suitable" or experiencing high turnover, AHDC was associated with long-standing, trusted relationships. For example, when asked for additional comments on the centre, several parents and caregivers stated:

"Anne Hathaway has exceptional educators. Each room my child has been in has been a very positive experience."

"The staff are not just teachers; they're friends... we feel blessed that both of our children spent their early years at AHDC."

"I absolutely love Anne Hathaway Daycare. The staff are so friendly and professional and the care my child receives is above and beyond my expectations."

It is important to note that AHDC was not the only centre to receive positive feedback. Some other programs were recognized for strong individual educators, engaging programming, or a welcoming environment. However, the consistency and depth of praise for AHDC from survey respondents was apparent.

In the thematic analysis of qualitative feedback in the survey⁶, respondents commented on the level of access for AHDC 21 times (for example, noting limited spaces or limited program offerings across younger age groups). However, the tone of feedback overall was positive with concerns raised about accessing the care, rather than the care itself. For example, respondents noted:

“It’s the best daycare around... the reason the waitlist is so long is because of the quality care.”

“How does the only city-run daycare only have 10 toddler spots?”

This feedback highlights a broader, recurring theme from survey respondents that were commenting on other centres: shortages of accessible, licensed child care across Stratford, St. Marys, and Perth County.⁷ All licensed child care programs are legislatively required to have a wait list that describe the procedures for placement and that they can provide information as to the child’s position on the list to families. However, families commenting on both AHDC and other centres reported being on waitlists for several years, often without communication or updates, and described being unclear about how placements were determined.

Families reported more specific concerns about the quality of other centres. These included challenges such as high staff turnover, limited communication from providers, and occasional concerns about how well children with additional needs were supported. These issues did not appear in the open-ended feedback about AHDC. Families view AHDC as a trusted, high-quality provider that they strive to access.

Satisfaction with care and education

82% of respondents commenting on AHDC strongly agreed *they are happy with the quality of care and education*, significantly higher than the 58% reported for other centres. None of the respondents commenting on AHDC disagreed with this statement, while nearly 9% of parents using other centres did.

⁶ See the appendix for further details.

⁷ There were 51 mentions of this as outlined in the appendix.

In open-ended comments⁸, 56% of respondents praised the quality of care at AHDC, with a particular focus on staff professionalism and the quality of early learning experiences. Approximately, one in five (21%) described specific examples of how their children had advanced socially, emotionally, and cognitively since attending. For example, respondents noted:

“My child is thriving since coming to childcare... the care is above and beyond my expectations.”

“We are beyond blessed to be part of AHDC.”

These findings reinforce AHDC’s status as a trusted and high-quality provider, meeting not only children’s needs, but also the expectations of families across a variety of backgrounds.⁹

Staff that families trust

A central contributor to quality is the AHDC team itself. Families consistently used terms such as “exceptional,” “amazing,” and “professional” to describe staff across all roles, from early childhood educators to supply staff and the Centre’s cook. This high level of trust was supported by evidence of low staff turnover, which was frequently mentioned as a differentiator compared to other child care centres in the region.

Staff retention has contributed to strong relationship continuity, which in turn helps build secure attachments between children and their caregivers. Staff were also described as emotionally invested, consistently responsive, and deeply knowledgeable about individual needs.

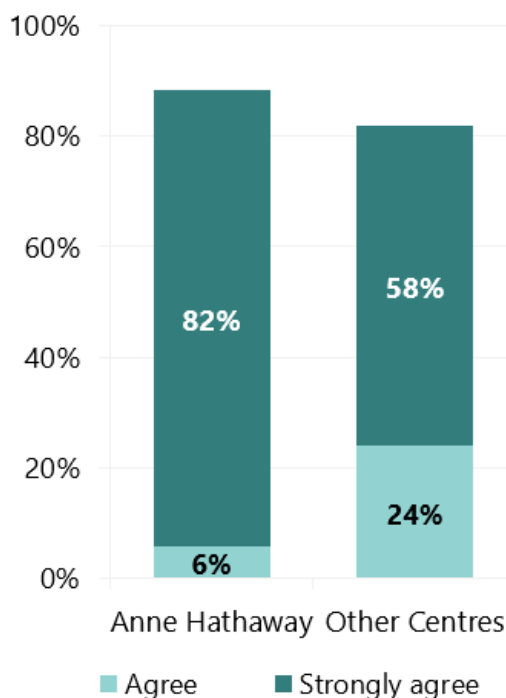


Figure 1: Parent and caregiver satisfaction with quality of care and education

⁸ Survey respondents were asked “Please use the space below to share any additional comments you have about the child care you are receiving / or child care in Stratford, St. Marys and Perth County more generally”.

⁹ Survey respondents in the parent and caregiver survey self-identified across many age ranges (under 18: 3%, 25-34: 30%, 35-44: 65%, 45-54: 3%), ethnic/racial identities (White/European: 95%, Black/African/Caribbean: 3%) and reported having various total household income levels (\$15,000-\$29,999: 3%, \$30,000-\$49,999: 6%, \$50,000-\$74,999: 6%, \$75,000-\$99,999: 28%, \$100,000-\$150,000: 17%, over \$150,000: 36%, see: Figure 8).

Reliable hours and broader impact

Most families also valued the Centre’s consistent year-round schedule (7:00 a.m. to 5:30 p.m.), which enables parents to maintain employment. Several interviewees noted the Centre’s role in supporting health care workers, single parents, and others with limited informal support. In this way, AHDC can contribute not just to child development, but to economic stability and gender equity, allowing more parents to return to work. Research suggests that for every dollar invested in early childhood programs, there is a significant return on investment, with estimates suggesting returns as high as \$5.80 per dollar spent.¹⁰

Staff perspectives on quality

The following section summarizes survey responses from staff at AHDC and other licensed child care centres in Stratford, St. Marys, and Perth County. These insights reflect the experiences and perceptions of educators and staff regarding child care quality.

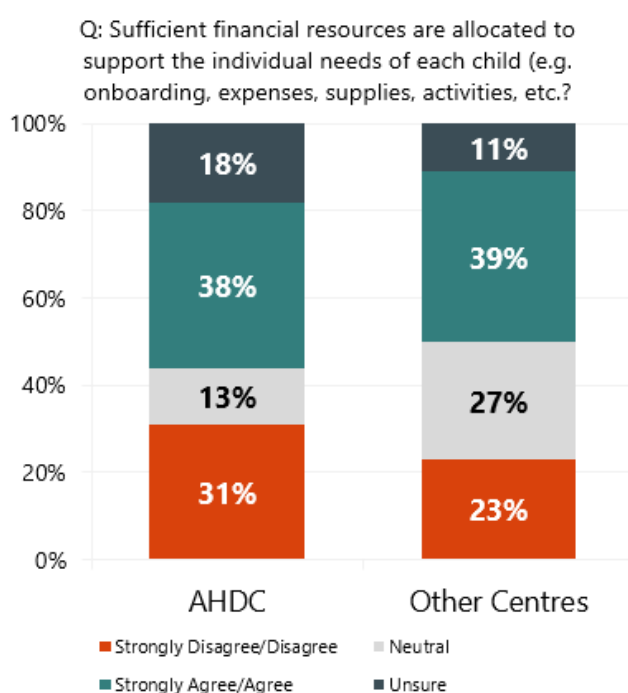


Figure 2: Staff perspectives on the allocation of financial resources

Mixed views on day-to-day materials and resources

When asked whether financial resources are sufficient to support each child—for example, for onboarding, materials, supplies, and activities—38% of AHDC staff agreed or strongly agreed. 31% disagreed or strongly disagreed. The remaining staff were either neutral (13%) or unsure (18%).

At other centres, 39% of staff agreed or strongly agreed. 23% disagreed or strongly disagreed, while 27% selected neutral and 11% were unsure.

These responses suggest a wide range of views at AHDC, with

notable uncertainty and disagreement. While overall agreement levels were similar across the system, AHDC staff were more likely to express concern or uncertainty. As a

¹⁰ Conference Board of Canada – Ready for Life, October 2017, available at <https://www.conferenceboard.ca/product/ready-for-life-a-socio-economic-analysis-of-early-childhood-education-and-care/>.

result, there may be an opportunity to consult with staff to better understand what supports may be required.

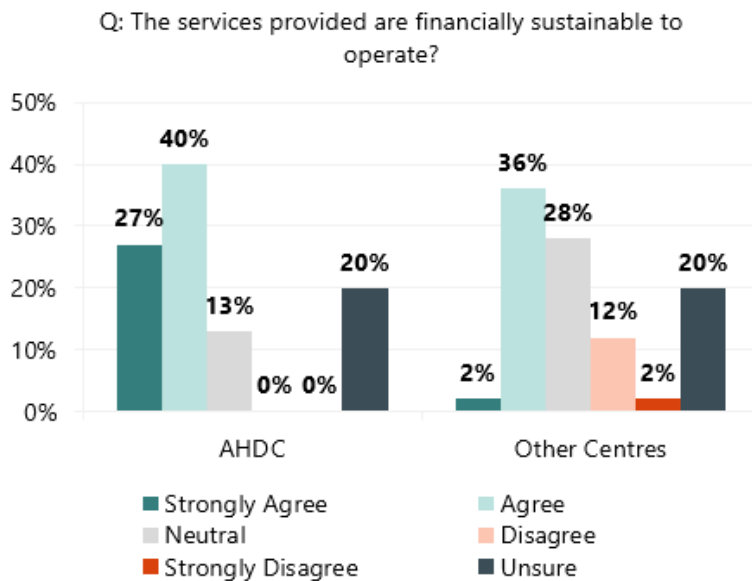


Figure 3: Staff confidence in financial sustainability

Confidence in long-term sustainability

AHDC staff were more likely to view the centre as financially stable. 67% agreed or strongly agreed that the services are financially sustainable.¹¹ At other centres, 38% shared this view.

The data suggests that while some staff are concerned about immediate or classroom-level resource constraints, there is also

recognition of the Centre's broader financial sustainability.

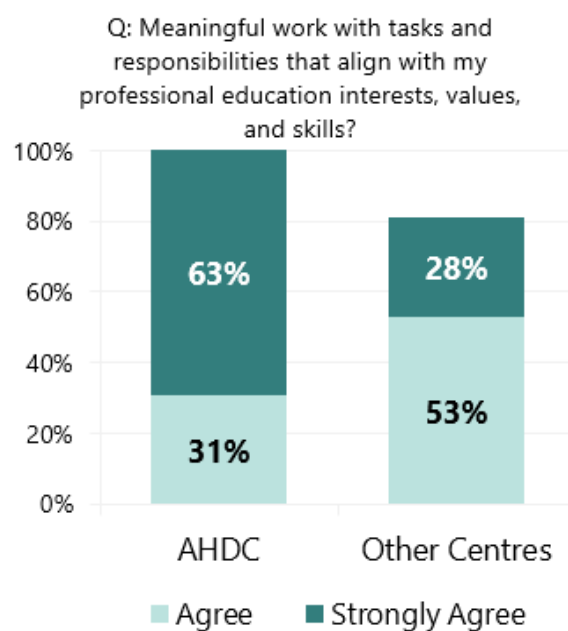


Figure 4: Staff satisfaction with meaningful work and responsibilities

Staff perspectives on satisfaction and stability

AHDC staff reported a strong sense of alignment between their work and professional values. 100% of respondents agreed or strongly agreed that their responsibilities reflect their education, interests, and skills. At other centres, 81% percent of staff agreed or strongly agreed.

This sense of alignment contributes to professional identity and motivation. Staff who feel that their work matters—and matches their training—are more likely to stay, contribute ideas, and build lasting relationships with families and colleagues.¹²

¹¹ The remaining 33% of AHDC respondents selected "neutral" or "unsure" (13% neutral, 20% unsure); no staff disagreed with the statement.

¹² Robertson-Smith, G., & Markwick, C. (2009). *Employee engagement: A review of current thinking* (IES Report 469). Institute for Employment Studies. <https://www.employment-studies.co.uk/resource/employee-engagement-review-current-thinking>

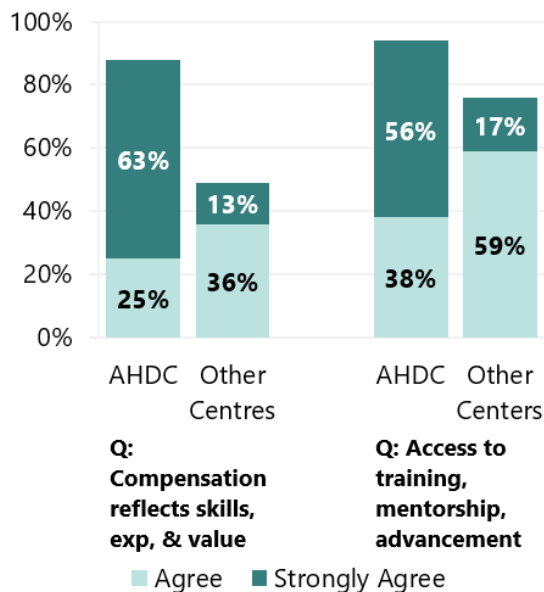


Figure 5: Staff satisfaction with competitive pay and career advancements

Competitive pay and room to grow

88% of AHDC staff agreed or strongly agreed that their compensation reflects their skills, experience, and the value they bring to the organization. 49% of respondents commenting on other centres felt that way. The difference is most pronounced in strong agreement: 63% at AHDC, compared to 13% elsewhere.

Access to professional growth opportunities followed a similar pattern. At AHDC, 94% of staff agreed or strongly agreed that they have access to training, mentorship, and advancement. At other centres, 76% said the same. Again, the gap in strong agreement is notable: 56% of AHDC

strongly agreed, compared to 17% at other centres. These responses suggest that staff feel supported in accessing pathways for professional growth.

A positive, predictable work environment

Respondents also highlighted the importance of workplace culture and balance. 94% of AHDC staff agreed or strongly agreed that they work in a supportive, respectful environment. At other centres, 76% responded similarly.

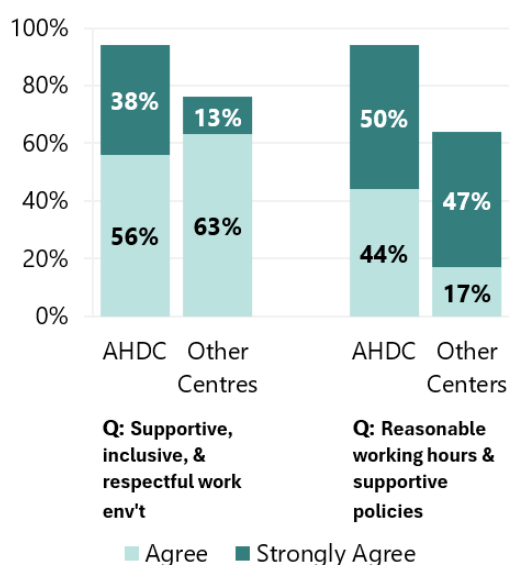


Figure 6: Staff confidence in financial sustainability:

The same share—94%—indicated that their working hours and leave policies support a healthy balance between work and family life. 50% of AHDC staff strongly agreed, compared to 17% at other centres.

These conditions matter. Staff who feel supported and valued are better able to support the children in their care. Predictable hours and a respectful culture reduce burnout and turnover—key factors that help maintain consistent, high-quality care over time.

Affordable

The centre is enrolled in the Canada-Wide Early Learning and Child Care (CWELCC) system.¹³ The CWELCC system is designed to give families access to more affordable and high-quality child care options and to lower child care fees for parents and guardians of children under the age of 6.¹⁴

CWELCC has significantly enhanced the affordability of child care, with the full day toddler rate currently at \$22 per day. This has been reduced from \$48 since the introduction of CWELCC. It represents an annual savings of approximately \$6,370.¹⁵

While the system-wide reduction in fees is a positive development to improve affordability overall, lower fees have led to increased demand for licensed spaces, which has constrained low income families' ability to access a space. Currently, six children at Anne Hathaway are receiving a fee subsidy, representing approximately 6% of total Centre capacity.¹⁶

A similar pattern was observed in the family survey respondents. While 14% of respondents reported receiving a fee subsidy, none of the families with household incomes under \$50,000 annually reported accessing the subsidy.

While Anne Hathaway accounts for 9%¹⁷ of all of the licensed child care spaces within the City of Stratford, it provides 3.5%¹⁸ of the spaces used by children on fee subsidy.¹⁹

Families with greater access to information about child care options and increased capacity to sign up for their child's placement early on may be more likely to take part in the program. As a result, there may be more opportunities to raise awareness about the centre among families eligible for fee subsidy and to prioritize them on the waitlist.

Family perspectives on affordability

The following section summarizes feedback from families with children enrolled at AHDC and other licensed child care centres in Stratford. Responses reflect caregiver experiences and views related to child care affordability.

¹³ The Canada-Ontario Agreement is available at <https://www.canada.ca/en/early-learning-child-care-agreement/agreements-provinces-territories/ontario-canada-wide-2021.html>

¹⁴ The Canada-Ontario Agreement is available at <https://www.canada.ca/en/early-learning-child-care-agreement/agreements-provinces-territories/ontario-canada-wide-2021.html>

¹⁵ This estimate is based on 245 days of care x \$26 per day. If inflation is taken into account, the savings would be even higher.

¹⁶ 6 fee subsidy places out of a total licensed capacity of 107.

¹⁷ 193 out of 2,126 licensed spaces

¹⁸ 6 out of 172 fee subsidy spaces

¹⁹ There are 2,126 licensed places. This includes 70 infant, 165 toddler, 480 pre-school, 571 JK/SK, 795 school age, and 45 family group places.

Parents and caregivers' perspectives on affordability

77% of families with children at AHDC agreed or strongly agreed that services are affordable compared to 68% across other providers in the region. Moreover, 44% of AHDC respondents strongly agreed with the affordability statement, higher than the 36% reported by families at other centres. None of the respondents from AHDC expressed disagreement regarding affordability, while nearly 1 in 10 parents at other centres indicated concerns (this perception exists despite the fact that rates are held to a maximum of \$22 per day under CWELCC). These findings suggest that families, on average, perceive AHDC as more affordable.

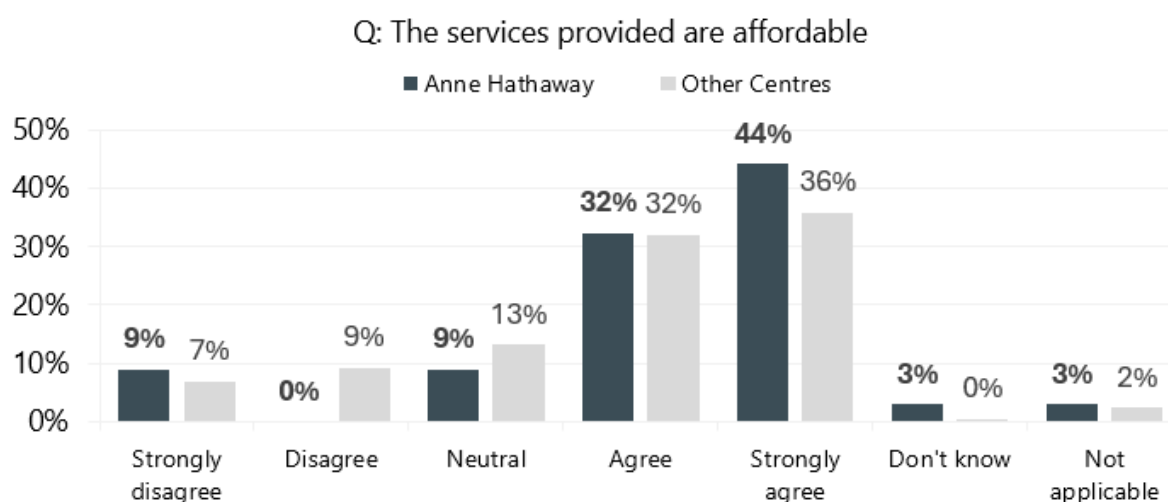


Figure 7: Parent and caregiver perceptions of service affordability

Family income influencing perspectives on affordability

The income distribution chart reveals a key contextual difference between AHDC and other child care centres in the region, which may influence perceptions of affordability. Family survey respondents commenting on AHDC skew higher in income: a substantial proportion reported household incomes over \$150,000, while lower-income households (under \$75,000) were comparatively underrepresented. It appears that the other centres served a broader income mix, with greater representation from families earning under \$150,000. For instance, 36% of AHDC respondents reported incomes over \$150,000 compared to 25% of respondents at other centres.

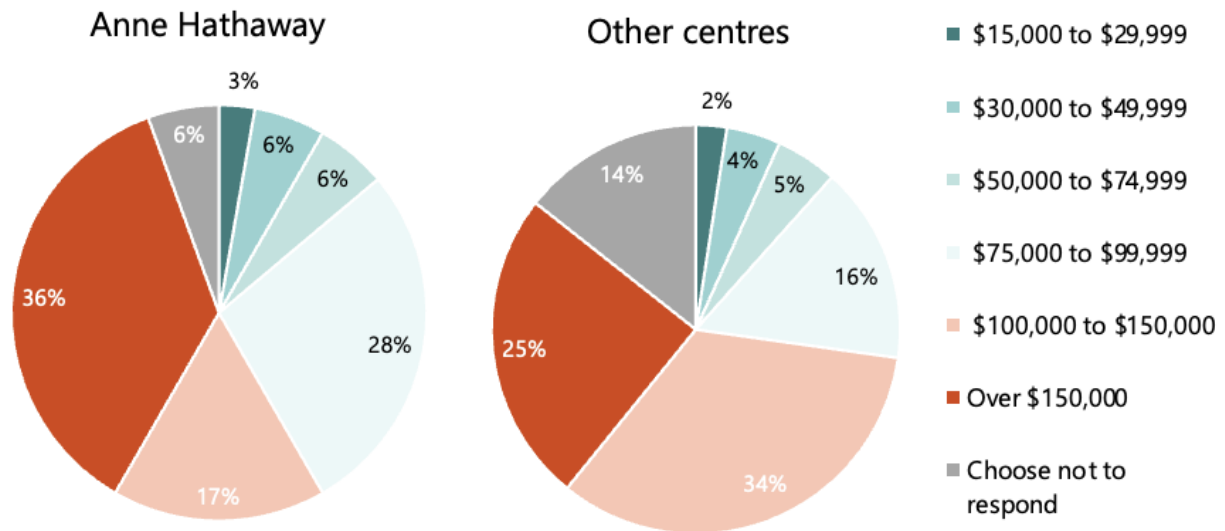


Figure 8: Income distribution of parents and caregivers

(Note: No respondents selected "less than \$15,000"; Anne Hathaway: 36 respondents, Other centres: 327)

The income distribution may help explain why AHDC families were somewhat less likely to report concerns about affordability – not necessarily because child care costs are lower at AHDC, but because a larger share of respondents reported household incomes over \$150,000.

However, it is important to note the significant difference in sample size. The smaller number of respondents from AHDC (n=36) means that the income distribution there may be more susceptible to skew or outlier effects than the larger sample representing other centres (n=327). While the trend suggests a higher-income user base at AHDC, caution should be taken in generalizing this pattern without additional data or a larger, more representative sample.

Other centres also had a substantial proportion of families earning above \$100,000 (59% compared to 53% at AHDC). This suggests that while income may play a role in shaping affordability perceptions, it is not the only factor. These patterns underscore the continued importance of expanding access to high-quality care for lower-income families and ensuring that affordability measures are reaching families across all income levels and provider types.

Staff perspectives on affordability

The following section summarizes survey responses from staff at AHDC and other licensed child care centres in Stratford. These insights reflect the experiences and perceptions of educators and staff regarding child care affordability.

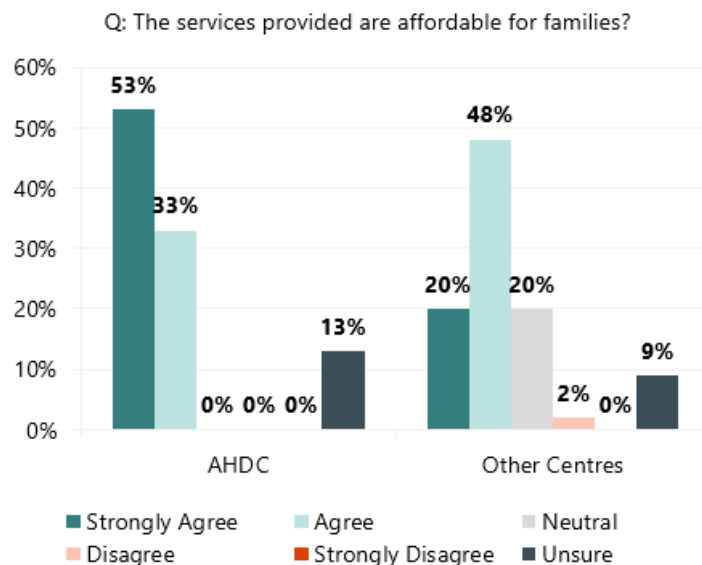


Figure 9: Staff confidence in affordability

Confidence in affordability for families

Staff at AHDC expressed strong confidence in the affordability of services for families. A combined 86% agreed or strongly agreed that the services are affordable. Of those, 53% strongly agreed. In contrast, 67% of staff at other centres felt the same, with 19% strongly agreeing.

The remaining AHDC staff selected unsure, and none disagreed.

At other centres, 20% were neutral, 9% were unsure, and 2% disagreed with the statement. These differences suggest that AHDC staff view the centre's fees as more accessible to families in the community.

Staff perceptions of affordability are an important indicator of how frontline educators understand and experience the financial model underpinning service delivery. When staff believe that services are priced fairly and equitably, it can reflect clearer communication with families and better alignment between operational goals and community needs.

Accessible

This section focuses on both physical accessibility as well as the availability of child care services and includes family and staff perspectives.

Physical accessibility

The AHDC is committed to ensuring that all families can access high-quality early learning, regardless of ability, background, or socioeconomic status. The Centre's design includes features such as ramps, wide doorways, elevators, and accessible bathrooms, enabling children and caregivers with physical disabilities to navigate the space comfortably.

Family perspectives on physical accessibility

Survey results suggest that AHDC is generally well-regarded for its physical accessibility, with 71% of families agreeing or strongly agreeing that the facility is accessible. This is slightly lower than the 76% of families commenting on other centres

who felt their centres were accessible. It is important to note that 60% of families at AHDC strongly agreed that it is accessible, compared to 44% at other providers. This suggests that the Centre's accessibility features may be more visible, familiar, or impactful to its community.

AHDC also had a slightly higher rate of strong disagreement (11%), compared to 4% at other centres. This may indicate that a small subset of families has encountered physical or procedural barriers—or perceive that certain needs (e.g., sensory supports, inclusive communication) are not always available. These findings suggest that while the Centre excels in many areas, there may be opportunities for more inclusive accessibility planning, especially for families navigating invisible disabilities or complex needs. This could be addressed by collecting parent feedback on opportunities to strengthen accessibility at the centre.

Availability

AHDC's commitment to accessibility exists within a broader regional challenge regarding available child care spaces. The licensed child care access rate across Stratford, St. Marys and Perth County is 15% for children ages 0–4, significantly lower than the provincial target of 37% for 0-5 year olds.²⁰ Access rates are particularly low for infant spaces (5%), suggesting that availability, not just affordability, continues to be a key barrier.

Potential Rate of Access to Licensed Child Care Spaces by Age Group in Stratford, St. Marys, and Perth County²¹

Infant	Toddler	Pre-School	JK/SK	School-Age	Ages 0-4	Ages 5-12	Total Ages 0-12
5.0%	17.1%	20.2%	29.3%	13.9%	15.0%	17.8%	16.7%

All licensed child care programs in Stratford, St. Marys, and Perth County use a centralized online waitlist²². At the AHDC full day centre there are 620²³ unique children and the wait time is approximately 3 years. This significant demand underscores the

²⁰ The different categories listed here is due to the way data is reported: the City has calculated percentage of licensed capacity compared to Census 2021 population from ages 0-4, while the province has calculated the provincial target at age 0-5.

²¹ This information was provided by the City of Stratford and noted limitations include: Infant population calculated as all children under 1, and 50% of 1 year olds, Toddler population calculated as 50% of 1 and 2 year olds, Pre-school population calculated as 50% of 2 year olds, all 3 year olds, and all 4 year olds. Family Group licensed spaces omitted.

²² Available at https://onehsn.com/stratford/ux_2_0

²³ This includes children that have been born, are toddler or preschool age and not already placed at another centre.

access gap and highlights the importance of both system-level expansion and transparent communication about timelines and expectations.

Staff perspectives on accessibility

The following section summarizes survey responses from staff at AHDC and other licensed child care centres in Stratford. These insights reflect the experiences and perceptions of educators and staff regarding the accessibility of the centre.

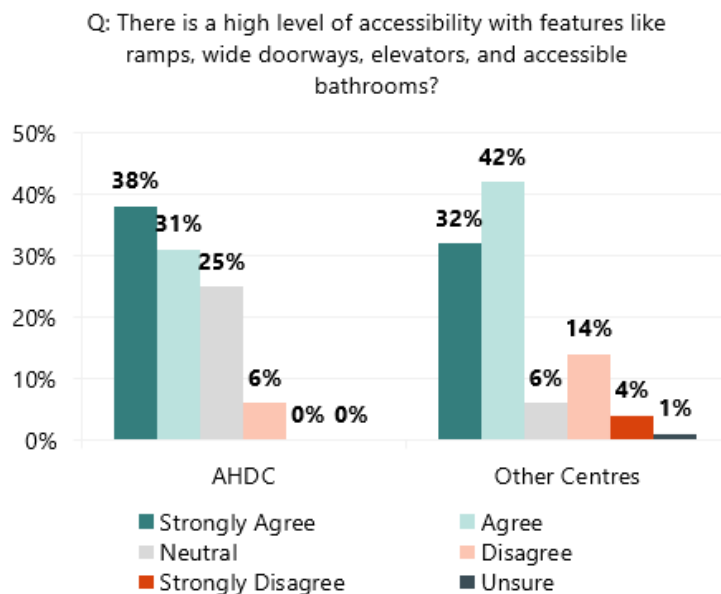


Figure 10: Staff confidence in accessibility

Most staff confident in accessibility, some unsure

Staff were asked to respond to the statement: ‘there is a high level of accessibility with features like ramps, wide doorways, elevators, and accessible bathrooms’.

At AHDC, 69% agreed or strongly agreed. Of those, 38% strongly agreed, 31% agreed, 6% disagreed, and 25% selected neutral. At other centres, 74% of staff agreed or strongly agreed, with 32% strongly agreeing,

42% agreeing, 6% remaining neutral, 14% disagreeing, 4% strongly disagreeing, and 1% selecting unsure.

While a majority of AHDC staff confirmed the presence of accessible design features, the relatively high rate of neutral responses—one in four—suggests some staff are neutral about the extent or visibility of these features. This may reflect differences in how often staff engage with or observe accessibility-related infrastructure. Clarifying how the centre meets accessibility standards could improve overall confidence and ensure that all staff are equipped to support children and families with accessibility needs.

Inclusive

Stakeholders reported that the program is highly inclusive and aligns with the Province of Ontario’s Access and Inclusion framework.²⁴ AHDC, as with other licensed child care programs, works with Resource consultants who support the inclusion of children with special needs. They may make connections with other service providers and support

²⁴ Available at <https://files.ontario.ca/edu-access-and-inclusion-framework-en-2023-07-07.pdf>

transitions. These consultants also support the program in creating and implementing individualized support plans (ISPs) outlining how the program will support the child to function and participate in a meaningful and purposeful manner while the child is in the care of the centre. ISPs also describe any supports or aids, or adaptations or other modifications to the physical, social and learning environment that are necessary and provide instructions relating to the use of such aids. Resource Consultants additionally provide training and professional learning to build the capacity of educators to address the needs of children in their programs and foster effective inclusive practices.

As a child care operator, the AHDC's services facilitate increased labour market engagement, and can lead to improved socioeconomic mobility and the reduction of poverty. For example, a 2017 study by the Conference Board of Canada found that by encouraging more women to enter the labour force, the introduction of an expanded Early Childhood Education program would result in about 23,000 families – many of them single-parent families – being lifted out of poverty.²⁵

However, the impact can vary based on the socioeconomic status of families accessing the service. The shortage of CWELCC spaces can create accessibility challenges particularly for families that may not have the capacity and resources to navigate the system.

While the waiting list policy prioritizes children who require care based on therapeutic referral,²⁶ there may be an opportunity to ensure that the child care centre reflects the demographic population of the city, or that underserved, vulnerable and children from diverse populations are prioritized.²⁷

Family perspectives on inclusivity

The following section summarizes feedback from families with children enrolled at AHDC and other licensed child care centres in Stratford. Responses reflect parent and caregiver experiences and views related to inclusivity.

²⁵ Conference Board of Canada – Ready for Life, October 2017, available at <https://www.conferenceboard.ca/product/ready-for-life-a-socio-economic-analysis-of-early-childhood-education-and-care/>

²⁶ See Appendix C: Waiting List Policy on <https://www.stratford.ca/en/inside-city-hall/resources/SOCIAL-SERVICES/DAYCARE/Anne-Hathaway-Day-Care-Parent-Handbook-2025-AODA.pdf>

²⁷ Ontario's Access and Inclusion Framework 2023 notes that underserved and vulnerable children and children from diverse populations include but are not limited to: children living in low income families, children with special needs and those needing enhanced or individual supports, Indigenous children, Black and other racialized children, children of newcomers to Canada, and official language minorities.

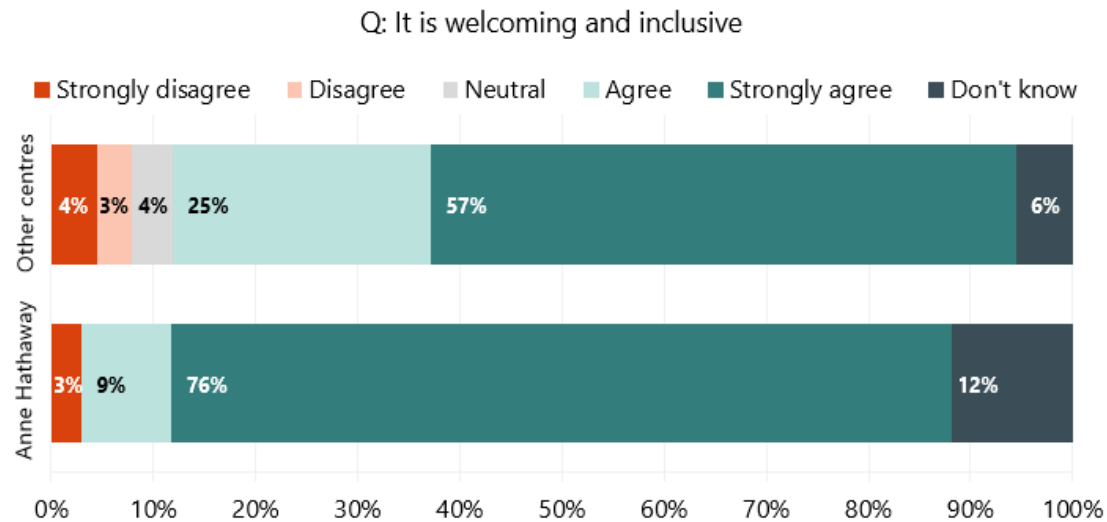


Figure 11: Parent and caregiver perceptions of inclusivity and welcoming atmosphere

Respondents commenting on AHDC reported more positive experiences with inclusivity than other centres. For instance, 85% of AHDC respondents reported that the centre is welcoming and inclusive, slightly higher than the 82% that were commenting on other child care centres. However, AHDC had a much higher proportion of respondents who strongly agreed (76% vs. 57%), suggesting a deeper sense of confidence in its inclusive environment.

Perceptions of cultural inclusion and support

Stakeholder interviews and survey feedback indicate that AHDC's programming is culturally inclusive and supportive. Among family survey respondents, 77% agreed or strongly agreed that staff are inclusive of diverse cultural and language backgrounds, significantly above the 66% reported on at other centres. Over half (56%) strongly agreed, reflecting high confidence in the Centre's cultural responsiveness. 6% (representing two respondents) disagreed with the statement, indicating some concern around inclusivity. Given the concern expressed by these two respondents (strongly disagree), there may be an opportunity to continue to monitor parent feedback, and probe specifically for input on opportunities to strengthen inclusion at the Centre.

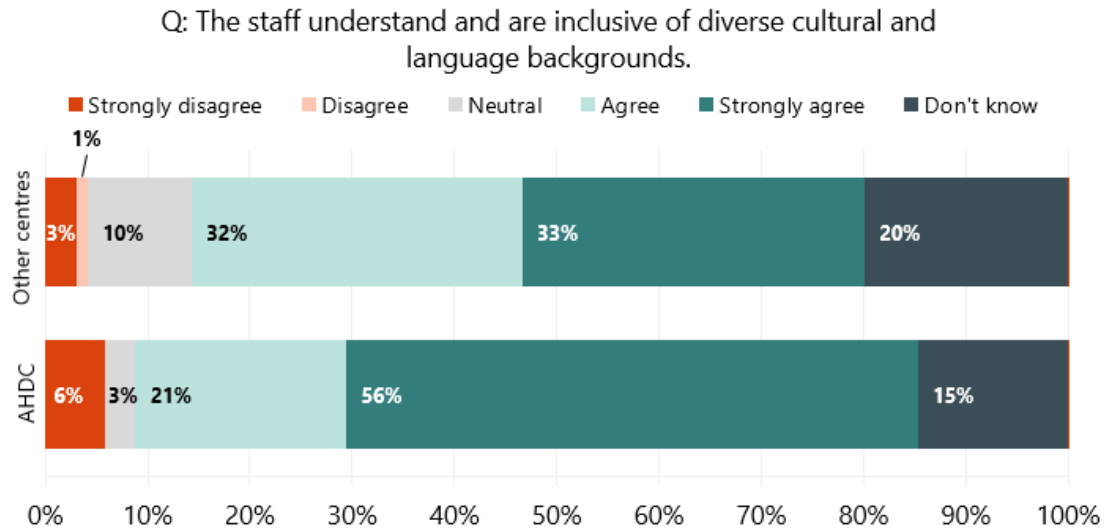


Figure 12: Parent and caregiver perceptions of staff inclusivity toward cultural and language diversity

Engagement with families with disabilities

Among AHDC respondents, 6% (2) identified as having a child with a special need, compared to 8% (21) of respondents from other centres.

Of the two AHDC respondents, one selected mostly “don’t know” responses to items related to accessibility and inclusivity, while the other indicated some disagreement regarding whether their family’s needs were adequately met.

This limited representation makes it difficult to draw broad conclusions about the experiences of families with disabilities at AHDC. However, the responses may point to potential gaps in reach, awareness, or service alignment for families with diverse needs.

While the majority of AHDC feedback reflects perceptions of strong accessibility and inclusion, these results suggest there may be value in further engagement with families of children with special needs to better understand barriers to inform inclusive practices.

Staff perspectives on inclusivity

The following section summarizes survey responses from staff at AHDC and other licensed child care centres in Stratford. These insights reflect the experiences and perceptions of educators and staff regarding inclusivity.

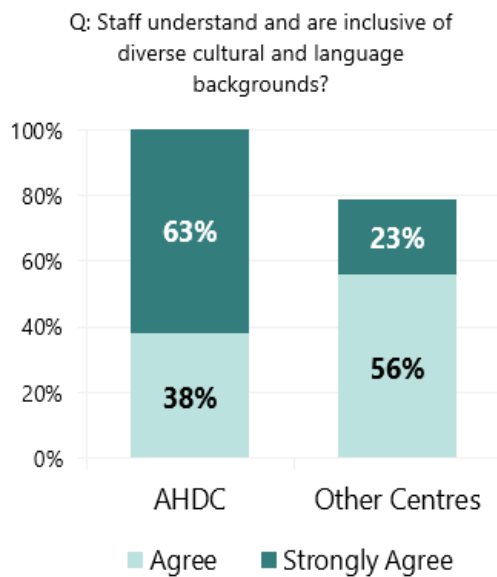


Figure 13: Staff confidence in inclusive cultural practices

Inclusive practices across cultures and languages

Staff at AHDC reported a high level of cultural awareness and inclusion. 100% of AHDC staff agreed or strongly agreed that staff understand and are inclusive of diverse cultural and language backgrounds (within this group of respondents, 63% strongly agreed).

At other centres, 79% of staff agreed or strongly agreed with the same statement (within this group of respondents, 23% strongly agreed). These results suggest that AHDC staff are more confident that they can recognize and prioritize inclusive practices in day-to-day interactions with

children and families from varied cultural or language groups.

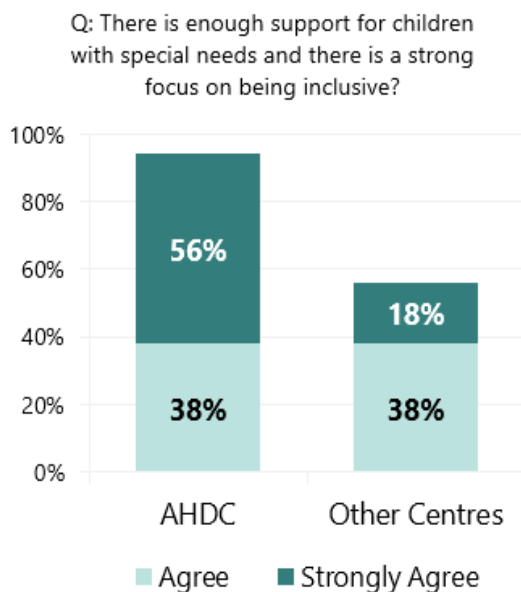


Figure 14: Staff confidence in support for children with special needs

Support for children with special needs

AHDC staff also expressed broad confidence in the support available for children with special needs. 94% agreed or strongly agreed that there is adequate support and a clear focus on inclusion. At other centres, 56% agreed or strongly agreed with the statement.

These responses reflect staff perceptions that AHDC is equipped to meet a range of developmental needs and fosters inclusive environments. It suggests that staff feel confident in the Centre's ability to assist children requiring additional support.

Outreach to vulnerable families

Survey respondents were asked whether information sessions are regularly held to engage vulnerable groups, such as low-income families and newcomers. At AHDC, 19% of staff agreed with the statement. None strongly agreed, 25% disagreed, 13% strongly disagreed, 19% were neutral, and 25% were unsure.

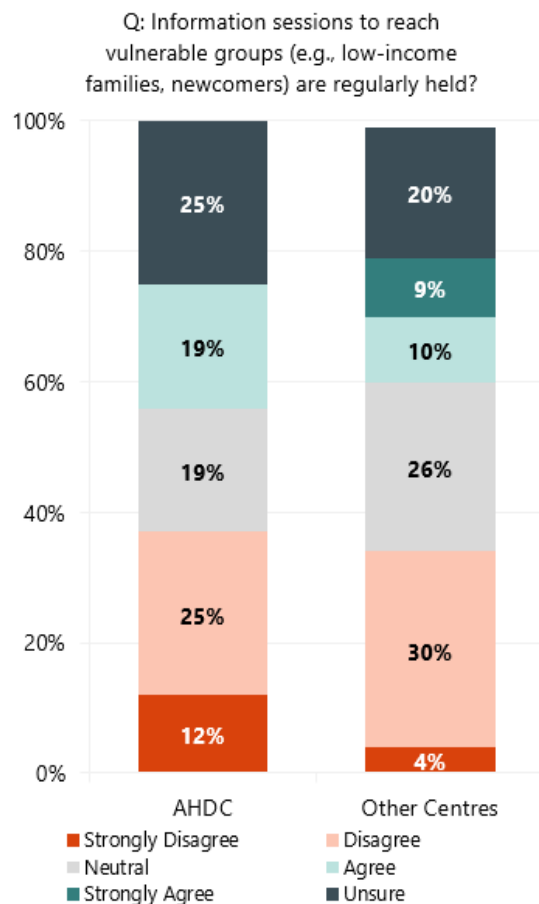


Figure 15: Staff confidence in outreach to vulnerable families

At other centres, 10% agreed and 9% strongly agreed. 30% disagreed, 4% strongly disagreed, 16% selected neutral, and 20% selected unsure.

While the findings at other centres were broadly similar, AHDC's absence of any strong agreement and higher combined disagreement suggest that that staff may perceive outreach to vulnerable communities as either inconsistent or not clearly visible in day-day operations. This suggests there may be an opportunity to build stronger engagement with families who may not otherwise access care at AHDC.

Integrated services

The City of Stratford's Social Services Department is responsible for administering social services in the City. It helps residents who require assistance with accessing income supports, housing, homelessness services, and child care

supports. The Department provides information sessions for AHDC staff so that they are aware of what social supports exist.

While there is no formal data on the amount of referrals between the centre and the department, staff indicated that they help to connect families with local community services and partners for additional support and services as required. In addition, staff involve children in supporting local community initiatives such as Christmas Hampers, Food Bank collections and Clothing Drives.

The AHDC also engage local community partners to support the children, their families and staff. For example, the City's children's librarian makes frequent visits to AHDC with the mobile book unit, with a goal of fostering a love of reading through engaging programming such as story time and maker kits. There are also referrals to public health and therapeutic providers to deliver Occupational Therapy, Physiotherapy and Speech training services for children that require these services.

Family perspectives on integrated services

The following section summarizes feedback from families with children enrolled at AHDC and other licensed child care centres in Stratford. Responses reflect parents' and guardians' experiences and views related to integrated services.

Q: When required, my family is connected with other supports, such as parenting programs, or health and social services

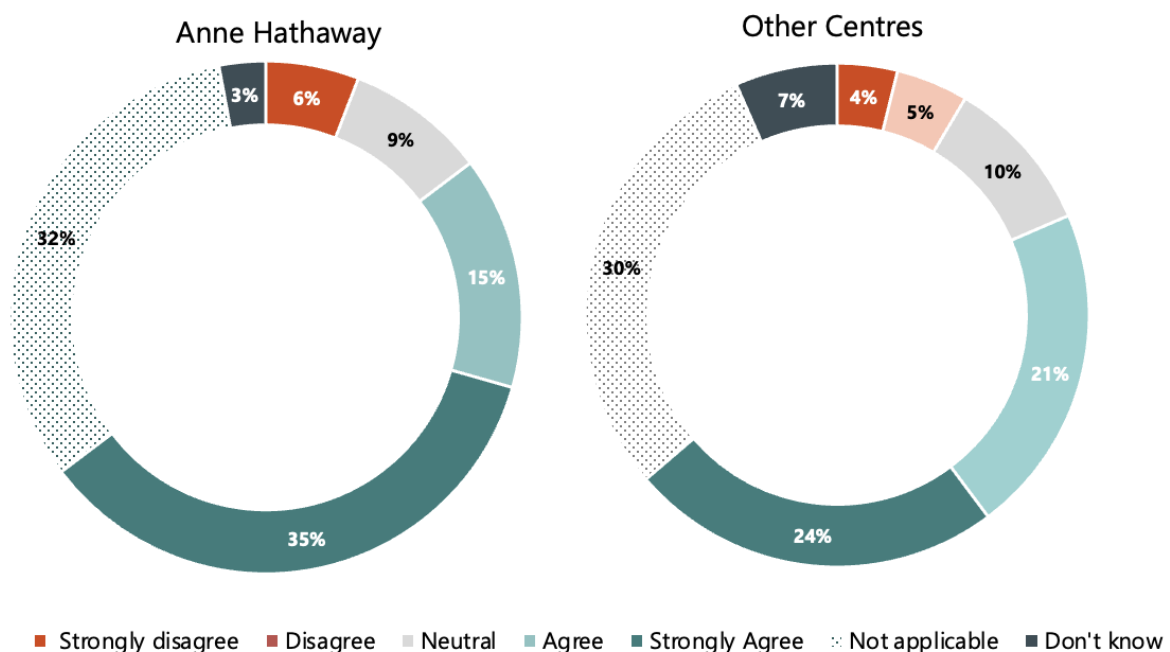


Figure 16: Parent and caregiver perceptions of support referrals to parenting, health, and social services

Survey results indicate that families at AHDC reported modestly higher levels of satisfaction with integration into other services compared to those at other centres. Among AHDC respondents, 50% agreed or strongly agreed that their family was connected with additional supports when needed, a slightly higher rate than the 45% reported across other providers.

While responses at both AHDC and other centres show relatively low levels of disagreement, a notable portion of families did not feel the question applied to them: 32% at AHDC and 30% at other centres, potentially indicating they had not required referrals. A slightly higher share of “don’t know” responses at other centres (7%) compared to AHDC (3%) may reflect differences in awareness or familiarity with available supports rather than gaps in service.

Overall, the data suggests that when service integration was needed, most families across the region felt reasonably well-supported, with AHDC showing somewhat stronger perceptions of clarity and connection. At the same time, the results highlight

the value of continued focus on communication and coordination on integrated social services in all settings.

Staff perspectives on integrated services

The following section summarizes survey responses from staff at AHDC and other licensed child care centres in Stratford. These insights reflect the experiences and perceptions of educators and staff regarding integrated services.

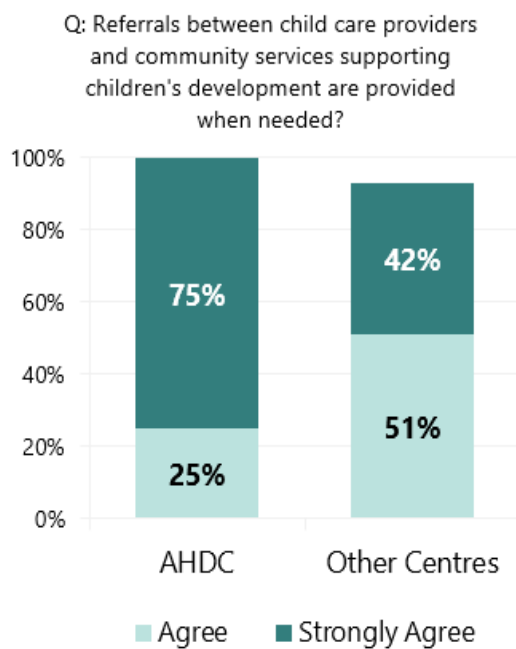


Figure 17: Staff confidence in ability to connect families with external supports

Collaboration with community services

AHDC staff reported a high degree of confidence in the Centre's ability to connect families with external supports. 100% agreed or strongly agreed that referrals are provided when needed. This includes referrals to health services, EarlyON centres, and child development agencies. It is important to note that 75% strongly agreed with this statement.

At other centres, 93% of staff agreed or strongly agreed, with 42% strongly agreeing. While both groups reported strong collaboration, AHDC staff were more likely to express clear, confident views about these referral processes. This may reflect stronger integration practices

among staff or more consistent use of referral pathways at AHDC.

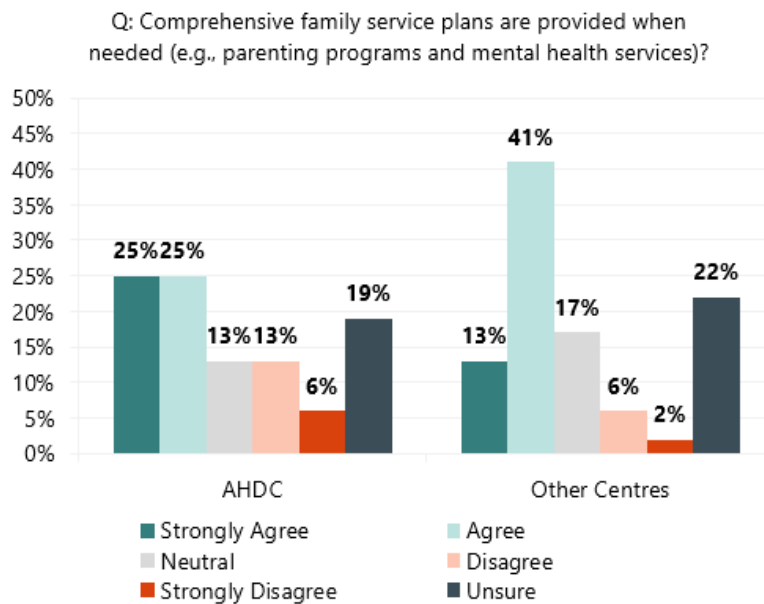


Figure 18: Staff confidence in ability to provide comprehensive family service plans

Broader family supports

Views were mixed on whether families receive comprehensive service plans—such as connections to family support programs or access to mental health supports—when needed. At AHDC, 25% of staff agreed and another 25% strongly agreed. 13% selected neutral, 13% disagreed, 6% strongly disagreed, and 19%

selected unsure.

Staff at other centres reported a similar mix of views. 41% agreed, 13% strongly agreed, 6% disagreed, 2% strongly disagreed, and 17% selected neutral, and 22% selected unsure.

The high rates of uncertainty at both AHDC and other centres may point to a broader issue: while referrals to individual services may be common, staff may not consistently see or understand how those services are coordinated into a more comprehensive support plan for families. These findings suggest an opportunity to conduct further analysis on the strengths, challenges, and opportunities for improving integrated care.

Family-centered care

Stakeholders reported that parents and caregivers are provided with regular communication in person and via email. Staff also engage parents / caregivers in their child's learning. This includes opportunities to share their ideas, experiences, traditions, talents, favourite stories or special skills. Special events are also organized for families to encourage participation throughout the year, including a Christmas Social, Summer BBQ, and Mother's Day Tea.

In addition, staff provide support and coaching to new parents who require assistance and advice. Topics can include appropriate structure and discipline for nurturing their children's development.

Family perspectives on family-centered care

The following section summarizes feedback from families with children enrolled at AHDC and other licensed child care centres in Stratford. Responses reflect parents' and guardians' experiences and views related to family-centered care.

Parent and caregiver involvement

Survey data show that most families, across both Anne Hathaway and other centres, feel involved in decisions about their child's care and education. At AHDC, 71% of respondents agreed or strongly agreed with the statement "I am involved in decisions about my child's care and education". While families at other centres also reported high agreement overall, Anne Hathaway had notably fewer respondents who disagreed or were neutral.

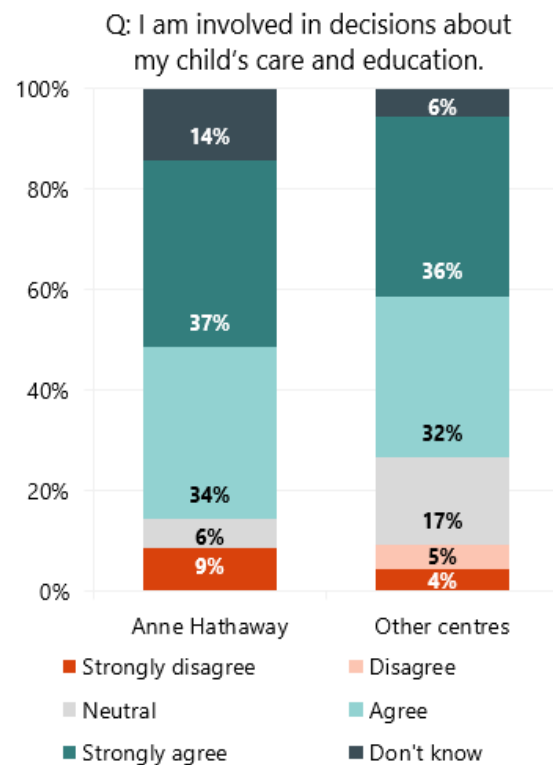


Figure 19: Perceptions of involvement in decisions about child's care and education

These results suggest that overall, families at Anne Hathaway are not only offered structured opportunities to participate, but also feel that their input is meaningfully incorporated. However, given that a portion (9%) of the respondents indicated they strongly disagreed with the statement, there appears to be an opportunity to continue to engage parents about ways they can be involved in decisions about their child's care and education and address any concerns.

Family perspectives on communication and information sharing

Survey responses related to the availability of regular information sessions offer a more mixed picture. At Anne Hathaway, feedback was more evenly distributed across response options, with approximately one-third of families either agreeing or strongly agreeing that such sessions are held and accessible. However, a notable portion (34%) selected "Don't know," suggesting that while some families may be aware of information-sharing efforts, others may not be fully engaged or informed about these opportunities.

At other centres across the region, results followed a similar pattern, though with a larger share of disagreement. One in four respondents (26%) disagreed or strongly disagreed that regular information sessions are held. Additionally, 60 (22%)

respondents selected "Don't know," indicating potential gaps in communication or visibility across multiple settings.

These findings suggest that while communication efforts are present, there may be opportunities across the sector, including at AHDC, to enhance outreach and increase clarity about the availability and purpose of information sessions. Ensuring that families are not only invited but also feel welcomed and aware of these opportunities could help strengthen overall engagement and transparency.

Staff perspectives on family-centered care

The following section summarizes survey responses from staff at AHDC and other licensed child care centres regarding experiences and perceptions of family-centered care.

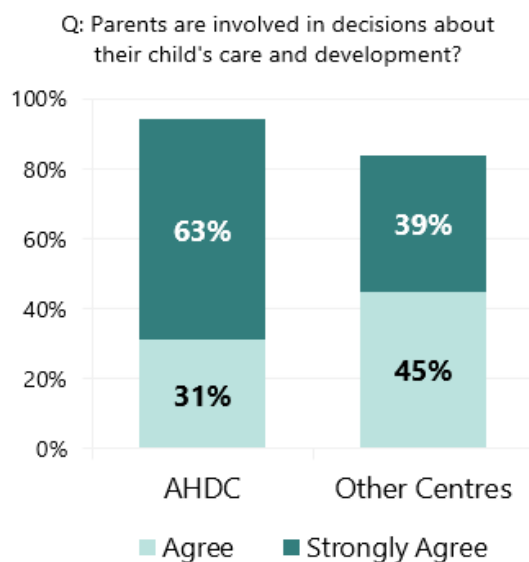


Figure 21: Staff confidence in parental involvement

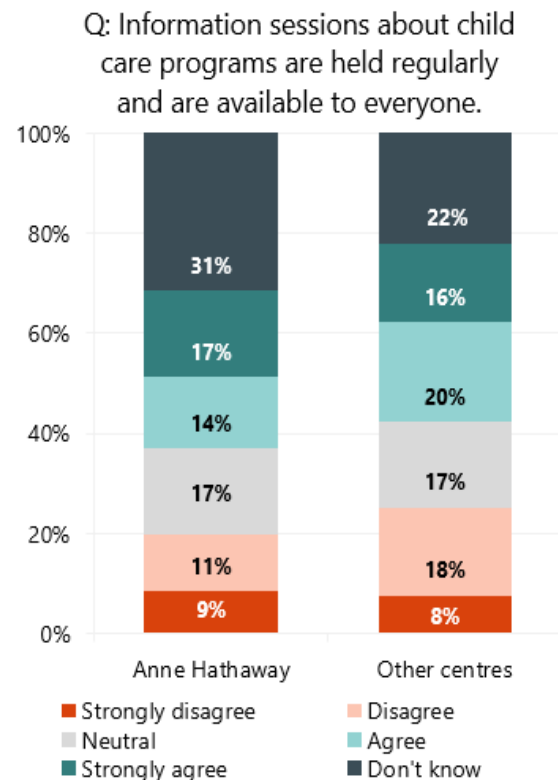


Figure 20: Parent and caregiver perceptions of communication and information sharing

Parents as active partners

Staff at AHDC reported high levels of parental involvement in decisions related to children's care and development. 94% agreed or strongly agreed with the statement, "parents are involved in decisions about their child's care and development". At other centres, 84% of staff agreed or strongly agreed.

These results suggest that AHDC staff feel their work involves fostering strong partnerships with parents, positioning families as active participants in shaping their child's learning and development.

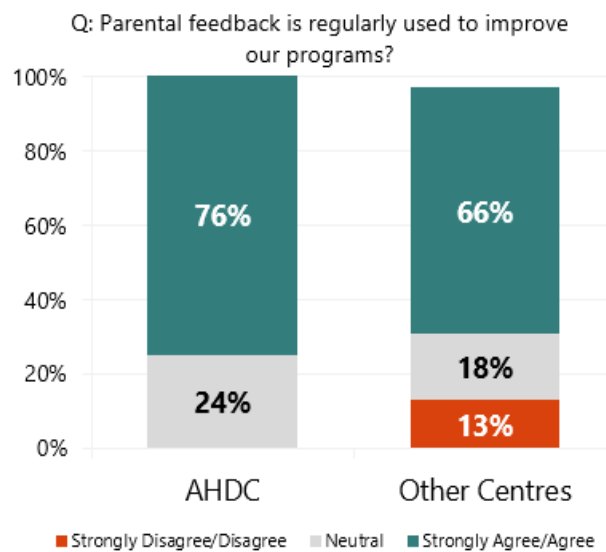


Figure 22: Staff confidence in parental feedback integration

feedback integration: Anne Hathaway vs. other centres

decision-making. Strengthening communication about how parent input is applied could help reinforce a more transparent, responsive culture within the centre.

Listening to feedback

When asked whether parental feedback is regularly used to improve programming, 76% of AHDC staff agreed or strongly agreed. For staff at other centres, 66% agreed or strongly agreed and 13% disagreed or strongly disagreed.

While the majority of AHDC staff reported that feedback plays a role in shaping programming, the remaining respondents (24%) selected “neutral.” This suggests that even where feedback is collected, not all staff report having visibility into how it informs

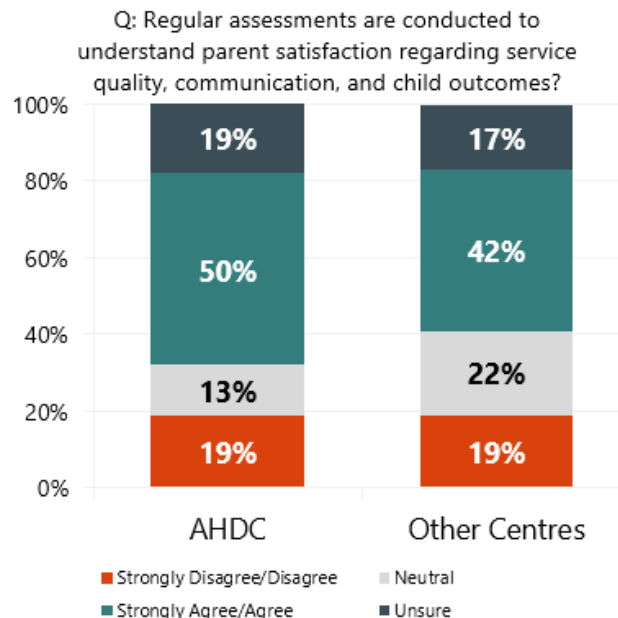


Figure 23: Staff confidence in parent satisfaction assessments

formal feedback systems are consistently applied to monitor service quality.

Gauging satisfaction

50% of AHDC staff agreed or strongly agreed that regular assessments are conducted to understand parent satisfaction. 19% disagreed, 13% selected neutral, 19% selected unsure, and none strongly disagreed. At other centres, 42% of staff agreed or strongly agreed, while 19% disagreed or strongly disagreed.

These responses suggest an opportunity at AHDC to strengthen the frequency or visibility of parent satisfaction assessments. Staff report being more confident that parents are engaged in day-to-day decisions, but less certain that

Strengthening these systems could help reinforce a continuous feedback loop between families and staff.

Efficiency Analysis

Efficiency involves maximizing outputs such as the volume of child care services provided and / or minimizing inputs such as the amount of resources or capital required to produce the services. Efficiency can be measured by how much it costs to deliver a program compared to previous years or compared to peer organizations, or the outcome that is achieved from a given level of expenditure.

To evaluate the level of efficiency, this report considers four key metrics: expenditure per child, employment costs as a percentage of total expenditure, employment costs per child, and total supplies, materials and equipment as a percentage of total expenditure.

Expenditure per child

Expenditure per child is the total costs of providing child care services divided by the number of available full-time child care spots. The total expenditure includes salaries, wages, benefits, supplies, materials, equipment, maintenance, purchased services, insurance, and other costs.

Employment costs as a percentage of total expenditure

This measures the proportion of expenditure on staff salaries, wages, and benefits. This recognizes that employment costs are typically one of the largest cost drivers in child care.

Employment cost per child

Staffing expenses are compared with available full-time spaces to show the employment cost per child. This measure helps assess whether centres are optimizing their staffing expenditures relative to the number of child care spaces.

Total supplies, materials and equipment as a percentage of expenditure

Supplies, materials, and equipment as a percentage of expenditure measures how much of the budget is allocated to key resources required for service delivery. This can include food and kitchen supplies, program and office supplies, and requirements for janitorial, plumbing, and cleaning purposes.

Measurement considerations

It is important to acknowledge that child care costs vary based on the age groups served. For example, infant spaces are considerably more expensive than toddler or preschool spaces due to higher staff-to-child ratios and other resources that are required.

Also, the licensed capacity may not always reflect the number of spaces actually being used by children, or able to be used by children. Operating capacity refers to the capacity of children that a child care program is staffed to accommodate, up to its licensed capacity. The operating capacity may vary, and is dependent on the available staff and children to be enrolled. The licensed capacity is more stable as changes to licensed capacity require a revision to the license by the Ministry of Education. These nuances should be considered when interpreting cost efficiency findings.

Due to data availability, only 5 centres were included in the comparison. The names of the centres have not been disclosed in this report to maintain confidentiality of the child care operators that shared their financial information.

All licensing space data presented is from 2025. For financial data, all centres provided data from the most recent year available.

The following charts illustrate key aspects of the analysis.

Centre	Licensed capacity
Anne Hathaway Day Care	107 ²⁸
Centre A	30
Centre B	73
Centre C	105
Centre D	170
Centre E	121
Centre F	68

²⁸ This figure includes licensed capacity for the primary centre. The secondary centre also has 86 licensed places. The estimated cost of the school age program is between 1.5 and 2 FTE or 10% (approx. \$170,000) of the amount reported in the Total staff cost.

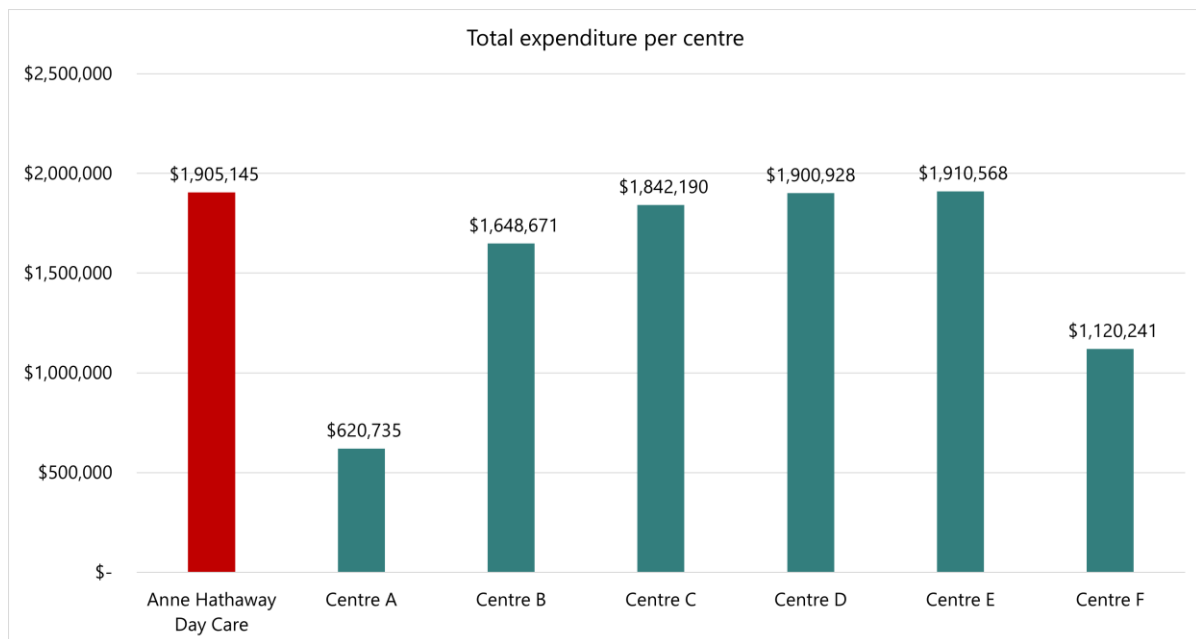


Figure 24: Total expenditure per centre

The figure reported for the AHDC is for both centres with a total licensed capacity of 193 places. The estimated cost of the school age program is between 1.5 and 2 FTE or 10% (approx. \$170,000) of the amount reported in the total staff cost.

AHDC's reported annual expenditure is the second-highest across all centres. However, it is important to note that expenditure across auspice type appears relatively consistent, with the exception of two outliers (Centre A and Centre F), both of which reported significantly lower expenditure. This consistency suggests that AHDC's annual expenditure is typical of high-capacity centres, regardless of auspice.

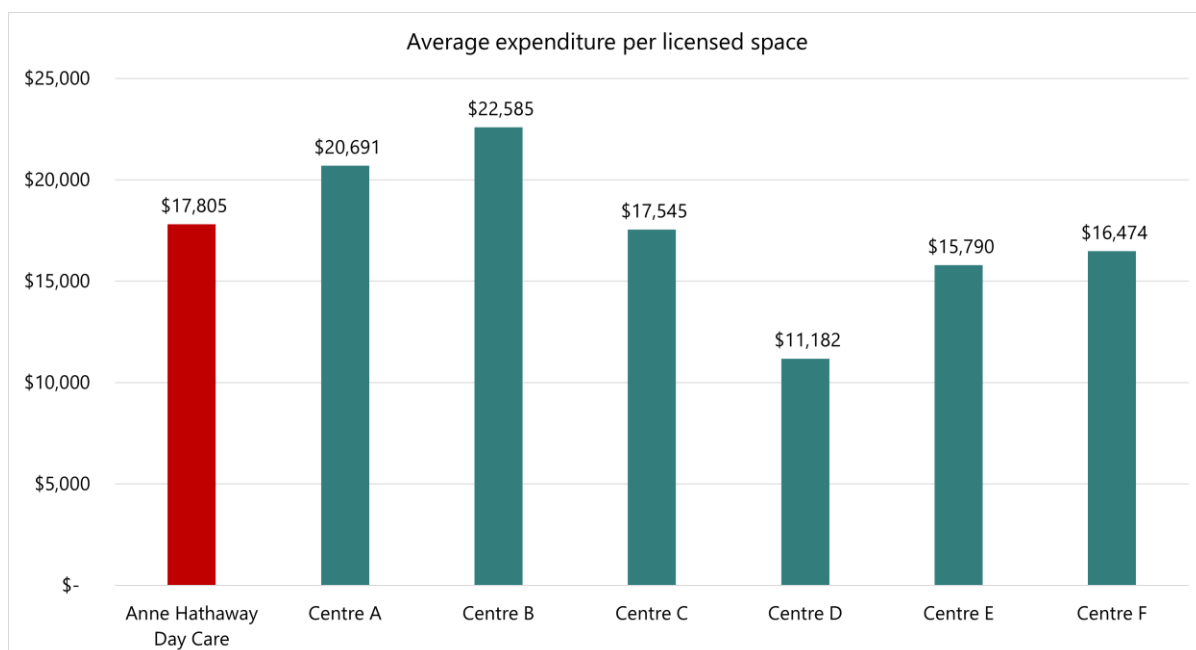


Figure 25: Average expenditure per licensed space

It is important to note that the licensed capacity may not always reflect the operating capacity of the centre. For example, a lower operating capacity would make the child care centre appear more efficient than the ratio in the chart suggests.

AHDC reported an average annual expenditure of \$17,805 per licensed space, placing it in the mid-range of all centres included in this analysis. While its per-space cost is lower than that of some municipally operated centres, such as Centre B (\$22,585) and Centre A (\$20,691), it is higher than other centres, which range from \$11,182 to \$17,545.

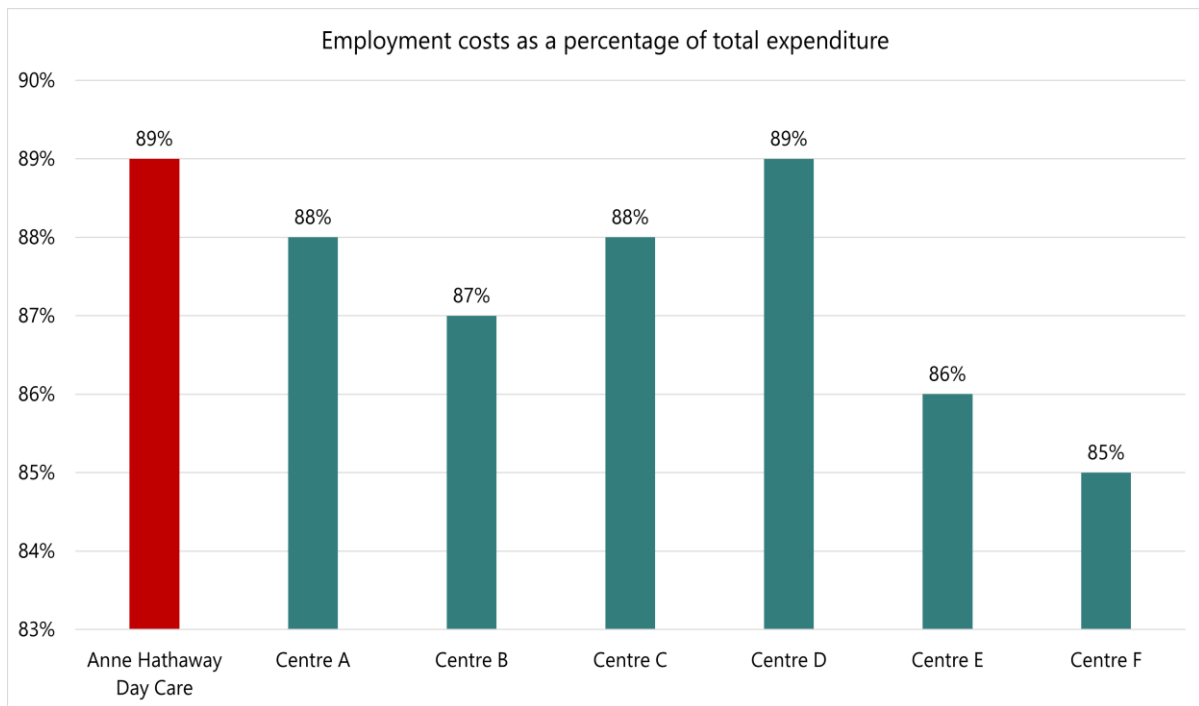


Figure 26: Employment costs as a percentage of total expenditure

AHDC allocates 89% of its total expenditure to employment costs—placing it at the top of the range among all centres included in this review. This aligns closely with Centre D, which also reports 89%, and is only marginally higher than the lowest-reported value of 85% at Centre F.

The spread between the highest and lowest centres is just 4 percentage points. This indicates a high degree of consistency in employment-related spending across all

centres. Any variations may reflect differences in wage levels, staffing models, or allocation of funds to non-salary programming.

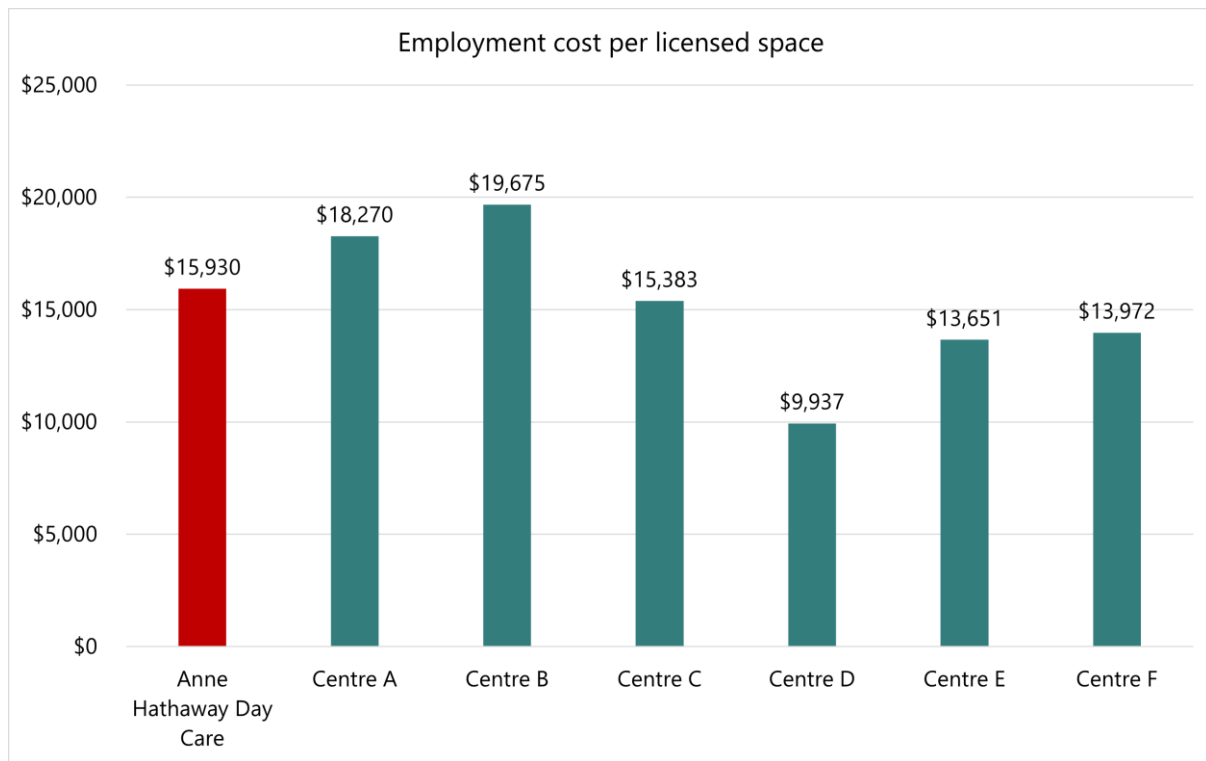


Figure 27: Employment cost per licensed space

AHDC reported employment costs of \$15,930 per licensed space, positioning it near the midpoint of the centres. This is higher than the employment costs per licensed space reported by two comparators, though not significantly.

Centre D appears to be an outlier among the centres, reporting approximately half the employment costs per licensed space compared to Centre B.

AHDC reported a relatively high allocation of expenditure to supplies, materials, and equipment—accounting for 10.5% of its total expenditure. This is the second-highest allocation among all centres.

Recommendations

This study's primary focus has been the assessment of the value-for-money of the AHDC. While the report recommends the City continue to deliver child care services directly through AHDC, it has also noted several key improvement opportunities. These should be reviewed in collaboration with delivery partners.

Strengthening equity and inclusion

The City is committed to belonging and inclusion, with a key corporate value focused on creating inclusive environments by continually asking who isn't "at the table" and how they can be engaged.²⁹ Equity emerged as a central theme in the research, particularly in light of the strong demand for child care and AHDC's extensive waitlist. As the Centre operates at full capacity, concerns were raised about whether access is equitably distributed, particularly for families experiencing social or economic vulnerability.

To maintain a strong focus on this, the City should consider exploring opportunities to raise awareness about the centre among families eligible for fee subsidy and consider prioritizing them on the waitlist. There are a range of ways that the AHDC could address this. For example, other jurisdictions such as the Region of Waterloo³⁰ are working to refine local access guidelines, and exploring a 20% target for subsidized spaces at child care centres. As part of a further review, the following could be considered:

- Development of a formal referral pathway that allows trusted service providers to identify children who may benefit from prioritized placement due to developmental risks, family instability, or socioeconomic disadvantage.
- Establishing equity-based access criteria within the waitlist system (e.g., through tiered priority flags), particularly for children connected to social services or living in high-risk circumstances.
- Conducting regular data reviews to monitor access patterns and identify whether families facing systemic barriers are underrepresented among enrolled children.

The City should also continue to monitor parent feedback, and probe specifically for input on opportunities to strengthen inclusion at the centre.

Recommendation 1: Survey parents on opportunities for strengthening equity and inclusion at AHDC. For example, when conducting outreach to parents, a survey

²⁹ See City of Stratford A Roadmap for Inclusive Growth, Strategic Priorities 2024-27, available at https://www.stratford.ca/en/inside-city-hall/resources/CAO-MAYORS-OFFICE/Strategic-Priorities-2024_2027.pdf

³⁰ See Region of Waterloo's Children's Services Access and Inclusion Plan, January 2024, available at https://www.omssa.com/wp-content/uploads/2025/04/Access-and-Inclusion-Plan-Final-Access_Dec2023.pdf

question could be: “What, if anything, could the AHDC do to better support equity and inclusion for your child and family?”

Recommendation 2: Review the current protocol for outreach to families that are on the wait list and evaluate whether the level of communication provides the appropriate information to families. This could include clarifying how placements are determined and where to obtain further information.

Recommendation 3: Collect socioeconomic data on the composition of families at the AHDC and compare to region’s population demographics to identify any underrepresented groups.

Recommendation 4: Conduct a study to assess the feasibility of a 20% target for subsidized spaces at AHDC.

Increasing access

As the AHDC is operating at full capacity and maintains a significant waitlist, there is an opportunity to explore expanding physical space on site or at an additional location. The limited number of spaces creates a situation in which some families may not attempt to apply, discouraged by the Centre’s reputation for long wait times. Families may also miss critical application windows due to lack of awareness, particularly on how early registration is required.

If there are constraints with this approach, it may be possible to explore the potential for partnering with other operated licensed programs aligned with the Centre’s values and standards to strengthen system capacity. With almost one-third (32%) of families surveyed identifying the need for more licensed spaces at Anne Hathaway or in Stratford, St. Marys, and Perth County overall, this is a particularly salient issue for the community.

Recommendation 5: Conduct a study to assess the feasibility of expanding the capacity of the AHDC at its current location or at a new site.

Improving accessibility

In the parent survey, while most respondents were content with the physical accessibility of the centre, there were some respondents who indicated some concern. To better understand this, the AHDC should consider gathering parent feedback on opportunities to strengthen accessibility at the Centre.

Recommendation 6: Survey parents on opportunities for strengthening physical accessibility at AHDC. For example, when conducting outreach to parents, a survey question could be: “What, if anything, could the AHDC do to better support physical improvements that would help make the child centre more accessible for your child or family?”

Enhancing impact through capacity building

A key theme in this study is the strong skills and capabilities of the early childhood educators at AHDC. Parents value their input and perspectives, and staff have provided support and coaching to parents on key issues such as belonging, engagement, expression and well-being.³¹

In order to build upon the informal guidance and support provided to parents at the Centre, staff members offered a suggestion that the AHDC should consider piloting “office hours” to support new parents. This could involve having 1-2 ECEs available at designated times (e.g., 1 hour per week), and allowing parents to visit without needing to schedule an appointment in advance. This is a more flexible approach where parents can drop in when they have questions or need advice on a child rearing matter.

Recommendation 7: Conduct a pilot project to offer capacity building supports to parents at established times.

Strengthening alignment on required supports and resources

In the staff survey, it was noted that some staff do not feel they have access to all the materials or funding needed to fully support each child’s experience. While the AHDC has a policy in place to cover reasonable expenses incurred by staff to provide classroom resources, there may be an opportunity to consult with staff to better understand what additional in-classroom materials and resources may be supportive to the early learning environment.

Recommendation 8: Consult with staff to determine what additional in-classroom materials may be required to support the early learning environment.

³¹ As outlined in the How Does Learning Happen framework, available at <https://files.ontario.ca/edu-how-does-learning-happen-en-2021-03-23.pdf>

Improving integration

It was noted in the staff survey that there was some uncertainty on whether families receive comprehensive service plans (including connections to family support programs or access to mental health resources) when required. As a result, there may be an opportunity for conducting further analysis on the opportunities for improving integrated care including special needs resourcing. This could include clarifying the process, identifying any challenges / pain-points from the perspective of staff and families, and developing solutions.

Recommendation 9: Develop an accessible inventory of the social services programs and supports that may be applicable to families in the child care centre and the pathways that they can use to access those services. Ensure that staff and families are aware of the process and review the effectiveness of the service experience for families and staff.

Parental feedback

Current pedagogical approaches emphasize child-led inquiry and learning. This forms part of AHDCs goals in the parent handbook.³² While the majority of AHDC staff reported that feedback plays a role in shaping programming, approximately ¼ indicated that they were “unsure.” This suggests that even where feedback is collected, not all staff may have visibility into how it informs the delivery of services. Strengthening communication about how parent input is applied could help reinforce a more transparent, responsive culture at AHDC. As a result, there may be an opportunity to clarify for all staff, how parent feedback is being used to improve the delivery of services (e.g., as a standing agenda item at regular staff meetings).

Recommendation 10: Engage with staff to clarify how parent feedback is being used to improve the delivery of services at AHDC.

³² To provide child-initiated and adult supported experiences while planning for and creating positive learning environments and experiences in which each child’s learning and development will be supported

Summary and Next Steps

This value-for-money audit has concluded that AHDC is delivering on its broad goals and objectives. There is a continued need for affordable child care in the City of Stratford, and the AHDC remains relevant in addressing that need. The AHDC is aligned with the City's priorities including its vision to become "a flourishing city propelled by inclusive growth and innovation, a community that works together to ensure everyone thrives".³³ In particular, the importance the City places on social connectivity, economic development and belonging and inclusion is being promoted through the child care delivered at AHDC.

AHDC has also been effective in meeting child care objectives across a range of dimensions including quality, affordability, accessibility and family centred care. However, the service is being delivered within an evolving context of child care. There are an increasing number of families who require child care including those with complex needs.

In order to respond to these challenges and address opportunities for improved service delivery, this report has provided several key recommendations. This includes exploring opportunities for strengthening equity and inclusion, increasing access, improving accessibility and enhancing the impact that the dedicated child care staff are making at AHDC.

As highlighted in this report, it is important to interpret the findings and recommendations within the context of the scope of the study. As further data and information is available, the findings and recommendations should be reviewed and refined as required.

In the short term, the City should review the report and consider the recommendations, and build upon the findings of the study in its ongoing service system planning initiatives. While this report is intended to help assess the value-for-money of the AHDC, it also aims to support greater dialogue about how child care service delivery can be improved in Stratford.

³³ See City of Stratford A Roadmap for Inclusive Growth, Strategic Priorities 2024-27, available at https://www.stratford.ca/en/inside-city-hall/resources/CAO-MAYORS-OFFICE/Strategic-Priorities-2024_2027.pdf

Appendix A: Management's Response to the Audit Report

The City of Stratford will establish a working group to action recommendations of the audit report.

Management's response and action plans to the recommendations of the Value-for-Money Audit are provided below.

Strengthening equity and inclusion

Recommendation 1: Survey parents on opportunities for strengthening equity and inclusion at AHDC. For example, when conducting outreach to parents, a survey question could be: "What, if anything, could the AHDC do to better support equity and inclusion for your child and family?"

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- The City of Stratford in its next survey of parents will assess perceptions of and opportunities for strengthening inclusion. Direct consultation will also be considered in addition to the survey.

Recommendation 2: Review the current protocol for outreach to families that are on the wait list and evaluate whether the level of communication provides the appropriate information to families. This could include clarifying how placements are determined and where to obtain further information.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- Assess utilization of parent communication tools through City of Stratford, St Marys and Perth County centralized child care registry and waitlist, which utilizes the OneHSN platform.
- Review the City of Stratford website and centralized child care registry and waitlist and update as needed to ensure that adequate and appropriate information is available for families, including the wait list policy and how to contact the City to ascertain their place on the AHDC wait list.

Recommendation 3: Collect socioeconomic data on the composition of families at the AHDC and compare to population demographics of the service delivery area to identify any underrepresented groups.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- As part of its ongoing service system planning processes, the City of Stratford will undertake review of Census data, and its survey of parents will ask parents to voluntarily report on socioeconomic indicators.
- AHDC will also evaluate the feasibility of collecting such data through its registration processes.

Recommendation 4: Conduct a study to assess the feasibility of a 20% target for subsidized spaces at AHDC.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- As part of its ongoing service system planning processes, the City of Stratford will assess the feasibility and prospective impacts of prioritizing families eligible to receive of fee subsidy, with a target of placing subsidized families into 20% of spaces at AHDC.

Increasing access

Recommendation 5: Conduct a study to assess the feasibility of expanding the capacity of the AHDC at its current location or at a new site.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- As part of its ongoing service system planning processes, the City of Stratford will assess the feasibility and prospective impacts of expansion of AHDC.
- As per Ministry of Education guidelines, the City will ensure that opportunities for community-based delivery participation are exhausted prior to any expansion of direct child care delivery.

Improving accessibility

Recommendation 6: Survey parents on opportunities for strengthening physical accessibility at AHDC. For example, when conducting outreach to parents, a survey question could be: “What, if anything, could the AHDC do to better support physical improvements that would help make the child centre more accessible for your child or family?”

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- The City of Stratford in its next survey of parents will assess opportunities for strengthening physical accessibility at AHDC.
- It is noted that AHDC is already fully accessible, including accessible entrances and washrooms, and the City is interested in exploring perceptions of physical accessibility and understanding where parents and staff may see opportunities for enhancing accessibility.

Enhancing impact through capacity building

Recommendation 7: Conduct a pilot project to offer capacity building supports to parents at established times.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- It is not feasible for AHDC to pilot “office hours” as suggested by staff. This would require release time, and associated costs not attributable to the provision of child care. In addition, parents are often working or have other responsibilities while children in child care.
- AHDC will seek opportunities for staff to offer capacity building supports and education at family appreciation or community events.

Strengthening alignment on required supports and resources

Recommendation 8: Consult with staff to determine what additional in-classroom materials may be required to support the early learning environment.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- AHDC staff will be engaged at staff meetings to share and explore what additional in-classroom materials might further support the creation of positive early learning environments, and foster inclusion, exploration, play, and inquiry.

Improving integration

Recommendation 9: Develop an accessible inventory of the social services programs and supports that may be applicable to families in the child care centre and the pathways that they can use to access those services. Ensure that staff and families are aware of the process and review the effectiveness of the service experience for families and staff.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- Information about programs and supports provided by the Department of Social Services and other community partners and agencies will be shared with AHDC staff to build their capacity to share information about these programs and services, and make referrals and information available to families where applicable.

Parental feedback

Recommendation 10: Engage with staff to clarify how parent feedback is being used to improve the delivery of services at AHDC.

Management Response: ☒ Agree ☐ Disagree

City of Stratford Comments/Action Plan:

- AHDC staff will be engaged at staff meetings to review and discuss opportunities to enhance parent feedback and participation in daily programming, and share with families how their feedback has informed the delivery of services.

Appendix B: Survey Methodology and Respondent Profile

Purpose and Scope

As part of the Value-for-Money (VFM) audit process, two complementary surveys were administered to gather direct input from key stakeholders engaged with licensed child care services in Stratford, St. Marys, and Perth County. The surveys were developed to assess the quality, accessibility, and equity of child care services from the perspectives of both service users and providers.

The parent and caregiver survey was designed to capture experiences related to inclusivity, accessibility, family engagement, affordability, and the quality of service delivery.

The staff survey aimed to understand working conditions, service integration, care standards, and overall job satisfaction from the perspective of early years professionals.

Together, these instruments were intended to inform evidence-based recommendations, identify areas for improvement, and support the development of a more responsive and equitable child care system.

Parent and Caregiver Survey Structure

The survey was organized into six pages, covering a total of 14 questions, grouped around respondent information, child care experience, and operational considerations:

1. What is your age?
2. What is your gender?
3. Which of the following best describes your ethnic and cultural background?
4. Do you identify as 2SLGBTQIA+?
5. Do you or your child identify as a person with a disability / have special needs
6. What was your total household income before taxes last year (2024)?
7. Do you receive a fee subsidy to support the cost of child care?
8. In what type of household do you live in?
9. Which municipality do you live in?
10. Please select all of the following that apply to you:
 - I have a child in child care currently
 - I previously had a child in child care
 - I will have a child in child care in future
11. What is the name of the child care centre / provider you would like to provide feedback on?
12. To what extent do you agree with the following statements:

- The staff understand and are inclusive of diverse cultural and language backgrounds. - Strongly disagree
- The staff understand and are inclusive of diverse cultural and language backgrounds. - Disagree
- The staff understand and are inclusive of diverse cultural and language backgrounds.
- It is welcoming and inclusive.
- I am involved in decisions about my child's care and education.
- It is accessible and has features like ramps, wide doorways, elevators, and accessible bathrooms.
- Information sessions about child care programs are held regularly and are available to everyone.

13. To what extent do you agree with the following statements:

- The child care centre takes care to meet my family's unique needs
- When required, my family is connected with other supports, such as parenting programs, or health and social services
- The costs of child care are clear to me
- The services provided are affordable
- I am happy with the quality of care and education provided
- I have an opportunity to give my opinion on the quality of services

14. Please use the space below to share any additional comments you have about the child care you are receiving / or child care in Stratford, St. Marys and Perth County more generally.

Response Summary

A total of 364 parents and caregivers completed the survey. Of these, 36 respondents (approximately 10%) provided feedback specifically on Anne Hathaway Day Care (AHDC). The remaining responses reflected a range of other licensed child care centres and providers throughout Stratford, St. Marys, and Perth County.

Staff Survey Structure

The staff survey consisted of seven pages and included seven questions, structured around Respondent Profile, Workplace Experience and Job Satisfaction.

1. What early learning environment are you working in?

2. What is the name of the child care centre / provider that you work for?
3. What is your role?
4. To what extent do you agree with the following statements:
 - Staff understand and are inclusive of diverse cultural and language backgrounds.
 - There is enough support for children with special needs and there is a strong focus on being inclusive.
 - Parents are involved in decisions about their child's care and development.
 - Parental feedback is regularly used to improve our programs.
 - There is a high level of accessibility with features like ramps, wide doorways, elevators, and accessible bathrooms.
 - Information sessions to reach vulnerable groups (e.g., low-income families, newcomers) are regularly held.
5. To what extent do you agree with the following statements:
 - Comprehensive family service plans are provided when needed (e.g., parenting programs and mental health services).
 - Referrals between child care providers and community services supporting children's development are provided when needed (e.g., health services, social services, and EarlyON Child and Family Centres).
 - Sufficient financial resources are allocated to support the individual needs of each child (e.g. onboarding, expenses, supplies, activities, etc.)
 - The services provided are affordable for families. The services provided are financially sustainable to operate.
 - The current child-to-staff ratio facilitates sufficient attention and care to each child.
 - Regular assessments are conducted to understand parent satisfaction regarding service quality, communication, and child outcomes.
6. Please indicate to what extent you agree with the following statement. My job offers:
 - Meaningful work with tasks and responsibilities that align with my professional education interests, values, and skills.
 - Fair and competitive compensation that reflects my skills, experience, and the value I bring to the organization.

- Opportunities for professional growth and advancement including access to training programs, mentorship opportunities, and the potential for taking on new challenges and responsibilities.
 - A supportive, inclusive, and respectful work environment that has effective communication, and strong relationships with colleagues and supervisors.
 - Reasonable working hours, and supportive company policies regarding vacation time and family leave.
7. Please use the space below to share any additional comments you have about where you work and / or child care in Stratford, St Marys and Perth County more generally.

Response Summary

A total of 91 early years staff completed the survey and three didn't identify which centre they were from (their responses were excluded when making comparisons of centres). 16 respondents (approximately 18%) provided feedback specifically on Anne Hathaway Day Care (AHDC). Responses included a broad representation of roles and program types from across Stratford, St. Marys, and Perth County.

Appendix C: Stakeholder Consultation Guides

The following interview questions were intended to be a semi-structured guide and tailored and adapted based on the interests and expertise of the interviewee:

- Please tell us about your role and responsibilities in relation to early child care and learning at the City of Stratford?
- From your perspective, what are the key strengths of the City of Stratford's directly operated centre? What are the key challenges?
- To what extent is the centre tailored to individual learners' and families' needs?
- What impact does child care have on children and families in Stratford? Does the program meet the current needs of the community?
- How well-integrated are the services with other key community and social services? e.g., newcomer services, public health, etc.
- How efficient is the centre to administer, deliver, and monitor? How does that compare to centres that are not directly operated by the City?
- Do you have any observations on specific "best practices" at centres that are not directly operated by the City that could be adopted by the directly operated centre?
- Looking ahead, how does the centre need to adapt to continue to be successful in one, three, and five years from now? What key initiatives and opportunities should the centre focus on in the next 3-4 years?
- Do you have any other observations regarding children's services in the City you would like to share?

The following facilitation questions were used to conduct the staff consultation on April 28th as a semi-structured guide. Feedback was recorded by the facilitators using flip charts and sticky notes.

1. What are the benefits of the Anne Hathaway Day Care centre for children, families, and the community?
2. How does the Anne Hathaway Day Care compare to other centres?
3. How could the delivery of child care by Anne Hathaway Day Care be improved?
4. If Anne Hathaway Day Care were to close, what would be the impact?

There was a focus on identifying implications for:

- Children and their families;
- For staff, including ECEs, who are responsible for delivery; and
- For the municipality and taxpayers who are responsible for funding.

Key sources consulted

Anne Hathaway Day Care Parent Handbook Date Created: January 2024 Date Revised: May 2025. Available at <https://www.stratford.ca/en/inside-city-hall/resources/SOCIAL-SERVICES/DAYCARE/Anne-Hathaway-Day-Care-Parent-Handbook-2025-AODA.pdf>

City of Stratford A Roadmap for Inclusive Growth, Strategic Priorities 2024-27, available at https://www.stratford.ca/en/inside-city-hall/resources/CAO-MAYORS-OFFICE/Strategic-Priorities-2024_2027.pdf

City of Stratford, St Marys and Perth County child care registry
https://onehsn.com/stratford/ux_2_0

City of Stratford, Waiting List Policy on <https://www.stratford.ca/en/inside-city-hall/resources/SOCIAL-SERVICES/DAYCARE/Anne-Hathaway-Day-Care-Parent-Handbook-2025-AODA.pdf>

Conference Board of Canada – Ready for Life, October 2017, available at <https://www.conferenceboard.ca/product/ready-for-life-a-socio-economic-analysis-of-early-childhood-education-and-care/>

CWELCC Canada-Ontario Agreement is available at <https://www.canada.ca/en/early-learning-child-care-agreement/agreements-provinces-territories/ontario-canada-wide-2021.html>

Deloitte, Early Learning and Childcare as Key Economic Infrastructure, April 2021

Government of Ontario Access and Inclusion Framework, 2023
<https://files.ontario.ca/edu-access-and-inclusion-framework-en-2023-07-07.pdf>

Government of Ontario, How Does Learning Happen, 2014, <https://files.ontario.ca/edu-how-does-learning-happen-en-2021-03-23.pdf>

Region of Waterloo Children's Services Access and Inclusion Plan, January 2024, available at https://www.omssa.com/wp-content/uploads/2025/04/Access-and-Inclusion-Plan-Final-Access_Dec2023.pdf

Appendix: Thematic analysis methodology

Open-ended survey responses from parents/caregivers were reviewed and analyzed using a thematic coding approach. Responses were systematically read and sorted into thematic categories based on recurring topics, concerns, and positive reflections.

Each response was reviewed line-by-line and assigned one or more thematic codes corresponding to the main issue(s) or sentiment expressed. These codes were then grouped into higher-order themes to allow for consistent comparison across centres and to support identification of common system-wide priorities.

Themes were developed inductively (based on the content of the responses) but aligned with pre-established areas of interest for this audit, including access, program quality, equity, and operations.

Responses were coded by "mention" each time a distinct issue or topic was raised, it was counted once under the relevant theme.

Theme	Mentions	
	AHDC	Other centres
Praise for staff, educators and quality of care	21	29
Need for more daycare spots / capacity [AHDC]	14	28
Not enough licensed/full-time care [Other centres]		
Positive feedback on programming	10	18
Waitlists (long waitlists, lack of transparency)	9	51
Impact of care on family stability and work	6	
Positive experience with specific programs (e.g., meals, crafts) [AHDC]	6	25
Positive experiences at specific centres [Other centres]		
Costs and subsidies (high child care costs, no subsidy access for unlicensed care, lack of transparency on fees)	–	32
Facilities not fully utilized; Loss/reduction of programs (e.g., summer or nursery) [AHDC]	6	10
Lack of before/after school program spaces [Other centres]		
Concerns over fairness of access / prioritization	3	
Requests for funding and staff expansion	3	
Lack of communication from centres	–	15
Demand for home daycare licensing	–	14
Inflexibility with schedules/policies	–	11
Safety concerns with unlicensed care	–	9
High staff turnover	–	8
Need for more staff training/professional development	–	7

Inadequate support for children with special needs	–	6
Concerns over child-to-caregiver ratios	–	6
Poor management at specific centres	–	5
Requests for more inclusive practices	–	4



MANAGEMENT REPORT

Date: July 14, 2025
To: Mayor and Council
From: Emily Skelding, Supervisor of Waste Operations
Report Number: COU25-079
Attachments: None

Title: Shelterlink Request to Waive Landfill Tipping Fees

Objective: To consider the request by Shelterlink Youth Services to have their tipping fees waived.

Background: Shelterlink is a registered charity. Their mission is to support Perth County youth experiencing homelessness, or at-risk of homelessness through prevention, advocacy, shelter and community connection services.

The organization is requesting to have their tipping fees at the City's landfill for items they cannot recycle or repurpose be waived on a regular basis. This would likely be infrequent (one to two times per year) and would include the disposal of items like broken furniture and mattresses.

Analysis: The City has provided approval in the past to waive tipping fees at the landfill for other local charities on occasion. The last request received was in 2022. The only current organization that receives this ongoing benefit is the Restore and this has been long-standing. In 2024, the City accepted approximately 76MT of waste generated from the Restore and approximately 68MT in 2023. It is noted that before 2020 annual averages were around 175MT of waste generated from charities and at that time, there were others included. It is expected that Shelterlink would generate approximately 1-5MT of waste per year, which amounts to approximately \$94.00-\$470.00 per year.

Financial Implications:

Financial impact to current year operating budget:

Staff estimates that the cost to waive the tipping fees would be approximately \$94.00-\$470.00 per year. This would have little impact on the current operating budget.

Financial impact on future year operating budget:

It is anticipated that waste generation and costs would be similar from year to year.

Alignment with Strategic Priorities:

Build Housing Stability

This aligns with this priority by partnering with our community to help provide safe, attainable, affordable and supportive places to live.

Work Together For Greater Impact

This aligns with this priority by building meaningful partnerships to address community needs

Alignment with One Planet Principles:

Equity and Local Economy

This aligns with this principal by creating safe, equitable places to live and work which support local prosperity.

Culture and Community

This aligns with this principal by nurturing empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT Council authorizes landfill tipping fees for Shelterlink Youth Services to be waived for up to 5MT per year as requested.

Prepared by:	Emily Skelding, Supervisor of Waste Operations
Recommended by:	Taylor Crinklaw, Director of Infrastructure Services
	Adam Betteridge, Interim Chief Administrative Officer

PROCLAMATION
OVERDOSE AWARENESS DAY 2025

WHEREAS Addiction in its various forms creates a tremendous burden to individuals, families and communities in the City of Stratford;

AND WHEREAS Opioid use and overdose have reached crisis levels in all communities

AND WHEREAS So many citizens over the years have been impacted by Opioid use and overdose

AND WHEREAS Internationally August 31st has been declared Overdose Awareness Day

NOW THEREFORE I, Martin Ritsma, Mayor of the City of Stratford, DO HEREBY
PROCLAIM Saturday August 31st as

OVERDOSE AWARENESS DAY

In the City of Stratford.

Martin Ritsma
Mayor



Dear Mayor Ritsma,

September is Childhood Cancer Awareness Month

Childhood Cancer is the number one cause of death by disease of Canadian children.ⁱ

Alarming, recent data shows that the incidence of childhood cancer in Ontario has been rising by approximately 1% each year from 1986 to 2018ⁱⁱ.

On behalf of Childcan, I respectfully request that the City of Stratford proclaim September as **Childhood Cancer Awareness Month**. Enclosed is a draft proclamation for your review and consideration.

Since 1974, families from across western Ontario have turned to Childcan for critical support in the face of a childhood cancer diagnosis. We provide direct financial assistance, emotional support, family programming, and research funding—all made possible through the generosity of donors who understand that childhood cancer is something no family expects, and few are prepared for.

Childcan's vision is to make childhood cancer a health priority, fund innovative research, and expand family supports until childhood cancer is eliminated.

I am proud to stand behind this vision.

You can help us achieve our vision by **proclaiming September as Childhood Cancer Awareness Month** and **flying our gold ribbon flag**. By recognizing this month, you will show support for those affected, remember those who have passed, and bring hope for a future where childhood cancer is no longer the number one cause of death by disease for Canadian children.

Should you have any questions, please feel free to contact me directly or reach out to Sarah Dimitropoulos at Childcan via email at **Sarah@childcan.com** or by phone at **519-685-3500**.

Thank you for your time, your support, and your consideration of this important request.

Sincerely,

Suzanne Fratschko Elliott
Executive Director

ⁱ <https://www.childhoodcancer.ca/Your-Impact/Childhood-Cancer-Statistics-Resources>

ⁱⁱ Incidence rate statistic provided by Pediatric Oncology Group of Ontario. Childhood Cancer in Ontario: The 2020 POGO Surveillance Report. Toronto: Pediatric Oncology Group of Ontario; 2020.

PROCLAMATION

Childhood Cancer Awareness Month

September 2025

WHEREAS: September is officially recognized internationally as Childhood Cancer Awareness Month; and,

WHEREAS: The most recent data shows that cancer remains the leading cause of disease-related death in children; and,

WHEREAS: The most recent data shows that incidence rates of childhood cancer are increasing; and,

WHEREAS: Cancer in children affects aspects of their physical, emotional, and social development, as well as their family and school life, effects which research shows are long-lasting; and,

WHEREAS: Childcan believes childhood cancer must be designated a child health priority, and that support services for families are critical; and,

WHEREAS: Childcan raises awareness and funds to provide personalized, responsive, and compassionate programs and services to families facing the childhood cancer journey from diagnosis, through treatment, post-treatment care, or bereavement and,

WHEREAS: Organizations which support families dealing with childhood cancer are working together to raise awareness of this disease and its devastating effects, as well as raising funds to support the affected families and children; and,

WHEREAS: Raising awareness and funds will help these families and children deal with the emotional and financial toll

THEREFORE: I, _____, Mayor of _____, do hereby proclaim September 2025 Childhood Cancer Awareness Month in _____.



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

BEING a By-law to authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the lease of certain lands at 270 Water Street, more commonly known as the Discovery Centre (former Teacher's College), to December 31, 2026.

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

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

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

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

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

AND WHEREAS the lease of the subject lands to the Stratford Festival was extended to April 30, 2025 by Agreement dated December 31, 2023 and to December 31, 2025 by Agreement dated April 16, 2025;

AND WHEREAS Council of The Corporation of City of Stratford deems it desirable to further extend the Lease Agreement with the Stratford Festival for the continued lease of certain lands at 270 Water Street, known as the Discovery Centre (former Teacher's College), to December 31, 2026;

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

1. That the Lease Agreement between The Corporation of the City of Stratford and The Stratford Shakespearean Festival of Canada for the lease of lands at 270 Water Street to December 31, 2026, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual



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

BEING a By-law to authorize the execution of an extension to the Lease Agreement with The Stratford Shakespearean Festival of Canada for the use of the Queen Street parking lot to December 31, 2026.

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

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

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

AND WHEREAS The Corporation of the City of Stratford is the owner of the lands and premises legally described as Part of Lots 20, 21, 22, 23, 24 and 25 both inclusive and Part of Lot G, Plan 104 and more commonly known as the "Queen Street parking lot";

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

AND WHEREAS by Agreement dated August 8, 2018, May 1, 2022, December 31, 2024, and April 16, 2025 the Stratford Festival and the City agreed to renew the lease under similar terms and conditions in the expired Agreement;

AND WHEREAS Council of The Corporation of the City of Stratford deems it desirable to enter into a further extension to the Lease Agreement with the Stratford Festival for use of the Queen Street parking lot to December 31, 2026;

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

1. That the extension to the Lease Agreement between The Corporation of the City of Stratford and The Stratford Shakespearean Festival of Canada with respect to the use of the Queen Street parking lot described as Part of Lots 20, 21, 22, 23, 24 and 25 both inclusive and Part of Lot G, Plan 104 for Festival Theatre parking as set out in the said agreement to December 31, 2026, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to

execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual



STRATFORD CITY COUNCIL

CONSENT AGENDA

July 14, 2025

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2025-083

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

- Wellington Street at Downie Street, will be temporarily closed Friday, June 13, 2025, from 8 a.m. to 9:30 a.m. to allow for crosswalk painting. Wellington Street traffic will have access to Sinclair's from Marketplace. The timing noted above is contingent on the weather.
- Wellington Street at Downie Street, will be temporarily closed Tuesday June 17, 2025, from 8 a.m. to 9:30 a.m. to allow for crosswalk painting. Wellington Street traffic will have access to Sinclair's from Marketplace.
- Huntingdon Avenue from Avon Street to Douglas Street, will be closed to through traffic, local traffic only from 3:30 p.m. into the evening, Tuesday, June 17, 2025, to facilitate a watermain repair.
- Worsley Street from Birmingham Street to St. Vincent Street South, will be closed to through traffic, local traffic only, from approximately 10:00 a.m. until 2:00 p.m., Tuesday, June 24, 2025, to facilitate crane operations for the new development.
- Vivian Line 37 will be temporarily closed between Romeo Street North and Road 111, local traffic only, from approximately 9:00 a.m. until 4:00 p.m., Friday, June 27, 2025, to facilitate the water main connection for the new development.
- Wednesday, July 2, 2025, from 9:00 a.m. until 5:00 p.m., on Vivian Line 37, from Romeo Street until Fairfield Drive there will be a temporary, alternating lane closure to facilitate asphalt restoration work. Traffic attempting to travel eastbound/westbound on Vivian Line 37 will be reduced to one lane. Traffic attempting to travel north on Harrison Street may be

detoured through Rutherford Drive when paving along the intersection is being completed.

CA-2025-084

Road Closure Request – Chariot Festival

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:

Sunday, July 6, 2025, from 1:00 p.m. to 5:30 p.m.:

- Lakeside Drive from Queen Street to Lakeside Drive North

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-2025-085

Noise By-law Exemption Request – Canada Day Firework Celebration

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

- An exemption be granted from Noise Control By-law 113-79 for the 2025 Canada Day Celebration at the Stratford Recreation and Education Centre.
- For amplification of sound, the loading and unloading provision [Schedule 2, Clause 4], and from the unreasonable noise provision [Schedule 1 clause 8] on Tuesday, July 1, 2025, between the hours of 5:00 p.m. and 11:30 p.m.
- That the grant of this exemption is subject to change should new information become available prior to the start of the Event.
- All other provisions of Noise by-law 113-79 that are applicable remain in force and effect.

CA-2025-086

Municipal Information Form for Liquor License Application for an indoor/ outdoor area at 107 Downie Street (Pizza Bistro)

Section 2 – To be completed by the City Clerk.

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

The Planning Division, The Building Division, Fire Prevention, Public Health and Stratford Police Services have not expressed concerns with this application.

- | | |
|-------------|--|
| CA-2025-087 | Notification that the Social Services Department intends to issue a Request for Proposals in accordance with the City's Purchasing Policy for "Canada-Ontario Early Learning and Child Care Infrastructure Fund." |
| CA-2025-088 | <p>Notification that the Community Services Department intends to issue a Request for Proposal in accordance with the City's Purchasing Policy for:</p> <ul style="list-style-type: none"> • Upper Queens Park Bandshell Refurbishments • Veterans Drive Bandshell Refurbishments • William Allman Memorial Arena Foundation Waterproofing • William Allman Memorial Arena Exterior Insulation and Finish Systems (EIFS) Repairs |
| CA-2025-089 | Notification that the Community Services Division intends to issue a Tender in accordance with the City's Purchasing Policy for "Elevator Modernization, Stratford Public Library, Stratford, Ontario." |
| CA-2025-090 | <p>Notification that the Community Services Department, Infrastructure Services Department and Social Services Department intend to jointly issue a Request for Proposal in accordance with the City's Purchasing Policy for:</p> <ul style="list-style-type: none"> • Facility Condition Assessment |

Attachment – List of Facilities to be Assessed

Endorsement of the following resolution has been requested:

- | | |
|-------------|---|
| CA-2025-091 | Resolution from the Town of Bradford West Gwillimbury regarding Advocacy for Increased Income Support Thresholds for Canadian Veterans. |
|-------------|---|

Attachment – Resolution from the Town of Bradford West Gwillimbury dated June 17, 2025.

Community Services Portfolio Building List

No.	Facility name	Address	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
1	Administration of Justice	17 George St.	351	28,000	Yes
2	Anne Hathaway Field House	40 Simcoe St.	518		
3	Anne Hathaway Day Care Centre	103 Bruce St.	81282	8,000	Yes
4	Anne Hathaway Park Public Washroom	625 Downie St.	TBD		
5	Anne Hathaway Splash Pad	625 Downie St.	29848		Yes
6	Avondale Cemetery Garage	4 Avondale Ave.	551		
7	Avondale Cemetery Office	4 Avondale Ave.	548		Yes
8	Beach Volleyball Field House	170 Matilda St.	81571	2,500	Yes
9	Boat House and Washroom	30 York St.	545	2,600	Yes
10	Burnside Agriplex	353 McCarthy Rd.	533	69,000	Yes

Community Services Portfolio Building List					
No.	Facility name	Address	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
11	City Hall	1 Wellington St.	366	18,000	Yes
12	City Hall Annex	82 Erie St.	336	22,600	Yes
13	Dufferin Lions Arena	55 Oak St.	521	24,000	Yes
14	Dufferin Park Field House	55 Oak St.	529		
15	Festival Hydro Community Park Field House	119 Dunn Rd.	TBD		Yes
16	Fire Hall No. 1	388 Erie St.	886	7,900	Yes
17	Fire Hall No. 2	44 McCarthy Rd. W.	872	5,120	Yes
18	Gallery Stratford	54 Romeo St. N.	946		
19	Golf Clubhouse	251 Norfolk St.	531	4,400	Yes
20	Lakeside Bandshell	5 Veterans Dr.	147	2,500	Yes

Community Services Portfolio Building List

No.	Facility name	Address	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
21	Lions Pool and Changerooms	15 William St.	556	9,000	Yes
22	National Stadium	261 Norfolk St.	530	7,500	Yes
23	North Shore Washroom	385 William St.	73396		Yes
24	Optimist Park Field House and Washrooms	439 Maple Ave.	517		Yes
25	Packham Rd. Pavillion and Washrooms	120 Dunn Rd.	540		Yes
26	Parks Office and Swan Facility	27 Morenz Dr.	513		
27	Rotary Arena and Recreation Complex	353 McCarthy Rd. W.	532	150,000	Yes
28	SERC Washroom	199 Matilda St.	519	2,500	Yes
29	Stratford Airport (Main Terminal)	3022 40th Ln.	208	4,400	Yes
30	Stratford Public Library	19 St. Andrew St.	299	12,472	Yes

Community Services Portfolio Building List					
No.	Facility name	Address	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
31	Stratford Tourism Alliance Office	47 Downie St.	344	3,100	Yes
32	Transit - Bus Garage	60 Corcoran St.	534	26,000	Yes
33	Transit - Storage Garage	60 Corcoran St.	536	7,500	Yes
34	Transit Terminal and Washroom	290 Downie St.	77404	2,500	Yes
35	Upper Queens Park Bandshell and Pavillion	1 Richard Monette Way	539		Yes
36	Upper Queens Park Concession Booth	1 Richard Monette Way	538		Yes
37	Upper Queens Park Washroom	1 Richard Monette Way	537		Yes
38	William Allman Arena	15 Morenz Dr.	522	45,000	Yes

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
1	185 Ellen Street	Atwood	12 Unit Multi Residential Building	941	8,604	Yes
2	170 Queen Street East	Listowel	24 Unit Multi Residential Building	942	14,489	Yes
3	180 Queen Street East	Listowel	12 Unit Multi Residential Building	942	6,517	Yes
4	190 Queen Street East	Listowel	6 Unit Multi Residential Building	942	4,860	Yes
5	645 Derry Street East	Listowel	27 Unit Multi Residential Building	943	18,449	Yes
6	905 & 907 Davidson Ave North	Listowel	Semi-Detached - 3 Bedroom	931	2,166	No
7	911 & 915 Davidson Ave North	Listowel	Semi-Detached - 3 Bedroom	931	2,166	No
8	921 & 925 Davidson Ave North	Listowel	Semi-Detached - 3 Bedroom	931	1,083	No
9	933 & 937 Davidson Ave North	Listowel	Semi-Detached - 3 Bedroom	931	1,083	No
10	945 & 949 Davidson Ave North	Listowel	Semi-Detached - 3 Bedroom	931	1,083	No
11	14 Mill Street West	Milverton	19 Unit Multi Residential Building	940	120,000	Yes
12	173 St.David Street	Mitchell	18 Unit Multi Residential Building	937	12,400	Yes
13	175 St.David Street	Mitchell	11 Unit Multi Residential Building	938	5,825	Yes
14	180 Wellington Street	Mitchell	6 Unit Multi Residential Building	936	19,680	Yes

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
15	172A & 172B Kent Street	Mitchell	Semi-Detached - 3 Bedroom	933	2,280	No
16	184A & 184B Kent Street	Mitchell	Semi-Detached - 3 Bedroom	933	2,280	No
17	196A & 196B Kent Street	Mitchell	Semi-Detached - 3 Bedroom	933	2,280	No
18	198A & 198B Kent Street	Mitchell	Semi-Detached - 3 Bedroom	933	2,280	No
19	270 Queen Street West	St. Marys	32 Unit Multi Residential Building	935	22,302	Yes
20	329 Jones Street West	St. Marys	33 Unit Multi Residential Building	934	22,335	Yes
21	82A & 82B Arthur Street South	St. Marys	Semi Detached - 4 Bedroom each	932	3,936	No
22	224 Charles Street	Stratford	24 Unit Multi Residential Building	914	26,178	Yes
23	29 Buckingham Drive	Stratford	51 Unit Multi Residential Building	913	34,240	Yes
24	45 Buckingham Drive	Stratford	102 Unit Multi Residential Building	912	67,035	Yes
25	60 Cawston Street	Stratford	25 Unit Multi Residential Building	915	14,475	Yes
26	61 Cawston Street	Stratford	50 Unit Multi Residential Building	916	37,244	Yes
27	62 Cawston Street	Stratford	16 Unit Multi Residential Building	TBD	7,952	Yes
28	200 Britannia Street	Stratford	27 Unit Multi Residential Building	TBD	13,411	Yes

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
29	230 Britannia Street	Stratford	35 Unit Multi Residential Building	77393	23,820	Yes
30	3 Willow Street	Stratford	Detached - 3 Bedroom	925	1,362	No
31	9 Willow Street	Stratford	Detached - 5 Bedroom	925	1,362	No
32	55 Arthur Street	Stratford	Detached - 2 Bedroom	926	737	No
33	17 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
34	27 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
35	33 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
36	34 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
37	37 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
38	40 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
39	53 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
40	78 Canterbury Avenue	Stratford	Detached - 3 Bedroom	924	983	No
41	227 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
42	244 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
43	249 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
44	252 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
45	256 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	735	No
46	261 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
47	264 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
48	265 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
49	274 Glastonbury Drive	Stratford	Detached - 3 Bedroom	929	1,024	No
50	302 Glastonbury Drive	Stratford	Detached - 4 Bedroom	927	1,144	No
51	19 Grahman Crescent	Stratford	Detached - 3 Bedroom	922	1,158	No
52	23 Grahman Crescent	Stratford	Detached - 3 Bedroom	922	1,158	No
53	92 Grahman Crescent	Stratford	Detached - 4 Bedroom	922	1,158	No
54	198 & 200 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
55	204 & 206 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
56	210 & 212 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
57	216 & 218 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
58	222 & 224 Home Street	Stratford	Semi-Detached - 4 Bedroom	919	2,316	No
59	228 & 230 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
60	234 & 236 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
61	240 & 242 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
62	246 & 248 Home Street	Stratford	Semi-Detached - 3 Bedroom	919	2,316	No
63	320 & 322 Maple Avenue	Stratford	Semi-Detached - 4 Bedroom	920	2,316	No
64	326 & 228 Maple Avenue	Stratford	Semi-Detached - 3 Bedroom	920	2,316	No
65	348 & 350 Maple Avenue	Stratford	Semi-Detached - 3 Bedroom	920	2,316	No
66	354 & 356 Maple Avenue	Stratford	Semi-Detached - 3 Bedroom	920	2,316	No
67	13 & 15 Maple Avenue	Stratford	Semi-Detached - 4 Bedroom	923	2,316	No
68	18 & 22 Maple Avenue	Stratford	Semi-Detached - 3 Bedroom	923	2,316	No
69	37 Maple Avenue	Stratford	Detached	923	1,158	No
70	103 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
71	107 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
72	115 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
73	120 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
74	125 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
75	126 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
76	132 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
77	153 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
78	163 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
79	168 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
80	178 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
81	181 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
82	184 Princess Street	Stratford	Detached - 3 Bedroom	930	1,024	No
83	15 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
84	19 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
85	33 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
86	50 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
87	51 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
88	55 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
89	59 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
90	62 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
91	68 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
92	72 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
93	76 Warwick Road	Stratford	Detached - 3 Bedroom	928	936	No
94	84 Warwick Road	Stratford	Detached - 2 Bedroom	928	936	No
95	3 Willow Street	Stratford	Detached - 4 Bedroom	925	936	No
96	7 & 9 Wilson Court	Stratford	Semi-Detached - 3 Bedroom	921	1,958	No
97	15 & 17 Wilson Court	Stratford	Semi-Detached - 3 Bedroom	921	2,316	No
98	21 & 23 Wilson Court	Stratford	Semi-Detached - 3 Bedroom	921	2,316	No

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
99	27 & 29 Wilson Court	Stratford	Semi-Detached - 3 Bedroom	921	2,316	No
100	33 & 35 Wilson Court	Stratford	Semi-Detached - 5 Bedroom	921	2,316	No
101	39 & 41 Wilson Court	Stratford	Semi-Detached - 3 Bedroom	921	2,136	No
102	45 & 47 Wilson Court	Stratford	Semi-Detached - 4 Bedroom	921	2,316	No
103	1, 3, 5, 7, 9 Franklin Drive	Stratford	Townhouse Complex -2-3 Bedroom	918	9,860	No
104	11, 13, 14, 15, 16 Franklin Drive	Stratford	Townhouse Complex -2-3 Bedroom	918	9,860	No
105	17, 18, 19, 20, 21 Franklin Drive	Stratford	Townhouse Complex -2-3 Bedroom	918	9,860	No
106	22, 23, 24, 25, 26 Franklin Drive	Stratford	Townhouse Complex -2-3 Bedroom	918	9,860	No
107	27, 28, 29, 30, 31 Franklin Drive	Stratford	Townhouse Complex -2-3 Bedroom	918	9,860	No
108	32, 33, 34, 35, 37 Franklin Drive	Stratford	Townhouse Complex -2-3 Bedroom	918	9,860	No
109	438, 440, 442, 444 St.Vincent Street South	Stratford	Townhouse Complex -2-4 Bedroom	917	3,592	No
110	446, 454, 456 St.Vincent Street South	Stratford	Townhouse Complex -2-4 Bedroom	917	2,682	No
111	458, 460, 462, 464 St.Vincent Street South	Stratford	Townhouse Complex -2-4 Bedroom	917	3,692	No
112	476, 478, 480 St.Vincent Street South	Stratford	Townhouse Complex -2-4 Bedroom	917	2,682	No

Social Services Portfolio Building List						
No.	Address	City/Town	Building Type and Number of Units	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
113	482, 486, 488 St.Vincent Street South	Stratford	Townhouse Complex -2-4 Bedroom	917	2,682	No
114	490, 492, 494 St.Vincent Street South	Stratford	Townhouse Complex -2-4 Bedroom	917	2,682	No

Infrastructure Services Portfolio Building List					
No.	Facility name	Address	Asset ID	Estimated Floor Area (sq/ft)	AA Scope Included
1	Public Works Office and Garage	303 King St.	1306		Yes
2	Public Works Quonset	303 King St.	1308		No
3	Public Works Sand/Salt Storage Building	303 King St.	1310		No
4	Public Works Traffic and Sewer Building	303 King St.	1307		No
5	Landfill - Mobile Trailer	777 Romeo St. S.	1312	840	Yes
6	Landfill - Scale House and Washroom	777 Romeo St. S.	1314	2,000	Yes
7	Romeo Water Control Centre	39 Romeo St. S.	16025		Yes
8	O'Loane Well Pump House	947 O'Loane Ave.	16020		No
9	Mornington Well Pump House	637 Mornington St.	16021		No
10	Dunn Well Pump House	100 Dunn Rd.	16022		No

11	Lorne Well Pump House	494 Lorne Ave.	16023		No
12	Chestnut Well Pump House	11 Chestnut St.	70890		No
13	Vivain Pumping Station	362 Romeo St. N.	15999		No
14	Downie Pumping Station	660 Lorne Ave.	16003		No
15	Burritt Pumping Station	3 Burritt St.	16004		No
16	Devon Pumping Station	452 Devon St.	16005		No
17	Douro Pumping Station	750 Douro St.	16006		No
18	Quinlan Pumping Station	390 Bradshaw Dr.	77378		No
19	Dunn Pumping Station	240 Dunn Rd.	16008		No
20	Overpass Storm Pumping Station	100m south of Fredrick St. on Romoeo St. S.	TBD		No

June 17, 2025

VIA EMAIL

Re: Advocacy for Increased Income Support Thresholds for Canadian Veterans

At its Regular Meeting of Council held on Tuesday, June 3, 2025, the Town of Bradford West Gwillimbury Council ratified the following motion:

Resolution 2025-185

Moved by: Councillor Harper

Seconded by: Councillor Scott

WHEREAS the Town of Bradford West Gwillimbury recognizes the selfless service and enduring sacrifices made by Canadian Armed Forces veterans in the defence of our country and values;

WHEREAS the 2021 Census, conducted by Statistics Canada, identified more than 460,000 veterans residing across Canada, a significant population segment deserving of comprehensive, accessible, and modernized federal support;

WHEREAS Veterans Affairs Canada (VAC) currently administers income support programs to assist veterans in need, including the Income Replacement Benefit (IRB) program;

WHEREAS the eligibility threshold for the Income Replacement Benefit (IRB) program which was created in 2019—set at \$20,000 annually for a single-person household—fails to reflect today's economic reality, particularly in light of inflation, soaring housing costs, and the general increase in cost of living;

WHEREAS such low eligibility thresholds may disincentivize employment and community participation by penalizing veterans for earning beyond an outdated benchmark, thereby discouraging reintegration and contribution to civic life;

WHEREAS it is the duty of all levels of government to stand in unified support of our veterans and to advocate for policy changes that enable them to live with dignity and financial stability;

THEREFORE, BE IT RESOLVED That the Council of the Town of Bradford West Gwillimbury formally calls on the Government of Canada and all federal parties to increase the eligibility threshold for the Income Replacement Benefit (IRB) program from \$20,000 to no less than \$40,000 annually for a single-person household; and

THAT Council urges Veterans Affairs Canada to review all income support programs with the intent to modernize eligibility criteria in line with the current cost of living across Canada;

THAT this motion be formally endorsed and sent to:

- The Right Honourable Mark Carney, Prime Minister of Canada;
- The Honourable Jill McKnight, Minister of Veterans Affairs;
- The Honourable Andrew Scheer, Acting Leader of the Official Opposition
- Scot Davidson, Member of Parliament for New Tecumseth-Gwillimbury;
- All 444 municipalities across the Province of Ontario;
- The Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO) for broader distribution and endorsement; and

THAT a copy of this resolution be published on the Town's official website and communicated through the Town's official channels to raise awareness and gather public support.

Regards,



Tara Reynolds
 Clerk, Town of Bradford West Gwillimbury
 (905) 775-5366 Ext 1104
treynolds@townofbwg.com

CC: Hon. Mark Carney, Prime Minister of Canada
 Hon. Jill McKnight, Minister of Veterans Affairs
 Hon. Andrew Scheer, Acting Leader of the Official Opposition
 Scot Davidson, MP New Tecumseth-Gwillimbury
 All Ontario Municipalities
 The Federation of Canadian Municipalities (FCM)
 Association of Municipalities of Ontario (AMO)



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

BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 14, 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 July 14, 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 14th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual