



**Stratford City Council
Special Council Open Session
AGENDA**

Meeting #: 4776th
Date: Monday, July 21, 2025
Time: 6:30 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, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Tim Wolfe - Director of Community Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk

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

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

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

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

Pages

1. Call to Order:

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

Councillor Burbach has provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Respectful Conduct Statement

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

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

Name, Item and General Nature Thereof

3. Orders of the Day:

3.1 Resolution - Procedural By-law Review - Update (COU28-082)

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Motion by

Staff Recommendation: THAT the proposed revisions to the Procedural By-law as noted in the Procedural By-law Recommendations attached to Report COU25-082 as Appendix A be considered and direction given on any additional suggested revisions;

THAT staff be directed to prepare a draft Procedural By-law;

AND THAT staff be directed to proceed to a Public Meeting to receive comments from members of the public on the draft Procedural By-law.

4. Reading of the By-laws:

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

4.1 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 21, 2025.

Motion by

THAT By-law 4.1 be read a First and Second Time.

Motion by

THAT By-law 4.1 be read a Third Time and Finally Passed.

5. Adjournment:

Motion by

THAT the July 21, 2025 Special Council Meeting adjourn.



MANAGEMENT REPORT

Date: July 21, 2025
To: Stratford City Council
From: Tatiana Dafoe, City Clerk
Report Number: COU25-082
Attachments: Appendix A: Procedural By-law Recommendations
 Appendix B: Meeting Stats

Title: Procedural By-law Review - Update

Objective: To provide an update on the Procedural By-law review which began in 2023. To seek direction on the recommendations and on the holding of a public meeting to hear from members of the public.

Background: Section 238 (2) of the Municipal Act, 2001 states that every municipality shall adopt a procedural by-law. A procedural by-law:

- governs the calling, place, and proceedings of Council
- provides for public notice of meetings
- determines rules of procedure and conduct

In 2007, the City adopted Procedural By-law 140-2007, which has been reviewed and amended to address legislative changes and practical procedural updates.

In 2023, the City began a review of the Procedural By-law. The review consisted of:

- community engagement through a survey and public open house
- extensive secondary research of best practices from municipalities in Ontario
- review of legislative amendments
- receipt of feedback from Council members and staff

For the survey, 132 responses were received. The Survey Summary Report is available for review from the Clerk's Office.

The open house had approximately 12 people attend and participate in the activities.

Analysis: Following consideration of feedback received, relevant legislation, and municipal best practices, the following principles guided the recommendations as outlined in the attachment marked as Appendix A:

- one vote, subject to a declaration of pecuniary interest
- information to help make decisions, unless otherwise prevented by law
- an efficient meeting
- be treated with respect and courtesy.

Recommendations relate but are not limited to:

- Council meeting structure
- Date, location and time of meetings
- Timeline for publishing of agendas
- Presentations and deputations
- Decorum
- Order of business
- Implementation of a Vote Manager system
- Open Forum

Staff are seeking direction on the proposed recommendations. Following receipt of direction from Council, staff will finalize a draft Procedural By-law and are seeking direction on the holding of a public meeting to seek additional feedback from members of the public on the draft.

The feedback will then be reviewed, changes made as necessary, and a draft by-law presented to Council for adoption in September or October 2025.

Financial Implications:

Financial impact to current year operating budget:

Financial implications are nominal relating to many of the recommendations; however, consideration of a vote manager system or hybrid technology will result in financial implications. Those impacts will be reported in a subsequent report following direction of Council.

Financial impact on future year operating budget:

Should implementation of a vote manager system or hybrid technology be pursued, those impacts will be reported in a subsequent report following direction of Council.

Link to asset management plan and strategy:

Any enhancements to technological assets would require inclusion in the City's Asset Management Plan and levels of service and future financial sustainability assessed.

Legal considerations:

The Municipal Act requires Council to review its procedural by-law every term of Council. This review will fulfill this requirement.

Insurance considerations:

None

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose is to provide an update on the Procedural By-law review and to seek direction from Council.

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles as the purpose is to provide an update on the Procedural By-law review and to seek direction from Council.

Staff Recommendation: THAT the proposed revisions to the Procedural By-law as noted in the Procedural By-law Recommendations attached to Report COU25-082 as Appendix A be considered and direction given on any additional suggested revisions;

THAT staff be directed to prepare a draft Procedural By-law;

AND THAT staff be directed to proceed to a Public Meeting to receive comments from members of the public on the draft Procedural By-law.

Prepared by: Tatiana Dafoe, City Clerk

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

Appendix A:

Procedural By-law Recommendations:

The following recommendations have been developed following consideration of direction by Council, public consultation, reviewing relevant legislation and statutory obligations and municipal best practices.

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Council Structure

Overview: The City currently has a three step decision making process (Sub-committee, Standing Committee, Council). The City also uses Committee of the Whole for the holding of closed sessions and education and training sessions. Special Council meetings are used on an as needed basis.

A benefit of the three step decision making system is that it provides three opportunities for a matter to be fully discussed, debated and a decision made. It also provides members of the public with an opportunity to provide comments throughout the process. A disadvantage is that it can take 6-8 weeks for a decision to be made on a matter.

Council can retain the existing system or consider implementing a one-step decision making process whereby all matters would be considered by Council at Regular meetings. Special and public meetings could be held as necessary.

Alternatively, Council can consider implementing a two-step decision making process whereby the majority of matters would be considered first by a committee made up of all members of Council and once a recommendation is made the matter would move onto Council for final approval.

Public Feedback: Following public consultation activities, members of the public who participated indicated they prefer a two-step decision making process.

Recommendation: It is recommended the City moves to a two-step decision making process to further align with the City's principles of improving efficiencies and expediting decision making, while still preserving time for Council to discuss and debate matters at issue and to obtain feedback from the public.

The proposed system is:

- Regular Council Meetings – to be held on the 2nd and 4th Monday of the month
- Committee of the Whole – would be held for closed sessions and education and training when necessary
- Special Council Meetings – held when necessary
- Planning Committee – to be held monthly for the holding of statutory public meetings under the Planning Act when necessary
- Budget Committee – consider the annual budget
- Strategic Priorities Committee – to be held monthly to consider matters relating to Council's Strategic Priorities and Plan

Strategic Priorities Committee

- For the duration of the Council term, Council shall sit as a Committee of the Whole titled “Strategic Priorities Committee” as approved by Council.
- The Strategic Priorities Committee shall be responsible for overseeing the implementation of the strategic plan and the initiatives listed therein. Topics may include, but not be limited to:
 - a) Corporate strategic business planning and priority setting;
 - b) Corporate legal matters;
 - c) Corporate strategic issues/key departmental issues
 - d) Significant governance policy challenges
 - e) Any other matter referred to it by the Council.
- The Strategic Priorities Committee shall not be a decision making body, and shall only make recommendations to the Council.
- The Strategic Priorities Committee may hear delegations, consider and make recommendations to Council on those matters within its jurisdiction or matters referred to the Strategic Priorities Committee.
- The rules governing the procedure of the Council and the conduct of its members shall be observed in Strategic Priorities Committee meetings.

Planning Committee

- For the duration of the Council term, Council shall sit as a Committee of the Whole titled “Planning Committee” as approved by Council.
- The Planning Committee shall primarily consider matters where a public meeting is required to hear applications under the Planning Act.
- The Planning Committee will consider general land-use planning-related initiatives, including but not limited to policy (e.g. official plan) and regulatory (e.g. zoning by-law, site plan) changes and updates.

- Community Improvement Plan applications will also be considered by the Planning Committee.
- The rules governing the procedure of the Council and the conduct of its members shall be observed in Planning Committee meetings.

Publishing of Agendas

Overview: The City's Procedural By-law currently provides that the Agenda of the Regular Council meeting and Standing Committees shall be provided not later than 48 hours before the hour appointed for the holding of such meeting. Agendas are typically published on the Thursday before the Monday meeting. Staff are required to submit their reports three weeks prior to the meeting where it is to be considered to provide time for the report to be reviewed and approved for inclusion on an agenda.

Agendas can continue to be published 48 hours prior to the scheduled meeting, 5 days, 7 days or 14 days before a scheduled meeting or as directed by Council. If agendas are to be published one or two weeks before the meeting, staff reports will need to be submitted a month from the proposed meeting date.

Public Feedback: Following public consultation, members of the public who responded indicated they would prefer agendas to be published 7 days before the meeting. The next preferred period was the current process.

Recommendation: It is recommended that agendas be published 7 days before the meeting. If the 7th day is a holiday, then staff recommend the agenda publishing date be moved to the following business day.

Deputations:

Deadline for Registration:

Overview: The current Procedural By-law states the deadline to register to speak at a Council meeting is 4:30 p.m. the Tuesday prior to the meeting. Requests submitted after this deadline are only added to the Addendum/Addenda by the Clerk with the permission of the Mayor. The deadline has been 10:00 a.m. the day of the meeting, unless the meeting begins prior to 10:00 a.m., to provide sufficient time to prepare the required addendum.

Council can maintain the current registration deadline. Alternatively, if agendas are to be published 7 days in advance then the delegation registration deadline could be Noon the business day before the meeting (e.g. Noon on the Friday immediately before the Monday Council meeting). With this deadline, members of the public will be able to review agendas in advance to determine if they wish to speak at the meeting to an item on the agenda or provide written correspondence. It will also provide staff with sufficient time to confirm the requests and prepare the necessary update to the agenda and publish a "post agenda" package.

Public Feedback: Feedback from the public varied as outlined below:

- 46 responses – "I am satisfied with the current process of submitting delegation requests."
- 34 responses – "I would prefer if delegation requests could be submitted by 4:30 p.m., the Friday before the meeting."
- 20 responses – "I would prefer if delegation requests could be submitted until 10:00 a.m., the day of the meeting."
- 21 responses – "I would prefer to attend meetings and speak without registering in advance."
- 11 responses – "I do not have a preference regarding when delegation requests must be submitted."

Recommendations: That the registration deadline for delegations be Noon the business day before the meeting.

Hearing Delegations

Overview: The City's Procedural By-law contains few provisions related to the hearing of delegations. In an effort to clearly outline the rules related to hearing delegations at meetings and ensuring Council has sufficient time to review matters, it is recommended additional provisions be added.

Public Feedback: Feedback received centered around the need to ensure members of the public understand how they can delegate to Council and on what items.

Recommendation: Following a review of other municipal procedural by-laws it is recommended the following provisions be included:

- Except for points of order or privilege, members of Council shall not interrupt a delegate while they are addressing Council or committee.
- Members may address a delegate only to ask questions of clarification and not to express opinions or enter into debate or discussion.

- All registered delegates for any particular agenda item shall be heard before Council or committee enters into discussion or debate on that item.
- No delegation shall be made to Council or committee on matters relating to litigation or potential litigation, including those matters which are before and under the jurisdiction of any court or administrative tribunals unless such matter is referred to Council by the said administrative tribunal or court.
- No delegate shall speak on a matter that is not within the jurisdiction of the Council or committee. The Mayor and committee Chairs in consultation with the CAO or Clerk will determine if a matter is within the jurisdiction of the Council or committee.
- No delegations shall be made to notices of motion on a Council or committee agenda. Delegates will have an opportunity to speak at a subsequent Council or committee meeting when that item will be discussed.
- No delegations shall be permitted to speak on a reconsideration.
- No delegations shall be permitted at orientation and education workshops.
- No delegations shall be permitted with respect to a by-law on an agenda.
- Delegates shall not be permitted to appear before Council or committee for the sole purpose of generating publicity for an event.
- No delegations shall be permitted to speak to presentations at Council or Committee of the Whole meetings.
- No delegations shall be permitted to closed agenda items. Delegates will have an opportunity to speak at a subsequent Council or committee meeting when that item will be discussed.
- A delegate shall only register themselves to speak and may not register other delegates.
- If a delegate is unable to attend the meeting for which they are registered they may provide their written submission to the Clerk.
- For Special Council meetings called under Section XXX (special, emergency, or meetings to deal with a petition from Council), delegations may be permitted at the discretion of the Mayor or Chair in consultation with the City Clerk. If

delegations are not permitted, a note to that effect will be posted on the City's website and/or included on the meeting agenda.

Delegation Requests for Items not on an Agenda

Overview: The Procedural By-law provides that if the matter is related to the business of Council, the Clerk is authorized to list the request on the agenda for the next Regular Council meeting or future Council meeting, unless it is determined that the request should be directed to the appropriate Sub-committee or City department or due to time constraints, to another meeting.

Public Feedback: While specific feedback was not provided on this item, feedback was given that members of the public should be able to delegate at meetings and that the rules surrounding delegations should be clear.

Recommendation: It is recommended the following provisions be included in the Procedural By-law:

- a) Delegates wishing to speak on a matter not on the agenda:
 - i. Shall provide the Clerk in writing a request outlining the subject matter of the delegation and the action being requested to be taken by Council.
 - ii. The Clerk will advise the appropriate Chair and CAO or Director of the request.
 - iii. The Clerk will advise the requestor that the chair and CAO or Director has been made aware of the request.
 - iv. The requestor will be advised of the actions taken or when the item is coming forward to Council or committee, or as directed by the City Clerk.

Delegation Time Limits

Overview: The Procedural By-law states that members of the public speaking for the first time to a matter are given 10 minutes for their presentation. If a member of the public is speaking to a matter for the second time they are limited to 5 minutes and presenting only new information.

Delegation time limits vary across municipalities and can range from as noted below:

- Brantford: There is a strict one hour time limit for delegations at meetings. Delegations will generally have 10 minutes for their presentation, inclusive of questions from Council or the Committee; however, where there are more than

six delegations registered at a meeting, the time for each delegation will be reduced so as to equally divide the one hour time limit among the registered delegations.

- Burlington: Each delegation should appoint one spokesperson who is allowed ten minutes to address standing committees and five minutes to address Council.
- Cambridge: A maximum of five (5) minutes to outline the request or concerns. If the delegation consists of a group of people wishing to address Council with respect to a particular position, then Council may determine that the group shall be represented by one (1) person or that the time limit may be extended up to a maximum of ten (10) minutes.
- Guelph: 5 minutes which can be extended by a majority vote of the members present and that motion is decided without debate and 10 minutes for statutory public meetings.
- Kitchener: maximum of five (5) minutes. If a delegation includes five (5) or more people, two (2) people can speak, each for a maximum of five (5) minutes. Each speaker must register as a delegation separately.
- London: 5 minutes
- Niagara-on-the-Lake:
 - 10 minutes in length including requests for multiple topics. However, the length of time may be limited by the Town Clerk, Proceeding Officer or Chair if a large volume of individuals is expected to speak to the item or as determined by the Town Clerk to facilitate a timely meeting.
 - Where there are more than three (3) delegations on the same subject each delegation is limited to five (5) minutes.
 - A maximum of three non-agenda delegations shall be permitted at a meeting.
- North Huron: Delegations are limited to ten (10) minutes in length to address Council or a Committee. This time limit does not account for questions from members of the Council/Committee.

- Oshawa: Delegations to Committee have up to 10 minutes to speak; delegations to City Council have a time limit of 5 minutes.
- Perth County: Delegations to Committee have up to 10 minutes to speak; delegations to City Council have a time limit of 5 minutes.
- Region of Waterloo: Delegations are given 5 minutes to speak, unless Council sets another time limit.
- St. Marys:
 - Public Hearings: A participant will be limited to speaking for a maximum duration of 3 minutes; with the exception of a public meeting held under the Planning Act, or any other legislation which requires that a public meeting be held, at which the applicant will be provided an opportunity to address Council, which may exceed the 3 minute limit.
 - Persons appearing before Council and/or Strategic Priorities Committee shall confine their remarks to the business stated in their request and shall be permitted to speak for no more than fifteen (15) minutes unless an extension to the time limit is granted by majority vote of the members present.
- St. Thomas: 10 minutes including time for questions and answers.
- Woodstock: 5 minutes.

When considering appropriate time limits it is important to consider the following:

- the ability for members of the public to provide comments (verbal or written),
- ensuring Council has sufficient time to discuss, debate, and consider matters in order to make a decision, and
- ensuring efficient meetings in accordance with the Municipal Act.

Public Feedback: Members of the public supported 10 minutes for delegation time limits (59 responses) or 5 minutes (58 responses). 11 responses were in support of 3 minutes and 4 indicated the time limit should be longer than 10 minutes.

Responses to the survey also indicated that if members of the public are permitted to speak a second time to a matter that they be given 5 minutes and be limited to presenting only new information.

56 responses were received supporting members of the public being able to speak to a matter every time it appears on an agenda. 51 responses indicated delegations should be limited to speaking twice on the same matter. 20 responses indicated delegations should be limited to speaking to a matter only once. 5 responses indicated they did not have a preference.

Recommendation: Staff recommend:

- implementing a 10 minute time limit for members of the public speaking during public meetings including statutory public meetings/hearings under the Planning Act.
- implementing a 5 minute time limit for members of the public speaking at Committee and Council meetings.
- implementing that if a member of the public speaks at a Committee meeting to a matter, they be permitted to submit written comments when the matter is presented to Council only.
- for designated representatives of senior levels of government appearing before Council or committee that they shall have no time limitations placed on their delegation.

Conduct of Public and Delegations:

Overview: The Procedural By-law states that delegations shall not:

- speak disrespectfully of any person;
- use offensive words;
- speak on any subject other than the subject for which they have received approval to address Council;
- disobey a decision of the Mayor, Chair or Council;
- enter into cross debate with other delegations, Administration, Council members or the Mayor.

Public Feedback: Comments were not directly provided on this item.

Recommendation: It is recommended that the following provisions be added to the Procedural By-law related to the conduct of the public and delegations at meetings to clearly set out expectations and ensure a safe and welcoming environment for all attendees:

- Members of the public and delegations in attendance at a meeting, shall not:
 - address Council or committee without permission;
 - Bring food or beverage, with the exception of water and food and beverages in sealed containers, into the Council Chamber or meeting room unless so authorized;
 - Engage in any activity or behaviour or make any audible noise that could affect the Council or committee deliberations, including clapping, shouting, jeering or any other form of disorderly conduct; or
 - Bring any signs or placards into, or hand out any brochures, pamphlets, buttons or literature in the Council Chambers.
- No person, except Members of Council and appointed officials of the City of Stratford, shall be permitted to come within or behind the horseshoe during a meeting of the Council or committee without the permission of Council or committee.
- No person shall make detrimental comments, or speak ill of, or malign the integrity of staff, the public, Mayor, members of Council or committee.

Presentations:

Overview: The current Procedural By-law contains limited information on presentations by the public and by the City. In an effort to ensure consistency and fairness it is recommended that provisions be added related to both.

Public Feedback: A survey response suggested having provisions related to delegations and then provisions related to presentations which staff support.

Recommendation: It is recommended that the following provisions be added to the Procedural By-law related to public presentations:

- A request from an outside organization or individual to make a presentation to Council or committee shall only appear on an agenda upon approval of the Mayor, Chair, CAO or Director for the appropriate Department.
- Public presentations are for information only.

- Public presentations at a meeting shall be limited to a maximum of 10 minutes and shall be heard at the beginning of a Council or committee meeting.
- Presentations by outside organizations or individuals shall not be permitted for the sole purpose of generating publicity or promotion.
- Outside organizations or individuals shall provide the Clerk with written material for inclusion on the agenda by the agenda production deadline.
- Presentations by outside organizations or individuals shall not be added on the revised agenda.

It is recommended the following provisions be added to the Procedural By-law related to presentations:

- Presentations by City staff at meetings should be a maximum of 10 minutes.
- Presentations by staff providing information with no accompanying report shall be heard at the beginning of a regular Council or Council Planning meeting.
- Presentations recognizing achievements, when needed, shall be heard at the beginning of a Committee of the Whole and Council meetings.
- Where a staff or third party presentation accompanies an item on an agenda, the item shall be placed under items for discussion with the report and shall be brought forward for consideration immediately after the presentation has been made. If delegates wish to speak on an item with a presentation, the item shall not be considered until all delegates on the item have been heard.

Written Submissions and Petitions

Overview: The Procedural By-law outlines conditions for written submissions and petitions. This section requires minor amendments to reflect use of technology and it is recommended that a Public Petitions Policy be adopted by Council.

Neither the Planning Act nor the Municipal Act restricts when petitions may be submitted to Council. However, municipalities may set reasonable timelines and format requirements through their Procedural By-law or a Public Petitions Policy. As an example, for planning matters under the Planning Act, petitions submitted after the close of a statutory notice period may have no legal standing in the decision-making

process. Clarifying such timelines and expectations in a Public Petition Policy could help ensure consistency, transparency, and procedural fairness.

Public Feedback: Comments were not expressly provided on this topic. The City has received comments in the past that it should accept petitions electronically (link to a webpage or report with digital signatures), which has been allowed on an informal basis since the pandemic.

Recommendation:

- Individuals may submit written correspondence on matters listed on the agenda in accordance with the rules applied to delegations in Section XXX.
- Petitions may be submitted in written or electronic format and shall meet the requirements set out in a Petition Policy approved by City Council.
- Written submissions and petitions shall not contain any obscene or defamatory content or language.
- The individual or group initiating the petition, or submitting the petition to the Clerk, must provide a key contact name, mailing address, and telephone contact information.
- Personal information will be redacted from the information published in the agenda.
- Petitions that relate to a matter listed on the agenda should be submitted in accordance with the timelines specified in Section XXX for inclusion on the agenda and post agenda.
- Petitions not relating to a matter listed on the agenda will be included on a subsequent agenda in accordance with the Public Petitions Policy.

Rules and Procedures for Council and Committee Meetings

Public Notice of Meetings

Overview: The City's Procedural By-law provides that public notice of meetings shall be given by posting the meeting schedule on the City's official website at the beginning of each calendar year. The meeting schedule shall include the date, time and location of

Council, Committee/Sub-committee, Advisory Committee and Ad-Hoc Committee meetings. The meeting schedule is subject to change as necessary. Prior to the meeting, the Agenda shall be posted on the City's official website, where possible.

Public Feedback: Support was expressed by members of the public for a dedicated section to be added to the by-law outlining public notice of meetings.

Recommendation: Staff recommend the following provisions be added to the Procedural By-law related to public notice of meetings:

- The Clerk shall give public notice of all regular open and closed Council and committee meetings by inclusion on the City's website at least 7 days prior to the meeting.
- The Clerk may, at their discretion, publish notice of Council and committee meetings in a local newspaper or other local media source.
- Public notice shall include:
 - Date;
 - Time;
 - Location of meeting; and
 - Method of participation for Council, the public and staff (in-person, electronic or a combination of both).
- The Clerk shall give public notice of all special open and closed meetings of Council and committee by inclusion on the City's website as soon as possible after the meeting is called and no later than 48 hours prior to the meeting.
- City Council may approve a meeting calendar outlining all meetings of Council and committee to be held within a specific timeframe.
- The Clerk, in consultation with the Mayor or Chair, has the authority to make adjustments to the meeting calendar outlined in section XXX as it relates to:
 - Conflicts with statutory or public holidays;
 - Participation in advocacy organizations such as, but not limited to, the Association of Municipalities of Ontario and the Federation of Canadian Municipalities;

- Religious or other culturally significant dates.
- All City Council and committee meetings, when possible, shall be broadcast on the City's website. Should the broadcast become unavailable, the meeting shall be recessed by the Chair for 15 minutes. If the issue has not been resolved after 15 minutes, the meeting shall continue without broadcast, if the following criteria are met:
 - The hybrid meeting system continues to allow members of Council, staff, and delegates to participate in the meeting.
 - There is no immediate solution to the issue affecting the broadcasting system.
 - The publicly posted agenda indicates that the meeting will continue in the event that the live broadcast fails or is interrupted.

Closed Meetings

Overview: The "Open Meeting Rule" is enshrined in section 239 of the Municipal Act. It provides that, unless otherwise permitted, all meetings of Council (and committees of Council), must be open to the public. There are fourteen (14) subject matter exceptions which permit a Closed Meeting to be held, as set out in subsections 239(2), (3), and (3.1) of the Municipal Act. Section 239 of the Municipal Act also contains certain procedural requirements for holding and conducting Closed Meetings.

The Open Meeting Rule seeks to increase public confidence in local government and prevent secrecy in decision-making. The Open Meeting Rule also seeks to balance the public interest in open and transparent municipal decision-making, while also recognizing that in certain circumstances, meetings in the absence of the public are required to protect municipal interests.

Public Feedback: Comments received during the public consultation process on closed sessions included:

- wanting Council to hold less closed sessions
- including provisions related to voting in closed session in the procedural by-law
- in-camera meetings being used only when absolutely necessary

Recommendation: It is recommended that the following provisions be included in the Procedural By-law related to closed meetings:

General Principles

- Meetings shall be open to the public.
- Notwithstanding Section XXXX, a meeting or part of a meeting may be closed to the public in accordance with Section 239 (2), (3) and (3.1) of the Act.
- Council shall approve and maintain a Closed Meeting Protocol.

Date and Time of Meetings

- Where possible, when a closed meeting of Council or a committee is required, it shall be held no earlier than 2 hours in advance of the open meeting on the day of an existing regular Council or Council Planning meeting.
- Where possible, when a closed meeting of Committee of the Whole is required, it shall be held between 9:00 a.m. and 7:00 p.m.

Resolution

- Prior to holding a closed meeting, Council or committee shall state by resolution in an open meeting, that Council or committee will be holding a closed meeting, the subject matter and the permitted closed meeting exemption under the Municipal Act or other relevant legislation.

Recording of Minutes

- The Clerk and/or their designate shall attend all closed meetings and record the proceedings, including procedural motions and direction given to staff, without note or comment.
- The Clerk may delegate the Clerk's duties with respect to recording minutes in a closed meeting of Council or committee to a staff person. For closed meetings of committee or Council where the CAO's performance or contract is addressed, the Clerk may delegate the Clerk's duties with instructions to a third party.

Reporting in Open Session

- a) The Mayor or Chair shall report out in an open meeting immediately following the closed meeting and summarize the actions taken in the closed meeting.

- b) Matters discussed in a closed meeting which require a resolution will be brought forward to an open meeting of Council or committee.

Closed Meeting Voting

- In relation to a matter considered in a closed meeting pursuant to Section XXX, Council or committee may vote:
 - On procedural motions;
 - On motions to rise, report and introduce a proposed recommendation on an open meeting agenda; or
 - To give direction to staff or a third party of the City.
 - Notwithstanding Section XXX, votes held in closed meetings shall be by a show of hands.

Confidentiality

- All members attending closed meetings, electronically or in-person, shall ensure that the confidentiality of the closed session is maintained.

Electronic Participation:

Overview: Attendance by Council, Local Board and Advisory Committee members at Electronic Meetings shall only be permitted when:

1.
 - a) It is not safe or possible to attend an in-person meeting due to a natural weather event;
 - b) Health and safety restrictions as determined by the Chief Administrative Officer in consultation with the Mayor or City of Stratford Emergency Control Group;
 - c) Restrictions or guidelines set out by the Huron Perth Public Health Unit or the Province of Ontario; or
 - d) The activation of the Emergency Control Group or a declared emergency by any level of government or health unit.

When the above noted conditions are not met all meetings are to be held in person.

Council could consider continuing to hold in-person meetings or consider hybrid (in-person and virtual) or fully electronic meetings.

In order to accommodate electronic attendance at meetings staff would need to determine the best system to permit this. Costs are to be reported in a follow-up report should Council provide direction to implement a hybrid meeting system.

Public Feedback: Strong support from members of the public was received for hybrid meetings to be implemented. With a hybrid meeting members of Council, staff and the public could choose to attend in person in Council Chambers or electronically.

Recommendation: It is recommended that a hybrid system be implemented which would permit members of Council, staff and the public to attend meetings in-person or electronically.

It is further recommended the following provisions be included in the City's procedural by-law:

Electronic Participation in Meetings

- Any member of City Council may participate in any open or closed City Council, Special Council or committee meeting electronically and be counted for the purpose of establishing quorum.
- When attending a meeting electronically, all members are encouraged to leave their cameras on whenever they are present and participating in the meeting.
- A member who is participating electronically in a meeting who, for any reason, will no longer be attending the meeting prior to adjournment, shall advise the Chair and Clerk of their absence and fully disconnect from the electronic meeting software.
- Delegations may participate in an electronic meeting via telephone, videoconferencing software and/or other technology methods deemed appropriate by the City Clerk's Office, and in accordance with the rules set out in the by-law.
- Any member of an advisory committee, local board, agency, commission and association may participate in meetings electronically and be counted for the purpose of establishing quorum.

Voting at Open Meetings

Overview: The current Procedural By-law contains provisions related to voting and the following recommendations have been made to ensure clarity around voting.

Public Feedback: Feedback from the public on voting related to voting during closed sessions which has been addressed in the section relating to closed meetings.

Recommendation: It is recommended the following provisions be included in the Procedural By-law related to voting at open meetings:

- Unless otherwise described within this Procedure By-law, the Act or other relevant legislation, a motion of Council is approved when a majority of the members present at a meeting vote in the affirmative.
- When one or more motions as set out in Section XXX have been made, the order of the vote shall be as follows:
 - a) To defer the motion;
 - b) To refer the motion;
 - c) Upon the amendments in the reverse order to that in which they were moved, dealing with an amendment to an amendment immediately before the amendment it proposes to amend; and
 - d) Then, upon the main motion or upon the main motion as amended, if any amendments have been carried.
- Except as otherwise provided, every member of Council or committee shall have one vote.
- Any motion on which there is a tie vote shall be deemed to be defeated, except where otherwise provided by relevant legislation.
- A failure to vote by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.
- When the motion under consideration contains distinct clauses, and a member has requested to vote on each distinct clause, then a vote shall be taken separately on each clause; including each clause added by way of an amendment. An individual clause may never be split into different parts for the purpose of voting.
- After a vote has been called by the Mayor or chair, no member shall be recognized to speak to the motion or make any other secondary motion.

- Unless otherwise requested by a member, no detailed vote count will be taken by the Clerk and only the outcome of the vote will be minuted for the following privileged and incidental motions:
 - a) Adjournment;
 - b) Recess;
 - c) Council consent agenda; and/or
 - d) Committee of the Whole consent agenda
- The Mayor or chair shall vote on all motions while in possession of the chair, however, if the Mayor or chair wishes to propose a motion they shall step down and shall not resume the chair until the vote is taken.

Recording of Votes:

Overview: The City has the ability to implement a vote management system through eScribe (the City's agenda management system) which would allow members of Council to complete voting through that system. The minutes could then detail how each member voted and the result of the vote (either carried or defeated).

Public Feedback: A member of the public noted in a survey response that recorded votes should be undertaken.

Recommendation: It is recommended that the vote manager system be implemented with costs to be reported in a follow-up report. If the vote manager system is implemented, the following provisions are recommended to be included in the by-law:

- Members shall distinguish their vote by voting either in favour or opposed using an electronic voting system.
 - a) If an electronic voting system is not available, or should the electronic voting system be inoperable, the Mayor/chair may ask if there are any members voting against the motion, if no members indicate a vote against, the Mayor/chair can declare the vote carried unanimously.
 - b) If a member does indicate a vote against, the Mayor/chair may request a vote by show of hands, if a member of Council is unable to distinguish their vote by a show of hands the Mayor may request that they provide their vote verbally.

- c) The Mayor may also request a recorded vote conducted by the Clerk.

Points of Order and Privilege

Overview: The Procedural By-law contains provisions related to points of order and privilege. Certain updates can be made to streamline the process and outline members responsibilities.

Public Feedback: Public feedback was not directly provided on points of order and privilege.

Recommendation: It is recommended the following provisions be added to the By-law:

- Point of Order
 - a) A member may raise a point of order at any time, whereupon the Mayor or chair shall:
 - I. Interrupt the matter under consideration;
 - II. Ask the member raising the point of order to state the substance of and the basis for the point of order; and
 - III. Rule on the point of order immediately without debate by Council or committee.
 - b) A member of Council or committee may appeal the ruling of the Mayor or chair to Council or committee which will then decide on the appeal, without debate, by way of a majority vote of the members present. If there is no appeal, the decision of the Mayor or chair shall be final.
- Point of Privilege
 - a) A member may raise a point of privilege at any time if they consider that their integrity, the integrity of Council, or the committee as a whole, and/or staff has been impugned, whereupon the Mayor or chair shall:
 - I. Interrupt the matter under consideration;
 - II. Ask the member raising the point of privilege to state the substance of and the basis for the point of privilege; and

- III. Rule on the point of privilege immediately without debate by Council or committee.
- b) A member of Council or committee may appeal the ruling of the Mayor or chair to Council or committee.
- c) If there is no appeal, the decision of the Mayor or chair shall be final. The Council or committee, if appealed to, shall vote on the motion without debate by way of a majority vote of the members present and its decision shall be final.
- d) Where the Mayor or chair considers that the integrity of any city employee has been impugned or questioned, the Mayor or chair may permit staff to make a statement to Council or committee.

Regular Meetings of Council

Overview:

Public Feedback: Public feedback on meeting dates/times/locations have been analyzed elsewhere in the report.

Recommendation:

- The rules and procedures contained in Sections X and X shall apply with necessary changes.
- Location, Date and Time of Meetings
 - Time of Regular Meetings
 - a) Regular Council meetings shall start between the hours of 10 a.m. and 6:30 p.m. Meeting times will be posted in accordance with Section XX.
 - Order of Business
 - The Clerk, in consultation with the Mayor and staff, shall have discretion to prepare for the use of members, an agenda containing the following:
 - a) Call to Order

- b) Authority to Move into Closed Meeting
- c) Closed Meeting Summary
- d) Call to Order of the Open Meeting
- e) O Canada
- f) Silent Reflection
- g) Indigenous Territorial Acknowledgement
- h) Respectful Conduct Statement
- i) Disclosure of Pecuniary Interest and General Nature Thereof
- j) Adoption of the Minutes
- k) Deputations and Presentations
- l) Consent Agenda
- m) Items for Discussion
- n) Notice of Motions
- o) By-laws
- p) Announcements
- q) Upcoming Meetings
- r) Confirmatory By-law
- s) Adjournment
- Adoption of Council and Committee of the Whole Minutes
 - The Clerk shall present the minutes, without note or comment, of any previous open Council or committee meetings to Council for adoption.
 - When the minutes have been adopted, the Mayor and Clerk shall sign them.
- Council Consent Agenda
 - The Council consent agenda shall consist of the following items that do not have presentations or delegations:
 - a) Reports from staff;
 - b) Correspondence for the direction of Council, which may include:
 - I. Correspondence for which a policy decision or approval of Council is required;

- II. Correspondence accompanied by a recommendation from staff; and
- c) Items of a timely nature.
- Council Members shall identify any items contained on the consent agenda which they wish to speak to and the matter shall be extracted from the consent agenda to be dealt with separately under items for discussion.
- The balance of items on the consent agenda, which have not been extracted, shall be voted on in one motion.
- Items for Discussion
 - Items for discussion shall consist of the following items that have presentations and/or delegations:
 - a) Reports from staff;
 - b) Correspondence for the direction of Council; and
 - c) Correspondence extracted from the weekly Items for Information.
 - In the event that Council adopts a motion to be referred back to staff, staff shall report back to a regular Council meeting.

Question Public Comment Period:

Overview: As part of the Procedural By-law review, staff explored the inclusion of a question or public comment period during a Council meeting, also known as an open forum.

Open forums are listed on a council or committee agenda at the beginning or end. They provide an opportunity for members of the public to speak to an item on the agenda or within municipal jurisdiction. Conditions related to open forums vary among municipalities. Some require members to speak only to an item on the agenda which is not subject to a statutory public meeting, time limits for speakers vary, along with the number of people permitted to speak.

Several municipalities have implemented an open forum during their meetings. The framework for open forums varies but has included the following parameters:

- Can be held at the beginning or end of a meeting.
- Members of the public being able to address any matter listed on an agenda, except those subject to a statutory public meeting.
- Members of the public being able to address any matter within the jurisdiction of the municipality, whether it is on the agenda or not.
- Participants having 1 minute, 2 minutes, 3 minutes, or 5 minutes to speak.
- Limiting the number of participants per each open forum.
- Limiting the overall time for an open forum to 10-30 minutes, regardless of the number of speakers.
- Requiring registration in advance.
- Requiring one's name to be added to a registry at the meeting.
- Stipulating that members of Council and staff will not engage with the presenters.

Should Council wish to consider the inclusion of an open forum the following considerations need to be made:

- At what meeting should the open forum be held?
- Should the open forum be held at the beginning or end of a meeting?
- Should the open forum permit members of the public to provide a comment or ask a question about an agenda item only?
- Should the open forum permit members of the public to provide a comment or ask a question about an agenda item or a matter within the City's jurisdiction?
- How long should the open forum be held for? 10 minutes? 15 minutes?
- How long should each member of the public be permitted to speak during the open forum? 2 minutes? 3 minutes? 5 minutes?
- Will members of Council respond to comments or answer questions?

If an open forum is to be permitted, staff would recommend:

- it be held for 15 minutes at the beginning of Committee or Regular Council meetings.
- members of the public be limited to speaking to an item on the agenda.
- each member of the public be given 2 minutes to speak.
- members of the public be required to register by signing the Open Forum Register at the entrance to the meeting upon arrival or electronically one business day before the meeting.
- Members of Council will not engage but will consider comments when the item comes to a vote.
- Staff will not engage.

Public Feedback: Members of the public who participated in the survey supported the implementation of a Question Period or Public Comment Portion should be implemented at Council or Committee meetings (56 responses). Support was also expressed for the implementation of a Question Period or Public Comment Portion which is specific to an item on the agenda and should be limited to questions only.

Recommendation: Staff do not recommend the inclusion of an open forum on the agenda. The City utilizes a number of methods to obtain feedback from members of the public. This includes permitting delegations and written correspondence to be considered during meetings, surveys, open houses, pop-up sessions, etc. If the deadline for publishing agendas is moved to 5-7 days before the meeting, this will give members of the public sufficient time to review the agenda, determine if they would like to speak to an item, create their presentation if there is one, and submit their delegation request and materials in advance of the meeting.

Administrative / Additional Amendments:

Purpose and Principles:

Recommendation: It is recommended the following information be included in the by-law to outline the purpose and principles guiding meetings:

Purpose

- a) Council and Committee of the Whole shall observe the rules of procedure contained in this by-law in all proceedings of the Council and committee. This by-law shall be used to guide the order and dispatch of business of the Council and committee and wherever possible, with the necessary modifications, for all advisory committees and ad hoc committees unless otherwise provided.
- b) This by-law sets out processes that are open and transparent.

Principles

- a) Each member has the right to:
 - i. One vote, subject to a declaration of pecuniary interest;
 - ii. Information to help make decisions, unless otherwise prevented by law;
 - iii. An efficient meeting; and

- iv. Be treated with respect and courtesy.
- b) No item shall be placed on an agenda with respect to a matter which is not within the jurisdiction of Council or committee. The Mayor and/or chair, in consultation with the Clerk, will determine if a matter is within the jurisdiction of Council or committee.
- c) In the event of conflict between the provisions of this by-law and the Act, or any other legislation, the provisions of the legislation shall prevail.

Suspension of Rules

- a) No provision of this by-law shall be suspended except by an affirmative vote of at least two-thirds of the entire Council (nine (9) members) for each incidence of suspension of the rules.
- b) The suspension shall only apply to the procedure(s) or rule(s) which are stated within the motion to suspend and only during the meeting in which such motion was introduced.
- c) The following procedure(s) or rule(s) cannot be suspended:
 - i. No other business in special meetings;
 - ii. Majority of members for quorum; and
 - iii. Any item within the Procedure By-law that is prescribed by the Act or any other legislation.

Conduct at Meetings:

It is recommended the following provisions be or continue to be included related to the Conduct at Meetings.

Council and Committee Members

- Council Members shall govern themselves according to Council's Code of Conduct and Council-Staff Relations Policy.
- The Mayor or Chair shall preserve order and rule on points of order and privilege.

- Every member desiring to speak shall indicate so in order to be recognized by the Mayor or Chair. The Mayor or Chair shall call upon speakers in order based on who indicated a desire to speak first, where possible.
- Every member, on being recognized, shall remain seated in their place and address themselves to the Mayor or Chair.
- A member called to order by the Mayor or Chair shall immediately cease further comment and may appeal the call to order to the Council or committee. The Council or committee, if appealed to, shall decide on the case without debate and by way of a majority vote of the members present. If there is no appeal, the decision of the Mayor or chair shall be final.
- No member shall, without leave of the Council or committee:
 - a) Speak to an issue for more than five (5) minutes (cumulative);
 - b) Use offensive words or speak disrespectfully of the Mayor, members of Council, committee, staff or the public;
 - c) Speak on any subject other than the subject under debate;
 - d) Speak in contempt of any resolution of the Council or committee;
 - e) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared; or
 - f) Disobey the rules or resolutions of Council or a decision of the Mayor or chair on points of order or privilege, or upon the interpretation of the Rules of Procedure.
- If a member continues to violate the rules of procedure after having been called to order by the Mayor or Chair twice, the member may be ordered by the Mayor or Chair to leave the meeting. An order of the Mayor or Chair to remove a member from a meeting is effective immediately and that member may no longer participant in the meeting.
- An order of the Mayor or Chair to remove a member may be challenged by a member of City Council as a point of order.

- A member who has been removed from a meeting by order of the Mayor or Chair may not challenge their removal through a point of order as described in Section XXX.
- If a member refuses to leave the meeting after being ordered to by the Mayor or Chair, the Mayor or Chair may request that the member be removed by the City Clerk and/or the Chief Administrative Officer and/or alternate staff.
- If the member ordered to leave the meeting informs the City Clerk that they wish to apologize, then the City Clerk shall inform the Mayor or Chair and the member shall be permitted to return to the meeting solely to apologize.
- If, in the judgement of the Mayor or Chair, an adequate apology is made by a removed member they may be permitted to retake their seat at the same meeting in which they were removed.

Member Absent from Council

- The office of a Member of Council becomes vacant if the member has been absent from meetings of the Council for three (3) successive months without being authorized to do so by a resolution of Council unless otherwise permitted by S. 259 (1.1) of the Act.

Electronic Devices

- Each member shall place any electronic devices on an inaudible setting during any open or closed meeting.
- No member shall use an electronic device to broadcast, record, photograph, or otherwise publish or distribute audio, images or video of any meeting.

Indigenous Territorial Acknowledgment

- The Indigenous Territorial Acknowledgment shall be read at regularly scheduled City Council, Special City Council, and Committee of the Whole meetings. Where multiple meetings are held on the same day, the Indigenous Territorial Acknowledgment shall be read at the first meeting of the day, or another meeting that day as determined by the Clerk in consultation with the chair.

O Canada

- O Canada shall be played at all regularly scheduled City Council meetings.

Silent Reflection

- A moment of silent reflection shall be observed at regularly scheduled City Council, Special City Council and Committee of the Whole meetings. Where multiple meetings are held on the same day, the moment of silent reflection shall be observed at the first meeting of the day, or another meeting that day as determined by the Clerk in consultation with the chair.

Respectful Conduct Statement

- A Respectful Conduct Statement shall be read at regularly scheduled City Council, Special City Council, Committee of the Whole, and committee meetings.

Location, Date and Time of Meetings

- Committee of the Whole, Regular Council, Strategic Priorities Committee, Budget Committee and Council Planning shall meet in the Council Chambers of City Hall, 1 Wellington Street, unless with adequate public notice, as required in Section XXX, the Council selects an alternate meeting location, date, or time. In the event the regular meeting date falls on a public holiday, the Council or committee shall meet on a day following as identified by the Clerk.

Quorum and Commencement of Meetings

- Unless there is a quorum present within fifteen (15) minutes after the time appointed for the meeting of the Council or committee, the Council or committee shall stand adjourned until the next meeting date.
- As soon as there is a quorum present, the Mayor or Chair shall call the members to order. In the absence of the Mayor or chair, the City Clerk or designate shall call the members to order and the Council shall choose a chair from the members present and that person shall preside over the meeting or until the arrival of the Mayor or Chair.
- If at any time during a meeting quorum is lost, the meeting shall automatically be recessed until a quorum is re-established. If the loss of a quorum continues for thirty minutes, the meeting shall stand adjourned either until the next regular meeting or until a special meeting is called to deal with the matters remaining from the adjourned meeting. This clause shall also apply if quorum is lost during an electronic meeting because of technology issues.

- In the absence of a chair at committee meetings, the vice-chair shall preside. In the absence of the chair and vice-chair, the City Clerk or designate shall call the meeting to order and the committee shall select a chair from the members present.

Disclosure of Pecuniary Interest

- Prior to a particular matter being addressed, members shall declare any pecuniary interests they may have, and the general nature thereof, in connection with that matter pursuant to the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50, as amended. Such members shall then be precluded from participating in any way regarding the matter in question.
- Notwithstanding the provisions of section XXX of this by-law, when a majority of the members has disclosed an interest in accordance with section XXX of this by-law and the Municipal Conflict of Interest Act, as may be amended from time to time, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two.
- Where a meeting is not open to the public, in addition to complying with the requirements in Section XXX of this By-law, the Member of Council shall forthwith leave the meeting for the part of the meeting during which the matter is under consideration, and also disclose the interest, but not the general nature of that interest at the next meeting that is open to the public.
- The failure of one or more members to comply with section XXX of this By-law shall not affect the validity of the meeting in regard to the said matter.

Post Agenda

Should direction be given to publish agendas 7 days in advance and permit delegation requests to be submitted by Noon the business day before the meeting, the Clerk's Office will need to prepare an addendum to the agenda. The intent will be for the Clerk's Office to prepare a "post agenda" and the following conditions added to the Procedural By-law:

- a) The Clerk shall prepare a Post Agenda advising Council or committee of the names of registered delegates and written submissions relating to matters on the agenda.

- b) Items or matters will not be added to the agenda after distribution to Council or committee unless directed by the Mayor or chair, and/or CAO and if the urgent nature of the matter requires a decision prior to the next Council or committee meeting.

Adjournment of Council and Special Council Meetings

- Council shall adjourn at 11:00 p.m. unless otherwise decided before that hour by a majority vote of the members present. If Council is adjourned before the agenda is completed, Council shall establish a time and date for consideration of the balance of the agenda or a date and time will be determined by the Clerk in consultation with the chair.
- Only one motion to extend the automatic adjournment to 11:59 p.m. shall be permitted per meeting.
- A motion to adjourn may be made by any member who has been recognized by the Mayor or Chair. The motion must be moved and seconded. A motion to adjourn shall not be made during a vote on any other motion.

Adjournment of Committee of the Whole Meetings

- The Committee of the Whole shall adjourn at 8:00 p.m. unless otherwise decided before that hour by a majority vote of the members present. If the Committee of the Whole meeting is adjourned before the agenda is completed, the committee shall establish a time and date for consideration of the balance of the agenda.
- Only one motion to extend the automatic adjournment to 9:00 p.m. shall be permitted per meeting.
- A motion to adjourn may be made by any member who has been recognized by the chair. The motion must be moved and seconded. A motion to adjourn shall not be made during a vote on any other motion.
- Notwithstanding Section XXX, if a motion to extend the automatic adjournment time is required prior to the hearing of all delegates on a matter being considered at the time such motion to adjourn is made, Committee of the Whole shall not adjourn the meeting until all listed delegates on the matter have been heard.

Reconsideration of a Council Resolution

- Council may reconsider an entire resolution that was decided during the term of Council. A reconsideration of a portion of a resolution shall not be permitted. Such reconsideration can either amend the previous resolution or rescind it.
 - a) No resolution shall be reconsidered more than once during the term of Council.
 - b) A motion to reconsider shall not be reconsidered.
- A resolution cannot be reconsidered if action has been taken in implementing the resolution resulting in legally binding commitments that are in place on the date the motion to reconsider is considered by Council.
- Council may only reconsider approved resolutions. Motions which are defeated do not require reconsideration to be voted on again.
- If the resolution resulting from a reconsideration warrants, a related by-law may be amended or repealed accordingly.
- A motion to reconsider:
 - a) is not debatable;
 - b) is not amendable;
 - c) suspends action on the motion to which it applies until it has been decided.
- Prior to initiating the reconsideration process, a member shall first submit the request on the required form to the Clerk before the regular agenda deadline. The Clerk will provide notification to the Mayor/chair and include the reconsideration on an upcoming Council agenda.
- Only a Member of Council who voted in favour of the previous resolution may move or second a motion for reconsideration.
- A motion to reconsider must be carried in the affirmative by a vote of two-thirds of the entire Council.
- If a motion to reconsider is decided in the affirmative:

- a) The reconsideration effectively returns Council to just prior to the original Council resolution.
- b) Reconsideration of the original motion shall then be the next order of business unless the motion specifies a future date.
- Council may reconsider any motion at the same meeting in which the original motion was considered. Such a reconsideration does not require a submission request to the Clerk as outlined in Section XXX or a two-thirds vote as outlined in Section XXX.
- When a question is brought before a succeeding Council, it shall be deemed to be new business and not a matter of reconsideration.

Special Council Meetings

Recommendation:

- The rules and procedures contained in Sections X, X and X shall apply with necessary changes to Special Council meetings.
- Calling of Special Council Meetings
 - Notwithstanding Section XXX, the Mayor may at any time summon a special meeting of Council within 48 hours. The Mayor shall also summon a special meeting of Council when requested in writing by a majority of Members of Council.
 - Upon receipt of a written petition from the majority of members of Council, the Clerk shall summon a special meeting for the purpose mentioned in the petition.
 - As required by the Act, any member of Council wishing to override a Mayor's Decision to veto, may request a meeting using the process outlined in Section 8.2.2.
 - Upon the calling of a special meeting, the Clerk shall give notice to all members, not less than 48 hours prior to the time fixed for the meeting, of the:
 - time;

- place; and
- business to be considered.
- On emergency or extraordinary occasions, the Mayor may call a special Council meeting without the notice provided in Section XXX.
- City Council shall have the discretion to consider any items previously considered by any committee of City Council, but not yet confirmed by City Council, as part of a meeting called under Section XXX.

Council Orientation and Education Workshops

- Council orientation and education workshops shall start between the hours of 9:00 a.m. and 6:30 p.m.
- Meeting times will be posted in accordance with Section XXX.
- Council Orientation and Education workshops shall be convened only for the purpose of educating or training members, for providing members with information/advice or to solicit input from members.

Budget

- As required by the Act, the Mayor shall prepare and propose a budget for Council to consider. This budget will be presented to Council at a designated Budget Committee meeting. The budget must be proposed on or before February 1 of each year.
 - If the Mayor does not propose a budget to Council by February 1, in accordance with that Act, Council shall prepare and adopt a budget.
- After receiving the Mayor's proposed budget, City Council may, within 30 days, pass motion(s) to amend the proposed budget.
 - Council may reduce the 30-day amendment period.
 - If Council does not approve amendments within the 30-day amendment period, the budget is deemed to be adopted.
- Within 10 days of the expiry of the Council amendment period, the Mayor may veto any amendments by way of Mayoral decision.

- The Mayor may shorten the 10-day veto period.
- Within 15-days of the expiry of the Mayor's veto period, City Council may vote to override the Mayor's veto(s). Such a vote requires a two-thirds (nine members) majority to be approved.
 - If multiple amendments have been vetoed, a vote of two-thirds (nine members) is required to override each veto.
 - Council may reduce the 15-day veto override period.
 - An approved override cannot be vetoed by the Mayor.
- Once all processes outlined in Section 8.4 have been satisfied, the budget is deemed to have been adopted.

By-laws

- By-laws shall be introduced in the Section on the Agenda designated for the Reading of By-laws.
- Unless otherwise requested, all by-laws proposed for adoption shall be passed in one single motion.
- The Clerk shall be responsible for the correctness of by-laws should they be amended by Council.
- Every by-law passed by Council shall be:
 - a) Approved by Council resolution;
 - b) Approved by Mayoral decision;
 - c) Signed by the Mayor, or the presiding officer;
 - d) Signed by the Clerk or designate;
 - e) Sealed with the City seal;
 - f) Indicate the date of passage; and
 - g) Indicate the dates of Council and Mayoral approval
- Council shall approve a by-law to confirm all actions taken by Council.
- As required by the Act, a by-law will come into effect once it has been:
 - a) Approved by Council resolution; and

- b) Approved by Mayoral decision.
- or
- c) Approved by Council resolution; and
- d) Two days have passed following the date of the Council resolution without any Mayoral decision issued to the contrary.
- or
- e) Approved by Council resolution;
- f) Vetoed by Mayoral decision; and
- g) Overridden by a two-thirds (nine members) vote of Council.
- As required by the Act, the following timelines will be in effect for a Council approved by-law:
 - a) The Mayor has two days to issue a Mayoral decision approving the by-law.
 - or
 - b) The Mayor has two days to issue a Mayoral decision noting their intention to veto the by-law. If so, then:
 - I. The Mayor has 14 days from the date in which Council originally approved the by-law to issue a Mayoral decision to approve or veto the by-law. If no decision is provided within 14 days, the by-law is deemed to be approved.
 - or
 - c) The Mayor has two days to issue a Mayoral decision to veto the bylaw. If so, then:
 - I. The Clerk must provide notice of the Mayoral decision to veto the by-law to Council by the next business day.
 - II. Council has 21 days after the day the Clerk provides notice to override a Mayoral decision to veto. This override vote requires two-thirds (nine members) of Council to be approved.

- By-laws shall also be deemed to come into force following the passing of statutory timelines in accordance with the Act or other pieces of legislation.
- As required by the Act, the Mayor may propose by-law(s) for adoption that could potentially advance a prescribed provincial priority. Such by-laws must be voted on by City Council and are approved by a one-third (four members) vote.
- The Mayor solely determines if a by-law potentially advances a prescribed provincial priority.

Notice of Motions

Notices of Motions

- A notice of motion from members of Council shall be submitted in writing, on the prescribed form, to the Clerk and shall be placed on a regular Council agenda prior to the regular agenda deadline.
- The notice of motion, including any related content, document or materials, may not be submitted as part of a post agenda.
- Content, documents or materials submitted by a member of City Council shall not contain any obscene or defamatory content or language.

Notice of Motion for the Mayor

- As required by the Act, the Mayor may bring forward a motion at any time if they determine it potentially advances a prescribed provincial priority.
 - a) The Mayor solely determines if such a motion potentially advances a prescribed provincial priority.
 - b) Any motion brought forward in this manner, at the discretion of the Mayor, shall be considered by Council at a meeting.
- All other motions brought forward by the Mayor that do not potentially advance a prescribed provincial priority shall follow the process described in Section XXX Notices of Motion.

Committees

- As required by the Act, the Mayor has the power to establish, dissolve, assign functions and appoint chairs and vice-chairs to Committees. This power may be delegated to City Council through a Mayoral Decision.
- As required by the Act, if the powers listed in Section XXX Committees are delegated to Council through Mayoral decision, Council shall:
 - a) Appoint chairs for Committees. In appointing chairs, consideration shall be given to workload balance, individual interests and councillor development.
 - b) Appoint vice-chairs for Committees. In appointing a vice-chair, consideration shall be given to workload balance, individual interests and councillor development.
- Council shall make public and member appointments to committees at regular Council meetings.

Committees of Council

Business Licence Appeals Committee

- The Business Licence Appeals Committee shall be composed of five Members of Council appointed for the term of Council to hear appeals under the Business Licence By-law.

Committee Composition

- The Mayor is ex-officio on all committees and:
 - a) May attend meetings;
 - b) Attendance does not count towards quorum; and
 - c) May participate in meetings.

Ad-Hoc Committees

- As required by the Act, if the powers listed in Section XX Committees are delegated to Council through Mayoral decision:
 - a) Council may appoint ad-hoc committees, with a defined ending, to consider a specific matter and report to Council. These ad-hoc Committees must be made up of members of City Council.

- b) Only the members of an ad-hoc committee shall participate in debate or ask questions at ad-hoc committee meetings.
- Delegations are not permitted at Ad-Hoc Committee meetings. Delegations will have an opportunity to speak at the Council meeting when the matter comes forward for consideration.

Advisory Committees

Ad-Hoc Advisory Committees

- Council may appoint ad-hoc advisory committees, with a defined ending, to consider a specific matter and report to Council.
- Only the members of an ad-hoc advisory committee shall participate in debate or ask questions at ad-hoc advisory committee meetings.
- Delegations are not permitted at ad-hoc advisory committee meetings. Delegations will have an opportunity to speak at the Council meeting when the matter comes forward for consideration.

Advisory Committees

- Advisory committees are created by Council with no defined ending, to report to Council regarding specific subject matter.
- The appointment of a member of the public to an Advisory committee may be forfeited if the member is absent from meetings of the committee for three consecutive months without being authorized to do so by a resolution of the committee.
- City Council shall make public and member appointments to all advisory committees at regular Council meetings.

Definitions

Definitions will be added as necessary to the by-law following receipt of direction from Council.

Appendix B:

Meeting Stats

Number of Sub-committee meetings where agendas were published / meetings held and that were cancelled:

*2025 is from January - June

Community Services

Year	Number of Meetings Scheduled	Number of Meetings Held or Agendas Published	Number of Cancelled Meetings
2022	10	3	7
2023	10	8	2
2024	10	5	5
2025	6	2	4
Total	36	18	18

Reasons for cancellations:

- No items to be included
- Lack of quorum prior to or at the meeting

Year	Average Number of Items on an Agenda	Average Number of Items for Information	Number of Delegations
2022	.75	0	0
2023	1.125	4	1
2024	.80	1	3
2025	.50	1	0
Average	.79	1.5	1

Finance and Labour Relations

Year	Number of Meetings Scheduled	Number of Meetings Held or Agendas Published	Number of Cancelled Meetings
2022	10	7	3
2023	10	7	3
2024	10	8	2
2025	6	5	1
Total	36	27	9

Reasons for cancellations:

- No items to be included

Year	Average Number of Items on an Agenda	Average Number of Items for Information	Number of Delegations
2022	1.6	2.7	1
2023	.71	1.3	0
2024	1.4	2.1	3
2025	1	1.8	1
Average	1.2	2	5

Infrastructure, Transportation and Safety

Year	Number of Meetings Scheduled	Number of Meetings Held or Agendas Published	Number of Cancelled Meetings
2022	10	8	2
2023	10	10	0
2024	10	10	0
2025	6	6	0
Total	36	34	2

Reasons for cancellations:

- No items to be included

Year	Average Number of Items on an Agenda	Average Number of Items for Information	Number of Delegations
2022	1.6	.9	0
2023	2.1	.6	3
2024	1.3	.8	7
2025	1.5	.8	5
Average	1.6	.8	15

Planning and Heritage

Year	Number of Meetings Scheduled	Number of Meetings Held or Agendas Published	Number of Cancelled Meetings
2022	10	5	5
2023	10	4	6
2024	10	1	9
2025	6	2	4
Total	36	12	24

Reasons for cancellations:

- No items to be included

Year	Average Number of Items on an Agenda	Average Number of Items for Information	Number of Delegations
2022	1.4	0	3
2023	1.25	0	2
2024	0	0	1
2025	.5	0	1
Average	.79	0	7

Social Services

Year	Number of Meetings Scheduled	Number of Meetings Held or Agendas Published	Number of Cancelled Meetings
2022	10	5	5
2023	10	7	3
2024	10	4	6
2025	6	6	0
Total	36	22	14

Reasons for cancellations:

- No items to be included

Year	Average Number of Items on an Agenda	Average Number of Items for Information	Number of Delegations
2022	1	1.4	0
2023	.86	2.3	3
2024	.75	1.75	2
2025	.33	1.5	4
Average	.74	1.7	9

Number of Closed Sessions

Year	Number of Closed Sessions Held
2022	27
2023	19
2024	19
2025	8

Average Length of Sub-committee Meetings

Sub-committee	Average Length of Meetings between 2022-2025
Community Services	21 minutes
Finance and Labour Relations	26 minutes
Infrastructure, Transportation and Safety Sub-committee	28 minutes
Planning and Heritage	25 minutes
Social Services	27 minutes

Shortest and longest meetings between 2022-2025

- Community Services – 4 minutes, 50 minutes
- Finance and Labour Relations – 3 minutes, 82 minutes
- Infrastructure, Transportation and Safety – 9 minutes, 110 minutes
- Planning and Heritage – 2 minutes, 72 minutes
- Social Services – 4 minutes, 92 minutes

Number of Delegations at Committee and Council Meetings

Name of Committee/Council	2022	2023	2024	2025
Community Services	0	0	1	0
Finance and Labour Relations	3 (budget)	0	0	5 (budget)
Infrastructure, Transportation, and Safety	3	2	2	0
Planning and Heritage	5	1	1	0
Social Services	0	0	0	5
Council	17	44	38	24

Total number of hours spent if all delegates given 10 minutes to speak:

- 2022: 4 hours, 40 minutes
- 2023: 7 hours, 50 minutes
- 2024: 7 hours
- 2025: 5 hours, 40 minutes
- Total: 25 hours, 10 minutes

Total number of hours spent if all delegates given 5 minutes to speak:

- 2022: 2 hours, 20 minutes
- 2023: 3 hours, 55 minutes
- 2024: 3 hours, 30 minutes
- 2025: 2 hours, 50 minutes
- Total: 12 hours, 35 minutes

Total number of hours spent if all delegates given 3 minutes to speak:

- 2022: 1 hour, 24 minutes
- 2023: 2 hours, 21 minutes
- 2024: 2 hours, 6 minutes
- 2025: 1 hour, 42 minutes
- Total: 7 hours, 33 minutes

Number of Public Meetings Held:

Year	Number of Public Meetings Held
2022	12
2023	6
2024	6
2025	8



**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 21, 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 21, 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 21st day of July, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe