



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4777th
Date: Monday, July 28, 2025
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: Adam Betteridge - Interim Chief Administrative Officer, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services and 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, 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 Biehn 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:**

12 - 33

Motion by

THAT the Minutes of the Special Meeting of Council of The Corporation of the City of Stratford dated July 10, 2025 and the Regular Meeting of Council of The Corporation of the City of Stratford dated July 14, 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 28, 2025 be added to the Agenda as printed.

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

5.1 At the July 28, 2025 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

4.1 Confidential Report of the City Clerk and Legal Opinion from the City Solicitor with respect to a Potential Litigation Matter (CM-25-16) - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

6. Hearings of Deputations and Presentations:**6.1 Order of Canada Recognition - Diane Sims**

Mayor Ritsma and Member of Parliament, John Nater, to recognize Diane Sims, recipient of the Order of Canada, writer and accessibility advocate.

6.2 Request for Delegation by Bruce Whitaker

Bruce Whitaker, Owner, has requested to speak to Item 7.4, Encroachment Application for 40 Daly Avenue Additional Update (COU25-094). Mr. Whitaker will be asking Council to approve the encroachment of the driveway onto the road allowance.

Motion by

THAT Bruce Whitaker be heard.

7. Orders of the Day:

- 7.1 **Resolution - Encroachment Application for 40 Daly Avenue Additional Update (COU25-094)** 34 - 42

Motion by

Staff Recommendation: THAT Council consider Option 2, permitting the retaining wall at 40 Daly Avenue to encroach onto the Daly Avenue road allowance for a total encroachment area of .86m²;

THAT the annual fee of \$50.00 adjusted yearly by the CPI, be added to the property tax bill for 40 Daly Avenue;

THAT staff be directed to work with the property owner to have the driveway removed in a reasonable timeframe;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 40 Daly Avenue.

- 7.2 **Resolution - Part Lot Control Application PLC01-24 - 4110 Perth Line 36** 43 - 50

Dave Posthumus, Sifton Properties Limited, will be in attendance to answer any questions.

Motion by

Staff Recommendation: THAT Council approves Part Lot Control Application PLC01-24 to exempt Blocks 24, 25 and 26 on Plan 44M-100 from Part Lot Control for one year from the date of the passing of each By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership and to allow rear yard easements for internal units for maintenance purposes.

- 7.3 **Resolution - Part Lot Control Application PLC04-25 - Creation of seven (7) Freehold Units** 51 - 55

Marcus Gagliardi, Cachet Homes, will be in attendance to answer any questions.

Motion by

Staff Recommendation: THAT Council approves Part Lot Control Application PLC04-25 to exempt Block 77 on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership.

- 7.4 Resolution - User Fees for Electric Vehicle Charging Stations (COU25-091) 56 - 61**

Motion by

Staff Recommendation: THAT the proposed user fees for City-owned Electric Vehicle (EV) Charging Stations be approved;

AND THAT the Electric Vehicle Charging Spaces in municipal lots be exempted from the overnight parking restriction;

AND THAT staff be directed to prepare the necessary amendments to the 2025 Fees and Charges By-law and the Traffic and Parking and By-law.

- 7.5 Resolution - Festival Hydro Update for the Period Ending March 31, 2025 (COU25-088) 62 - 77**

Motion by

Staff Recommendation: THAT the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2025, be received for information;

AND THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2025, be received for information.

- 7.6 Resolution - Appointment to the Stratford Economic Enterprise Development Corporation Board of Directors (COU25-078) 78 - 79**

Motion by

Staff Recommendation: THAT Catherine Newell Kelly be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three-year term to June 2028, with an option to extend for an additional two year term, or until a successor is appointed by Council;

AND THAT a by-law confirming the appointment be adopted.

- 7.7 Resolution - Connecting Link Program Intake 10 - 2025-2026 Transfer Payment Agreement (COU25-089) 80 - 81**

Motion by

Staff Recommendation: THAT the Mayor and Clerk be authorized to execute the Transfer Payment Agreement for the Connecting Link Program Intake 10 2025-2026 on behalf of The Corporation of the City of Stratford.

- 7.8 Resolution - T-2025-15 O'Loane Avenue Sanitary Trunk Sewer Extension Tender Award (COU25-090) 82 - 86

Motion by

Staff Recommendation: THAT the tender for the O'Loane Avenue Sanitary Trunk Sewer Extension (T-2025-15) be awarded to Network Sewer and Watermain Limited, at a total tender price of \$5,649,999.99, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2025-15;

AND THAT staff be authorized to proceed with long-term debt financing options and documentation to be presented at a future Council meeting in 2026 or upon completion of the project.

- 7.9 Resolution - Parking Enforcement Services Request for Proposal Award (RFP-2025-48) (COU25-096) 87 - 90

Motion by

Staff Recommendation: THAT the request for proposal (RFP-2025-48) for parking enforcement services in the City of Stratford be awarded to Secure Shield Security Inc. for a three-year term ending August 2028, with an option to renew for two additional one-year terms until August 2030;

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

- 7.10 Resolution - Crossing Guard Services Request for Proposal Award (RFP-2025-39) (COU25-087) 91 - 94

Motion by

Staff Recommendation: THAT the request for proposal (RFP-2025-39) for crossing guard services in the City of Stratford be awarded to Synergy Protection Group Inc. for a three-year term ending June 2028, with an option to renew for two additional one-year terms until June 2030;

AND THAT the Mayor and Clerk, or their respective designates, be

authorized to execute all necessary contract agreements.

- 7.11 Resolution - RFP 2025- 44 - 2025 - 2026 Geotechnical Engineering Services Contract Award (COU25-092) 95 - 97

Motion by

Staff Recommendation: THAT the proposal (RFP-2025-44) for Consulting Services related to Geotechnical Engineering be awarded to MTE Consultants Inc. at a total cost of \$122,508.95, including HST;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2025-44 for the 2025 term;

AND THAT the Director of Infrastructure Services be authorized to approve the one-year extension of the Contract for 2026, subject to successful performance.

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated July 28, 2025, be adopted as printed.

- 9.1.1 SEEDCo./investStratford Update to March 31 2025 (FIN25-018) 98 - 172

THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update to March 31, 2025, be received for information.

- 9.1.2 Waive Facility Fees for the To Stratford With Love Banquet (FIN25-015) 173 - 174

THAT the report titled, "Waive Facility Fees for the To Stratford With Love Banquet" (FIN25-015), be received;

AND THAT the facility rental fee waiver request in the amount of \$3,627 for use of the Community Halls on December 13, 2025 be approved.

9.2 Report of the Infrastructure, Transportation and Safety Committee:

Motion by

THAT the Report of the Infrastructure, Transportation and Safety Committee dated July 28, 2025 be adopted as printed.

9.2.1 Installation of Bicycle Lanes on John Street (ITS25-010) 175 - 177

THAT the report titled, "Implementation of Bicycle Lanes on John Street" (ITS25-010), be received for information.

9.2.2 Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update (ITS25-013) 178 - 180

THAT the report titled, "Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update" (ITS25-013) be received for information;

AND THAT Council direct Staff to proceed with a Request for Proposal for Consulting Engineering Services for the roof replacement of the Primary Digester at the Stratford Water Pollution Control Plant.

9.2.3 Water Meter Transmitter Replacement Program (ITS25-014) 181 - 184

THAT Council authorize Staff to proceed with issuing a Request for Proposal for new Automated Metering Reading (AMR) meter transmitters as part of the City of Stratford's Water Metering Program.

9.2.4 Stratford Landfill Public Input Invited June 2025 (ITS25-011) 185 - 186

THAT the report titled, "Stratford Landfill Public Input June 2025" (ITS25-011), be received for information.

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

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

Motion by

THAT By-laws 11.1 to 11.10 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.10 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.10 be read a Third Time and Finally Passed.

- | | | |
|-------------|---|------------------|
| 11.1 | investStratford Board Appointment | 187 |
| | To amend By-law 4-2023, as amended, to make an appointment to the Stratford Economic Enterprise Development Corporation Board of Directors. | |
| 11.2 | Award Proposal for Crossing Guard Services | 188 |
| | To authorize the acceptance of a proposal, execution of the contract and the undertaking of work by Synergy Protection Group Inc. for crossing guard services in the City of Stratford (RFP-2025-39). | |
| 11.3 | Connecting Links Program Contribution Agreement for the Reconstruction of Huron Street Phase 2 Project | 189 - 190 |
| | To authorize the execution of a Connecting Links Program Contribution Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Transportation for the Reconstruction of Huron Street Phase 2 Project. | |
| 11.4 | Award Tender for the O'Loane Avenue Sanitary Trunk Sewer Extension | 191 |
| | To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Network Sewer and Watermain Limited for the O'Loane Avenue Sanitary Trunk Sewer Extension (T-2025-15). | |
| 11.5 | Award Proposal for Consulting Services Related to Geotechnical Engineering | 192 |
| | To authorize the acceptance of a proposal, execution of the contract and the undertaking of work by MTE Consultants Inc. for Consulting Services related to Geotechnical Engineering (RFP-2025-44). | |
| 11.6 | Part Lot Control Application PLC04-25 | 193 |
| | To exempt Block 77 on Plan 44M-101, being Parts 1 to 7 (inclusive) on Plan 44R-6364 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners. | |
| 11.7 | Part Lot Control application PLC01-24 - Block 24 | 194 |

To exempt Block 24 on Plan 44M-100, being Parts 1 to 34 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

11.8 Part Lot Control Application PLC01-24 - Block 25 195

To exempt Block 25 on Plan 44M-100, being Parts 35 to 80 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

11.9 Part Lot Control Application PLC01-24 - Block 26 196

To exempt Block 26 on Plan 44M-100, being Parts 81 to 126 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

11.10 Award Proposal for parking Enforcement Services 197

To authorize the acceptance of a proposal, execution of the contract and the undertaking of work by Secure Shield Security Inc. for the provision of parking enforcement services in the City of Stratford (RFP-2025-48).

12. Consent Agenda: CA-2025-092 to CA-2025-096 198 - 200

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 August 11, 2025, in the Council Chamber, City Hall.

Motion by

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

- **Social Services Committee [7:05 or thereafter following the Regular Council meeting];**

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

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on July 28, 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 Social Services Committee

Motion by

THAT Items 6.1 of the Social Services Committee meeting dated July 28, 2025, be adopted as follows:

6.1 Homeless Reduction Innovation Fund Approval (SOC25-009)

THAT Council authorize the Mayor and Clerk on behalf of The Corporation for the City of Stratford to enter into an agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund and to sign any additional documentation required.

15.3 Reading of the By-laws (reconvene):

201 - 203

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:

By-law 11.11 Agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund

To authorize the execution of an Agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund.

By-law 11.12 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 28, 2025.

Motion by

THAT By-law 11.11 to 11.12 be taken collectively.

Motion by

THAT By-laws 11.11 to 11.12 be read a First and Second Time.

Motion by

THAT By-laws 11.11 to 11.12 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 28, 2025 Regular Council meeting adjourn.



Stratford City Council Special Council Open Session

MINUTES

Meeting #: 4774th
 Date: Thursday, July 10, 2025
 Time: 12:00 P.M.
 Location: Council Chamber, City Hall

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

Staff Present: Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk

Also Present: Susan Merli – External HR Consultant, Authentika Consulting
 Member of the Media

1. Call to Order:

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

Councillor Burbach and Councillor Henderson provided regrets for this meeting.

2. Declaration of Pecuniary Interest:

3. Adjournment into Closed Session:

R2025-276

Motion by Councillor Nijjar

Seconded by Councillor McCabe

THAT Council move into closed session to consider the following matter:

4.1 Confidential Verbal Report from Mayor Ritsma with respect to the Chief Administrative Officer permanent position (CM-25-15) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Carried

Council moved into Closed Session at 12:02 P.M.

Council reconvened into Open Session at 12:42 P.M.

4. Closed Meeting Summary:

At the July 10, 2025, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

4.1 Confidential Verbal Report from Mayor Ritsma with respect to the Chief Administrative Officer permanent position (CM-25-15) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Session, direction was given to the HR External Consultant and direction was given to City Clerk.

5. Reading of the By-laws:

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

5.1 Confirmatory By-law - By-law 77-2025

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

R2025-277

Motion by Councillor Beatty

Seconded by Councillor Hunter

THAT By-law 77-2025 be read a First and Second Time.

Carried two-thirds support

R2025-278

Motion by Councillor Briscoe

Seconded by Councillor McCabe

THAT By-law 77-2025 be read a Third Time and Finally Passed.

Carried

6. Adjournment:

R2025-279

Motion by Councillor Sebben

Seconded by Councillor Hunter

THAT the July 10, 2025 Special Council Meeting adjourn.

Carried

Meeting Start Time: 12:01 P.M.

Meeting End Time: 12:43 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



Stratford City Council Regular Council Open Session

MINUTES

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 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, Mandy Koroniak - Manager of Children's Services, Marc Bancroft - Manager of Planning, Emily Robson - Corporate Initiatives Lead, Greg Skinner - Chief, Stratford Police Services, Joani Gerber - CEO, SEEDCo./investStratford, Kendra Fry - Housing Specialist, investStratford, Melanie Reasbeck - investStratford

Also Present: Members of the Public and Media

1. Call to Order:

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

Councillor Burbach and Councillor Briscoe provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

There were no disclosures of pecuniary interest made by a Member at the July 14, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-280

Motion by Councillor Beatty

Seconded by Councillor Henderson

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.

Carried

4. Adoption of the Addenda to the Agenda:

R2025-281

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT the Addenda to the Regular Agenda of Council and Standing Committees dated July 14, 2025, be added to the Agenda as printed.

Carried

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 was cancelled.

6. Hearings of Deputations and Presentations:

6.1 Adjournment to Public Meetings Under the Planning Act:

R2025-282

Motion by Councillor McCabe

Seconded by Councillor Biehn

THAT the public comments provided by Nicole Borden regarding Zone Change Application Z04-25 for 225 Oak Street be received.

Carried

R2025-283

Motion by Councillor Nijjar

Seconded by Councillor Wordofa

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.

Carried

Council adjourned to a Public Meeting at 7:06 P.M.

Council reconvened at 7:33 P.M.

6.2 ADDED - Requests for Delegation regarding Item 7.1 Grand Trunk Revitalization Update and Superstructure Scenario Considerations (COU25-084)

R2025-284

Motion by Councillor Henderson

Seconded by Councillor Hunter

THAT Mike Ennis, Jay Colquhoun, Lesley Walker-Fitzpatrick, and Jane Marie Mitchell be heard.

Carried

Mike Ennis, CEO, and Jay Colquhoun, Operations Manager, of the YMCA of Three-Rivers spoke to Council regarding Item 7.1 - Grand Trunk Revitalization Update and Superstructure Scenario Considerations.

Highlights of the presentation included:

- the YMCA offering programs beyond recreation including childcare, immigration services, youth and older adult;
- the YMCA team being excited to continue to adapt as the growing community changes; and
- partnerships being important for next steps at the Grand Trunk site.

Members of Council, Mr. Ennis and Mr. Colquhoun held a discussion regarding the following:

- it being noted the YMCA has funds and land for the project;
- the amount of contribution by the YMCA to similar projects in other municipalities varying according to the project; and
- it being noted the YMCA allocates 20% of their programming on their local community needs.

Lesley Walker-Fitzpatrick spoke to Council regarding Item 7.1 - Grand Trunk Revitalization Update and Superstructure Scenario Considerations.

Highlights of the presentation included:

- it being important to maintain the superstructure;
- there being historical value to the superstructure;
- it being important to limit the number of historical buildings being demolished; and
- the City's economic health being tied to heritage.

Members of Council and Ms. Walker-Fitzpatrick held a discussion regarding the following:

- the scale of the redevelopment of the previous archives building being much smaller;
- there being a concern with fiscal responsibility with a project of this size; and
- it being demonstrated that a number of citizens are interested in the redevelopment of the superstructure.

Jane Marie Mitchell spoke to Council regarding Item 7.1 - Grand Trunk Revitalization Update and Superstructure Scenario Considerations.

Highlights of the presentation included:

- a comparison of the recommendation from the Grand Trunk Ad-Hoc Committee and the recommendation under Item 7.1;
- there being concerns that previous consultant reports indicate the superstructure was found to be in good condition;
- it being noted that when the roof was removed and the trusses sandblasted it was found to be largely in the same condition as 100 years ago; and
- Council being requested to hold a town hall meeting should the recommendation included in the staff report be passed.

7. Orders of the Day:

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

R2025-285

Motion by Councillor McCabe

Seconded by Councillor Nijjar

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

Carried

Joani Gerber, CEO of investStratford and Emily Robson, Strategic Initiatives Lead, provided an overview of the report noting the following:

- the Ad-Hoc Committee has been working towards this for two (2) years;

- Joe Svec and Rock Wang, Svec Group, will present the three (3) options;
- the superstructure being crucial to determine the direction for the rest of the site;
- no immediate action will be taken following a decision on the superstructure; and
- the direction from Council allowing consultants to continue their work and report back to the committee.

Dan Mathieson, Chair of the Ad Hoc Grand Trunk Renewal Committee, presented the Ad-Hoc Committee's recommendation noting the following:

- direction being required to move from Phase 3 to Phase 4 of the project;
- Svec Consulting has been retained and will walk Council through the options;
- Council being requested to take time to deliberate and provide direction; and
- a final recommendation from the Ad-Hoc Committee will be provided in September.

Members of Council and the Chair of the Ad-Hoc Committee held a discussion. Highlights of the discussion included:

- it being important to have direction on the superstructure prior to looking for partners;
- the recommendation reflecting the motion of the Ad-Hoc Committee;
- it being an option to leave the YMCA in the current location; and
- the potential costs to build a YMCA being \$700 per square foot.

Joe Svec and Rock Wang of SVEC Group presented to Council. Highlights of the presentation included:

- an overview of their careers and previous projects of similar nature that they were a part of;
- an overview of the current condition of the site based on the reports provided to the consultants;
- there being a need to consider the current condition of the superstructure and the associated remediation required;
- there being a need to have a vision for the entire site prior to attempting to get interest from others to build housing on the site; and
- an overview of the three scenarios for Council's consideration and the implications of each option.

A discussion took place between the Members of Council, Mr. Svec and Mr. Wang. Highlights of the discussion included:

- adding additional levels to the current structure not being feasible without incurring significant costs;
- the vapours from contaminants in the concrete being required to be vented;
- there being a need to move into Phase 4 prior to reaching out to the private sector;
- there being various options for uses under Option 2;
- the associated costs for getting the site ready for development being large and could lead to a high tax increase;
- the direction on the options allowing the Ad-Hoc Committee to complete further review and provide recommendations;
- the cost to create a structure in the current structure being much higher than using the structure as an open-air space; and
- there being long term costs for the municipality in operating the structure as an open-air space.

R2025-286

Motion by Councillor Beatty

Seconded by Councillor Hunter

THAT the Grand Trunk Site Update report and attachments be received for information.

Carried

Motion by Councillor Beatty

Seconded by Councillor Biehn

THAT staff and the consulting group be directed to include Scenario Three, removal of the superstructure, in Phases three through six of the workplan, bringing back findings for Council consideration.

Members of Council, staff, and the consultants of SVEC Group held a discussion regarding the motion. Highlights of the discussion included:

- Scenario Two (2) being the closest to the feedback from members of the public as well as the Ad-Hoc Committee recommendations;
- Council not being required to commit to the scenario at this time, the consultants to bring their findings to Council regarding the selected scenario for their consideration in the fall;

Councillor Sebben requested a recorded vote.

- a member noting that they are not in support of the motion as the City has already spent nearly 30 million only to demolish the building;
- significant funds being needed to develop the site;
- the Interim CAO noting that a motion to reconsider may be required if the motion to demolish the superstructure is passed and Council wishes to revisit the decision in the future;
- there being a concern with the scale of the project and the ability of the taxpayers to fund the project without other investments.

Councillor Biehn withdrew as the seconder for the motion. There was no seconder for the motion.

R2025-287

Motion by Councillor Henderson

Seconded by Councillor Biehn

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.

Councillor Henderson requested a recorded vote.

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

- the recommendation being in line with the recommendation from the Ad-Hoc Committee;
- the option presenting the best possibility for saving the building but findings may be that it is not possible;
- there being a possibility to pursue other options for the development of the site in the future;
- there being a concern that the motion is too far from the recommendation from the Ad-Hoc Committee; and
- there being a concern with only keeping one-third of the structure as per the scenario presented.

The Mayor called the question on the motion.

In Support (6): Councillor Henderson, Councillor Hunter, Councillor Nijjar
Councillor Biehn, Councillor McCabe, and Mayor Ritsma

Opposed (3): Councillor Beatty, Councillor Sebben, and Councillor
Wordofa

Carried

Council recessed at 9:50 P.M. Council reconvened at 10:03 P.M.

7.2 Resolution - Community Improvement Plan (COU25-086)

Kendra Fry, Housing Specialist of investStratford provided an overview of the management report. It was noted that in May of 2023 the Stratford Attainable Housing Project brought forth three recommendations to expand affordable housing initiatives in the City and this is the final initiative.

Members of Council and the Housing Specialist held a discussion regarding the following:

- the funding for the 2025 program being through the Municipal Accommodation Tax Fund;
- the reduction in property taxes taking place over a 10-year period;
- the number of units to be subsidized cannot be determined until the units are assessed; and
- further information will be brought to Council following the Public Meeting.

R2025-288

Motion by Councillor Henderson

Seconded by Councillor Biehn

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.

Carried

7.3 Resolution - Community Safety and Well-Being Plan Charting the Next Chapter: Empowering Safe and Connected Communities-2025-2035 (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, presented the report and the Plan. Highlights of the presentation included:

- in 2021 the Community Safety and Well-Being (CSWB) Plan: Roadmap for Collaboration was endorsed and adopted by Council;
- the next chapter of the plan building off the collaboration established previously;
- there being a focus on risk intervention, prevention and social development;
- engagement sessions, public survey and partner survey being completed in 2023 and 2024;
- priority areas of the plan including housing and homelessness, intimate partner violence/gender-based violence and mental health and addiction; and
- there being a liaison role created for each priority area.

Members of Council, Chief Skinner and the Director of Social Services held a discussion regarding the following:

- the project being funded by the partnered municipalities;
- a staff member in the Social Services Department being the coordinator of the program; and
- partners focusing on operational priorities and coordination of resources.

R2025-289

Motion by Councillor Biehn

Seconded by Councillor Wordofa

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*.

Carried

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

Motion by Councillor McCabe

Seconded by Councillor Nijjar

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.

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

- the Interim CAO noting that the recommendation for the Municipal Parking Lot Lease renewal is for one (1) year however due to the work required for the property, it being possible to look at a two (2) year lease extension; and
- it being questioned whether there are annual increases associated with the lease.

Motion by Councillor Hunter

Seconded by Councillor Wordofa

THAT the motion be amended to direct staff to negotiate the terms of the agreement to include a 3% annual increase on the rate of the lease;

AND THAT the lease for the municipal parking lot at Queen Street and Lakeside Drive be extended for a period of two (2) additional years to December 31, 2027.

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

- a member noting that previous leases had an annual increase included;
- the Director of Community Services confirming that there is a 2% increase included in the previous leases since 2021.

The mover and seconder withdrew the motion and put forward the following amendment.

R2025-290

Motion by Councillor Hunter

Seconded by Councillor Wordofa

THAT the motion be amended to extend the lease for the municipal parking lot at Queen Street and Lakeside Drive for a period of two (2) additional years to December 31, 2027.

The Mayor called the question on the amendment.

Carried

The Mayor called the question on the motion as amended:

R2025-291

Motion by Councillor McCabe

Seconded by Councillor Nijjar

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 two (2) additional years to December 31, 2027.

Carried

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

R2025-292

Motion by Councillor Hunter

Seconded by Councillor Nijjar

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

Carried

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

R2025-293

Motion by Councillor Hunter

Seconded by Councillor Nijjar

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

Carried

7.7 Proclamation - Overdose Awareness Day

R2025-294

Motion by Councillor Nijjar

Seconded by Councillor Wordofa

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.

Carried

7.8 Proclamation - Childhood Cancer Awareness Month

R2025-295

Motion by Councillor Beatty

Seconded by Councillor McCabe

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.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

There were no Standing Committee reports considered at the July 14, 2025, meeting.

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:

R2025-296

Motion by Councillor Sebben

Seconded by Councillor McCabe

THAT By-laws 78-2025 and 79-2025 be taken collectively.

Carried unanimously

R2025-297

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT By-laws 78-2025 and 79-2025 be read a First and Second Time.

Carried two-thirds support

R2025-298

Motion by Councillor Henderson

Seconded by Councillor Beatty

THAT By-laws 78-2025 and 79-2025 be read a Third Time and Finally Passed.

Carried

**11.1 Lease Agreement Extension - 270 Water Street, Discovery Centre
- By-law 78-2025**

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 - By-law 79-2025

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 for a period of two (2) additional years to December 31, 2027.

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

R2025-299

Motion by Councillor Beatty

Seconded by Councillor Henderson

THAT CA-2025-091, being a resolution from Town of Bradford West Gwillimbury regarding Advocacy for 'Increased Support Thresholds for Canadian Veterans', be endorsed.

Carried

13. New Business:

13.1 Endorsement of Sewer Line Insurance

Councillor Henderson stated she has received calls from members of the public as they have received letters with the City's logo included regarding sewer line insurance.

The Director of Infrastructure Services stated the endorsement of sewer line insurance was approved by the City and noted further communications on this item can be relayed to the public.

R2025-300

Motion by Councillor Sebben

Seconded by Councillor Nijjar

THAT the July 14, 2025 Regular Council meeting be extended to 11:30 p.m.

Carried

14. Adjournment to Standing Committees:

The next Regular Council meeting is July 28, 2025, in the Council Chamber, City Hall.

R2025-301

Motion by Councillor Beatty

Seconded by Councillor Wordofa

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.

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 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

There were no disclosures of pecuniary interest made by a Member at the July 14, 2025 Council Reconvene meeting.

15.2 Committee Reports

15.2.1 Finance and Labour Relations Committee

R2025-302

Motion by Councillor Hunter

Seconded by Councillor Nijjar

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)

THAT the request from the Communities in Bloom Advisory Committee to reallocate \$5,000.00 from the Special Project budget line to the CiB Symposium Expenses line in the 2025 budget be approved.

Carried

15.3 Reading of the By-laws (reconvene):

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

By-law 11.3 Confirmatory By-law - By-law 80-2025

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

R2025-303

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT By-law 80-2025 be read a First and Second Time.

Carried two-thirds support

R2025-304

Motion by Councillor Sebben

Seconded by Councillor Hunter

THAT By-law 80-2025 be read a Third Time and Finally Passed.

Carried

15.4 Adjournment of Council Meeting

R2025-305

Motion by Councillor Biehn

Seconded by Councillor Wordofa

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

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 10:58 P.M.

Reconvene Meeting Start Time: 11:11 P.M.

Reconvene Meeting End Time: 11:13 P.M.

Mayor - Martin Ritsma

Deputy Clerk - Audrey Pascual



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Council
From: Vicky Trotter, Council Committee Coordinator
Report Number: COU25-094
Attachments: Encroachment Application for 40 Daly Avenue Management Report
 ITS25-012

Title: Encroachment Application for 40 Daly Avenue Additional Update

Objective: To consider the additional information obtained for an encroachment application at 40 Daly Avenue and to seek direction from Council.

Background: At the July 14, 2025 Infrastructure, Transportation and Safety Committee meeting, staff advised Committee that additional information had been provided on the encroachment application at 40 Daly Avenue which needed to be reviewed. The information related to the gardens proposed for inclusion in the encroachment agreement and whether they complied with the provisions of the Fence and Hedge By-law.

Analysis: With respect to the gardens, the Encroachment Policy states that an encroachment agreement for gardens on a road allowance is not required provided that the garden complied with the Fence and Hedge By-law.

The Fence and Hedge By-law states it is lawful for a person to plant and maintain planting material, excepting a tree(s), hedge(s) or a shrub(s) on the boulevard provided that:

- i. such planting material does not exceed 0.6 metres from the top of the curb or municipal sidewalk;
- ii. in the opinion of the by-law enforcement officer such planting material does not obstruct pedestrian or vehicular traffic;
- iii. in the opinion of the by-law enforcement officer such planting material does not obscure clear visibility approaching pedestrian or vehicular traffic; and
- iv. in the opinion of the by-law enforcement officer such planting material does not obstruct municipal operations.

By-law Staff from the Building Division completed an additional inspection and determined that the flower beds located within the right of way do not exceed 0.6m in height above the adjacent sidewalk. This means that the flower beds do not require an encroachment agreement as they comply with Section 5.13.(i) of the Fence and Hedge By-law.

The initial report has been attached to provide full background and analysis on the requested encroachments and comments received from staff on the application.

Options for Consideration

As identified in the attached report, the options presented are:

1. Deny the request for an encroachment which would result in the owner having to remove the retaining wall and driveway and return these areas to grass, all at the cost of the property owner.
2. Permit the retaining wall to encroach onto the municipal road allowance and require the "driveway" to be removed and returned to grass at the cost of the property owner;
3. Approve the retaining wall and driveway to encroach onto the road allowance.

If either of option 2 or 3 are approved, the annual fee would be added to the property tax bill and adjusted yearly by the CPI. The annual fee is based on the size of the encroachment and is calculated by taking the current property tax times the size of the encroachment (area) divided by the total area of the owned property.

Financial Implications:

Financial impact to current year and future year operating budgets: The financial impact is dependent upon what is approved by Council.

Option 1: there will be no financial impact to the current year or future year operating budgets.

Option 2: there will be an annual impact to the current and future year operating revenues for the City, with the annual fee of \$50.00, adjusted yearly by the CPI, added to the property tax bill for this property for the encroachment agreement.

Option 3: there will be an annual impact to the current and future year operating revenues for the City, with the annual fee of \$130.66, adjusted yearly by the CPI, added to the property tax bill for this property for the encroachment agreement.

Alignment with Strategic Priorities:

Not applicable: The encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

Alignment with One Planet Principles

Not applicable: The encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

Staff Recommendation: THAT Council consider Option 2, permitting the retaining wall at 40 Daly Avenue to encroach onto the Daly Avenue road allowance for a total encroachment area of .86m²;

THAT the annual fee of \$50.00 adjusted yearly by the CPI, be added to the property tax bill for 40 Daly Avenue;

THAT staff be directed to work with the property owner to have the driveway removed in a reasonable timeframe;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 40 Daly Avenue.

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



MANAGEMENT REPORT

Date: June 25, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: ITS25-012
Attachments: Sketch of the Encroachments at 40 Daly Avenue

Title: Encroachment Application for 40 Daly Avenue (ITS25-012).docx

Objective: To consider a request to enter into an Encroachment Agreement with the owner of 40 Daly Avenue. The purpose of the Encroachment Agreement is to permit the recently installed flower beds and retaining wall to encroach onto the Daly Avenue road allowance.

Background: An encroachment agreement is a formal agreement signed between the City and a property owner, approved by by-law and registered on title against the property that is benefited by the agreement (not the municipal property). The intent of the encroachment agreement is to formally recognize the encroachment and clearly establish the terms and conditions specific to the encroachment if it is permitted to remain.

The City adopted an Encroachment Policy P.3.2 (the Policy) which states:

“It is the policy of the City of Stratford that there shall be no unauthorized encroachments onto road allowances or municipal property, including park property. A property owner shall seek prior permission from the City to encroach onto a road allowance or municipal property and subject to Council approval, enter into an encroachment agreement with the City and pay the required fees.

Where an encroachment exists without City approval, the owner shall be required to remove the encroachment at their own expense or seek permission from the City for the encroachment to remain.

No new encroachments onto park property will be permitted.”

The Policy further states:

“7. When Encroachments will not be granted

It is the policy of the City of Stratford that approval for the following will not be granted:

- new encroachments onto park property;
- additions to existing buildings or other structures that would encroach or do encroach onto municipal property or road allowances;
- the encroachment poses a danger to the public;
- when construction has commenced prior to the issuance of a required permit from the City.”

In 2022, construction took place at 40 Daly Avenue, and it was identified that an encroachment agreement was required. In September 2022, the owners of the property were notified, and the owner submitted an encroachment application for the driveway on the east side of the property to encroach onto municipal property.

Per the Encroachment Policy, the application was circulated to staff for review and comment. Comments received were as follows:

Planning Services

- Planning does not support the application as the encroachment is the entire parking space and it is encroaching onto the City’s right-of-way.

Engineering Services

- The Engineering Department will not support the application to establish a parking space since most of the space is located on the City’s right-of-way and the utility right-of-way. The parking space is to be located within the front yard setback and entirely on private property.

In November 2022, the owner of 40 Daly Avenue and their contractor were advised if they poured the driveway and the encroachment application was denied, the driveway would need to be removed and returned to grass at the cost of the owner. The contractor proceeded to install the driveway.

Clerk’s Office staff were then advised in 2023 that a new site plan was to be submitted, and the encroachment application was placed on hold.

In June of 2024, the property was sold to new owners without the encroachment application process being completed.

Analysis: In April 2025 a new encroachment application was submitted. The application requested the east driveway be permitted to encroach onto the Daly Avenue Road allowance. During the review it was determined the flower beds and retaining wall were also located on the City's property.

The new application was submitted for review to the following divisions: Planning, Engineering, and Building. Their comments are summarized below.

Planning Services

- Planning Services advised the subject property's main driveway meets the requirements of the Comprehensive Zoning By-law ("CZBL") in terms of satisfying the off-street parking requirement. As such, the second driveway "goes above and beyond" and is not necessary to satisfy the off-street parking requirement for the site.
- Considering the second driveway is wholly contained within the road allowance and does not extend onto the subject lands due to the retaining wall as shown on the sketch provided, it is not a "driveway" as it applies to the CZBL. There is no concern with the request provided there is no vehicular encroachment over the sidewalk. Notwithstanding, most vehicles exceed the depth of the space being 4.08 m therefore the City may be facilitating future by-law enforcement issues with vehicle encroachments over the sidewalk.

Building Services

- Building Services agreed with the comments provided by Planning Services and the Engineering Division.

Engineering Division

- The Engineering Division advised they have concerns with the driveway portion of the application. The existing parking lot along 40 Daly Avenue is not fully contained within the property and does not conform to the Zoning By-Law, specifically section 5.2 regarding minimum parking space dimensions. No parking lot shall encroach on the City's right of way. As per the City of Stratford's Zoning By-Law - Section 5.2: Parking Space Dimensions and Requirements, the minimum parking space shall have a minimum width of 2.4m and a minimum length of 5.6m. The parking space has a width of 2.23m and a length of 4.08m.
- Additionally, as per By-Law 159-2008, Section 8 - No Parking in Unposted Locations: No person shall park a vehicle in such a manner that any part of the vehicle is situated upon or over a sidewalk at any time. Due to the existing driveway not meeting the minimum length of 5.6m, it does not comply with the by-law.

Staff does not recommend approving the "driveway" encroachment on the east side of the property based on the comments provided. Additionally, a driveway compliant with all By-law and Policies exists on the west side of the property for use by the owner.

Council may wish to consider one of the following options:

1. Deny the request for an encroachment which would result in the owner having to remove the flower beds, retaining wall and driveway and return these areas to grass at their cost.
2. Permit the flower beds and retaining wall to encroach onto the municipal road allowance and require the "driveway" to be removed and returned to grass at the cost of the property owner;
3. Approve the flower beds, retaining wall and driveway to encroach onto the road allowance.

Staff recommend proceeding with option 2 which would permit the flower beds and the retaining wall to encroach onto the Daly Avenue road allowance. With this option, the second driveway which does not conform to City by-laws would need to be removed by the owner at their cost.

Financial Implications:

The annual fee will be adjusted yearly by the CPI and would be added to the property tax bill for this property for the encroachment agreement. The annual fee is based on the size of the encroachment and is calculated by taking the current property tax times the size of the encroachment (area) divided by the total area of the owned property.

Financial impact to current year operating budget:

If the encroachment is denied (Option 1) there will be no financial impact to the current year operating budget.

If the encroachment of the flower beds and retaining wall is approved (Option 2), the annual fee of \$58.76, adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City.

If the encroachment of the flower beds, retaining wall and driveway is approved (Option 3), the annual fee of \$190.45, adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City.

Financial impact on future year operating budget:

If the encroachment is denied there will be no financial impact on future year operating budget.

If approved the amounts noted above would be adjusted yearly by the CPI and added to the property tax bill until the agreement is terminated or the encroachment is removed, representing revenue to the City.

Alignment with Strategic Priorities:

Not applicable: The encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

Alignment with One Planet Principles:

Not applicable: The encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

Staff Recommendation: THAT the flower beds and retaining wall at 40 Daly Avenue be permitted to encroach onto the Daly Avenue road allowance for a total encroachment area of 6.35m²;

THAT the annual fee of \$58.76 adjusted yearly by the CPI, be added to the property tax bill for 40 Daly Avenue;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 40 Daly Avenue.

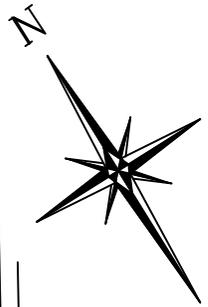
Prepared by: Vicky Trotter, Council Committee Coordinator
Recommended by: Tatiana Dafoe, City Clerk
 Karmen Krueger, CPA, CA, Director of Corporate Services
 Adam Betteridge, Interim Chief Administrative Officer

ENCROACHMENT SKETCH

SCALE 1:150



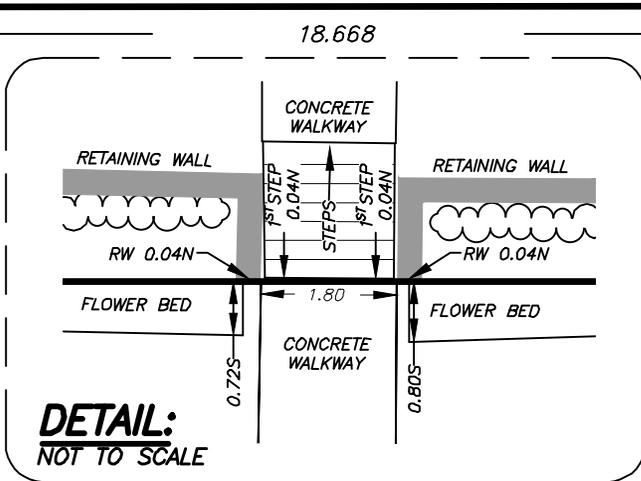
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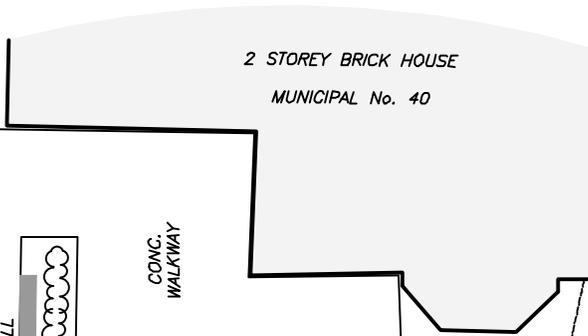
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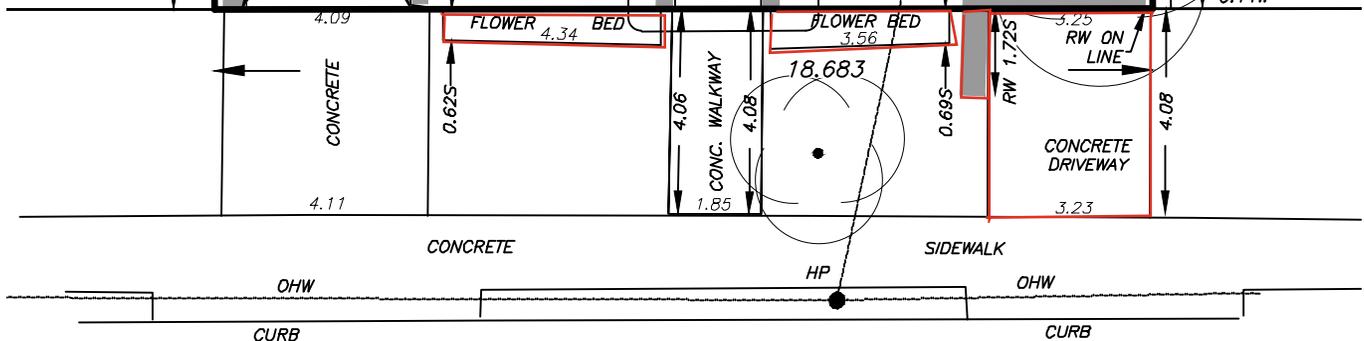
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PART 6
PLAN 44R--1394

25.002

LOT 7
REGISTERED PLAN 74

LOT 7



DALY AVENUE

(20.117 WIDE BY REGISTERED PLAN 74)

NOTES:

MEASUREMENTS ON THIS SKETCH OBTAINED FROM ACTUAL FIELD SURVEY

METRIC:

DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

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CAUTION:

THIS IS NOT A PLAN OF SURVEY AND SHALL NOT BE USED EXCEPT FOR THE PURPOSES INDICATED IN THE TITLE BLOCK.

THIS SKETCH IS PREPARED FOR DALY DEVELOPMENTS
DATE : MARCH 17, 2025



MTE ONTARIO LAND SURVEYORS LTD.
365 HOME STREET
STRATFORD, ONTARIO, N5A 2A5
TEL: 519-271-7952

Cad File: P:\P\61566_001\61566_001_SK1.DWG

COGO : 61566_001-UTMGROUND.ASC

Drawn By : M. MARSH

Checked By : D. REAUME

File No : 61566_001-SK1 (S)



PLANNING REPORT

Date: July 28, 2025
To: Mayor and Council
From: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning
Report Number: COU25-095
Attachments: Proposed By-laws

Title: Application for Part Lot Control (PLC01-24) for Block 24 (Hardwick Avenue), Block 25 (Hardwick Avenue) and Block 26 (Beatty Avenue), all on Plan 44M-100.

Objective: The purpose of Application PLC01-24 is to exempt Blocks 24, 25 and 26 on Plan 44M-100 from Part Lot Control and to subdivide the lands as shown on Plan 44R-6299. This will facilitate the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership and to allow rear yard easements for internal units for maintenance purposes.

Background:

Located at the north end of the City of Stratford, these lands are situated in Phase 2 of Sifton's Knightbridge Subdivision, located at O.J. Gaffney Drive and Mornington Street. These lands are designated Residential Area under the City's Official Plan and zoned site-specific Residential First Density (R1-(5)-39) / site-specific Residential Fourth Density (R4-31), which permit street townhouse dwelling units.

An Application for Exemption from Part Lot Control was received to further subdivide Blocks 24, 25 and 26 to allow the development of freehold street townhouse units and to create maintenance easements for internal units that do not have direct access to the rear yard. A total of eight (8) townhouse building blocks are proposed which would accommodate a total of 55 dwelling units.

With respect to Phase 2, a Subdivision Agreement was executed on November 11, 2024 and subsequently registered on title on November 18, 2024 under Instrument Number PC227155. This Agreement includes the approved plans required to facilitate the development of the subject lands and, also requires the developer to create maintenance easements for internal units to access individual rear yards.

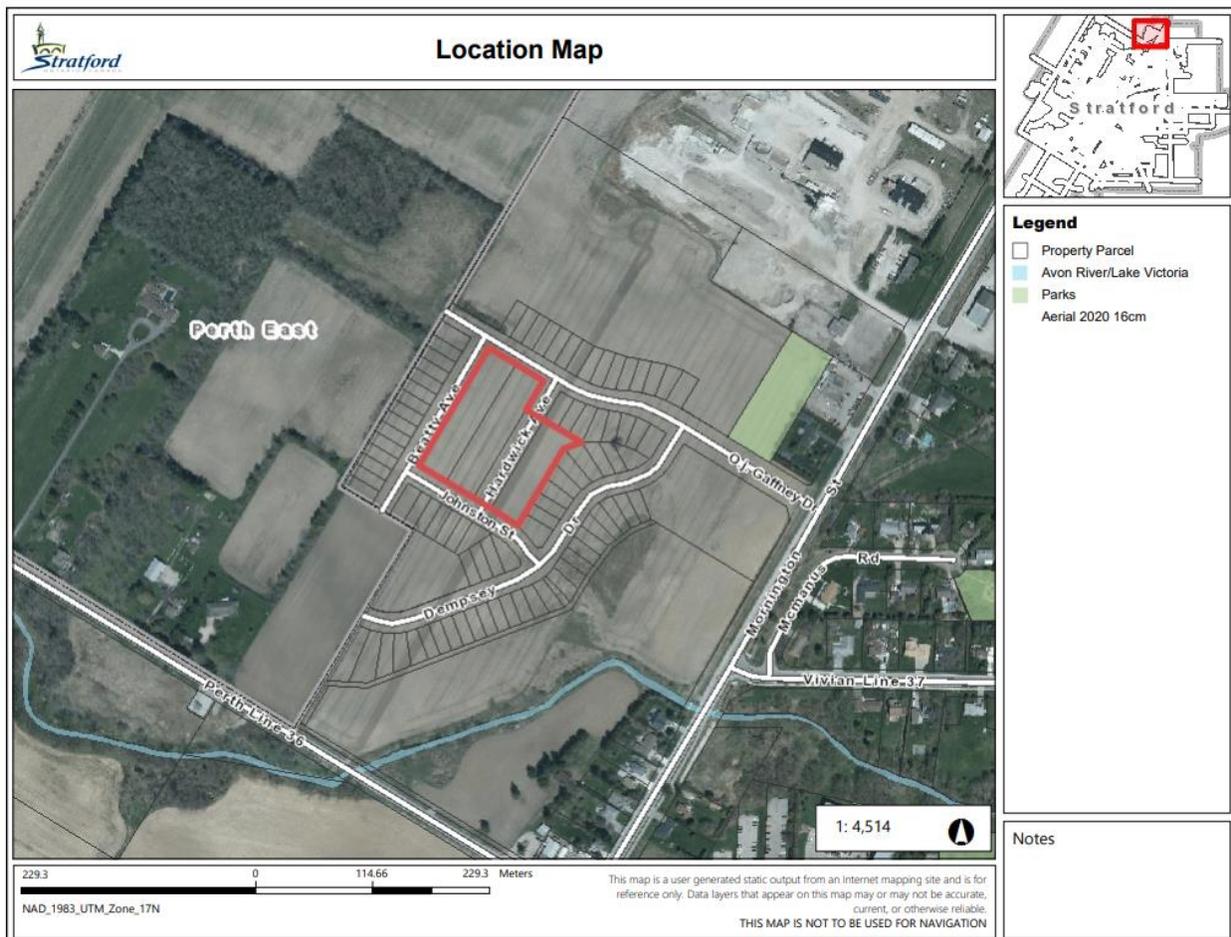
Site Characteristics:

Characteristic	Block 24	Block 25	Block 26
Existing Use:	Vacant	Vacant	Vacant
Frontage:	100 m	133 m	133 m
Depth	31 m	31 m	31 m
Area	3,218 m ²	4,126 m ²	4,126 m ²
Shape	Irregular	Regular	Regular

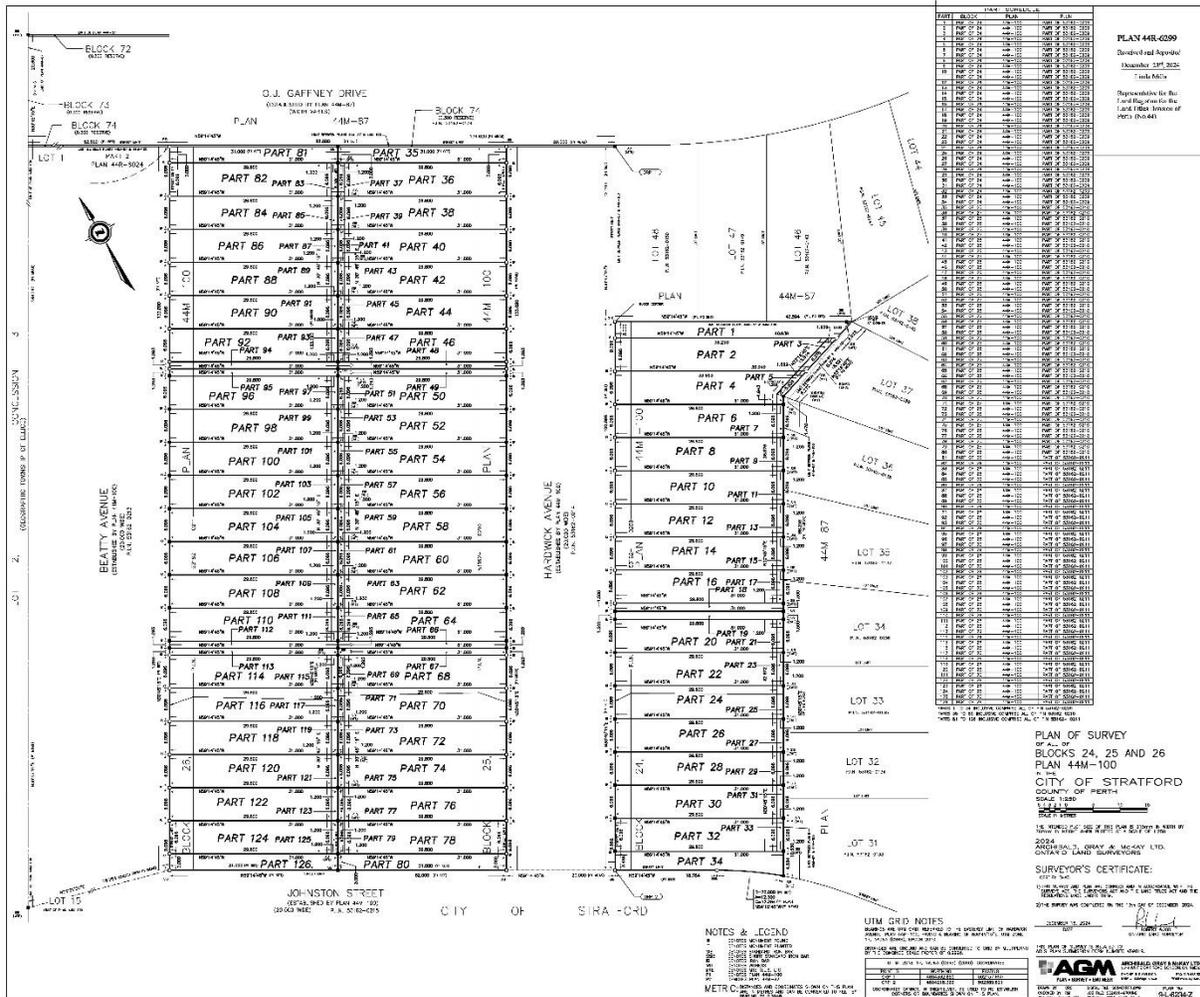
Surrounding Land Uses:

Direction	Use
North	Future Low density residential
East	Low density residential
South	Low density residential
West	Future Low density residential

Location Map



Plan 44R-6299



Analysis: A comprehensive evaluation was undertaken in the planning report for the Modifications to Draft Plan of Subdivision Application (31T18-002) and Zone Change Application (Z17-21) to allow the development of street townhouse dwellings and which demonstrated consistency with provincial policy and conformity with the City of Stratford's Official Plan. This proposal also conforms to the City's Comprehensive Zoning By-law through approved Minor Variance Applications (A17-24, A18-24, A19-24 & A11-25). Exempting the lands from Part Lot Control would facilitate the sale of individual dwelling units. The creation of the maintenance easements would allow access to rear yards for internal dwelling units. In all, this proposal is considered appropriate for the subject lands.

The Engineering Division had requested confirmation that the services have been installed in accordance with the approved drawings to ensure that the services will not cross over the proposed lot lines. The developer's Engineer has provided written confirmation of the foregoing to the satisfaction of the Engineering Division.

Financial Implications:

No municipal expenses are anticipated. Development Charges will be calculated for the dwelling units and collected at the time of the issuance of a building permit.

Staff Recommendation: THAT Council approves Part Lot Control Application PLC01-24 to exempt Blocks 24, 25 and 26 on Plan 44M-100 from Part Lot Control for one year from the date of the passing of each By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership and to allow rear yard easements for internal units for maintenance purposes.

Recommended by:

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

Reviewed and Approved for Council by:

Adam Betteridge, MPA, MCIP, RPP, Interim Chief Administrative Officer / Director of Building and Planning



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

BEING a By-law to exempt Block 24 on Plan 44M-100, being Parts 1 to 34 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6299 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 24 on Plan 44M-100, being Parts 1 to 34 (inclusive) on Plan 44R-6299 for the purposes of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 exempt Block 25 on Plan 44M-100, being Parts 35 to 80 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6299 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 25 on Plan 44M-100, being Parts 35 to 80 (inclusive) on Plan 44R-6299 for the purposes of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 exempt Block 26 on Plan 44M-100, being Parts 81 to 126 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6299 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 26 on Plan 44M-100, being Parts 81 to 126 (inclusive) on Plan 44R-6299 for the purposes of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual



PLANNING REPORT

Date: July 28, 2025
To: Mayor and Council
From: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning
Report Number: COU25-093
Attachments: Proposed By-law

Title: Application for Part Lot Control (PLC04-25) for Block 77 on Plan 44M-101.

Objective: The purpose of this Part Lot Control Application (PLC04-25) is to exempt Block 77 on Plan 44M-101 from Part Lot Control and to subdivide the lands as shown on Plan 44R-6364. This will facilitate the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership.

Background:

The subject lands are situated in Phase 1 of Cachet Development Inc.'s Avon Park Subdivision and located specifically on the west side of Poett Avenue, on the south side of the extension of Douro Street (east of C.H. Meir Boulevard) and on the north side of Manuel Street. These lands are designated Residential Area under the City's Official Plan and zoned site-specific Residential Fourth Density (R4(1)-33), which permits street townhouse dwelling units.

An Application for Exemption from Part Lot Control was received to further subdivide Block 77 to allow the development of freehold street townhouse dwelling units. One (1) townhouse building block is proposed which would accommodate a total of 7 dwelling units.

A Subdivision Agreement was executed on December 23, 2024 and subsequently registered on title on January 7, 2025 under Instrument Number PC228295. This Agreement includes the approved plans required to facilitate the development of the subject lands.

Site Characteristics:

Characteristic	Information
Existing Use:	Vacant
Frontage:	54.1 m
Depth	27.5 m
Area	1,547.5 m ²
Shape	Irregular

Surrounding Land Uses:

Direction	Use
North	Future Low density residential
East	Future Low density residential
South	CN Railway
West	Future Low density residential

Location Map



Analysis:

A comprehensive evaluation was undertaken in the planning report for the Draft Plan of Subdivision Application (31T21-003) and Zone Change Application (Z13-21) to allow the development of street townhouse dwellings and which demonstrated consistency with provincial policy and conformity with the City of Stratford's Official Plan. This proposal also conforms to the City's Comprehensive Zoning By-law through By-law 40-2023. In all, this proposal is considered appropriate for the subject lands.

The developer's Engineer has provided written confirmation that individual services to each unit for Block 77 have been installed to the property line to facilitate freehold street townhouse units as per the approved plans. The Engineering Division has confirmed the foregoing and as such, have no concerns with this application.

Financial Implications:

No municipal expenses are anticipated. Development Charges will be calculated for the dwelling units and collected at the time of the issuance of a building permit.

Staff Recommendation: THAT Council approves Part Lot Control Application PLC04-25 to exempt Block 77 on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership.

Recommended by:

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

Reviewed and Approved for Council by:

Adam Betteridge, Interim Chief Administrative Officer



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

BEING a By-law to exempt Block 77 on Plan 44M-101, being Parts 1 to 7 (inclusive) on Plan 44R-6364 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6364 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 77 on Plan 44M-101, being Parts 1 to 7 (inclusive) on Plan 44R-6364 for the purposes of conveying street townhouse dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Members of Council
From: Audrey Pascual, Deputy Clerk
Report Number: COU25-091
Attachments: None

Title: User Fees for Electric Vehicle Charging Stations

Objective: To seek Council approval to implement user fees for City-owned Electric Vehicle (EV) Charging Stations.

Background: The City of Stratford owns and operates 14 publicly available EV Charging Stations, with a total of 25 charging spaces, in the following locations:

- Erie Street Parking Lot – Four (4) Level 2 EV Charging Stations and One (1) Level 3 Fast Charging Station;
- York Street Parking Lot – Two (2) Level 2 EV Charging Stations;
- Albert Street Parking Lot – Two (2) Level 2 EV Charging Stations;
- Kalbfleisch Parking Lot – Three (3) Level 2 EV Charging Stations;
- Market Place – One (1) Level 2 EV Charging Station; and,
- Upper Queens Park – One (1) Level 2 EV Charging Station.

The City has also received additional funding from Natural Resources Canada through the Zero Emission Vehicle Infrastructure Program (ZEVIP) for the installation of additional Level 3 Fast Charging Stations at the Rotary Complex. These stations are expected to be operational by November 2026.

The City currently does not charge a fee for the use of the EV Charging Stations. However, users are required to pay for parking while using the space and actively charging their vehicle. The standard parking rates of \$1.50 for on-street parking and \$1.25 for municipal parking lots apply for the use of the EV parking spaces. Payment for parking is required Monday to Saturday as follows:

- Between April 1st to October 31st from 9:00 a.m. to 8:00 p.m., excluding Sundays and holidays.

- Between November 1st to March 31st from 9:00 a.m. to 6:00 p.m., excluding Sundays and holidays

EV users are not required to remit payment while using an EV Charging Station outside of the above-noted period. EVs are also only permitted to park in an EV parking space while actively charging. A fine of \$80, or \$60 voluntary payment within 7 days, is issued to EVs when parked while not being connected to a charging station or not actively charging.

While using the EV Charging Stations, users are required to follow the maximum time limits for their respective parking locations as follows:

- Erie Street Parking Lot – maximum of four (4) hours
- York Street Parking Lot – maximum of four (4) hours
- Albert Street Parking Lot – maximum of four (4) hours
- Kalbfleisch Parking Lot – maximum of twelve (12) hours
- Market Place – maximum of four (4) hours
- Upper Queens Park – no maximum limit

In addition to the maximum time limits for the lot, users are not able to charge their EVs overnight in accordance with the City's Traffic and Parking By-law. The overnight parking restriction which is in effect all year round between 2:00 a.m. to 6:00 a.m., applies to all on-street parking spaces and municipal lots. Council has directed staff to review this restriction as per the resolution passed at their May 12, 2025 Regular Meeting:

AND THAT staff be directed to review overnight parking restrictions to allow for extended use of the EV Charging Stations.

Analysis: The initial reason for the free use of the charging stations was intentional and to encourage the adoption and uptake of EVs in the City. In addition, the City of Stratford is part of the Perth County Regional EV Charging Network which seeks to bridge the gap of charging infrastructure between Highway 401 and Lake Huron and Georgian Bay to the Bruce Peninsula. The availability of free charging can help encourage EV users to visit Stratford for a top-up on their way to their final stop or destination.

Operating Costs

Utility costs for the seven (7) EV Charging Stations that were operational in 2024 is estimated to be \$6,640. The EV Charging Stations in Market Place and Upper Queens Park are not on separate meters so the costs for these stations are an estimate based on the energy consumption and the average cost of electricity. Maintenance and operating costs for the EV Charging Stations include annual fees for a 'Cloud Plan' and an 'Assure Plan' through the supplier, Chargepoint. The mandatory 'Cloud Plan' manages the stations and offers access to a real time data dashboard that displays

metrics including periodic usage of stations, both live and historical, and identifies when there are issues present with the machine. The 'Assure Plan' covers all maintenance and parts replacement for the EV chargers for the period. These plans are included in the initial purchase price of the equipment and all the stations were still covered under their existing plans in 2024. Annual costs for the plans are \$15,610 for all seven stations, based on the amounts included in the initial purchase price.

Proposed User Fees

Staff have conducted a municipal scan of EV Charging Station user fees and have compiled the information below:

Municipality	Rate – Level 2	Rate – Level 3
City of Guelph	\$1.50 per hour (parking lot fees also apply)	N/A
City of Kitchener	\$1.50 per hour, \$3.00 per hour after fully charged (parking lot fees also apply)	N/A
City of London	\$2.00 per hour (parking lot fees also apply and paid separately)	N/A
City of Waterloo	\$1.50 per hour	N/A
Town of Goderich	\$6.00 per hour	N/A
City of Toronto	\$2.00 per hour, \$6.00 flat rate from 9 p.m. to 6 a.m. (on-street parking and parking lot fees also apply and paid separately)	\$15.00 per hour
City of Vaughn	\$2.00 per hour for the first 4 hours, \$3.50 per hour thereafter (parking is free)	N/A
City of Brampton	\$1.00 per hour for the first 3 hours, \$5.00 per hour thereafter	N/A

Using the comparison from other municipalities and the operating costs, staff are proposing a \$2.50 hourly rate for the Level 2 Charging Station and a \$16.50 hourly rate for the Level 3 Fast Charging Station, with no additional parking fees. The proposed fees are in line with those of neighbouring municipalities and are low enough to encourage continued use of the City's EV Charging Stations.

The user fees will be collected through Chargepoint's application based on which station the user has initiated a session at. The EV driver inputs their payment information in the mobile app or uses a credit card at the station. Chargepoint will collect and process payments through their management software and charges a 10% of net revenue as processing fee.

In addition, staff are proposing that the user fees be collected while vehicles are actively charging in the stations, including outside of the hours when paid parking is enforced. This will allow the City to recover operating costs, especially utility costs associated with the Level 3 Fast Charging Stations.

Time Limits

Level 2 EV Charging Stations can add 40km to 80km of range per hour while Level 3 Fast Charging Stations can add 160 km of range in 30 minutes, dependent on the EV and the voltage of the charging station. Current maximum time limits for the EV Charging Spaces can deliver sufficient top-ups for EV users therefore staff are currently not proposing that the maximum time limits be amended. Keeping the current maximum time limits can also promote user turnover and allow for more drivers to use the EV Charging Stations. In addition, usage data in 2024 indicates that 80% of the sessions are within the four-hour maximum limit for most of the municipal lots. Kalbfleisch Lot is available for users intending to charge their vehicles for more than four hours.

Session Length (hh:mm)	Number of Sessions	Percentage
0:30 – 2:00	2257	56.72 %
2:00 – 4:00	954	23.98 %
4:00 – 6:00	472	11.86 %
6:00 – 8:00	101	2.54 %
8:00 – 10:00	58	1.46 %
10:00 or longer	137	3.44 %

To further encourage the use of the EV Charging Stations and to provide EV users the opportunity to charge their vehicles outside of peak hours, staff are recommending that the EV Charging Spaces in the municipal lots be exempted from the overnight parking restriction. This exemption will also put the City in compliance with the conditions of the ZEVIP funding received in 2025 which requires that EV Charging Spaces be available 24/7. Should Council approve this proposed change, an amendment to the City's Traffic and Parking By-law will be required.

User Fee Implementation and Timeline

To implement the proposed user fees, an amendment to the City's Fees and Charges By-law will be required. Staff are intending to move forward with an expected implementation in September, however, should Council wish to wait until 2026, there will not be a need to amend 2025 Fees and Charges By-law, and the fees will be included in the 2026 Fees and Charges By-law which will be coming forward to Council for review in August.

Financial Implications:

Financial impact to current year operating budget:

If the user fees are implemented in 2025 and take effect by September, revenues are estimated to be \$15,500. This estimate is based on the 2024 usage and the projected usage for all the current EV Charging Stations for the remainder of the year.

Financial impact on future year operating budget:

The gross revenue for 2026 is conservatively estimated based on 2024 usage at \$35,100. Usage is expected to increase over time. Costs for 2026 are estimated to be \$24,519, (includes utility costs at \$12,891, operating costs at \$8,118, and processing fee at \$3,510). These operating costs also include the Cloud Plan and Assure Plan for stations which expire in 2026 and will impact future year costs and returns.

Link to asset management plan and strategy:

As with all City infrastructure, these assets become part of the City's asset inventory, requiring periodic maintenance, and replacement at the end of useful life which has been assigned as 10 years in the asset management system. This future capital cost becomes part of the replacement and funding strategy and form part of the 10-year forecast.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as its recommendations promote the enhancement of alternative transportation infrastructure and accelerate the energy transition to low-carbon sources, through the development of EV Charging networks. This is in alignment with the Corporate Energy and Emissions Plan (CEEP) and aims to significantly contribute to emissions reductions and support sustainable growth.

Intentionally Change to Support the Future

This report aligns with this priority as its recommendations supports infrastructure investment which enhances community well-being by fostering sustainable growth and economic stability.

Alignment with One Planet Principles:

Culture and Community

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

Travel and Transport

Reducing the need to travel, encouraging walking, cycling and low carbon transport. This project aligns with these One Planet Principles as the infrastructure upgrades support sustainable growth by attracting eco-conscious businesses and tourism, contributing to emissions reductions, and further demonstrating a commitment to sustainable development.

Staff Recommendation: THAT the proposed user fees for City-owned Electric Vehicle (EV) Charging Stations be approved;

AND THAT the Electric Vehicle Charging Spaces in municipal lots be exempted from the overnight parking restriction;

AND THAT staff be directed to prepare the necessary amendments to the 2025 Fees and Charges By-law and the Traffic and Parking and By-law.

Prepared by: Audrey Pascual, Deputy Clerk

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



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Members of Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU25-088
Attachments: 1) FHI Q1 Update
 2) FHSI Q1 Update

Title: Festival Hydro Update for the period ending March 31, 2025

Objective: To receive an update on Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) financial results for the period ending March 31, 2025.

Background: City Council is updated regularly on the financial and operating activities of Festival Hydro.

Analysis: Please refer to the attached statements and commentary prepared by Festival Hydro. At this time there are some financial variances, but at this point in the year, timing and cyclical issues exist on top of operational fluctuations. There are no specific concerns identified at this time.

Financial Implications:

Financial impact to current year operating budget:

There are no financial impacts to the City's operating budget for 2025 or future years.

Alignment with Strategic Priorities:

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

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles as it is provided for information purposes only.

Staff Recommendation: THAT the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2025, be received for information;

AND THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2025, be received for information.

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



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

July 2025

To: Mark Hunter and the Finance and Labour Relations Committee

Agenda: Item 10: Financial Statement Commentary for the period ended March 31, 2025

From: Alyson Conrad, CFO

Net income for the period is \$334K, which is \$137K below the YTD budget. Detailed commentary on the balance sheet and statement of operations are noted below:

BALANCE SHEET COMMENTARY:

Accounts Receivable – The accounts receivable balance is \$1.89M lower than it was in March of 2024, but \$2.3M lower than December 2024. The main components of the variance include:

- Electric receivables are \$1.07M lower than in March 2024, as a result of the current balance i.e. not in arrears being lower by \$1.2M. However, FHI is seeing a increase (\$48K) in past due balances, in the >120 day bucket which mostly relates to the winter moratorium, and this is typically collected in May when disconnects return.
- Water and sewer receivables balance remained the same as March 2024.
- OER settlement has increased by \$403K compared to the prior year mainly because of decrease in the OER rate from 19.3% to 13.1%.
- A/R Recoverable Work and Miscellaneous AR have increased \$300K compared to prior year. The main reason for this is Q1 2024 had \$275K in construction deposits made compared to only \$90K in the current year. As well the subdivision rebates were processed in Q1 2024 but will be processed in Q2 2025.

Prepaid Expenses – Prepaid expenses have increased compared to prior year because of Cost of Service (COS) costs that have been approved to be recovered through the COS and therefore are not expensed as incurred. The costs will be recovered over 5 years starting in 2025.

Due to/from FHSI – The balance in this account is sitting in a \$86K payable balance at March 31st, 2025. The main reason for the payable balance is due to \$59K of joint pole billed in Q1 2024, has not yet been billed in 2025 as well as accounts payable in FHSI is up \$28K which will be paid by FHI.

Unbilled Revenue – This balance is \$500K higher than the balance in March of 2024. The increase is a result of higher usage for residential and <50 customers.

Regulatory Assets – The regulatory asset balance has decreased by \$1.6M since March 2024 and this is mainly driven by the clearing in the 2025 COS of Group 2 balances and 1588/89 account balances. The 1588/89 accounts have also decreased due to an increase in combined cost of power and global adjustment.

Bank Indebtedness – This balance has increased by \$2.5M since March 2024 and \$2.2M since December 2024. This is driven by an increase (\$3.1M) in the cost of energy invoices paid this year offset by the CDM repayment that was made in Q4 2024.

A/P and Accrued Liabilities – This balance has decreased by \$938K from the March 2024 balance. The difference relates to a lower March IESO compared to the prior year as well as less first quarter invoices related to renovations in 2024.

Deferred Revenue– This balance is \$1.2M higher than the balance in March of 2024. The increase is a result of the 2024 contributed capital additions being moved to deferred revenue in Q4 2024.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q1 2025 is \$83K below budget. The main reason being the decrease in usage seen in the GS>50kW rate class which used 9.4K fewer KWs than the same period in the prior year.

Other Revenue – Other revenue is running \$18K below budget at the end of Q1. The decrease is due to lower administration revenue from capital construction projects. These typically pick up in later quarters.

Controllable Costs - Total controllable costs are \$125K higher than budget to the end of Q1.

Operating and Maintenance expenses are higher than budget by \$177K. There were a few reasons for this increase. First, In Q1 this year was also when we completed all of our tree trimming for the year outside of Stratford. Typically this occurs later in the year, but in 2025 we have completed it early to try and prevent as many wildlife and tree contacts as we can prior to summer. This accounted for approximately \$100K in additional costs. We are \$40K above budget due to spring maintenance that is typically front loaded in Q1 and will reduce through the remainder of the year. There was also \$30K in maintenance completed in Q1. In March when we had all of the snow melting and significant rainfall we also had a higher than normal number of U/G service conductor failures. Many of these conductors are older and buried directly in the ground, so to repair them we need to get a contractor out to excavate the area to find the issue and then complete the repairs. This caused an increase in costs in underground expenses.

Administration expenses are down by \$52K. The majority of this balance is due to the timing differences of non-labour costs in this area occur later in the year, specifically employee events. These balances are expected to be aligned with budget in future quarters.

CASH FLOW COMMENTARY

As per the cash flow statement, the March 31 bank indebtedness has increased by \$2.2M since yearend however this is mainly due to unusually high IESO invoices in January and February. FHI did plan to obtain a new RBC loan to assist with cash flow in Q1 but this has moved to Q2 to attempt to benefit from interest rate reductions.

LOAN COVENANT RATIOS

The Loan Covenant as prescribed by our lender, RBC, is being met.

Presented for information purposes.

FESTIVAL HYDRO INC.

Balance Sheet For the period ending March 31, 2025

	YTD as at Mar 31, 2024	YTD as at Dec 31, 2024	YTD as at Mar 31, 2025	YTD Bdgt as at Dec 31, 2025		YTD as at Mar 31, 2024	YTD as at Dec 31, 2024	YTD as at Mar 31, 2025	YTD Bdgt as at Dec 31, 2025
ASSETS					LIABILITIES				
Current Assets					Current Liabilities				
Accounts Receivable	8,081,657	8,499,148	6,186,372	8,500,000	Bank Indebtedness	4,524,220	4,778,478	7,017,022	4,091,721
Inventory	632,996	410,006	681,844	200,000	Accounts Payable & Accrued Liabilities	10,086,296	10,587,244	9,148,668	11,000,000
Prepaid Expenses	474,744	650,790	977,337	500,000	Current Portion of Consumer Deposits	899,756	1,186,600	986,525	1,000,000
Corporate PILS Recoverable	1,052,000	1,180,429	1,166,616	—	Current Portion of Long Term Loans	564,832	1,199,649	896,618	1,055,685
Unbilled Revenue	6,404,629	7,166,152	6,905,201	5,500,000	Dividends Declared	233,750	147,478	147,478	200,000
					Promissory Note	15,600,000	15,600,000	15,600,000	15,600,000
					Loan Advance	2,500,000	—	—	—
					Due to FHSI	-3,410	94,301	86,047	-125,000
	16,649,436	17,906,525	15,917,369	14,700,000		34,408,855	33,593,749	33,884,358	32,822,406
Property, Plant & Equipment	61,482,978	66,549,243	66,806,280	68,030,141	Other Liabilities				
					Future payments in Lieu of Income Taxes	3,518,269	3,028,217	3,028,217	1,706,586
Other Assets					Deferred Revenue	3,568,294	4,804,267	4,758,039	3,619,600
Intangible Assets	2,362,790	3,469,096	3,658,895	3,969,636	Employee Future Benefits	1,024,453	1,006,032	1,006,032	1,024,453
Unrealized Gain on Interest Rate Swap	454,755	285,958	285,958	454,755					
Regulatory Assets	6,235,862	4,543,408	4,650,893	5,000,000	Long Term Debt				
					Consumer Deposits Over One Year	—	1,032,050	—	400,000
					RBC Loan - LT Portion	9,061,648	12,861,999	12,861,999	14,542,998
					TOTAL LIABILITIES	51,581,519	56,326,314	55,538,645	54,116,043
					EQUITY				
					Share Capital - Common	9,468,388	9,468,388	9,468,388	9,468,388
					Share Capital - Preferred	6,100,000	6,100,000	6,100,000	6,100,000
					Retained Earnings	20,145,909	20,991,353	20,344,167	22,580,097
					Accumulated Other Comprehensive Income	-109,996	-131,825	-131,825	-109,996
					TOTAL EQUITY	35,604,301	36,427,916	35,780,750	38,038,489
TOTAL ASSETS	87,185,820	92,754,230	91,319,395	92,154,532	TOTAL LIABILITIES AND EQUITY	87,185,820	92,754,230	91,319,395	92,154,532

FESTIVAL HYDRO INC.

Income Statement For the period ending March 31, 2025

	YTD as at Mar 31, 2024	YTD as at Mar 31, 2025	YTD Budget at Mar 31, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	19,875,225	21,399,103	20,390,080	1,009,023	5%
Cost of Power	16,512,444	17,763,872	16,672,214	1,091,658	7%
GROSS MARGIN (DISTRIBUTION REVENUE)	3,362,781	3,635,231	3,717,867	-82,635	(2%)
Other Operating Revenue	234,739	281,142	299,473	-18,331	(6%)
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	105,029	74,610	76,520	-1,910	(2%)
Distribution Lines & Services Overhead	499,027	630,458	456,371	174,087	38%
U/G Distribution Lines & Services	31,533	85,851	58,798	27,054	46%
Distribution Transformers	27,973	18,212	21,653	-3,441	(16%)
Distribution Meters	80,165	84,532	89,627	-5,095	(6%)
Customer Premises	57,107	48,268	62,110	-13,841	(22%)
TOTAL OPERATING AND MAINTENANCE	800,834	941,931	765,078	176,853	23%
ADMINISTRATION					
Billing, Collecting & Meter Reading	381,306	388,348	408,068	-19,720	(5%)
Administration	842,180	944,791	977,419	-32,628	(3%)
TOTAL ADMINISTRATION	1,223,486	1,333,139	1,385,487	-52,348	(4%)
Allocated Depreciation	-33,843	-33,033	-33,033	-0	0%
TOTAL CONTROLLABLE COST	1,990,476	2,242,038	2,117,532	124,505	6%
NET INCOME BEFORE DEP'N, INTEREST & TAX	1,607,044	1,674,336	1,899,808	-225,472	(12%)
Depreciation	700,236	777,156	777,156	0	0%
Interest Expense	497,739	547,857	577,941	-30,083	(5%)
Interest Income	-83,107	-28,203	—	-28,203	(100%)
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	492,175	377,526	544,711	-167,185	(31%)
Current Tax	42,992	43,813	73,813	-30,000	(41%)
NET INCOME BEFORE SWAP, ICM & FUTURE TAX	449,182	333,713	470,898	-137,185	(29%)
Unrealized Gain/Loss on Swap	—	—	—	—	—
Future Tax	—	—	—	—	—
Marketable Security - Recorded as OCI	—	—	—	—	—
NET INCOME	449,182	333,713	470,898	-137,185	(29%)

FESTIVAL HYDRO INC.

Cash Flow Statement For the period ending March 31, 2025

	YTD as at Dec 31, 2024	YTD as at Mar 31, 2025	YTD Bdgt as at Mar 31, 2025
Cash from Operations			
Net Income	1,760,604	333,713	470,899
Depreciation	2,815,498	777,156	777,156
Amortization of Deferred Revenue in Other Revenue	-21,857	-46,227	-19,151
Unrealized Loss on Interest Rate Swap	168,797	—	82,533
Change in OCI	—	—	-13,879
Decrease/(Increase) in Receivables	569,178	1,331,896	-250,000
Decrease/(Increase) in Inventory	-198,001	-271,837	0
Decrease/(Increase) in Prepays	-341,968	-326,547	-12,500
Decrease/(Increase) in Due to/from FHSI	64,946	-8,254	-6,250
Decrease/(Increase) in PILS	-437,336	13,813	0
Decrease/(Increase) in Unbilled Revenues	-250,684	260,951	0
Decrease/(Increase) in Future Tax	-490,052	—	0
Decrease/(Increase) in Regulatory Assets	1,446,323	-107,485	-250,000
Increase/(Decrease) in Payables	222,380	-1,438,576	0
Increase/(Decrease) in Deposits	330,381	-1,232,125	0
Increase/(Decrease) in Employee Future Benefits	-18,421	—	-13,469
Contributed Capital	1,541,685	44,327	81,797
Net Cash Provided	7,161,473	-669,195	847,135
Cash from Financing			
Loan Repayments	750,364	301,030	313,334
Loan Advance	-2,500,000	—	-1,250,000
Cash Used - Capital Expenditures	9,385,546	1,268,319	1,649,946
Cash Used - Dividends Paid Current Year	390,330	—	97,583
Cash Used - Dividends Declared in Prior Year	233,750	—	50,000
Net Cash Used	8,259,990	1,569,349	860,862
Increase (Decrease) in Cash Position	-1,098,517	-2,238,544	-13,727
Bank Indebtedness, Beg of Period	-3,679,961	-4,778,478	-4,778,478
Bank Indebtedness, End of Period	-4,778,478	-7,017,022	-4,792,204

FESTIVAL HYDRO INC.

Statement of Capital For the period ending March 31, 2025

	YTD as at Mar 31, 2024	YTD as at Mar 31, 2025	YTD Bdgt as at Mar 31, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION					
Distribution Overhead	315,295	178,801	267,199	-88,397	-33%
Underground Conductor and Devices	339,282	71,102	326,813	-255,711	-78%
Distribution Transformers	41,734	177,169	126,250	50,919	40%
Services	65,536	70,591	54,535	16,056	29%
Distribution Meters	64,100	100,067	357,104	-257,037	-72%
SCADA/Distribution Automation	18,457	7,442	17,875	-10,433	-58%
Tools and Miscellaneous Equipment	3,425	10,880	11,550	-670	-6%
TOTAL DISTRIBUTION	847,828	616,053	1,161,326	-545,273	-47%
OTHER CAPITAL					
Land and Buildings	147,038	54,155	88,750	-34,595	-39%
Transformer Station	44,774	17,662	49,900	-32,238	-65%
Vehicles and Trailers	—	259,954	92,500	167,454	181%
Computer Hardware and Software	211,520	320,495	257,471	63,024	24%
Contributed Capital	-86,638	-44,327	-81,797	37,470	-46%
TOTAL OTHER CAPITAL	316,694	607,939	406,824	201,116	49%
TOTAL CAPITAL	1,164,523	1,223,992	1,568,149	-344,157	-22%



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

July 2025

To: Mark Hunter and the Finance and Labour Relations Committee
Agenda: Item 7: Financial Statement Commentary for the period ended March 31, 2025
From: Alyson Conrad, CFO

The net income for the period was \$3.8K, which is \$3.6K lower than budget and \$3.8K higher than at this point last year. Detailed commentary on the balance sheet and income statement activity are noted below:

Balance Sheet Commentary:

A/R & Prepaids – This balance in prepaid expenses is \$31K lower than March 31st, 2024, due to the billing of joint pole use for the year from FHI was billed in March in 2024, in 2025 this was billed in April.

Outstanding accounts receivable balances are generally held in Festival Hydro as they hit the intercompany account and revenues when they are billed, not when they are collected. They are being monitored through the monitoring of the miscellaneous AR aging in Festival Hydro. We will continue to monitor the aged miscellaneous AR balances regularly to ensure Rhyzome receivables are not impacting Festival's cash flows increasingly.

Capital Asset Additions – Additions to the end of March 2025 are \$9.6K. The first quarter saw a slow start to FHSI's 2025 capital program which has been typical due to winter conditions and ability to build. A large portion of the capital budget, specifically for computer equipment and fibre capital, are hinged on a successful deal a potential customer which has not been secured to date. Capital spend so far relates mostly to the expansion of the network around several key network splitters as well as the expansion of the network at the Agriplex.

Due to/from Festival Hydro Inc. – The balance in this account is sitting in a \$86K receivable balance at March 31st, 2025. The main reason for the receivable balance is due to \$59K of joint pole billed in Q1 2024, has not yet been billed in 2025 as well as accounts payable in FHSI is up \$28K which will be paid by FHI.

Deferred Revenue – This balance has decreased from the December 2024 balance as a portion of the balance has been recognized into revenue for Q1 2025. There have been no new funds received in Q1.

Income Statement Commentary:

Revenues – Revenues are \$42K lower than budget in Q1 and lower than Q1 2024 by 26K. The decrease in revenues are mainly attributable to two new types of revenues that were budgeted and haven't been realized yet in Q1 totaling \$37K. The first being a contract with a potential new customer which has not

be agreed to yet as well as consulting revenue with another local distribution company which is expected to begin in Q2. Originally, FHSI expected this consulting revenue to begin in Q1.

Operating Expenses – Operating expenses are below budget by \$19K at the end of Q1 and lower than Q1 2024 by \$16K. Related fibre expenses for the new potential customer have also not been realized similar to revenue in Q1. Employee costs are slightly ahead of budget and administration expenses are similarly under budget but these are expected to realign with budget in future quarters.

Current Tax – Due to minimal net income, no tax expense has been recorded.

Cash Flow Commentary:

The cash balance has increased to \$14K from the \$11K December 2024 balance. The variances in cash from year end are due to the net change in receivables and payables, loan repayments and working capital items.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet For the period ending March 31, 2025

	YTD as at Mar 31, 2024	YTD as at Dec 31, 2024	YTD as at Mar 31, 2025	Bdgt as at Dec 31, 2025		YTD as at Mar 31, 2024	YTD as at Dec 31, 2024	YTD as at Mar 31, 2025	Bdgt as at Dec 31, 2025
ASSETS					LIABILITIES				
Current Assets					Current Liabilities				
Cash	7,260	10,654	14,119	62,392	Accounts Payable	13,357	56,259	41,704	40,000
Accounts Receivable & Prepays	68,941	27,978	37,751	60,000	Current Portion of LTD	33,117	45,004	33,753	45,868
Due to/from Festival Hydro Inc.	-3,410	94,301	86,047	-125,000	Promissory Note	372,000	372,000	372,000	372,000
Inventory	7,131	7,059	7,059	8,000					
Income Tax Receivable/(Payable)	7,659	1,615	7,315	-20,916					
Total Current Assets	87,581	141,606	152,290	-15,524	Total Current Liabilities	418,474	473,262	447,457	457,868
Fixed Assets					Other Liabilities				
Gross Book Value	5,464,307	5,620,453	5,630,050	6,018,538	Deferred Revenue	458,280	398,347	377,766	330,461
Accumulated Depreciation	-2,892,679	-3,142,723	-3,212,397	-3,450,927	Deferred Tax Liabilities	248,000	227,000	227,000	276,197
Net Book Value	2,571,628	2,477,730	2,417,653	2,567,612	Long Term Debt				
					POP Loan Long Term Portion	233,825	188,821	188,821	142,956
					TOTAL LIABILITIES	1,358,579	1,287,430	1,241,044	1,207,482
					EQUITY				
					Share Capital	249,236	249,236	249,236	249,235
					Retained Earnings	1,051,395	1,082,670	1,079,664	1,095,371
					TOTAL EQUITY	1,300,630	1,331,906	1,328,899	1,344,606
TOTAL ASSETS	2,659,210	2,619,336	2,569,943	2,552,088	TOTAL LIABILITIES AND EQUITY	2,659,210	2,619,336	2,569,943	2,552,088

FESTIVAL HYDRO SERVICES INC.

Statement of Operations

For the period ending March 31, 2025

	YTD as at Mar 31, 2024	YTD as at Mar 31, 2025	YTD Budget at Mar 31, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var\$
TOTAL REVENUE	340,035	314,106	356,569	-42,463	(12%)
TOTAL OPERATING EXPENSES	248,851	232,602	251,836	-19,234	(8%)
NET INCOME BEFORE DEPRECIATION & INTEREST	91,184	81,503	104,733	-23,229	(22%)
Depreciation	82,445	69,674	75,675	-6,001	(8%)
Interest Expense	8,843	8,097	9,475	-1,378	(15%)
Interest Income	-130	-102	-150	48	(32%)
NET INCOME FOR THE PERIOD BEFORE TAXES	27	3,834	19,732	-15,899	(81%)
Current Tax Provision	—	—	5,229	-5,229	(100%)
Future Tax Provision	—	—	7,049	-7,049	(100%)
NET INCOME(LOSS) FOR THE PERIOD	27	3,834	7,454	-3,620	(49%)

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement For the period ending March 31, 2025

	YTD as at Dec 31, 2024	YTD as at Mar 31, 2025	YTD Bdgt as at Mar 31, 2025
Cash from Operations			
Net Income	18,302	3,834	7,454
Future tax provision	-21,000	—	7,049
Current tax provision (ITC portion)	27,000	—	5,229
Depreciation	332,489	69,674	75,675
Amortization of contributed capital	-77,900	-15,934	-15,934
Amortization of deferred revenue	-4,012	-4,647	-4,689
Net Change in Receivables/Payables	-4,903	-36,868	-107
Net Cash Provided	269,976	16,059	74,677
Cash from Financing			
Capital expenditures - FHI	-156,414	-9,597	-90,000
Loan - Wightman	-44,156	-11,251	-11,251
Loan from/(repayment to) Festival	-64,946	8,254	18,750
Net Cash Used	-265,516	-12,594	-82,501
Increase (Decrease) in Cash Position	4,459	3,465	-7,824
Cash Beg of Period	6,194	10,654	10,654
Cash End of Period	10,654	14,119	2,830

FESTIVAL HYDRO SERVICES INC.

Statement of Capital For the period ending March 31, 2025

	YTD as at Mar 31, 2025	YTD Budget at Mar 31, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Computer Equipment - Hardware	838	16,250	-15,412	(95%)
Computer Software	—	2,500	-2,500	(100%)
Buildings	—	2,500	-2,500	(100%)
Fibre Capital	8,759	62,500	-53,741	(86%)
WiFi Capital	—	6,250	-6,250	(100%)
TOTAL CAPITAL	9,597	90,000	-80,403	(89%)



MANAGEMENT REPORT

Date: July 28, 2025
To: Stratford City Council
From: Tatiana Dafoe, City Clerk
Report Number: COU25-078
Attachments: None

Title: Appointment to the Stratford Economic Enterprise Development Corporation Board of Directors

Objective: To consider the appointment of one individual to the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Board of Directors.

Background: Following the Annual Members Meeting of SEEDCo., the composition of the Board which manages the organization was amended to not less than 12 and not more than 15 Directors. The composition of the Board is as follows:

- The Mayor of the City of Stratford (ex officio)
- two elected councillors from the Council for the City of Stratford whose nomination has been approved by the Council for the City of Stratford;
- The Chief Administrative Officer of the City of Stratford (ex officio)
- one person who is an employee or independent contractor of the University of Waterloo or Festival Hydro Services Inc.; and
- not less than seven but no more than ten persons with skill sets that include, but are not limited to,
 - board & executive governance;
 - legal or financial compliance;
 - global business and strategic development;
 - community involvement and workforce development;
 - land development and engineering; and
 - human resources and technology.

Analysis: The Governance Committee for SEEDCo./investStratford has recommended that Catherine Newell Kelly be appointed to the Board for a three year term, with an option to extend for an additional two years.

Training is provided by SEEDCo./investStratford to newly appointed members.

Financial Implications:

Not Applicable: There are no financial implications to be reported as a result of this report.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose is to consider the appointment of a member of the public to the SEEDCo./investStratford Board.

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles as the purpose is to consider the appointment of a member of the public to the SEEDCO./investStratford Board.

Staff Recommendation: THAT Catherine Newell Kelly be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three-year term to June 2028, with an option to extend for an additional two year term, or until a successor is appointed by Council;

AND THAT a by-law confirming the appointment be adopted.

Prepared by: Tatiana Dafoe, City Clerk

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



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU25-089
Attachments: None

Title: Connecting Link Program Intake 10 - 2025-2026 Transfer Payment Agreement

Objective: To obtain Council approval to enter into a Transfer Payment Agreement for the Connecting Link Program Intake 10 (2025-2026) funding for the Huron Street Reconstruction Phase 2 project.

Background: The City received confirmation of funding through Ontario's 2025-2026 Connecting Links Program in January 2025 to reconstruct Huron Street (Highway 8) from John Street to Matilda Street. The Connecting Links Program (CL) will provide funding for up to 90% of the eligible project costs with a maximum amount of \$3,000,000.00. The tender period is planned for the fall of 2025, with construction expected to start in the Spring of 2026.

Analysis: To access funding available through CL, the Corporation is required to enter into a Transfer Payment Agreement.

The total project cost is anticipated as \$6,300,000. The Huron Street Reconstruction is funded 90% from Connecting Links funding up to \$3,000,000, with the remaining funding from internal reserve funds: sanitary, storm, water and public works reserve funds.

Financial Implications:

Financial impact to current year operating budget:

There is no financial impact expected to the operating budget that has been approved for 2025 as this is a capital project being funded from grants and existing reserve funds.

Financial impact on future year operating budget:

There would be reduced annual operating and maintenance costs in future years. The new road surface would not need as much maintenance (pothole repair, crack sealing, patching) and would be in good condition for many years.

Link to asset management plan and strategy:

The road segments are part of the asset management plan, and the asphalt condition will be updated to reflect the new investment. Future asphalt replacements will be planned for based on estimated useful life. The adjustment to the asset management plan will impact future capital planning forecasts and funding strategies will be updated accordingly.

Alignment with Strategic Priorities:**Mobility, Accessibility and Design Excellence**

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

Developing our Resources

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

Alignment with One Planet Principles:**Health and Happiness**

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

Equity and Local Economy

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

Staff Recommendation: THAT the Mayor and Clerk be authorized to execute the Transfer Payment Agreement for the Connecting Link Program Intake 10 2025-2026 on behalf of The Corporation of the City of Stratford.

Prepared by: Nathan Bottema, Project Engineer
Recommended by: Taylor Crinklaw, Director of Infrastructure
 Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU25-090
Attachments: T2025-15 Bid Summary

Title: T2025-15 O’Loane Avenue Sanitary Trunk Sewer Extension Tender Award

Objective: To obtain Council approval to accept the lowest bid from Network Sewer and Watermain Limited of \$5,649,999.99 including HST, for the O’Loane Avenue Sanitary Trunk Sewer Extension.

Background: The 2025 approved capital program includes the O’Loane Avenue Sanitary Trunk Sewer Extension Project, from Riddell Drive to Galt Road. The project scope includes micro-tunneling of 420 metres of a sanitary truck sewer and the open trench installation of 100 m of a local sanitary sewer.

The City engaged MTE Consultants Inc. in September 2024 to complete the design and tender specifications to extend the O’Loane Trunk Sanitary Sewer from 200 m south of Huron Street to Galt Road. The consultant will also be responsible for contract administration and field inspections.

An online public engagement session was arranged to allow residents and interested members of the public an opportunity to review and comment on the planned improvements. The feedback received was summarized and presented to Council in Report ITS25-008 on April 30th, 2025. The project was listed on the March 24, 2025, consent agenda.

The O’Loane Avenue Sanitary Trunk Sewer Extension tender was posted on the City’s website and on the Bids and Tenders public form on June 12, 2025, with the tender bidding period closing on July 8, 2025. Construction is planned for Fall 2025.

Analysis: There was a total of twenty-seven registered bidders for the project, with four submitting official bids. The lowest qualified bid of \$5,649,999.99 including HST was provided by Network Sewer and Watermain Limited. The submission was reviewed, and their experience and references were checked with satisfactory results.

Network Sewer and Watermain Limited specializes in heavy civil municipal construction and general contracting services. For their micro-tunneling subcontractor, they have named Earth Boring Co. Limited, which has operated for over 75 years and completed numerous successful micro-tunneling projects throughout Ontario. Recently, Earth Boring has encountered financial difficulties and filed for receivership but has been continuing operations as usual with nominal disruptions. Network Sewer and Watermain has provided assurance that, if their subcontractor cannot secure full project bonding and insurance, they will engage a different micro-tunneling subcontractor. Network Sewer and Watermain has acknowledged the financial risk to them of any delays that might result from this increased risk.

The Network Sewer and Watermain Limited bid of \$5,649,999.99 is \$5,087,999.99 after the HST Partial Rebate:

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	5,088,000.00
Consultant fees (incl. contract admin)	\$	178,980.00
Geotechnical & Material Testing fees (estimated)	\$	20,000.00
Total	\$	5,286,980.00

When the financial components were being planned for this project, the estimated costs were \$4,290,000. The estimated costs for the project exceed this estimate by \$996,980.

This project is identified in the Development Charges Study as 96% growth related. Accordingly, the DCs will ultimately fund 96% of this project. However, the Sanitary DC account does not currently have sufficient cash at this time (\$1.3 million) to fund the works, resulting in a cashflow shortage that will require debt financing. Over the course of the debt repayment (still to be determined, estimated 10-15 years), the DCs collected annually are expected to be sufficient to carry this debt, but if not, then other reserve funds may be temporarily required pending recovery of the DCs.

Because the 2025 capital program only contained part of the funding approval, this report is seeking approval to proceed with the project with the understanding that in 2026, debt financing will likely be required for the full project, to be recovered from future sources as follows:

Development Charges:	\$5,075,500
Sanitary Reserve Fund:	\$211,480
Total:	\$5,286,980

There will be no tax levy impact from this project in 2026 or future years as DCs and user-fee reserve funds are the funding source.

Proceeding with this project extends the sanitary trunk sewer past Huron Street to a location where future extensions can be constructed using conventional open cut excavation methods. Future extensions are required to service developable lands in northwest Stratford. Once fully constructed, the trunk sanitary sewer will have the capacity to support approximately 8,600 additional homes.

Financial Implications:

Financial impact on future year operating budget: It is not expected that there will be a tax levy impact from this project in 2026 or future years as DCs and user-fee reserve funds are the funding source.

The eventual capital project work will increase annual operating and maintenance costs in future years as the trunk sewer is extended and utilized. The works should have nominal impact to the property tax levy, as all costs for sanitary are paid through user fees and user fee reserve funds and have been included in the most recent water and wastewater rate study when determining rates.

The trunk sewer was identified in the 2022 Development Charges Background Study as a requirement to facilitate growth. Recovered DCs will eventually fund most of this project, however, reserve funds will be used as interim financing to cover the first phase of the construction.

Link to asset management plan and strategy:

All new assets and components would be added to the asset management plan which includes components like the trunk line, mains, and any technological components. New asset replacement for each component is planned for based on estimated useful life of those components. The increases to the asset base would reflect an increase to future capital planning forecasts and funding strategies which would be updated accordingly (noting again, that the funding strategies are based upon user fees for the water and wastewater assets).

Legal considerations: The status of the sub-contractor, Earth Boring, has been provided to the City solicitor for their awareness. Network Sewer and Watermain Limited understands the risks associated with their sub-contractor and will provide the City with standard performance bond securities in the amount of 100%.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the new asset will maintain the longevity and safety of a critical transportation route.

Alignment with One Planet Principles:

Equity and Local Economy

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

Land and Nature

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

Staff Recommendation: THAT the tender for the O’Loane Avenue Sanitary Trunk Sewer Extension (T-2025-15) be awarded to Network Sewer and Watermain Limited, at a total tender price of \$5,649,999.99, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2025-15;

AND THAT staff be authorized to proceed with long-term debt financing options and documentation to be presented at a future Council meeting in 2026 or upon completion of the project.

Prepared by: Nathan Bottema, Project Engineer

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

T-2025-15

O'Loane Avenue Sanitary Trunk Sewer Installation

Closing Date: July 8th, 2025

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Unofficial Value or Notes</u>
Network Sewer and Watermain Ltd.	Cambridge, Ontario	Submission 1	\$ 5,649,999.99
Steed and Evans Limited	St. Jacobs, Ontario	Submission 1	\$5,717,119.75
J-AAR Civil Infrastructures Limited	London, Ontario	Submission 1	\$5,722,535.83
Ward & Burke Microtunnelling	Mississauga, Ontario	Submission 1	\$7,539,642.50



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Members of Council
From: Audrey Pascual, Deputy Clerk
Report Number: COU25-096
Attachments: Bid Closing Submission Summary (RFP-2025-48)

Title: Parking Enforcement Services Request for Proposal Award (RFP-2025-48)

Objective: To award the request for proposal for parking enforcement services for the City of Stratford.

Background: The City of Stratford enforces parking year-round, Monday to Saturday, excluding holidays, from 9:00 a.m. to 8:00 p.m. between April 1 to October 31 and from 9:00 a.m. to 6:00 p.m. between November 1 to March 31. Parking Enforcement Officers primarily enforce the City's Traffic and Parking By-law within the downtown core and complete patrols to monitor on-street parking and municipal parking lots. Enforcement outside of the downtown core is conducted on a complaint basis. Based on input from citizens, patrols in areas outside of the downtown core, including in school zones, are also conducted by the officers to address ongoing parking concerns. The goal of parking enforcement in these areas is to increase safety and ensure compliance with the Traffic and Parking By-law. In addition to parking enforcement, the Parking Enforcement Officers also conduct regular checks, maintenance, and minor repairs to parking equipment including the parking meters and Pay-by-Plate machines.

The City of Stratford's current contract with Commissionaires Great Lakes for parking enforcement services includes the provision of one Parking Supervisor and three Parking Enforcement Officers. The contract provider manages the recruitment, training, and payroll aspects of the program. City staff provides day-to-day support to the officers and provides overall contract management to ensure service level requirements are met. The current contract with Commissionaires will expire on August 31, 2025.

As it is a best practice to regularly ensure competitive pricing and quality service delivery, the City issued the RFP for parking enforcement services on June 16, 2025, on the City's Bids and Tenders website.

Analysis: The City received ten (10) submissions as outlined in the attached bid summary. The submissions were evaluated against the following criteria:

Category	Description	Points
Background, Relevant Experience, and References	An outline of the company's background, area of expertise, number of employees, and years in business including three references from clients who have obtained services of similar scope and size.	20
Services Offered	An overview of their understanding of the deliverables by using their experience on past projects to demonstrate an understanding of the required services.	30
Company Personnel	An outline of the level of experience and knowledge of the proposed team related to the services required by the RFP.	20
Value Added	An outline of any additional benefits or enhancements they can bring to this project.	10
Cost Proposal	An outline of the annual cost for the services.	20

Following an assessment of the first four (4) categories, the cost proposals were then rated on a weighted basis. Based on the criteria outlined, the Evaluation Committee, consisting of three Corporate Services staff members scored the proposals. Staff is recommending the acceptance of the proposal from Secure Shield Security Inc. as it was the highest ranked proposal from all the submissions.

The total cost of this RFP over three years, including HST, is \$656,760. This includes wages for all parking enforcement officers, the supervisor, and training. The breakdown is as follows:

Year	Total Costs
Year 1 (2025-2026)	\$ 214,760
Year 2 (2026-2027)	\$ 218,920
Year 3 (2027-2028)	\$ 223,080

Financial Implications:

Financial impact to current year operating budget:

The 2025 budget included an estimated \$267,800 for the contract for 2025, which spans two partial years. Approximately \$119,680 has been spent to date with \$148,120 remaining. There is a surplus anticipated of \$77,910.

Financial impact on future year operating budget:

Impacts will be included in the division's annual operating budget and based on the RFP results future budgets will be lower than 2025.

Alignment with Strategic Priorities:**Enhance our Infrastructure**

This report aligns with this priority as the provision of parking enforcement services helps improve the efficiency of transportation systems, reduces congestion, and supports the goal of the Transportation Master Plan to improve the transportation experience.

Alignment with One Planet Principles:**Travel and Transport**

This report aligns with this principle as parking enforcement ensures that parking is managed effectively, which help reduce congestion and promote smoother traffic flow. Such road conditions make alternative transport methods more feasible and encourage a shift towards more sustainable travel methods.

Staff Recommendation: THAT the request for proposal (RFP-2025-48) for parking enforcement services in the City of Stratford be awarded to Secure Shield Security Inc. for a three-year term ending August 2028, with an option to renew for two additional one-year terms until August 2030;

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

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

Bid Closing Submission Summary
Parking Enforcement Services (RFP-2025-48)

Closing Date: Friday, July 11, 2025

Vendor	City/Province
Paladin Security Group Ltd.	Burnaby, BC
Top Defence Security Services Inc.	Mississauga, ON
Synergy Protection Group Inc.	Toronto, ON
1000830316 Ontario Inc.	Brampton, ON
Commissionaires Great Lakes	Oakville, ON
Carroway Inc.	Mississauga, ON
Euroworld Corporation	Mississauga, ON
Tenet Security Group Inc.	Lucan, ON
Flex Point Security Inc.	Etobicoke, ON
Secure Shield Security Inc.	Cambridge, ON



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Members of Council
From: Audrey Pascual, Deputy Clerk
Report Number: COU25-087
Attachments: Bid Closing Submission Summary (RFP-2025-39)

Title: Crossing Guard Services Request for Proposal Award (RFP-2025-39)

Objective: To award the request for proposal for crossing guard services in the City of Stratford.

Background: The City of Stratford provides contracted crossing guard services at eighteen (18) locations. Seventeen (17) of the locations have one crossing guard and one (1) location has two crossing guards. The purpose of this service is to provide the crossing of students, from JK to Grade 6, while they walk to and from school at specified intersections within the City as warranted by the *Highway Traffic Act*. The last request for proposal (RFP) for crossing guard services was issued in 2019 for one three-year term, with an option to renew for two additional one-year terms. Commissionaires Great Lakes was awarded the contract in 2019. The City exercised the two extensions with the final one ending in June 2024. Council authorized an additional extension of the contract which ended in June 2025.

As it is a best practice to regularly issue RFPs to ensure competitive pricing and quality service delivery, the City issued the RFP for crossing guard services on June 12, 2025, on the City's Bids and Tenders website.

Analysis: The City received ten (10) submissions as outlined in the attached bid summary. The submissions were evaluated against the following criteria:

Category	Description	Points
Background, Relevant Experience, and References	An outline of the company's background, area of expertise, number of employees, and years in business including three references from clients who have obtained services of similar scope and size.	20

Category	Description	Points
Company Personnel	An outline of the level of experience and knowledge of the proposed team related to the services required by the RFP.	15
Understanding of Deliverables	An overview of their understanding of the deliverables by using their experience on past projects to demonstrate an understanding of the required services.	35
Value Added	An outline of any additional benefits or enhancements they can bring to this project.	10
Cost Proposal	An outline of the annual cost for the services.	20

Following an assessment of the first four (4) categories, the cost proposals were rated on a weighted basis. Based on the criteria outlined, the Evaluation Committee, consisting of three Corporate Services staff members scored the proposals. Staff is recommending the acceptance of the proposal from Synergy Protection Group Inc. This proposal demonstrated a thorough understanding of the service requirements. The proponent has experience in providing crossing guard services to both large centres as well as small municipalities. They provided a clear and detailed overview of their recruitment plan and retention strategies, training requirements, and an onboarding plan with defined milestones to ensure a seamless transition. The proponent also outlined a robust monitoring strategy to meet contract requirements consistently for its entire duration. Finally, the proponent outlined a few value-added elements that can help enhance the program. Overall, the proposal from Synergy Protection Group Inc. scored the highest out of the submissions received.

The total cost of this RFP over three years, including HST, is \$728,176.11. This includes wages for all crossing guards, the supervisor, and training. The breakdown is as follows:

Year	Total Costs
September 2025 – June 2026	\$234,424.78
September 2026 – June 2027	\$242,629.65
September 2027 – June 2028	\$251,121.69

Financial Implications:

Financial impact to current year operating budget:

The 2025 budget included an estimated \$265,000 for the contract for 2025, which spans two partial school years. Approximately \$120,715 has been spent to date with \$100,419 remaining. There is a surplus anticipated of \$43,866.

Financial impact on future year operating budget:

Impacts will be included in the division's annual operating budget and based on the RFP results future budgets will be \$30,575 lower than 2025.

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

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

Alignment with One Planet Principles:**Health and Happiness**

By providing safe travel routes for parents and children, this service encourages active, social, meaningful lives to promote good health and well-being.

Travel and Transport

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

Staff Recommendation: THAT the request for proposal (RFP-2025-39) for crossing guard services in the City of Stratford be awarded to Synergy Protection Group Inc. for a three-year term ending June 2028, with an option to renew for two additional one-year terms until June 2030;

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

Prepared by: Audrey Pascual, Deputy Clerk

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

Bid Closing Submission Summary
Crossing Guard Services (RFP-2025-39)

Closing Date: Friday, July 4, 2025

Vendor	City/Province
Proactive Staffing Services Inc.	Richmond Hill, Ontario
Synergy Protection Group Inc.	Toronto, Ontario
G Force Security Inc.	Mississauga, Ontario
Top Defence Security Services Inc.	Mississauga, Ontario
Flex Point Security Inc	Etobicoke, Ontario
Carraway Inc	Mississauga, Ontario
Secure Shield Security Inc	Cambridge, Ontario
Commissionaires Great Lakes	Oakville, Ontario
Paladin Security Group Ltd.	Burnaby, British Columbia
1000830316 Ontario Inc.	Brampton, Ontario



MANAGEMENT REPORT

Date: July 28, 2025
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU25-092
Attachments: None

Title: RFP 2025- 44 - 2025 - 2026 Geotechnical Engineering Services Contract Award

Objective: To retain a consultant to undertake the 2025 – 2026 Geotechnical Engineering Services for capital projects.

Background: The City of Stratford prepared a Request for Proposal (RFP) seeking the services of a consultant team to provide geotechnical engineering services prior to and during construction of municipal capital projects. The scope of work includes material testing, geotechnical investigations, excess soil planning, and services from a qualified person as defined in Ontario Regulation 406/19 concerning excess soil management, for 2025. The contract includes an option for an extension into 2026, contingent upon satisfactory service delivery in the first year and mutual agreement by both parties to extend the contract.

The proposal was issued on May 26, 2025, using the City's Bids and Tenders website, and closed on June 13, 2025, with eight consultants submitting bids.

Analysis: The City's current provider of geotechnical services expired December 31, 2024 and they have continued to provide services during the RFP process undertaken by the City. The intent is to move forward with a new contract for the remainder of 2025, and then to exercise the optional renewal January 1, 2026 for the 2026 year.

A committee consisting of staff reviewed and evaluated the submissions received. The evaluation process was based on the following criteria:

Part A: Technical Proposal

Category	Available Points
Project Understanding and Work Plan	20
Company Experience	30
Team Members Experience and Qualifications	25
Total Available Points – Part A	75

All consulting firms which scored a minimum of 75% in Part A (56.25 points) were eligible to have their financial proposal evaluated. Based on the above criteria, two firms met the requirement, GRIT Engineering Inc .and MTE Consultants Inc.

Part B: Financial Proposal

The financial component of the qualified bids were opened, with MTE Consultants Inc. submitting the lowest bid of \$108,415.00 (excluding HST).

The Purchasing Policy P.5.1 states:

“If the cost of the Consultant is expected to exceed \$100,000, the Mayor and two (2) members of Council, as well a two (2) member of staff, will sit on the Evaluation Committee.”

The consultant's fees for this RFP were initially estimated to remain below the \$100,000 threshold, thus negating the necessity for a formal Evaluation Committee including Council as outlined in the Purchasing Policy. To ensure continuity in the evaluation process, internal staff finalized their evaluation and are requesting approval for the contract award based on this assessment and are now requesting approval for this exception.

Based on the evaluation criteria for Parts A and B as noted in RFP-2025-44, staff recommend MTE Consultants Inc. be retained at a cost of \$122,508.95 including HST. The estimated total project engagement is \$110,323.10 after the HST partial rebate.

The 2025 capital budget allocated an overall total of \$200,000 for geotechnical investigations and excess soil planning for non-identified projects. Each individual capital project carries budget for the material testing component of this contract. The approved budget of \$200,000 was funded by CCBF (federal gas tax) funding, so unused funding will remain in the reserve fund for future capital expenditures.

Financial Implications:

Financial impact to current year operating budget:

There are no anticipated impacts if the project is approved to proceed to construction currently as funding is available in existing reserve funds.

Financial impact on future year operating budget:

The contract includes the option to extend for a second year and will be included in the 2026 budget deliberation.

Link to asset management plan and strategy:

The Geotechnical Engineering Services provided in this contract ensures quality assurance that assets are constructed to provincial standards.

Alignment with Strategic Priorities:**Enhance our Infrastructure**

This report aligns with this priority as the new asset is an essential segment to maintain and expand residential growth within our community.

Alignment with One Planet Principles:**Equity and Local Economy**

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

Land and Nature

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

Staff Recommendation: THAT the proposal (RFP-2025-44) for Consulting Services related to Geotechnical Engineering be awarded to MTE Consultants Inc. at a total cost of \$122,508.95, including HST;

THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2025-44 for the 2025 term;

AND THAT the Director of Infrastructure Services be authorized to approve the one-year extension of the Contract for 2026, subject to successful performance.

Prepared by:	Nathan Bottema, Project Engineer
Recommended by:	Taylor Crinklaw, Director of Infrastructure
Approved for Council by:	Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: June 17, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-018
Attachments: 1) SEEDCo. Update to March 31 2025
 2) Housing Needs Assessment, March 2025

Title: SEEDCo./investStratford Update to March 31 2025

Objective: To receive an update on SEEDCo.'s activities for the period March 31 2025.

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

Analysis: Joanie Gerber from SEEDCo. has been invited to attend to present the attached update. Kendra Fry, Housing Specialist with investStratford, will also be present to provide an executive summary of the Housing Needs Assessment for Stratford.

Financial Implications:

Financial impact to current year operating budget:

SEEDCo. receives financial contributions from the City as approved through the annual budget process. The 2025 contribution is \$650,069 for general operations, \$132,439 for Small Business Enterprise Centre, plus an additional amount to fund the hiring of Grand Trunk Project Coordinator and Specialists totalling \$200,000, funded from reserve.

Beyond this, there are no additional direct financial implications to the City's operating budget for current or future years.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report and the activities of SEEDCo./investStratford align with the City's strategic priorities by focusing on infrastructure, housing, economic development and cooperation with various organizations within the community and beyond.

Alignment with One Planet Principles:**Equity and Local Economy**

This report and the activities of SEEDCo./investStratford align with creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update to March 31, 2025, be received for information.

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

May 30, 2025

Title: Report to Finance & Labour Relations Sub-Committee

Councillor Hunter, Chair & Sub-Committee Members

CC: Karmen Krueger, Director of Corporate Services & Adam Betteridge, Interim CAO

Activities of the Stratford Economic Enterprise Development Corporation

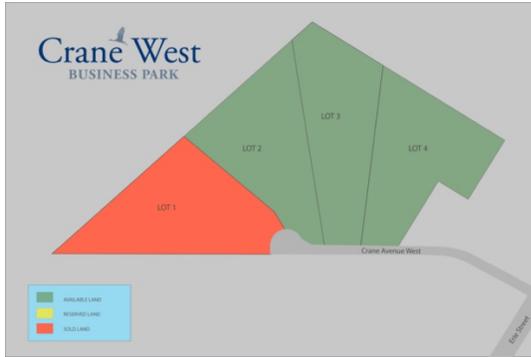
Aligning to the strategic priority of Council, **Widening our Economic Opportunities**, the following projects and activities are ongoing and underway.

Key Metrics (April 1, 2024 – March 31, 2025):

- Staff worked with 119 ongoing investment opportunities for both City-owned and privately held industrial and commercial properties and responded to 53 inquiries.
- Staff are working with 10 existing companies supporting their retention and expansion plans.
- The Small Business Centre held 190+ consultations including 37 businesses started and 50 businesses expanded.
- 143 Jobs were created by businesses supported by the Small Business Centre.
- The Starter Company Plus program had an 18-participant cohort this winter, helping 18 new businesses to prepare to launch or expand.
- In the fall of 2024, the SBEC began a partnership with the Stratford Public Library to offer some of our online workshops for free with a library card.
- In January, the SBEC launched a new podcast called Evolving Entrepreneurship featuring local entrepreneurs and small businesses.
- investStratford partnered with the Stratford and District Chamber of Commerce to present 2 Women in Leadership events with over 150 attendees.
- Staff participated in many Workforce Development activities (e.g., Stratford-Bruce Peninsula Employment Service System Manager (SMM) and Attainable Market Housing Project).
- With our SOMA Partners, Stratford participated and/or was represented at more than 10 international lead generation events and trade shows, providing more than 200 leads in sectors including automotive manufacturing, food processing, agri-tech and mobility.

City-Owned Industrial Land Activity (April 1, 2024 – March 31, 2025):

- All lots in the Wright Business Park are sold, apart from one 4.7-acre parcel for future development and a 12-acre parcel sale set to close in August 2025.
- One of the four lots in the Crane West Business Park are sold and the remaining three 5.5. acre lots are available for sale. There continues to be on-going interest in City-owned industrial lots for new investments and local company expansions.



Attainable Market Housing Project
April 1, 2024 – March 31, 2025:

- The Housing Consortium at investStratford made significant progress in advancing affordable housing through strategic initiatives in culture change, policy development, project execution, and funding acquisition.
- In collaboration with the City's Planning and Corporate Services departments, the Housing Consortium advanced a Community Improvement Plan, securing \$150,000 in budget allocations for the current fiscal year. This work was complemented by a Housing Needs Assessment, conducted in partnership with the Centre for Cities at the University of Windsor, which provides a data-driven foundation for future planning.
- In partnership with the Stratford Public Library, the Provocations Ideas Festival, CBC Ideas, and other local stakeholders, the Consortium facilitated three major public engagement events.
 - The Fall Housing Symposium convened provincial experts to discuss policy tools and strategies to accelerate affordable housing development.
 - A CBC Ideas/ Provocations Festival event in collaboration with investStratford, Shaping Tomorrow's Cities, explored urban innovation and community design.
 - A third event, co-hosted with the Library, focused on local planning challenges and opportunities. All three events reached full capacity, underscoring the community's engagement and appetite for constructive dialogue on housing issues.

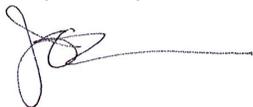
Budget Variance Analysis (Jan 1, 2025 – March 31, 2025) Attached.

- Note 1 – first installment of Provincial Funding not yet received, City contributions to be posted
- Note 2 – all housing, lead generation and special project consultants
- Note 3 – majority of all annual memberships are paid in January (first quarter).
- Note 4 – all SBEC related expenses are reported on a fiscal year end (April-March).

Looking Ahead to Q1 (April-June 2025)

- The Summer Company program, grant-support and educational programming for student entrepreneurs, will run from May through August. Staff will work with 10 students to help launch their own businesses and explore entrepreneurship.
- Planning season 2 of the Evolving Entrepreneurship podcast.
- Staff continue to support current and planned expansions for existing companies and respond to on-going investment inquiries. Available lots in the Crane West Business Park will also be included on the Invest Ontario portal.
- investStratford is working with our local companies and partners at the Provincial and Federal governments to plan for the impacts of U.S. Tariffs and a potential trade war. A Task Force comprised of key stakeholders and business leaders has been formed to keep the lines of communication open and disseminate information as it becomes available.
- As part of the Southwestern Ontario Marketing Alliance, investStratford will also continue its efforts to lead foreign direct investment (FDI) missions to not only nurture our relationships with our Japanese and German companies, but also to explore and open new markets and opportunities. This is in addition to implementing strategies to support our many home-grown and Canadian-based businesses here in Stratford, such as new domestic and inter-provincial markets.
- Progress was achieved on several key housing projects, including: 246 Railway Avenue, two-bedroom affordable unit has completed the RFP and proponent selection phase. Construction is on schedule for completion in October 2025; 161 East Gore; and 38 Coriano: The RFEOI process is at the selection stage, with development expected to begin in early 2026 and completion anticipated by summer 2027. These initiatives reflect a collaborative effort across municipal departments including Planning, Building, Engineering, and Social Services.
- The Consortium successfully obtained Last Mile Funding to support the demolition of 398 Erie Street, enabling the future development of a supportive housing project. In addition, funding proposals to the Canada Mortgage and Housing Corporation (CMHC) are ongoing to further leverage investment in new housing projects.

Respectfully Submitted,



Joani Gerber
CEO, investStratford
jgerber@investstratford.com

Attachments: 2025 budget to actual variance report; Housing Needs Assessment, 2025

2025 Budget to Actual for SEED Co.**OPERATIONS**

as of March 31, 2025

	Budget 2025	(unadjusted) Year to Date 2025	
REVENUE			
City of Stratford - InvestStratford	610,069	-	1
City of Stratford - SBEC	132,439	-	
City of Stratford - Housing Special Project	40,000	-	
City of Stratford - Grand Trunk Project	200,000	-	
Province Funding- SBEC	264,506	-	
Recoverable Expenses and Charges	8,250	326	
Events and User Fees			
	<u>\$ 1,255,264</u>	<u>\$ 326</u>	
EXPENSES			
Salaries, Benefits and Contract Labour	829,623	152,522	
Training and Professional Development	7,500	1,344	
Insurance and Custodial	6,400	-	
Equipment, Capital and Software	5,000	1,809	
Support Services and Fees	30,000	11,803	
Office Supplies and Operations	59,902	6,042	
Consultants and Mentorship	65,000	47,535	2
Legal and Audit	5,000	-	
Meals and Meetings	7,553	625	
Contingency/Reserve Transfer	10,000	-	
Conferences, Trade Shows, Travel and Mileage	50,000	35,331	
Promotion, Marketing, and Materials	30,000	11,803	
Memberships	40,000	34,815	3
Rent and common area maintenance	22,286	1,912	4
Events	10,000	-	
Grants	109,000	4,500	
	<u>\$ 1,287,264</u>	<u>\$ 310,041</u>	
Projected Ending Surplus (Deficit)	<u>\$ (32,000)</u>	<u>\$ (309,715)</u>	
Contribution from SEEDCo. Reserve/Carryforward	32,000	32,000	
	<u>\$ -</u>	<u>\$ (277,715)</u>	

Projected Ending Surplus (Deficit) from all Sources

1 Contract Year End, March 31, 2026 payment deposit not yet received; City payments to be posted

2 All housing, lead generation and special projects

3 Majority of annual memberships paid in quarter 1

4 All SBEC related expenses recorded on fiscal, March 31 year end

NB: City operations are a calendar year end, December 31, 2025, SBEC operations are reported on a March 31, 2026 fiscal

Housing Needs Assessment

Stratford, Ontario

March 2025

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Executive Summary

Key Takeaways

Stratford, Ontario is a small city experiencing a population shift marked by increasing numbers of one family households and steady population growth. These factors are further exacerbated by the lack of suitable available land for residential builds and an aging population seeking smaller and more accessible units of housing. Despite ongoing economic growth, a mismatch between available housing stock and community needs has created barriers to homeownership and rental accessibility that is impacting our ability to attract and retain talent to our employment sectors. Furthermore, the lack of suitable housing stock has resulted in a significant increase in housing prices as well as rental rates creating further divides between what the population can afford and what is available on the open housing market.

Trends to Watch

- **Rising Home Prices & Rental Costs:** Home prices have increased over five times the rate of income growth since 2016, making homeownership less attainable. Rental costs have also risen, substantially outpacing income growth.
- **Population Growth & Demographic Shift:** Stratford's population is aging, with an increasing proportion of seniors and smaller households, yet much of the housing stock remains larger single-family homes. 60% of Stratford's housing stock has more than 3 bedrooms, while only 40% of our households are made up of 3 or more people.
- **Demand for Smaller, Affordable Units:** There is an increasing need for one and two-bedroom units to accommodate seniors, young professionals, and low-income residents. Population growth over the next ten years is projected to be 2.7 times more one person households than family units of two or more.
- **Manufacturing, Education & Tourism Growth:** Employment sectors are expanding, resulting in workers struggling to find affordable housing within city limits while the expanded University and College student bodies have increased our student populations quite suddenly. The seasonality of the Stratford Festival Theatres' season creates additional demand pressures through the late spring, summer and fall each year.

Assessed Needs

- **Affordable Housing Deficit:** There is a significant shortfall in affordable rental and ownership options, particularly for low and very low-income residents.
- **Housing for Priority Populations:** Seniors, young adults and single parents face the highest housing need.
- **Increased Demand for Rental Housing:** Stratford has a low vacancy rate, leading to heightened rental competition and affordability concerns.

- **High Acuity Male Homelessness-** the number of homeless male individuals who require fully supportive housing has increased, while the services and housing that they need has not.

Future Actions

1. **Incentivize Affordable Housing Development:** Support policies that encourage the construction of smaller, affordable rental and ownership units.
2. **Promote Infill & Density Increases:** Streamline zoning processes and adapt zoning regulations to allow for more multi-unit housing and secondary suites.
3. **Expand Non-Market Housing Options:** Invest in supportive housing solutions to reduce homelessness and provide stable options for vulnerable populations. Work with not-for-profits and higher-level government to expand non-market housing options in the city.
4. **Encourage Employer & Institutional Collaboration:** Work with local businesses and post-secondary institutions to create workforce and student housing solutions.
5. **Monitor Housing Market Trends & Policy Impact:** Use data-driven approaches to ensure housing initiatives align with the evolving needs of Stratford's residents.

By taking proactive steps, Stratford can build a more inclusive and affordable housing market that meets the needs of all residents.

Introduction/Overview

This report provides an analysis of the current market situation as well as projections of future population housing needs for the City of Stratford. By combining existing reports, HART data, Townfolio data, surveys and interviews we have created a snapshot of the community's needs.

Utilizing the cohort-component method to estimate future populations and the household projections methodology via headship rates, we can project future population demographics. Housing demand is projected based on household tenure, dwelling type, and affordability considerations. We have also taken into consideration density targets, development patterns, and gaps in tenure once certain outcomes are achieved.

1.0 Methodology

The following section outlines the methodology used to collect data and complete this Housing Needs Assessment.

1.1 Overview of Methodology and Assumptions

The following Housing Needs Assessment (HNA) prepared for the City of Stratford was completed under the template framework provided by the Housing Infrastructure and Community Canada (HICC) secretariat via the Director of Corporate Services for the City of Stratford.

Using a mixed method, both qualitative and secondary quantitative data with descriptive analysis was used to provide a more fulsome perspective on housing needs in Stratford.

The template provided included partially pre-populated data tables. While the source of the prepopulated data was not directly cited, it appears to have been drawn substantively from the Statistics Canada 2021 Census, and Canadian Mortgage and Housing Corporation (CMHC). Additionally, data was drawn from the Housing Assessment Resource Tools (HART) Stratford Housing Needs Assessment Tool report. HART is an award-winning Canadian project led by the University of British Columbia and a team of researchers with the goal to develop standardized, replicable and equity-focused tools to improve the quality of housing supply decision making at all levels of government. HART provides a comprehensive data-driven analysis of housing needs at a granular level and draws heavily on census data.

It should be noted that the variances between the data as well as within the same data sets were evident, but not to an extent that would significantly alter the findings.

It should also be noted that the age of the foundational data used is from 2021 recognizing significant changes may have occurred since 2021.

Additional local quantitative data was drawn from the data aggregator Townfolio, which pulls from hundreds of data sources from open providers ranging from the national to municipal level.

Targeted collection of locally generated quantitative data was drawn from the Consolidated Municipal Service Manager (CMSM), and the Municipal Building and Planning department which uses the software platform Citywide to compile and track relevant data. Destination Stratford, the local tourism marketing authority also compiles relevant local accommodation data. The Canadian Real Estate Association (CREA) compiles relevant information with localized data reports being collated by OnePoint, the regional association of realtors.

Qualitative data was collected from stakeholders to provide local context and augment the quantitative data; the associated methodology is further outlined below.

Data was analyzed and projected based on context from National, Provincial, and comparable municipal examples (municipalities with similar population and growth trajectories). Projections were weighted to recognize employment needs, growth trends tied to immigration, post-secondary intake, interprovincial migration, housing market trends, and historic demographic data from Stratford. Population density was taken into consideration as Municipal growth in the context of the regional realities will demand a focus on denser development and housing patterns.

1.2 Stakeholder Engagement Methodology and Assumptions

Additional quantitative and qualitative data was sought from local stakeholders. A purposeful sampling strategy was used by compiling a list of known stakeholders' representative of their

sectors. Stakeholders were outlined under the categories of Municipal, Real Estate, Business & Industry, Not-for-Profit Organizations, Housing Cooperatives/Community Housing, Long Term Care, Academic, and Private Sector housing developers and providers. A list was compiled of over 70 stakeholders plus two organizations that shared our request with their full membership.

An email was sent to the above noted stakeholders requesting their input through a short online survey (via Survey Monkey), that was designed specifically for each sector with questions aligned to the HNA. Quantitative and/or qualitative information was solicited through the lens of their area of expertise and sector and community knowledge. The survey was designed to allow for questions to be left unanswered if they were not applicable. Stakeholders were given a response timeline of seven days, and if there was a lack of response from a specific sector, an additional email follow up was prompted. Given the short timelines and depth of information sought, the response rate did not reach a level that would be considered statistically valid. Thus, the survey data is included as a snapshot or commentary, not as a fulsome description of housing needs in Stratford. Response data was anonymized with themes identified and illustrative quotes and numbers included in the following HNA.

Targeted semi structured interviews were also conducted with six key municipal staff stakeholders to provide additional context, understanding, and to identify additional relevant data.

Quantitative data was presented with qualitative context and themes rounding out the understanding of the housing need and impacts in the City of Stratford.

1.3 Priority Group Engagement Methodology and Assumptions

Priority populations for affordable homes are groups who face a proportionally far greater housing need than the general population. Of the 13 priority populations identified in Section 4 of this HNA report, organizations representing and supporting each of these local populations were included in the above noted stakeholder engagement methodology. Their input and perspectives were sought and included in this HNA report.

It should be noted that many public facing data sets do not break information down to the level identifying priority groups, so quantitative data was presented as available or as provided through the stakeholder engagement process.

2.0 Community Profile and Trends

2.1 Municipal Policy & Regulatory Context

The following reports, plans and bylaws inform the context of housing in Stratford.

- - The City of [Stratford Strategic Plan 2-24-2027](#), with one of the four [strategic priorities to build housing stability](#)
 - The [investStratford Attainable Housing Initiatives](#) [The Community Safety and Wellbeing Plan \(2021-2024\)](#)
 - [Housing and Homelessness Plan \(2020-2024\)](#)
 - [The Grand Trunk Master Plan, 2018](#)

Stratford's Bylaws (section 3.0, Definitions) currently define affordability as follows:

- i. in the case of ownership housing, the least expensive of: housing for which the purchase price results in annual accommodation costs which do not exceed 30 per cent of gross annual household income for low and moderate-income households; or
- ii. housing for which the purchase price is at least 10 per cent below the average purchase price of a resale unit in the regional market area;
- iii. in the case of rental housing, the least expensive of: a unit for which the rent does not exceed 30 per cent of gross annual household income for low and moderate-income households; or
- iv. a unit for which the rent is at or below the average rent of a unit in the regional market area.

While the above is the current Bylaw definition, Stratford's Official Plan (OP) is in the process of being updated which may influence the use of terminology.

For the purpose of this HNA, 30% of a household's gross income is used to define affordability.

2.2 Community Profile

Stratford Ontario is located along the Avon River in southwest Ontario, roughly halfway between the cities of London and Kitchener, and approximately a two-hour drive from Toronto to the east and the Ontario / Michigan border to the west. Stratford was settled in 1832 and

incorporated in 1858 and still maintains its historic downtown charm. Stratford is the largest population centre in Perth County, and has become an employment, service, and healthcare hub in the region.

Stratford's unique qualities have long attracted business to this world-renowned city. Stratford has attracted, established, and grown a wide range of industries which includes the internationally renowned theatre, smart technologies, world leading educational institutions and global manufacturers. Home to the Stratford Festival and the University of Waterloo's School of Interaction Design and Business, Stratford is also located within Ontario's largest Information Technology cluster and North America's largest automotive cluster.

Stratford earned its place in the *Top 7 Intelligent Community of the Year* rankings for 2011, 2012 and 2013 by the Intelligent Community Forum (ICF). Communities that have been designated by ICF have demonstrated a progressive vision incorporating broadband connectivity, knowledge workforce, digital inclusion, innovation, marketing and advocacy.

The City of Stratford Social Services Department is the provincially designated Consolidated Municipal Service Manager (CMSM) for the region, responsible for administering social services in the City of Stratford, Perth County, and the Town of St. Marys. This department helps those who need assistance with accessing income, housing and homelessness services childcare supports.

The Huron Perth Healthcare Alliance is centred out of Stratford and is the largest of the four participating hospitals across Huron and Perth County.

There are 11 elementary and 2 secondary schools within Stratford along with 3 private schools, of which one has an international draw. At the post-secondary level, there is one college campus, a university campus, and a chef school.

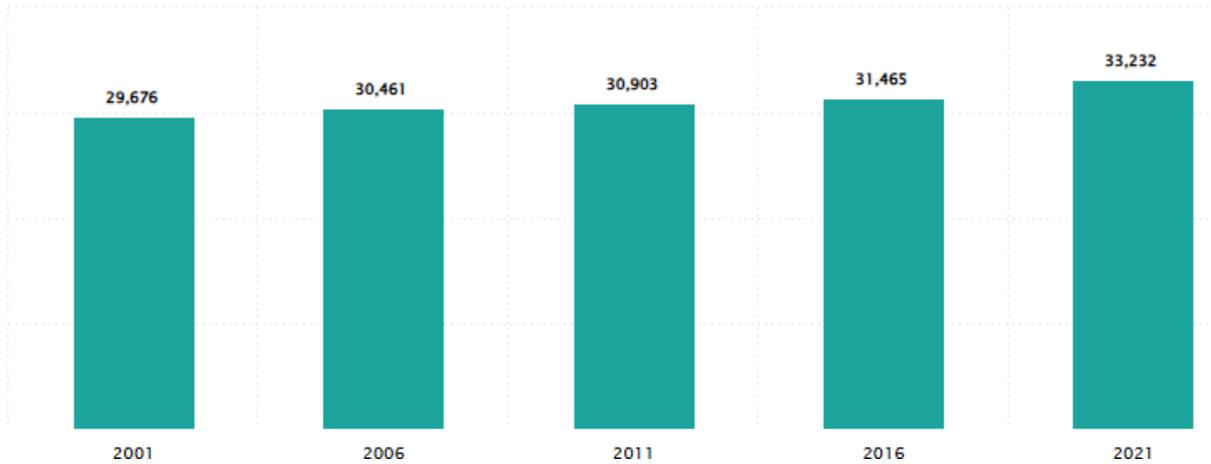
The City of Stratford provides public transit bus service, has a municipal airport, and local access to passenger and freight rail service. Scaled regional bus service providing access to larger centres is also available.

Demographics

With a 2021 population of 33,232 and a geographic land area of 30.02 km² the population density of Stratford is 1,107 people/ km² which is lower than the comparator of St. Thomas yet higher than that of Woodstock and Owen Sound. The municipality of Stratford is surrounded by prime agricultural production land.

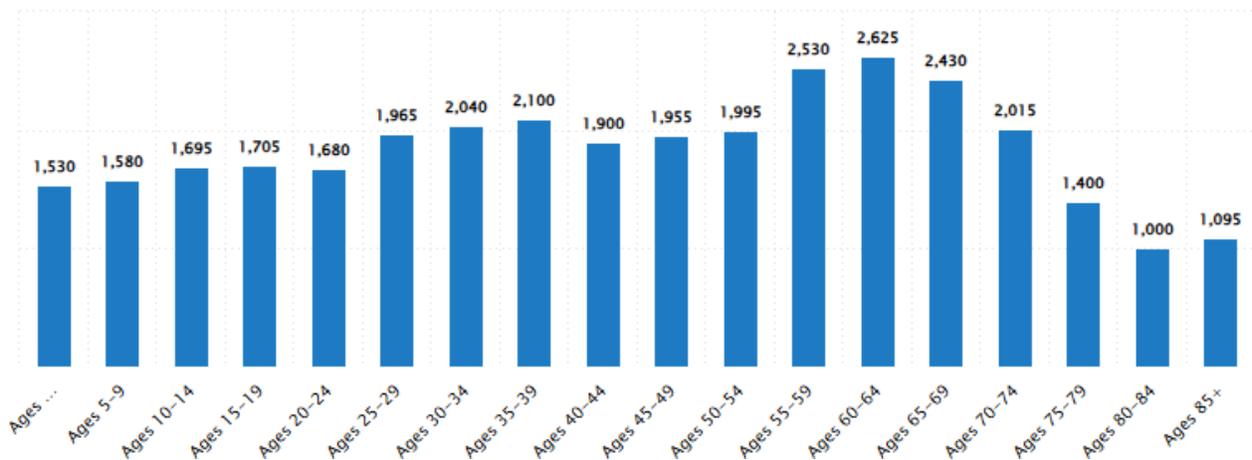
Demographics of Stratford demonstrate a 5.6% population increase between 2016-2021. In 2021, the median age of Stratford's population was 46 years old, 14% of the population was 14 years old or younger, 62% were between 15-64 years old, and 24% were over 65 years old.

2.2.1 Population Population



source: Townfolio/Census

2.2.2 Population by Age Distribution Ages



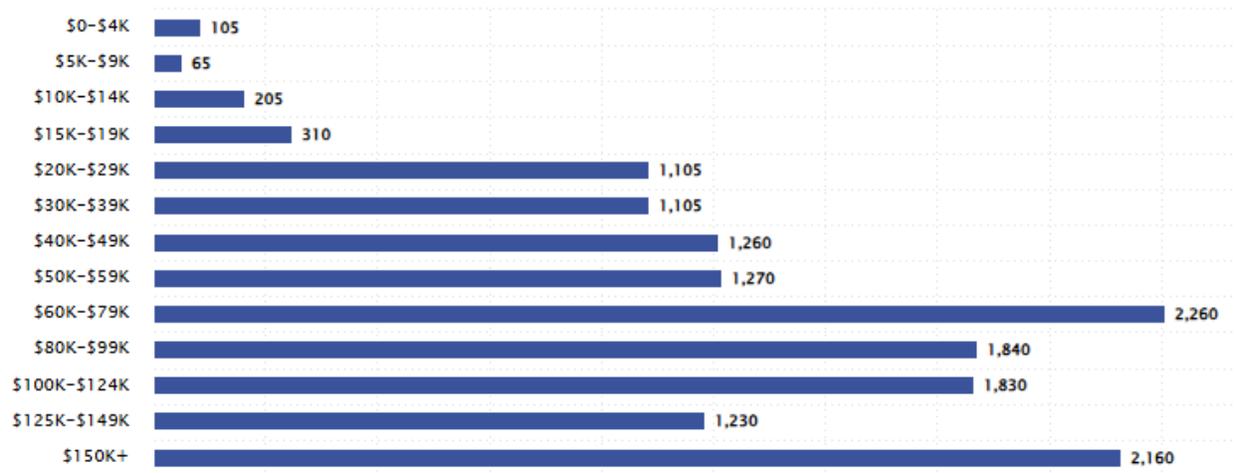
source: Townfolio/Census

In 2021, immigrants comprised 11% of Stratford’s population and those identifying as Indigenous were 1.7%.

The below graph outlining household income levels (2021) for the City of Stratford demonstrates that 37% of households earn less than \$60,000, 40% earn between \$60 - \$124,000, and 23% earn over \$125,000.

2.2.3 Population by Household Income

Household Income



source: Townfolio/Census

From the 2021 census, the people of Stratford live in 14,743 dwellings, of which 52% are single-detached units.

Stratford has long been an attractive place for urban citizens to retire, which may also be indicative of the percentage of people over 65 years old being six points higher than the provincial average. However, with the housing and affordability crisis, working age metropolitan citizens have been moving further afield until they can afford a place to live, colloquially known as “drive until you qualify”, which has also become a gentrification movement.

Figure 2.2.4 Population Data16

2.2.4 Population		
Characteristic	Data	Value
Total Population (Number)	2016	31,470
	2021	33,232
Population Growth (Number)	Total	1,762
	Percentage	5.6
Age (Years)	Average	44.8
	Median	46
Age Distribution	0 - 14 years	4,800
	15 - 64 years	20,495
	65+ years	7,940
Mobility	Non-movers	28,765
	Non-migrants	1,420
	Migrants	1,960

Figure 2.2.5 Demographic Information

2.2.5 Demographic Information		
Characteristic	Data	Value
Immigrants	Total	3,555
Non-Immigrants	Total	28,625
Recent Immigrants (2016-2021)	Total	415
Interprovincial migrants (2016-2021)	Total	355
Indigenous Identity	Total	565

Below, data from Table 2.2.5 was used to calculate Stratford's demographic distribution percentages as well as offering comparators to Provincial values. The significant proportion of seniors is highlighted.

Figure 2.2.6

Age Distribution (years old)	Stratford (total #) (%)		Ontario (%)
0-14	4,800	14%	16%
15-64	20,495	62%	66%
65+	7,940	24%	18%

2.3 Population Change Impacts on Local Housing Market

Stratford has been a consistently growing centre, requiring different and additional services, supports, infrastructure, and housing to meet the needs of its citizens and potential citizens. The wealth divide, affordability challenges relating to shelter, food, and transportation, and low levels of purpose built affordable rental stock, in combination with population growth has impacted the local housing market.

Stratford grew by 5.6% in population between 2016-2021 and has felt a continued growth since then. By comparison between 2016-2021 the following community populations grew by: St. Thomas 10.1%, Woodstock 13.6%, Owen Sound 1.3%, and Orangeville, 4.4%.

Other factors influencing Stratford's housing market, in this post-pandemic era, are the return of post-secondary students to campuses, the resumption of arts and culture activities, and patrons returning to service sector establishments.

Stratford's manufacturing employment sector continues to grow, requiring additional employees, many of which are not able to find available or affordable local housing stock.

The growth in Stratford's population along with a growing employment sector, and the resurgence in its tourist industry has resulted in the demand for affordable housing outpacing the available supply. This is the case across the housing spectrum for both home ownership and rentals. Consequently, the price to purchase a house or rent an apartment, in Stratford, has increased significantly over the past five years.

3.0 Household Profiles and Economic Characteristics

From the following graph it can be seen that housing costs and incomes in Stratford are a divergent trend. Between 1995-2015 individual incomes increased 64.2% or an average of 3.2% per annum. Household incomes provided a similar trend of 60.7% and 3.0%. Similar to the steady increase of incomes, rent costs during the same timeframe of 1995-2015 increased 40.5% or an average of 2.0% per year. Average annual home sale prices between 1995-2015 increased 117.9% or an annual average of 5.9%.

Looking at the full spectrum of data, from 1990-2020 rent in Stratford has increased 97.8% or an average of 3.2% per year. Home sale prices however have increased 372.8% over the 32-year timeframe of 1988-2020, or an average of 11.6% per year. The steepest incline in home sale prices has occurred between 2016 and 2020 which showed an increase of 66.1% or an average annual jump of 16.5%. If you were to remove these four years from the calculation from 1988-2016 the average annual home sale price increased 6.5% per year. Rent costs have increased an average of 3.9% per year between 2016-2020.

In summary, rental costs have increased at a similar pace to incomes although creeping further ahead in the more recent years, however home sale prices have increased at least twice as fast, and in the past four years if we project a similar historic trend of income growth, average home sale prices have increased over five times the rate of incomes in Stratford.

Figure 3.0.1 Income Vs. Housing Costs 1988 to 2020



Secondary source data plotted includes:

Statistics Canada Median Individual Income for the years 1995, 2000, 2005, 2010, and 2015;

Statistics Canada Median Household Income for the years 1995, 2000, 2005, 2010, and 2015;

Huron Perth Association of Realtors Average Annual Home Sale Price from 1988-2020; and

CMHC Rental Market Survey Median Rent (Bedroom Type Row/Apartment Total) October annual data from 1990-2020.

It should be noted that terminology may vary year to year in the Statistics Canada database however efforts were made to ensure best alignment.

3.1 Household Profiles

The following table highlights the discrepancy between owner and tenant household incomes, that approximately 66% of households are owner households and 34% are tenant households, and that 19% of households are in the low and very low-income range.

Figure 3.1.1 Household income and Profile

3.1.1 Household Income and Profile		
Characteristic	Data	Value
Total number of households	2016	13,849
	2021	14,743
Household income (Canadian dollars per year)	Average	92,700
	Median	77,000
Tenant Household Income (Canadian dollars per year, only available at CMA or CA Level) - Data from Stratford (CA), Ont.	Average	59,050
	Median	50,400
Owner household income (Canadian dollars per year, only available at CMA or CA Level) - Data from Stratford (CA), Ont.	Average	110,100
	Median	95,000
Average household size (Number of members)	Total	2.2
Breakdown of household by size (Number of households)	Total	14,745
	1 person	4,920 (total) or 33%
	2 persons	5,465 (total) or 37%
	3 persons	1,960 (total) or 14%

Figure 3.1.1 Continued, Household Income and Profile

3.1.1 Household Income and Profile		
Characteristic	Data	Value
	4 persons	1,605 (total) or 11%
	5 or more persons	795 (total) or 5%
Tenant households (Number of households)	Total	5,040
	Percentage	34.2%
Owner households (Number of households)	Total	9,705
	Percentage	65.8%
Percentage of tenant households in subsidized housing	Percentage	17.4%
Households within 800m of a higher-order/high frequency transit stop or station (#)	Total	0
Number of one-parent families	Total	1,670
	Percentage	17.6%
Number of one-parent families in which the parent is a woman	Total	1,305
	Percentage	13.8%
Number of one-parent families in which the parent is a man	Total	365
	Percentage	3.8%
	Very Low (up to 20% below Area	440 (total) or 3%

Figure 3.1.1 Continues, Household Income and Profile

3.1.1 Household Income and Profile		
Characteristic	Data	Value
Number of households by Income Category	Median Household Income (AMHI)	
	Low (21% – 50% AMHI)	2,365 (total) or 16%
	Moderate (51 – 80% AMHI)	2,925 (total) or 20%
	Median (81% - 120% AMHI)	3,260 (total) or 22%
	High (>120% AMHI)	5,715 (total) or 39%

The following table uses the Stratford HART data to illustrate the number of households, the percentage of each income bracket, and the amount that households would have available to contribute to shelter costs to remain out of core housing need.

3.1.2 Household Affordable Shelter Cost by Income Category

	# of Households ¹	%	Annual HH Income ²	Affordable Shelter Cost (monthly) ^{2*}
Very Low Income	440	3.0%	≤ \$15,000	≤\$388
Low Income	2,365	16.1%	\$15,500 - \$38,750	\$388 - \$969
Moderate Income	3,260	22.2%	\$38,750 - \$62,000	\$969 - \$1,550
Median Income	2,925	19.9%	\$62,000 - \$93,000	\$1,550 - 2,325
High Income	5,715	38.9%	≥ \$93,000	≥\$2,325
Total	14,705	100%		

source : ¹ Table 3.3.1; ²HART Stratford Report

**Affordable Shelter Cost equates to approximately 30% of before tax household income on a monthly basis, in turn what households would have available to pay for shelter costs to be considered affordable*

3.2 Household Profile Data - Municipal Context

The divide between owner and tenant household income is clearly shown by drawing on the data from Table 3.1.1 and summarized below:

3.2.1 Income by Tenancy Type

	Average Income	Median Income
Owner Households	\$110,100	\$95,000
Tenant Households	\$59,050	\$50,400
Difference	\$50,950	\$44,600
% Difference	53.6%	53.1%

The number of one-parent families, in Stratford, is approximately 17% of all families. This percentage is slightly lower than both Ontario and Canada, which is approximately 19%. In this regard, Stratford reflects the norms of societal family dynamics.

3.3 Suppression of Household Formation and Housing Demand

While our survey data did not indicate an awareness of suppression of household formation within Stratford, we do see evidence in the industrial and business surveys that a significant number of individuals work in Stratford and would like to live within the city but are forced to commute from other communities due to the lack of housing.

Of the 1,592 employees listed by the 9 respondent manufacturing industries, 233 of these employees had indicated a desire to move to Stratford but been unsuccessful. This represents 14.6% of the employees reported. Furthermore, 66.6% of the manufacturing respondents indicated that the availability of housing was negatively impacting their business.

Of the not-for-profit agency respondents who are serving 734 individuals, it was reported that 39 individuals requested housing and were unable to be assisted by these not-for-profit organizations. Of these 39 individuals, 28 required fully supportive housing.

Within Stratford's post-secondary institutions, one institution responded, reporting 700 students, of whom 100 sought housing in Stratford and were unable to find it, representing 14.2%.

3.4 Economic Conditions

The City of Stratford has a consistently growing economic base. The municipal supply of industrial land is sought after and efforts are ongoing to manage the demand.

The seasonal nature of the arts, tourism, and related service industry create the need for affordable and flexible housing options. Seasonal housing needs are also influenced by the success of the University of Waterloo Stratford campus.

In their 'Written Submission for the Pre-Budget Consultations in Advance of the Upcoming Federal Budget from July 31, 2024', the Stratford Festival reported an annual operating budget of \$75M and attendance of almost 500,000 people. The Stratford Festival generates \$277M in economic activity, supports 1,466 jobs, generates \$46.2M in taxes, and serves as the catalyst for hundreds of small businesses.

The below table (prepopulated) highlights that the largest employment sector is manufacturing (21%) and that the majority of the labour force in Stratford is employed on a permanent basis (~75%) however there is 22% of the labour force that is employed precariously through temporary, seasonal, or contract positions. Commuters are largely dependent on personal vehicles.

Figure 3.4.1 Economy and Labour Force

3.4.1 Economy and Labour Force			
Characteristic	Data	Value	%
Number of workers in the Labour Force	Total	17,330	
Number of workers by industry (Top 10 only)	Manufacturing	3,570	21%
	Health care and social assistance	2,280	13%
	Retail trade	2,005	12%
	Construction	1,250	7%
	Educational services	1,150	7%
	Professional, scientific and technical services	1,020	6%
	Accommodation and food services	975	6%
	Arts, entertainment and recreation	690	4%
	Finance and insurance	650	4%
	Other services (except public administration)	610	3.5%
	Unemployment rate	10.8	

Figure 3.4.1 Continued, Economy and Labour Force

3.4.1 Economy and Labour Force			
Characteristic	Data	Value	%
Unemployment rate and participation rate (Percent)	Participation rate	62.5	
All classes of workers (Number)	Total	17,085	
Employees (Number)	Total	14,790	
Permanent position (Number)	Total	12,915	74.5%
Temporary position (Number)	Total	1,870	11%
Fixed term (1 year or more, Number)	Total	530	3%
Casual, seasonal or short-term position (less than 1 year, Number)	Total	1,340	8%
Self-employed (Number)	Total	2,300	13%
Number of commuters by commuting destination	Within census subdivision	8,235	
	To different census subdivision	790	
	To different census division	1,865	
	To another province/territory	25	
Number of commuters by main mode of commuting for the employed labour force with a usual place of work or no fixed workplace address	Car, truck or van	10,800	
	Public transit	225	
	Walked	890	
	Bicycle	250	
	Other method	255	

The seasonal impact of the Stratford Festival according to survey data, includes some 300 arts workers whom they are housing in 80 housing units utilized between 50 and 90% of the year. This has a major impact on the housing stock of the city and represents an important economic driver.

3.5 Households in Core Housing Need

A household is considered to be in core housing need if it meets two criteria:

1. A household is below one or more of the national adequacy, suitability and affordability standards; and,
2. The household would have to spend 30% or more of its before-tax household income to access local housing that meets all three standards.

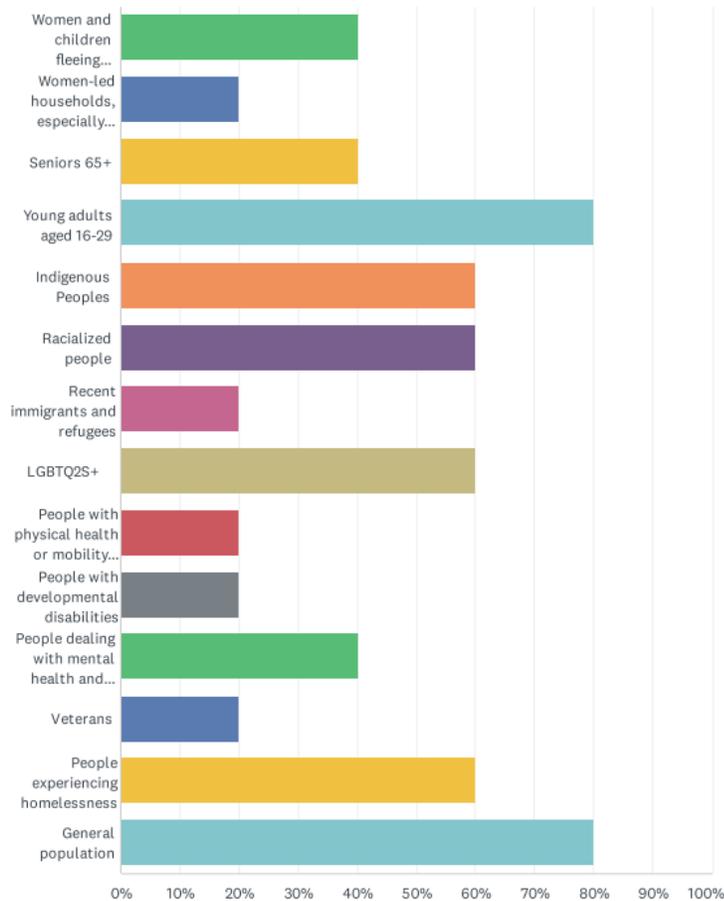
Housing is considered to be **affordable** when housing costs less than 30% of before-tax household income. Housing is considered to be **suitable** when there are enough bedrooms for the size and make-up of the household. Housing is considered to be **adequate** when it is not in need of major repairs. Determining the percentage of core housing need would facilitate comparison with forecasts of population growth and household formation, in turn enabling more accurate projection of anticipated housing needs broken down by different factors such as income, household size and priority population, as explained below. It is important to note that official measures of those in core housing need exclude key groups, including those experiencing homelessness, students living independently of their guardians, people living in congregate housing, and migrant farm workers. This means that core housing need figures may underestimate overall housing need. Therefore, to provide a more comprehensive picture of who is affected by core housing need, local information was gathered in an effort to encompass the needs of and impact to the priority groups.

Stratford has a robust Coordinated Access System (CAS) and is a long-time active participant in the Built for Zero community coordinated by the Canadian Alliance to End Homelessness. Stratford, as the CMSM and as part of the CAS maintains the By-Name-List (BNL) for the region. The average number of households experiencing homelessness in 2024 was 155. It is estimated that approximately 90% of the homeless on the BNL are located in Stratford.

Service providers in Stratford were given the opportunity to complete a survey regarding the priority groups they support. Themes and illustrative information gathered from the survey responses has been provided below.

Respondents served the following priority groups:

Figure 3.5.1 Not for Profits Surveyed: Communities Served



The five not-for-profit organization survey respondents served 734 individuals in 2024, providing housing to 356 individuals, none of whom could have afforded housing without this assistance.

As mentioned above in the Community Profile section of this report (Section 2), Stratford has two post-secondary educational institutions and an international private school, which all have students that live in the community. While only one educational institution provided survey data, they are welcoming 700 students to their campus and are not providing housing to any of these students. They estimate that 14% of their students would like to be housed in Stratford but are unable to find housing and strongly report that this impacts their ability to attract students.

3.5.1 Income Categories and Affordable Shelter Costs

The following data from the Stratford HART report, reaffirms and highlights that those in the very low-income bracket could only afford to pay a maximum of \$388/month for shelter and those in the low income \$388-\$969/month to remain out of core housing need.

Figure 3.5.2 Affordable Shelter Costs by Income Categories

Income Categories and Affordable Shelter Costs, 2021

Income categories are determined by their relationship with each geography's [Area Median Household Income \(AMHI\)](#). The following table shows the range of household incomes and affordable housing costs that make up each income category, in 2020 dollar values. It also shows what the portion of total households that fall within each category.

EXPORT

Stratford CY (CSD, ON)			
Income Category	% of Total HHs	Annual HH Income	Affordable Shelter Cost (2020 CAD\$)
Area Median Household Income		\$77,500	\$1,938
Very Low Income (20% or under of AMHI)	2.14%	<= \$15,500	<= \$388
Low Income (21% to 50% of AMHI)	15.89%	\$15,500 - \$38,750	\$388 - \$969
Moderate Income (51% to 80% of AMHI)	20.1%	\$38,750 - \$62,000	\$969 - \$1,550
Median Income (81% to 120% of AMHI)	22.48%	\$62,000 - \$93,000	\$1,550 - \$2,325
High Income (121% and more of AMHI)	39.4%	>= \$93,001	>= \$2,326

source: HART Stratford Report

Using data from Table 3.5.2 the total number of owner and tenant households in Stratford in core housing need based on affordability is 980 or 6.8%. Of the total households in core housing need due to affordability, 74% of them are tenants. Drawing on data from Section 3.1 and 3.2 where it is highlighted that owner household incomes are more than 50% greater than tenant household incomes, and that tenant households are more than five times likely to be in core housing need than ownership households. If consideration is also given to adequacy and suitability, there are a total of 1,055 households in core housing need in Stratford.

Figure 3.5.3 Households in Core Housing Need

3.5.3 Households in Core Housing Need		
Characteristic	Data	Value
Affordability – Owner and tenant households spending 30% or more on shelter costs (# and %)	Total	980
	Percentage	6.8%
Affordability – Tenant households spending 30% or more of income on shelter costs (# and %)	Total	725
	Percentage	5% (of total households) 74% (of those in core housing need)
Affordability – Owner households spending 30% or more of income on shelter costs (# and %)	Total	260
	Percentage	1.8% (of total households) 26% (of those in core housing need)
Adequacy – Households in dwellings requiring major repair (# and %)	Total	835
	Percentage	5.8%
Adequacy – Tenant households in dwellings requiring major repairs (# and %)	Total	395
	Percentage	2.7%
Adequacy – Owner households in dwellings requiring major repairs (# and %)	Total	440
	Percentage	3%
Suitability – Households in unsuitable dwellings (# and %)	Total	475
	Percentage	3.3%
Suitability – Tenant households in unsuitable dwellings (# and %)	Total	265
	Percentage	1.8%

Figure 3.5.3 Continued, Households in Core Housing Need

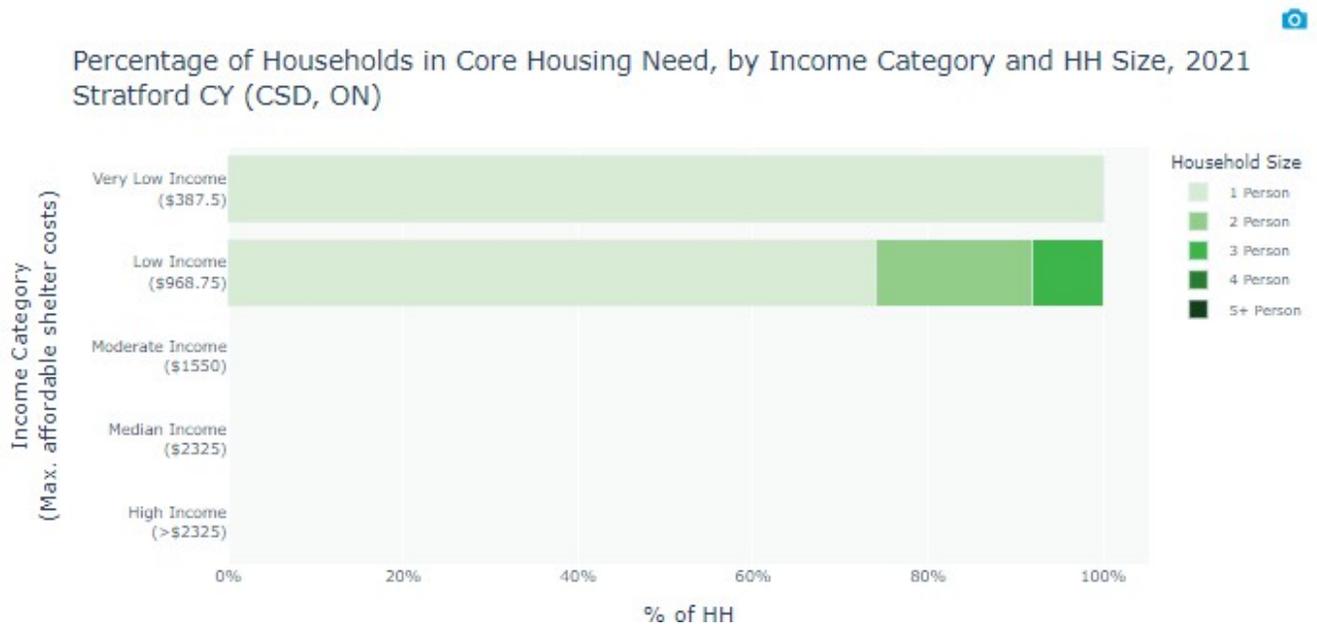
3.5.1 Households in Core Housing Need		
Characteristic	Data	Value
Affordability – Owner and tenant households spending 30% or more on shelter costs (# and %)	Total	980
	Percentage	6.8%
Affordability – Tenant households spending 30% or more of income on shelter costs (# and %)	Total	725
	Percentage	5% (of total households) 74% (of those in core housing need)
Suitability – Owner households in unsuitable dwellings (# and %)	Total	210
	Percentage	1.4%
Total households in core housing need	Total	1,055
Percentage of tenant households in core housing need	Percentage	16%
Percentage of owner households in core housing need	Percentage	2.9%

3.5.4 Percentage of Households in Core Housing Need, by Income Category and Household Size

The chart below shows that in Stratford all those in core housing need are in the very low- and low-income categories, and that one person households comprise 100% of the very low income need, and 74% of the low income need. This provides strong evidence that the greatest need for deeply affordable housing units is for one person households. The need for deeply affordable housing for two and three person households also exists at a smaller scale. The following Section on Stratford's affordable housing deficit provides further data to support this supposition.

Percentage of Households in Core Housing Need, by Income Category and HH Size, 2021

The following chart examines those households in [CHN](#) and shows their relative distribution by household size (i.e. the number of individuals in a given household for each household income category). When there is no bar for an income category, it means that either there are no households in [CHN](#) within an income category, or that there are [too few households to report](#).



source: HART Stratford Report

3.5.5 2021 Affordable Housing Deficit

The below Stratford HART data confirms that the greatest need for deeply affordable housing units is for one-person households, demonstrating a deficit of 760-835 one-person affordable units. The need for deeply affordable housing for two and three person households also exists but at a much lesser scale with a deficit of 60-145 two person units, and 50-65 three person units.

2021 Affordable Housing Deficit

The following table shows the total number of households in [CHN](#) by household size and income category, which may be considered as the existing deficit of housing options in the community.

EXPORT

Stratford CY (CSD, ON)						
Income Category (Max. affordable shelter cost)	1 Person HH	2 Person HH	3 Person HH	4 Person HH	5+ Person HH	Total
Very Low Income (\$387)	160	0	0	0	0	160
Low Income (\$968)	600	145	65	0	0	810
Moderate Income (\$1550)	0	0	0	0	0	0
Median Income (\$2325)	0	0	0	0	0	0
High Income (>\$2325)	0	0	0	0	0	0
Total	760	145	65	0	0	970

source: HART Stratford Report

The following table converts the above figures into the total number of homes by number of bedrooms and maximum cost required to satisfy the existing deficit. To learn more about how we converted household size to number of bedrooms, view our [unit mix methodology](#). Due to rounding and data suppression, the [CHN](#) totals may not match up with the above table.

EXPORT

Stratford CY (CSD, ON)						
Max. affordable cost	1 Bedroom Homes	2 Bedroom Homes	3 Bedroom Homes	4 Bedroom Homes	5 Bedroom Homes	Total
\$387	160	0	0	0	0	160
\$968	675	60	50	0	0	785
\$1550	0	0	0	0	0	0
\$2325	0	0	0	0	0	0
>\$2325	0	0	0	0	0	0
Total	835	60	50	0	0	945

source: HART Stratford Report

Another way of assessing the affordable housing deficit is via the waitlist for affordable housing. The following tables provide two perspectives (by unit size and demographic) that summarize the number of households on the Centralized Waitlist (RGI) who are applying from

Stratford (current address in Stratford) as of December 31, 2024. The waitlist demonstrates an immediate need for 255 affordable housing units and supports the findings in other sections of this Housing Needs Assessment that show the greatest need is for one-bedroom units.

Figure 3.5.6 Waitlist by Household Formation and Unit Size

Size of Unit	Number on Waitlist (as of December 31, 2024)
1 bedroom	174
2 bedroom	32
3 bedroom	26
4+ bedroom	23
Total	255

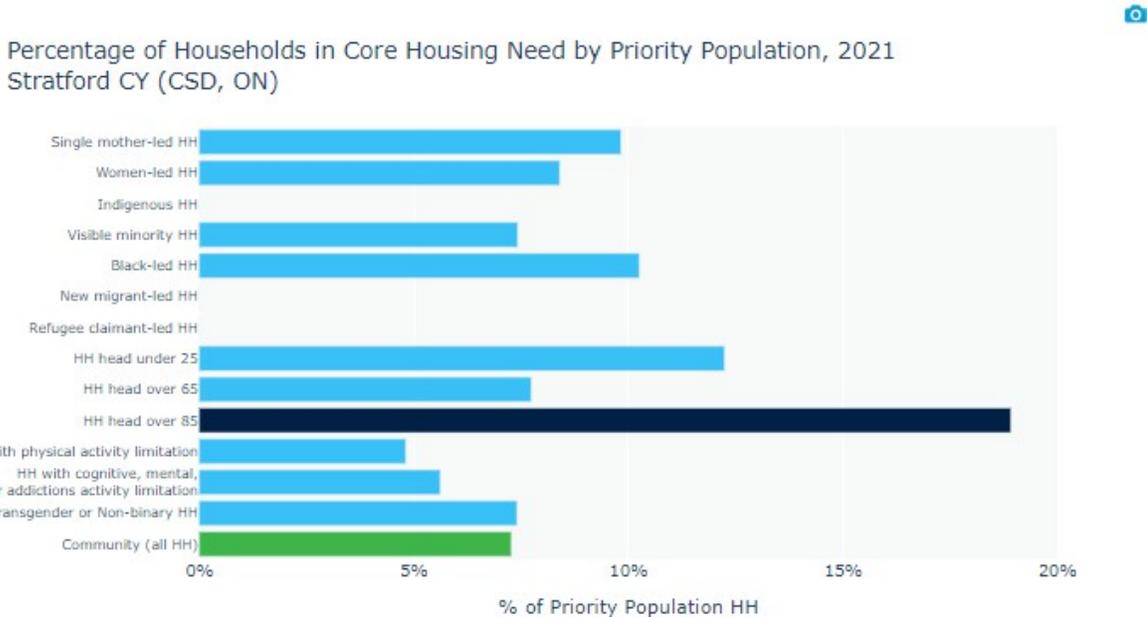
Demographic	Number on Waitlist (as of December 31, 2024)
Single/Couple	155
Senior	27
Single/Couple with Dependents	73
Total	255

3.5.7 Percentage of Households in Core Housing Need by Priority Population, 2021

As highlighted by the below HART data, of the identified priority populations in core housing need in Stratford, over 26% are seniors with the majority (19%) of those with a head of household over 85 years old. Those under 25 years of age are in the next greatest need at approximately 12%. Single mothers are approximately 10%, Black-led households are approximately 10% of the priority populations in core housing need.

Percentage of Households in Core Housing Need by Priority Population, 2021

The following chart compares the rates of **CHN** across populations that are at **high risk of experiencing housing need**. The "Community (all HH)" bar represents the rate of **CHN** for all households in the selected community to act as a point of reference. The population with the greatest rate of **CHN** is highlighted in dark blue. When there is no bar for a priority population, it means that either there are no households in **CHN** within that priority population, or that there are **too few households to report**.



source: HART Stratford Report

3.6 Core Housing Need - Municipal Context

The need for the smaller housing units i.e. one and two bedroom is far exceeded by the supply, and the development of rental units and higher density housing has not kept up with the affordability demand. The CMSM has been the most significant affordable housing provider in the municipality; no other large non-profit providers are present at this time.

The CMSM has plans to add an additional 30 units of affordable housing to their portfolio in the next five years. Meanwhile, future plans from the United Way and citizen led Cooperatives such as Home Suite Home, indicate a growing interest in providing affordable housing outside of the CMSM’s purview. These providers anticipate adding up to 100 additional units of affordable Housing Needs Assessment – Stratford ON

housing in the next ten years. However, this is highly dependent on funding and the affordability of materials.

With the unsettled financial and political framework of society, the risk of increased core housing need may expand further into owner households.

4.0 Priority Groups

There are 12 groups that CMHC defines as priority populations for affordable homes: groups who face a proportionally far greater housing need than the general population. There is also a 13th group, women-led households and specifically single mothers, implied in the National Housing Strategy which targets 33% (with a minimum of 25%) of funding going to housing for women-led households. Census data does not disaggregate core housing need data by all priority populations, including veterans, individuals who identify as LGBTQ2S+, survivors of domestic violence, and individuals experiencing homelessness. Many households may have members in multiple priority categories which may also not be represented in the data. The below sections provide further context to these local priority populations.

4.1 Priority Populations - Housing Context

The HART data presented in Section 3.5.4 highlights the percentage of households in core housing need by priority population in 2021. The data shows that seniors form the largest need, followed by young adults, single mothers, and black led households.

Waitlists for subsidized housing are not segregated between priority population groups, however the By Name List identifies priority population homelessness across the CMSM region. It should be noted that although the below data is not specific to Stratford only, Stratford is the largest population centre and the location of most support services in the region so the majority of homelessness populations can be assumed to be located there.

The following data was provided through the CMSM and represents the proportion of the 138 total households experiencing homelessness from the BNL as of December 31, 2024 for priority populations (note: it is possible for an individual on the BNL to identify in more than one priority group):

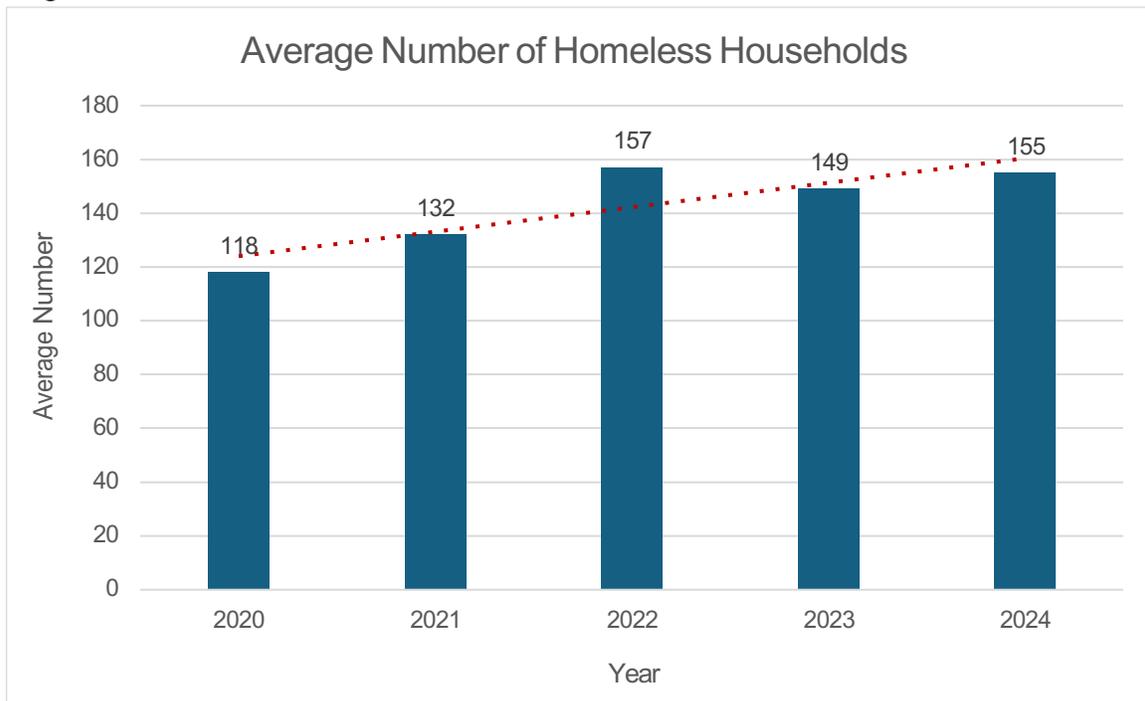
- Women led households experiencing homelessness: 54 (39%)
- Young Adults (18-29) experiencing homelessness: 25 (18%)
- Indigenous People experiencing homelessness: 22 (16%)
- Racialized People: 6 (4%) LGBTQ2S+: 17 (12%)
- Veterans experiencing homelessness: 4 (3%)

- Seniors experiencing homelessness: 2 (1%)
- Newcomer / Recent Immigrants: 0

4.2 Homelessness – Current Status

The number of households experiencing homelessness within the CMSM region (Stratford, Perth County, St. Marys) has increased over the past five years. The average number of households experiencing homelessness was 118 in 2020 compared to 155 in 2024.

Figure 4.2.1 Homeless Households, 2020 to 2024



source: CMSM

Homelessness is defined within the CMSM region as those who are unsheltered (sleeping outdoors, in public spaces, makeshift shelters, tents, vehicles, and other places not intended for human habitation), emergency sheltered (staying overnight in homeless shelters such as motels, youth shelters, and domestic violence shelters), and provisionally accommodated (temporary accommodation that lacks security of tenure such as couch surfing, Provincial institutions, and transitional housing).

The following information and data was provided through the CMSM.

The number of households experiencing homelessness within Stratford, St. Marys and Perth County as of December 2024 was 138. Household numbers for the City of Stratford are not available because of the transient nature of those experiencing homelessness, however most of Housing Needs Assessment – Stratford ON

the homelessness services and supports are in Stratford, and 90% of all VI-SPDATs (the pre-screening tool used to add someone to the BNL) are completed within Stratford. Of these 138 households, 122 (88%) were experiencing chronic homelessness. This is an indication that when a household is experiencing homelessness within the region, they are not solving that episode of homelessness quickly. Additionally, there were 22 (16%) of households identified as having Indigenous Status on the BNL from December 2024. This is a large over-representation of that demographic when compared to the percentage of households reporting Indigenous Status on the 2021 Census.

The current demographics and descriptive factors of those experiencing homelessness within the CMSM region (from December 2024) is shown in the below Tables 1 through 4. The majority of households, 78, are provisionally accommodated, which includes instances of couch surfing, living in transitional housing, or a provincial institution such as jail or hospital. Twenty-eight (28) households are unsheltered, that is living anywhere that is unfit for human habitation such as outdoors, in a car, tent etc. Twenty-three (23) households are experiencing homelessness but have not indicated which type. Nine (9) households are emergency sheltered, either within the motel system or the VAW shelter.

The household head within the BNL is primarily male, as shown in Table 2, with 82 households identifying as male.

Single adults make up the most households with 106, followed by 11 youth (16-24) and 21 families. (Table 3)

As shown in Table 4, most households (64) within the CMSM region experience high acuity, meaning that they would benefit most from a Housing First or Supportive Housing model to solve their episode of homelessness. Fifty-seven (57) households are identified as mid acuity, meaning they would benefit from a Rapid Housing model and financial support, and 17 households are low acuity. These households usually are able to solve their own homelessness with one-time financial support such as first and last month's rent, moving costs, or furnishings.

Figure 4.2.2 Homelessness by Duration and Type

Type of Homelessness	Number of Households
Emergency Sheltered	9
Provisional	78
Unknown	23
Unsheltered	28
Total	138

Table 2: Gender (Dec 2024)

Gender	Number of Households
Blank	2
Female	54
Male	82
Total	138

Table 3: Household Type (Dec 2024)

Household Type	Number of Households
Family	21
Single	106
Unaccompanied Youth	11
Total	138

Table 4: Acuity Level (Dec 2024)

Acuity Level	Number of Households
Low Acuity	17
Mid Acuity	57
High Acuity	64
Total	138

It should be noted that while Stratford has a youth shelter and women's shelter, men experiencing homelessness are currently housed through the provision of beds in local motels coordinated by the CMSM.

4.3 Homelessness – Contributing Factors

Feedback from stakeholders indicate that it is not just the change in population numbers and the deficit in housing that is contributing to homelessness. It is also the overall increase in shelter cost, rising food prices, and increased transportation costs that have significant impact.

Increasing rates of mental health and addiction, elevated levels of complex needs, and financial and capacity limitations of support service organizations also contributes to the number of individuals and families experiencing homelessness. Not for profit organization surveys indicate that in 2024 28 individuals were identified as requiring fully supportive housing and being unable to access it. There is an urgent need for supportive housing with wrap-around services to address the complex cases on the BNL. Funding from senior levels of government has been oversubscribed and difficult to obtain.

4.4 Homelessness – Resources

A total of 117 available shelter beds are identified across the CMSM region as tracked through the Coordinated Access Housing Inventory – Stratford, Perth County, St. Marys – City of Stratford, Social Services Department.

The CMSM has access to 58 short term shelter beds provided through local motels and facilities. For those that have reached out to the CMSM for emergency shelter on an average annual basis 5% have been declined, often due to complicating addiction factors, however the number of required beds continues to increase. The organization that provides shelter for homeless youth provides 15 beds. There are 13 VAW shelter beds, and 20 transitional beds for women and their children, however, stay lengths have increased due to lack of affordable housing.

Figure 4.4.1 Homeless Resource Shelters

Type of Bed	Number of Beds
Temporary Motel Shelter beds*	58
Youth Shelter beds	15
VAW Shelter beds	13
Transitional	31
Total	117

source: CMSM, Coordinated Access Housing Inventory

** note the temporary motel shelter beds indicate the theoretical maximum if every motel bed had someone in shelter and no one else staying at the motel.*

In addition to the above noted beds and need for additional capacity, there are other support services and resources available for vulnerable individuals and those experiencing homelessness in Stratford. As part of the CMSM's coordinated response with local partners they provide outreach workers, along with local police, Perth County's community paramedic program and the Canadian Mental Health Association, that help to support those sleeping rough. Other available resources include a centrally located connection centre operated by CMHA Huron Perth Addiction and Mental Health Services with the collaboration of several other non-profit organizations. This centre has designated hours, provides a place of warmth, gathering, and support services, but does not offer overnight accommodations.

5.0 Housing Profile

5.1 Key Trends in Housing Stock

While the shift has been slow, current site plans and permits indicate a strong preponderance of stacked town houses, semis, multi-unit semis and small infill apartment buildings, with a higher number of one and two bedrooms set to come online in the next three years.

As seniors vacate their large three bedroom and more homes in the next ten years, it will be interesting to see how and if this housing stock is adapted to today's smaller families through renovations, joins our large number of tourism-oriented units or remains the housing of choice for younger seniors moving to the region. An opportunity exists for the planning and building department to plan for this excess of multi-unit homes and the ability to adapt them to current needs.

Since 2019, the City of Stratford has built an additional 62 housing units to add to the CMSM portfolio.

The second largest non-profit housing provider (130 units), which is a regional municipal collaborative with housing units located in Stratford, has not constructed any new units since 2009.

The below graph provides an overview of the general housing development trends in Stratford over time.

Figure 5.1.1 New Housing Construction

New Housing Construction

Source: CMHC

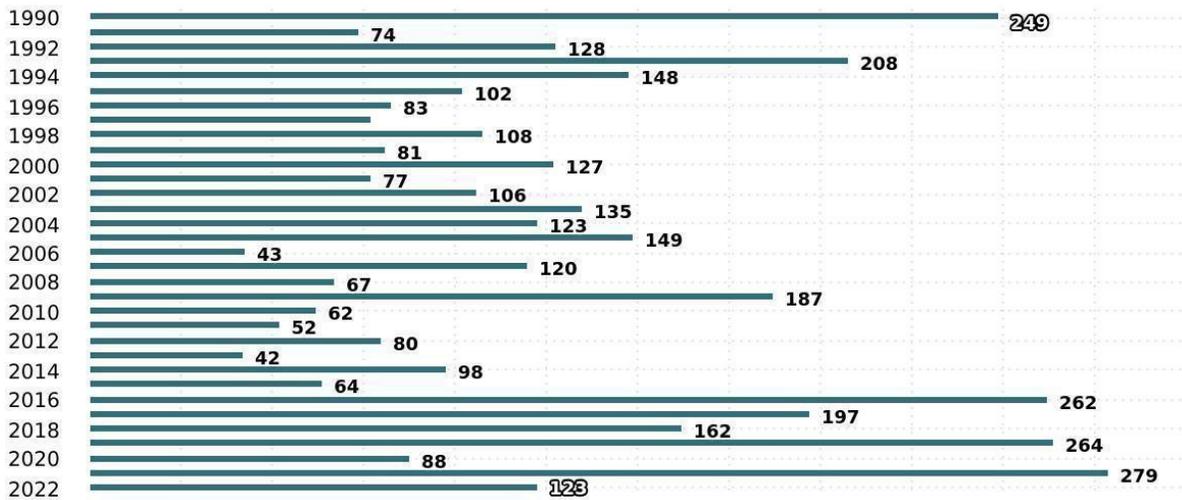
Last Updated: February 2025



Source: Townfolio/CMHC

Figure 5.1.2 New Housing Starts 1990 to 2022

Housing Starts



The survey conducted as part of this HNA in February of 2025, indicates that of those developers responding, (6 respondents), they are reporting the following units under development:

- 107 total units of new housing are anticipated to be completed in 2025 with 112 in 2026 from the reporting developers
- of these 32 will be one bedroom or studio units

Next Five Years

- In the next five years, 375 units of rental housing are anticipated to be completed of which 196 units are anticipated to be affordable. This number is as reported by the developer survey respondents, so is subject to market forces and changing financial dynamics.
- In the next ten years, a total of 778 units of housing are anticipated to be completed, affordable and market rate combined (including the 375 above)

5.2 Local Housing History

Stratford has continually evolved its economic base building a strong manufacturing and tourism sector, while also being surrounded by rich agricultural production. The growing attraction of industry has led to a need for employees, of which many positions go vacant or require commuting. While StatsCan data groups Stratford with the counties of Grey, Bruce, Perth and Huron, this region consistently reports one of the lowest rates of unemployment in the province. This matches the experience of investStratford, who reports that manufacturing, agriculture and hospitality often experience difficulties in filling positions with qualified individuals. The significant draw of seasonal tourists, theatre staff and actors, and associated seasonal staff to support the tourism sector creates an added layer to housing needs. The following table provides an overview of Stratford housing characteristics. All but the last two data points were prepopulated.

5.2.1 Housing Units: Currently Occupied/Available			
Characteristic	Data	Value	%
Total private dwellings	Total	14,745	
	Single-detached	7,800	53%

Figure 5.2.1 Housing Units, Occupied and Available

5.2.1 Housing Units: Currently Occupied/Available			
Characteristic	Data	Value	%
Breakdown by structural types of units (number of units)	Semi-detached	1,530	10%
	Row house	935	6%
	Apartment/flat in a duplex	670	4.5%
	Apartment in a building that has fewer than 5 storeys	2,950	20%
	Apartment in a building that has 5 or more storeys	815	5.5%
	Other single attached	30	0.2%
	Movable dwelling	5	0.03%
Breakdown by size (number of units)	Total	14,745	
	No bedrooms	70	0.5%
	1 bedroom	1,955	13%
	2 bedrooms	3,830	26%
	3 bedrooms	6,040	41%
	4 or more bedrooms	2,850	19%
Breakdown by date built (number of units)	Total	14,745	
	1960 or before	5,590	
	1961 to 1980	3,920	

Figure 5.2.1 Continues, Housing Units Occupied and Available

5.2.1 Housing Units: Currently Occupied/Available			
Characteristic	Data	Value	%
	1981 to 1990	1,220	
	1991 to 2000	1,325	
	2001 to 2005	665	
	2006 to 2010	555	
	2011 to 2015	515	
	2016 to 2021	960	
Rental vacancy rate (Percent)	Total	1.5	
	Bachelor	0	
	1 bedroom	1.7	
	2 bedrooms	0.9	
	3 bedrooms+	5.3	
Number of primary and secondary rental units	Primary	2,162	
	Secondary*	48	
Number of short-term rental units	Total**	113	

* the number of secondary suites created between 2020 (when municipal tracking through CityWide began) and 2024 and includes detached accessory residential units. It is also assumed that the 23 private suites identified (below) by Destination Stratford are included in the 48 units identified by the municipality. As of December 31, 2024, permits have been issued for an additional 17 new secondary suites which are not included in the 48 above, as they have yet to be completed.

** The number of short-term rental (STR) units is compiled by Destination Stratford and is assumed to include the 66 municipally licensed STR's in 2024. The number used is the number of STR accommodators during peak tourism season.

It is also assumed that rooms in hotels, inns and motels are not available for short-term apartment rental, they are exclusive for tourist accommodation and are not counted in the above Table 5.2.1

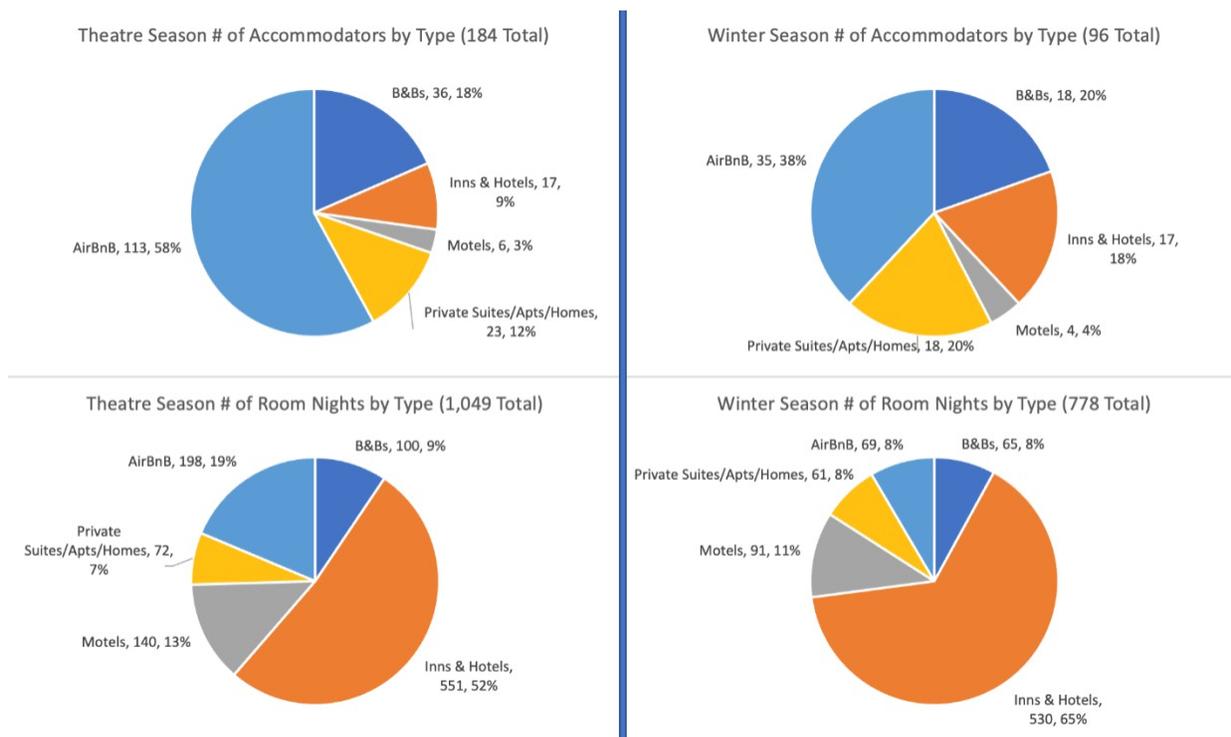
Drawing on the data from the above Table 5.2.1 it can be noted that the largest number of units are provided by single detached dwellings (53%) followed by units in apartment buildings that have fewer than 5 storeys (20%).

The data from Table 5.2.1 also demonstrates that one-bedroom units comprise only 13% of the units offered. This aligns with the data in Section 3.6.3 2021 Affordable Housing Deficit that highlights the greatest need is for one person households with a deficit of 760-835 units. It can also be noted that with the number of three- and four-bedroom homes making up 60% of Stratford’s housing stock demonstrating the disconnect between current need of one- and two-bedroom units and existing housing stock. As well with those aged 65+ making up 24% of Stratford’s population, there may be a potential link that many seniors in Stratford are over housed.

The rental vacancy rates in Stratford especially for bachelor, one bedroom and two-bedroom units are extremely low, adding to the demonstrated need.

Stratford Tourism Alliance, which operates as Destination Stratford, is Stratford’s official destination marketing organization. One of the services provided is an [online accommodations map](#) which is updated seasonally. The below graphs represent accommodators and rooms from mid-2024.

Figure 5.2.2 Accommodation Bookings by Season and Type



source: Destination Stratford

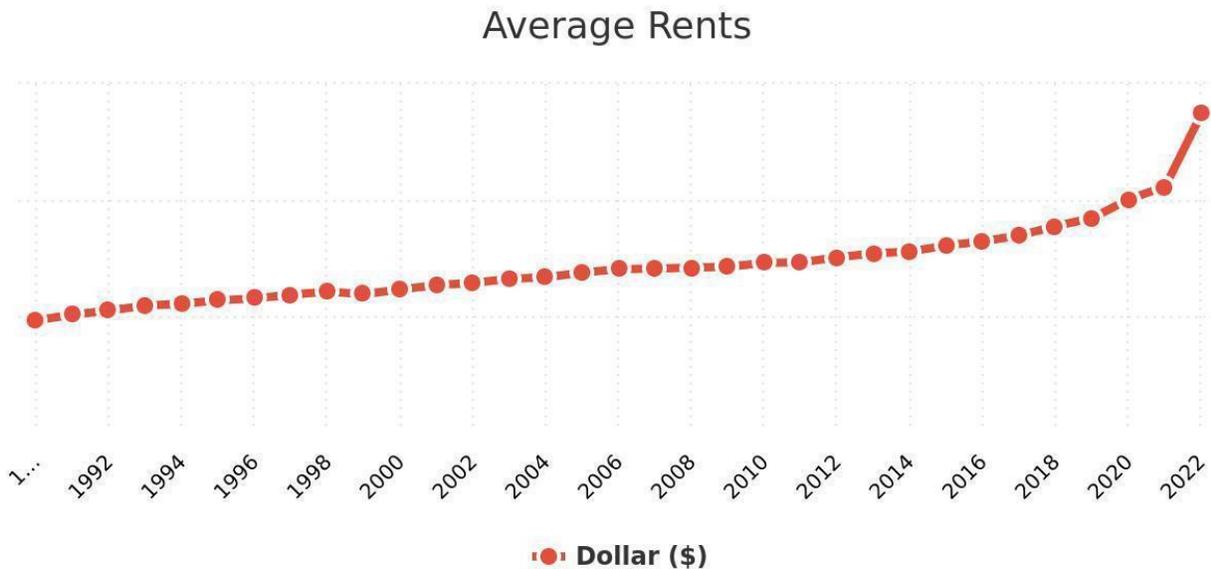
The Stratford Festival maintains an additional 80 units of seasonal worker housing, which would typically not appear in the above data as it is not available on the open market.

5.3 Rental Rates

Drawing on Townfolio’s aggregated CMHC data, the graphs below demonstrate the recent steep upward trajectory of average rental rates.

In 2016, the average monthly rent was \$822 and 2022 it was \$1373 – an increase of 67%. According to the 2024 CMHC 2024 rental market report, the average monthly rent in Stratford was \$1538 as of October 2024 representing an 87% increase since 2016, and a 12% increase since 2022.

Figure 5.3.1 Rental Rates, 1992 to 2022



Source: Townfolio/CMHC

The City of Stratford Social Services Department also completes an annual rental market scan to provide more localized accuracy. The rental market scan is completed each year over a period of 10 to 12 weeks. Unique ads are recorded for bachelor, 1 bedroom, 2 bedroom, and 3+ bedroom units within the City of Stratford. The rental market scan is conducted using rental housing advertisements posted online. Sources for the scan include Kijij.ca; Point2homes.com; Realtor.ca; Rentolas.ca; and Rentboard.ca

Only the unique advertisements are recorded. To avoid possible duplicate ads, each ad is checked to ensure they do not match various criteria of past recorded advertisements including

price, square footage, and posting date. An electronic version of each ad is saved to ensure each ad can be audited for uniqueness. Any ad that is found to be a duplicate is removed from the analysis.

The below tables reflect the past 5 years of survey data, which highlights an increase of 36% in rental rates for both a bachelor and one bedroom unit between 2019-20

Figure 5.3.2 Rental Rates by Unit Type

Unit size	2019	2020	2021	2022	2024
Bachelor	\$963	\$1,358	\$1,088	\$847	\$1,315
1 Bedroom	\$1,049	\$1,266	\$1,264	\$1,423	\$1,658
2 Bedroom	\$1,486	\$1,477	\$1,556	\$1,774	\$2,057
3+ Bedroom	\$1,838	\$1,883	\$1,955	\$2,409	\$2,585

Source: CMSM rental scan

5.4 Vacancy Rates

Drawing on Townfolio’s aggregated CMHC data, the graph below demonstrates the low average vacancy rates, which since 2016 have remained below 2.3% which is considered too low for a balanced rental market.

Figure 5.4.1 Vacancy Rates 1990 to 2022



Source: Townfolio/CMHC

Note: The vacancy rates are vacancy rates in the primary rental market which consists of units in privately initiated, purpose-built rental structures of three units or more

5.5 Non-Market Housing

The following data was compiled from the City of Stratford Social Services Department (CMSM) Perth County Service Inventory. Only units in Stratford were included.

Figure 5.5.1 Current non Market Housing Units

5.5.1 Current Non-Market Housing Units		
Characteristic	Data	Value
Number of housing units that are subsidized	Total	617
Number of housing units that are below market rent in the private market (can either be rent or income-based definition)	Total	41
Number of co-operative housing units	Total	132
Number of other non-market housing units (permanent supportive, transitional, etc.)	Total	141

source: CMSM

Shelter beds/units are not tabulated for Table 5.5.1 as they are not considered permanent or transitional housing units, rather emergency beds/units.

Developer and operator self-report surveys indicate a further 615 units of below market rental housing in operation in Stratford. It should be noted that the number of housing units that are below market rent in the private sector is not fulsome as there is no means to ensure complete awareness of these units. Many of these units are below market due to length of tenure of tenants and the rise in rental rates in the past 10 years. Annual allowed rent increases have not kept pace with the market, ensuring long term affordability. These affordable units are at risk as ownership changes hands and/or units are rented by new tenants.

5.6 Need & Gap Considerations

The CMSM provides Housing Allowances for Intensive Case Management (ICM) Scattered Site, with 60 total subsidies available across the CMSM region.

The CMSM also provides financial support through the following programs: COHB, OPHI, and Rent supplements totaling 262 total subsidies (at last time of surveying, February 2025) which are available across the CMSM region.

The large numbers of those with high acuity on the BNL is indicative of the need for local supportive housing units with wrap-around supports.

The ICM Program is a housing first intensive case management for those with high acuity off the BNL. Stratford is in need of more supported and supportive housing programs to deal with the high number of those identified as high acuity on the BNL. Stratford is also in need of more case management spaces to assist those with rapid re-housing and to stabilize those in RGI housing who are mid and high acuity. In addition, Stratford is in need of more affordable housing options for those with supports to move into.

5.7 Housing Trends

While the city of Stratford is known for its' yellow and red brick 3 plus bedroom Victorian homes, the increasing number of students, seniors and one person households are causing a shift in building patterns. While there are still single-family homes being built, the last year has seen an increase in new townhouse developments. Additionally, infill accessory residential units and small to mid-level apartments are being added to the city's housing stock.

Simultaneously, developers are requesting smaller lot sizes and citizens are severing large lots to create opportunities for new development. Much of this trend is currently hidden as the units are in site plan or permitting processes so it is unknown how many of these new units will be completed and when.

5.7.1 Housing Sale Prices

The following prepopulated table has been augmented with data provided by the Canadian Real Estate Association (CREA) – One Point. For information that is not available as requested in Table 5.9.1, relevant, available data is outlined below the table.

Figure 5.7.1 Housing Values

5.7.1 Housing Values		
Characteristic	Data	Value
Median monthly shelter costs for rented dwellings (Canadian dollars)	Median	1,080
Purpose-built rental prices by unit size (Average, Canadian dollars)	Total	1,058
	Bachelor	752
	1 bedroom	947
	2 bedrooms	1,139
	3 bedrooms+	1,222
Purpose-built rental prices by unit size (Median, Canadian dollars per month)	Total	998
	Bachelor	705
	1 bedroom	875
	2 bedrooms	1,050
	3 bedrooms+	1,165
Sale prices (Canadian dollars)	Average	\$652,676
	Median	\$605,000

Data provided by the Canadian Real Estate Association (CREA) – One Point provides context to Stratford specific 2024 real estate values:

Figure 5.7.2 Market Sales Figures November 2024

Characteristic	Data	Value (year to date November 2024)
Single Family Market Activity	Average	\$679,411
	Median	\$625,000
Apartment Market Activity	Average	\$442,667
	Median	\$463,000
Residential Market Activity	Average	\$653,275
	Median	\$610,000

Characteristic	Benchmark Price (November 2024)
Composite	\$595,200
Single Family	\$607,200
One Storey	\$653,500
Two Storey	\$585,900
Apartment Unit	\$493,500

Source: *The Canadian Real Estate Association (CREA) – One Point*

- *Stratford MLS Residential Market Activity – Year-to-date November 2024*
- *Stratford MLS Single Family Market Activity – Year-to-date November 2024*
- *Stratford MLS Apartment Market Activity – Year-to-date November 2024*
- *Stratford MLS Home Price Index Benchmark Price – November 2024*

5.7.2 Change in Housing Stock

The following prepopulated table has been augmented with data provided by the Municipality, tracked through CityWide:

Figure 5.7.2 Change in Housing Stock 2024

5.7.2 Housing Units: Change in Housing Stock		
Characteristic	Data	Value
Demolished – breakdown by tenure	Tenant	5 total in 2024
	Owner	
Completed – Overall and breakdown by structural type (annual, number of structures)	Total	157
	Single	96
	Semi-detached	0
	Row	61
	Apartment	0
Completed – Breakdown by tenure (annual, number of structures)	Tenant	0
	Owner	124
	Condo	33
	Coop	0
Housing starts by structural type and tenure (permits issued for new construction in 2024)	Total (201)	Single Family – 29 Semi-detached – 14 ¹ Townhouse – 114 ² Apartment – 27 ³ Secondary Suites - 17

Source: City of Stratford, CityWide

¹Seven permits for two units each = 14 units

²The number of permits issued was 23 = 114 units

³Includes triplex, quadplex and larger = 27 units

6.0 Projected Housing Needs

6.1 Projection Methodology Guidelines

Housing Needs Assessment Methodology: HART Approach

The federal government recommends using the Housing Assessment Resource Tools (HART) methodology as a reference point for housing needs assessments, with additional considerations and data points to enhance its validity. Developed by the University of British Columbia in collaboration with Statistics Canada, HART is a census-based tool designed to measure core housing need and affordable shelter costs by income category, household size, and priority populations. This methodology enables governments to establish effective housing targets aimed at reducing chronic housing need and homelessness.

HART household projections estimate increases or decreases in the total number of households using a line-of-best-fit methodology. This approach assumes that historical trends observed in the 2006, 2016, and 2021 census periods will continue, without accounting for changes in policy or significant demographic shifts. Additionally, this method does not incorporate potential disruptions, such as economic downturns or unprecedented events like the COVID-19 pandemic, which can substantially alter housing demand.

While HART projections provide a valuable reference for understanding potential growth or decline in Stratford's housing needs, they are not definitive assessments on which to base precise housing targets. Instead, they should be used in conjunction with other data sources and policy considerations to develop a comprehensive housing strategy that reflects Stratford's unique economic, demographic, and policy landscape.

The following table, provided by HART, outlines the projected number of households by size and income category for Stratford by 2031.

Figure 6.1.1 Household Size by Income Category

2031 Projected Households by Household Size and Income Category

The following table shows the projected total number of households in 2031 by household size and income category.

EXPORT

Stratford CY (CSD, ON)						
HH Income Category	1 Person	2 Person	3 Person	4 Person	5+ Person	Total
Very Low Income	431	1	0	0	0	432
Low Income	2,094	336	106	4	0	2,540
Moderate Income	1,513	1,306	285	111	31	3,246
Median Income	949	1,811	536	173	87	3,556
High Income	516	2,591	1,114	1,159	644	6,024
Total	5,503	6,045	2,041	1,447	762	15,798

Figure 6.1.2 Project Household Gain/Loss 2021 to 2031

2031 Projected Household Gain/Loss (2021 to 2031)

The following table shows the projected gain or loss of households by household size and income. These values represent projections of total households for the period between 2021 and 2031. Please note that gains and losses represent both increases or decreases in population, as well as mobility between income categories and household sizes. For this reason, growth and decline in the lower incomes may be especially [impacted by CERB](#).

EXPORT

Stratford CY (CSD, ON)						
HH Income Category	1 Person	2 Person	3 Person	4 Person	5+ Person	Total
Very Low Income	41	-34	0	0	0	7
Low Income	209	-14	1	-16	0	180
Moderate Income	133	151	40	11	-9	326
Median Income	89	171	106	-67	-13	286
High Income	116	331	-46	-81	-11	309
Total	588	605	101	-153	-33	1,108

6.2 Projection Methodology

Synopsis of the Housing Projection Methodology

Overview - HART and Beyond

The Housing Assessment Resource Tools (HART) methodology provides a framework for projecting population, household formation, and housing demand to estimate a community's future housing needs. The methodology follows a step-by-step approach: Population Projection, Household Projection, and Housing Demand Projection. While HART is a valuable reference, it does not account for the tenure status of underserved individuals or what happens to vacated units when they move, potentially underestimating the total housing need. This methodology refines HART projections by integrating additional economic, demographic, and supply-side factors.

Step 1: Population Projection

Population projections follow the Cohort-Component Method, estimating future population based on survival rates, births, and migration trends. Key considerations include:

- **Updated Post-Census Estimates:** Using 2022 Statistics Canada data to correct census undercounts/overcounts.
- **Net Migration Trends:** Disaggregating interprovincial, intraprovincial, and international migration, incorporating federal immigration targets.
- **Economic Considerations:** Accounting for employment-driven migration and post-secondary student intake.
- **Growth Scenarios:** Creating high-growth projections for larger communities to avoid underestimating demand.
- **Smaller Communities:** Where Statistics Canada projections are unavailable, historical high-growth trends serve as a basis for alternative projections.

Step 2: Household Projection

Household projections are determined by applying headship rates to population projections. The methodology includes:

- **Headship Rate Application:** Estimating household formation rates by age group, considering trends in family vs. non-family households.
- **Household Composition:** Projecting proportions of household types (e.g., couples, lone parents, multi-family households, and one-person households).
- **Household Size Projection:** Using historical proportions to estimate household sizes by age and family type.
- **Adjustments for Economic Trends:** Addressing recent declines in headship rates due to affordability issues to avoid underestimation.
- **Young Adults (18-34):** Considering economic modeling for household formation, particularly in smaller communities.

Step 3: Housing Demand Projection

Housing demand is projected based on household tenure, dwelling type, and affordability considerations. This step includes:

- **Ownership and Rental Projections:** Applying historical and trending ownership rates to estimate tenure split.
- **Dwelling Type Projection:** Determining future demand for housing types (single, semi-detached, row housing, and apartments) based on historical propensities and economic trends.
- **Income-Based Housing Need:** Aligning housing demand projections with income categories to estimate affordability gaps.
- **Vacancy & Turnover Adjustments:** Addressing existing gaps by considering tenure shifts and the fate of vacated units when households move.

Additional Considerations

1. **Economic Data Integration**
 - Economic conditions, unemployment rates, and housing market trends influence household formation.
 - Incorporating CMHC headship rate projections, particularly for young adults in high-demand markets.
2. **Supply Capacity & Gaps**
 - Evaluating available serviced lots and projected housing stock to identify supply shortfalls.
 - Factoring in demolitions, conversions, and vacant units to refine housing need estimates.
3. **Regional & Comparative Analysis**

- Benchmarking projections against comparable municipalities with similar growth patterns.
- Considering population density trends to inform planning for higher-density developments.

Conclusion

This methodology builds on the HART framework while addressing key gaps in tenure shifts and existing housing supply turnover. By integrating economic, demographic, and supply-side factors, this refined approach provides a more comprehensive estimation of housing need, ensuring communities are equipped to plan effectively for future growth.

Figure 6.2.1 Projected Households by Size and Income

6.2.1 Projected Households by Household Size and Income Category 2031						
HH Income Category	1 person	2 person	3 person	4 person	5+ person	Total
Very Low Income	431	1	0	0	0	432
Low Income	2,094	336	106	4	0	2,540
Moderate Income	1,513	1,306	285	111	31	3,246
Median Income	949	1,811	536	173	87	3,556
High Income	516	2,591	1,114	1,159	644	6,024
Total	5,503	6,045	2,041	1,447	762	15

Figure 6.2.1 Continued, Projections

6.2.1 Projections		
Characteristic	Data/Formula	Value
Women by age distribution (# and %)	0-14	2,100 - 10.1%
	15-19	826 - 4%
	20-24	946 - 4.6%
	25-64	9,604 - 46.4%
	65-84	6,082 - 29.4%
	85+	1,148 - 5.5%
Male Births	Births x Estimated Proportion of Male Births	N/A
Female Births	Total births – Male Births	N/A
Survival Rate	0-14	2,100 - 10.1%
Net Migrations	15-19	N/A
Projected Family Households	Age-group population x projected age-specific family headship rate	10,556
Projected Non-family Households	Age-group population x projected age-specific non-family headship rate	7,293

Figure 6.2.1 Continued, Projections

6.2.1 Projections		
Characteristic	Data/Formula	Value
Total Projected Headship Rate	Family headship rates + non-family headship rates	Family - 59% Non-Family - 41%
Projected Net Household Formation	Projected households by type (family and non-family) (Year 2) – Projected households by type (family and non-family) (Year 1)	Net New Family - 835 Net New Non-Fam - 2269
Projected Owner Households	Projected households by type, year and age group x Projected ownership rate by type, year and age group	12,316
Projected Renter Households	Projected households by type, year and age group – projected owner households by type, year and age group	5,533
Projected Dwelling Choice	Projected households by type, tenure and age group x projected dwelling choice propensities by type, tenure and age group	Single Detached Apartment Unit

6.3 Population and Households Projections

6.3.1 Demographic Trends and Housing Demand

An analysis of Stratford's current demographic data indicates a pronounced trend toward an aging population, driven in part by migration from the Greater Toronto Area (GTA) for retirement purposes. This trend is expected to result in an increase in both the average and median ages of the population. As the demographic profile shifts, there will be a growing demand for smaller housing units, as older adults typically seek more manageable and accessible living arrangements.

Currently, over 60% of Stratford's housing stock consists of three-bedroom or larger homes, despite 70% of households comprising only two people or fewer. This misalignment between the housing stock and household composition has resulted in an oversupply of single-family homes. The market impact of this imbalance is evident in rental pricing trends, where rents for three-bedroom homes have not increased as sharply as those for smaller units, indicating a relative surplus of larger homes. Conversely, Stratford's overall rental prices remain above the national average due to the limited availability of appropriately sized rental housing.

Projections using the HART methodology further reinforce these findings. Households with four or more members are expected to decline in the coming decade, while the growth of three-person households is projected to slow. In contrast, the number of one- and two-person households is expected to increase significantly. This shift underscores the necessity of rebalancing Stratford's housing supply to align with the evolving demographic and household composition, particularly by increasing the availability of smaller, more affordable housing options.

6.3.2 Housing Development and Market Adjustments

Recent housing development trends indicate a shift away from the dominance of single-family homes toward increased construction of apartment units. In 2024, of the 157 housing completions, 96 were single-family homes, with no apartment units built. However, building permit data suggest a notable shift, with apartments accounting for approximately 13% (27 out of 201) of total units permitted, while single-family homes represent only 14% (29 out of 201). This adjustment suggests that developers and the market are beginning to recognize the growing need for smaller housing options, aligning development patterns with current and projected housing demand.

This transition in housing supply is essential to address years of underdevelopment in apartment-style and smaller-unit housing, including townhomes, semi-detached homes, and accessory dwelling units (ADUs). As the population continues to age, there will be an acute need for these housing types, both to support older residents looking to downsize and to provide affordable housing options for the local workforce.

6.3.3 Projected Housing Stock Adjustments

The projections outlined in this assessment do not align with Stratford's Development Charges (DC) Study, which primarily extrapolates historical development patterns over the long term. However, market trends indicate that while single-family homes will continue to be built, they will represent a decreasing proportion of overall housing production. The composition of Stratford's housing stock should shift as follows:

- One-bedroom or smaller units will increase from 13% to over 16% of total housing stock.
- Two-bedroom units will increase from 26% to nearly 29% of the total.
- Three-bedroom units will decline from 41% to approximately 38% of the total stock.
- Four-bedroom and larger units will decrease from 19% to approximately 17% of the overall housing stock.

This rebalancing of the housing market is necessary to align with Stratford's aging population, workforce housing requirements, and affordability challenges. As median and average incomes are expected to stagnate over the next decade, the supply of smaller, more affordable units will play a critical role in ensuring that Stratford residents have access to appropriate and attainable housing options.

While migration trends, particularly from the Greater Toronto Area, contribute to Stratford's aging demographic, statistical analysis indicates that the primary driver of this shift is the natural aging of the existing population. As residents grow older, household sizes tend to decrease while the total number of households increases. For example, a family of five may transition into four separate households as children move out and parents become a single or two-person household. This demographic trend underscores the increasing demand for smaller housing units.

Despite this shift, there remains a strong preference within the development industry for constructing larger, single-detached homes rather than smaller townhomes or apartment units. This misalignment between market demand and development patterns highlights the need for a broader cultural shift within Stratford. The municipality and community must actively support the development of housing types that align with current and future housing needs, rather than solely prioritizing the traditional preferences of the development sector.

Municipal planning policies and directives over the next decade will play a critical role in shaping this transition. A strategic push towards the creation of more small-scale, multi-unit housing—including apartments, townhomes, and accessory dwelling units—will not only address affordability concerns but also strengthen the municipality’s fiscal health. Increased density and a more diverse housing stock will enhance Stratford’s long-term sustainability, economic resilience, and overall community well-being.

Figure 6.3.4 Anticipated Population by 2035

6.3.4 Anticipated Population by 2035		
Characteristic	Data	Value
Anticipated population	Total in 2025	35,100
Anticipated population growth	Total anticipated by 2035	39,141
	Additional population by 2035	4,041
Anticipated age	Percentage	11.5%
	Average	48.51
	Median	51
Anticipated age distribution (# and % of population)	0-14	4,377 - 11.18%
	15-19	1,706 - 4.36%
	20-24	1,962 - 5.01%
	25-64	18,770 - 47.95%
	65-84	10,682 - 27.29%
	85+	1,644 - 4.2%

6.3.4 Anticipated Households by 2035		
Characteristic	Data	Value
Current number of households	Total	14,745
Anticipated number of households	Total 2035	17,849
Anticipated Households by Tenure	Renter	39%
	Owner	61%
Anticipated Units by Type	Total	17,849
	Single	8,803
	Semi-detached	1,785
	Row	1,091
	Apartment	6,170
Anticipated Units by Number of Bedrooms	1 bedroom	2,930
	2 bedroom	5,167
	3 bedroom	6,790
	4 bedroom	2,962
	5 bedroom	N/A
Anticipated Households by Income	Average	
	Median	4,018
	Very Low	486
	Low	2,870

6.3.4 Anticipated Households by 2035		
Characteristic	Data	Value
	Moderate	3,668
	High	6,807
Anticipated average household size	Total	2.2

7.0 Housing Needs Assessment – Next Steps

The housing needs assessment will be shared with the team who are updating Stratford's official plan, as well as with the Grand Trunk Committee and staff team.

During the official plan review process the HNA will be provided as a source document to provide context to plans.

7.1 Long Term Planning & Actions

The Housing Needs Assessment has provided clarity to the disconnect in typologies and demographics. Smaller units, rental units and affordable units must be built in the next 5 years to meet the needs of our changing population, including young people moving out on their own and seniors seeking to downscale. Meanwhile developers still show a preference for larger single-family homes, although the data suggest that we are in the midst of a seed shift in this regard.

The municipality must seek to incentivize affordable housing development while simultaneously creating fertile ground for the development of smaller units. This can include the encouragement of infill development, adoption of pre-approved plans for Accessory Dwelling Units, streamlining of processes in the development of rental housing, including zoning changes, minimum parking reductions and variance approvals, all with the goal of creating infill opportunities.

7.1.1 Community Improvement Plan

In the 2025 budget the city of Stratford approved the initiation of a fund for a community improvement plan to be brought before council in spring 2025. The community improvement plan could incentivize new one-bedroom units and affordable units via any of the following methodologies

- Provide incremental tax incentive grants for purpose built affordable rental units ensuring new stock added
- Provide small grants to homeowners building infill units such as accessory dwelling units or basement suites
- Provide tax incentive grants for purchasers of affordable housing who commit to maintaining a level of affordability over time
- Provide incentives for alterations to large homes that are being divided into smaller units

7.1.2 Official Plan Opportunities

The current review of the official plan provides the opportunity to revisit density and parking requirements in light of the identified needs of the HNA.

7.1.3 Future Proofing

The analysis of the disconnect in housing stock, provides the planning and building departments the opportunity to consider retrofits of existing large homes (3 bedroom plus) to meet the needs of future citizens.

The Housing Needs Assessment provides analysis of future citizens' needs to inform the development of the 18-acre Grand Trunk site which the municipality has completed site plans for. The city is now in the process of assessing housing opportunities and needs as well as considering expanded recreational facilities.

7.1.4 Infrastructure

While the transit infrastructure has ample capacity to meet the needs of a larger community, the Housing Needs Assessment provides information to inform decision making on future infrastructure development. Combined with the Official Plan Review, it will be utilized by the Municipality to plan for the population needs of 2035.

Annex A: Relevant Housing Needs Assessment and Data Links & References

Data and Analysis

[Housing Statistics - Statistics Canada](#)

[Population estimates, July 1, by census subdivision, 2016 boundaries \(statcan.gc.ca\)](#)

[Population estimates, July 1, by census metropolitan \(statcan.gc.ca\)](#)

[Population and demography statistics \(statcan.gc.ca\)](#)

[Population Projections for Canada \(2021 to 2068\), Provinces and Territories \(2021 to 2043\) \(statcan.gc.ca\)](#)

[Housing Market Information Portal](#)

[UrbanSim – Scenario Modeling](#)

Reports & Publications

[Housing Markets Insight - CMHC's household projections for 8 of Canada's major urban centres until 2042](#)

CMHC - [Housing Shortages in Canada Report](#)

University of British Columbia - [Housing Assessment Resource Tools \(HART\)](#)

University of London - [Affordability targets: Implications for Housing Supply](#)

[Nova Scotia Housing Needs Assessment Report Methodology](#)

[Ontario Land Needs Assessment Methodology](#)

[British Columbia Affordable Housing Need Assessment Methodology](#)

Housing Assessment Resource Tools (HART). [Housing Needs Assessment Tool](#).

investStratford. [Community Profile](#).

[Statistics Canada. 2023. \(table\). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.](#)

[Townfolio](#). Stratford, Ontario.

[World Population Review](#). Stratford.

Appendix A: Community Stakeholders & Surveys

The below listed individuals and organizations were either sent surveys or interviews were requested with them. Additionally, organizations may have responded to the surveys through shared links shared by investStratford, Perth Huron Builders Association or other unrecorded shares. Respondents had the opportunity to respond fully anonymously.

Municipal
Director of Building & Planning, City of Stratford
Deputy Chief Building Officer
Director of Social Services
Housing Manager, Social Services
Research and Program Analyst, Social Services
Managing Director, investStratford
Chief Executive Officer, investStratford
Manager of Planning
Intermediate Planner
Small Business Advisor, investStratford
Local Real estate Data
EO Huron Perth Association of Realtors
Business/Workforce Organizations
General Manager, Stratford & District Chamber of Commerce
Executive Director, Destination Stratford
Accommodations Supervisor, Stratford Festival
Aisin Canada
VisTech Manufacturing
TGMinto
Hendrickson
GreenSeal Cannabis Company Ltd
Not-for-Profit Organizations
United Way Perth Huron
Optimism Place
Emily Murphy Centre
L'Arche Community Housing
Community Living

Special Olympics
Shelterlink Youth Housing
Connections Centre
Stratford District Legion
John Howard Society
Huron Perth Public Health
Huron Perth Healthcare Alliance
Perth Huron Builders Association
Housing Cooperatives / Community Housing
Banbury Cross Housing Co-operative Inc.
Bard of Avon Housing Co-operative Inc.
Festival City Housing Co-operative Homes
Spruce Lodge Seniors Home
Vineyard Village Non-Profit Housing
Windmill Gardens Community Inc.
Long Term Care
Cedarcroft Place
Chartwell Anne Hathaway
Greenwood Court
McCarthy Place
River Gardens
Spruce Lodge
Academic – Students
University of Waterloo Stratford Campus
Nancy Campbell International School
Conestoga College
Private Sector
Pol Quality Homes
BMI Developers
Campbell Court Apartments
Greenwood Drive Apartments
Park Property Management
Avon Place
315 William St. Apartments
Hip Developments

MEI Developments
Reid Heritage Homes
Cachet Developments

Appendix B: Glossary

Affordable Housing: A dwelling unit where the cost of shelter, including rent and utilities, is a maximum of 30% of before-tax household income.

Area Median Household Income: The median income of all households in a given area.

Cooperative Housing: A type of residential housing option whereby the owners do not own their units outright. This would include non-profit housing cooperatives, as stand-alone co-operatives or in partnership with another non-profit, including student housing co-ops, as well as Indigenous co-ops, including those in partnership with Indigenous governments and organizations. This does not, however, include homeownership co-ops or equity co-ops that require an investment, which along with any profit earned, is returned to co-op investors.

Core Housing Need: Refers to whether a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds).

- *Adequate* – Does not require any major repairs, according to residents. Major repairs include those to defective plumbing or electrical wiring, or structural repairs to walls, floors or ceilings.
- *Suitable* – Has enough bedrooms for the size and make-up of resident households, according to guidelines outlined in National Occupancy Standard (NOS).
- *Affordable* – All shelter costs total less than 30% of a household's before-tax income.

Household: A person or a group of persons (other than foreign residents) who occupy a private dwelling and do not have a usual place of residence elsewhere in Canada.

Household Formation: The net change in the number of households.

Supportive Housing: Prioritizes people experiencing chronic homelessness and other vulnerable people who have the highest support needs. It provides long-term affordable housing and a diversity of customized support services.

Permanent Supportive Housing: Prioritizes people experiencing chronic homelessness and other vulnerable people who have the highest support needs. It provides long-term affordable housing and a diversity of customized support services.

Purpose-Built Rental: Also known as the primary rental market or secure rentals; multi-unit buildings (three or more units) which are built specifically for the purpose of providing long-term rental accommodations.

Short-Term Rentals: All or part of a dwelling unit rented out for less than 28 consecutive days in exchange for payment. This includes bed and breakfasts (B&Bs) but excludes hotels and motels. It also excludes other accommodations where there is no payment.

Suppressed Household Formation: New households that would have been formed but are not due to a lack of attainable options. The persons who would have formed these households include, but are not limited to, many adults living with family members or roommates and individuals wishing to leave unsafe or unstable environments but cannot due to a lack of places to go.

Missing Middle Housing: Housing that fits the gap between low-rise, primarily single-family homes and mid-rise apartment buildings, typically including secondary and garden suites, duplexes, triplexes, fourplexes, rowhouses and townhouses, courtyard housing, and low-rise apartment buildings of 4 storeys or less. These housing types provide a variety of housing options that add housing stock and meet the growing demand for walkability. The missing middle also refers to the lack of available and affordable housing for middle-income households to rent or own.



MANAGEMENT REPORT

Date: June 17, 2025
To: Finance & Labour Relations Sub-committee
From: Tim Wolfe, Director of Community Services
Report Number: FIN25-015
Attachments: None

Title: Waive Facility Fees for the To Stratford With Love Banquet

Objective: To consider the waiving of fees for use of the Community Halls on December 13, 2025, for the annual To Stratford With Love banquet.

Background: Simple Dreams Ministries Inc. was founded in 2011 by Richard and Ruth Kneider. Since then, they have been serving the community through various projects, including:

- Thanksgiving Dinner Giveaway
- Passport to Savings
- Pizza and Pool Party at the Lions Pool
- Picnic in the Park
- To Stratford With Love Banquet

2025 will be the 37th To Stratford With Love Banquet.

Analysis: Historically, requests of this nature were assessed through the Community Grants program as staff do not have authority to waive fees. This is still the case, however, for tracking purposes, fee waivers are now tracked through the facility budgets.

The revenues that would be waived for this event are \$3,627 (excluding HST).

Should the Committee and Council wish to support this request, there is no tax levy impact, rather the impact is measured in lost revenues due to reduced hall availability for fee-paying users.

Financial Implications:

Financial impact to current year operating budget:

If approved, the financial impact is as noted above, with reduced revenues by \$3,627 (excluding HST), does not apply in the case of fee waiver entries.

Insurance considerations:

The facility user will be required to purchase facility user insurance or provide coverage naming the City as additional insured of not less than Five Million Dollars (\$5,000,000).

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the waiving of the fees would assist To Stratford With Love in serving those in need within the community.

Alignment with One Planet Principles:

Health and Happiness

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

Staff Recommendation: THAT the report titled, "Waive Facility Fees for the To Stratford With Love Banquet" (FIN25-015), be received;

AND THAT direction be provided regarding the facility rental fee waiver request in the amount of \$3,627 for use of the Community Halls on December 13, 2025.

Prepared by: Tim Wolfe, Director of Community Services

Recommended by: Tim Wolfe, Director of Community Services

Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: June 25, 2025
To: Infrastructure, Transportation and Safety Sub-Committee
From: Nancy Roulston, Manager of Engineering
Report Number: ITS25-010
Attachments: None

Title: Installation of Bicycle Lanes on John Street

Objective: To provide information to Council regarding options for the installation of bicycle lanes on John Street between Queensland Road and West Gore Street.

Background: At the March 26, 2025, Infrastructure, Transportation and Safety Sub-committee meeting, the Sub-committee passed the following resolution:

THAT Staff be directed to investigate the possibility of removing the parking lane and installing bike lanes on John Street South between Queensland Road and West Gore Street;

AND THAT all required by-law amendments be made.

Analysis: John Street South between West Gore Street and Queensland Road is a residential collector street and a bus route. This street also serves as the route for large tanker vehicles to access the water pollution control plant.

This portion of John Street has been identified as a signed bike route, in accordance with the 2014 Bike and Pedestrian Master Plan. Upgrading the bicycle facility to bicycle lanes was not included in the recommendations of the 2023 Transportation Master Plan.

The street has two distinct sections. Section 1, between Easson Street and Queensland Road, has a pavement width of 10.4m with parking allowed on the east side only. Section 2, between West Gore Street and Easson Street, has a pavement width of 8.5m, with no parking allowed on either side.

If bicycle lanes are to be added, they are recommended to be a minimum of 1.5m wide, plus an additional 0.3m buffer between the travelled lane and the bicycle lane.

To upgrade the existing signed bicycle route to protected bicycle lanes, the following work will be required:

Section One – Queensland Road to Easson Street

The existing roadway would be utilized. The addition of bicycle lanes will require the removal of the existing parking on the east side and would result in 3.4m wide travel lanes for vehicles. Some adjustment to the intersection of John Street and Queensland Road will be required to accommodate the turning radius of the larger vehicles. The estimated cost for this option is \$175,000 for new curb and gutter, relocating catch basins, sidewalk and boulevard restoration, line painting, and installation of delineators.

Section Two – Easson Street to West Gore Street

The existing roadway will need to be widened by 2 metres. The estimated cost for this section is \$400,000 for widening pavement, new curb and gutter, relocating catch basins, regrading and restoring boulevards, and installation of a retaining wall. There may be additional costs if the hydro pole at the intersection of John and West Gore needs to be relocated. When the sidewalk on the west side of John Street is installed, the removal of 5-7 trees will be required.

If implementation proceeds, the necessary modifications to the Traffic and Parking By-law would be included.

It has been the Engineering Department's practice to survey the neighbourhood residents prior to the removal of any on-street parking, before proceeding with a report to Council for consideration.

If Council chooses to proceed, Staff will need direction to add the project implementation and financial impacts into the 2026 Capital Budget.

Financial Implications:

Not applicable:

There are no financial implications to be reported because of this report.

Link to Asset Management: These options are not included in the City's current assets, and if proceeding, will be added to the asset management plan for upkeep and rehabilitations as required.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report considers further how infrastructure upgrades could improve multimodal transportation.

Alignment with One Planet Principles:

Travel and Transport

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

Zero Carbon Energy

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

Staff Recommendation: THAT the report titled, "Implementation of Bicycle Lanes on John Street" (ITS25-010), be received for information.

Prepared by: Nancy Roulston, Manager of Engineering
Recommended by: Taylor Crinklaw, Director of Infrastructure
Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: June 25, 2025
To: Infrastructure, Transportation and Safety Sub-Committee
From: Sean Beech, Manager of Environmental Services
Report Number: ITS25-013
Attachments: None

Title: Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update

Objective: To update Council regarding the Primary Digester Roof Failure at the Stratford Water Pollution Control Plant and to seek Council approval to proceed with a Request for Proposal (RFP) for Consulting Engineering Services for the design, tendering and inspection of the digester's replacement.

Background: As outlined in previous report ITS24-023, due to the overpressure event in May 2024, the existing roof on the primary digester experienced critically damaging uplift. The City's Water Pollution Control Plant (WPCP) operator, Ontario Clean Water Agency (OCWA), retained engineering consultant CIMA+ to assess the roof and concrete to determine damage and options for repair. Since then, Staff have participated in several meetings with OCWA and their respective insurance providers to discuss root cause of the initial failure, interim operational response planning, insurance justifications and reimbursements.

This report is an update on the current developments regarding the WPCP in Stratford. Specifically, it focuses on the outcomes of the inspection report from CIMA+ and the final decision on funds that are available to OCWA from their insurance provider.

Analysis: OCWA's insurance providers confirmed that coverage would be provided for an estimated amount between \$400,000 and \$500,000. This amount was determined based on the age of the digester roof itself, and the estimated cost for repairs.

A critical point to note is that this settled amount does not guarantee sufficient funds such that the digester would be repaired to the required level of being fully operational.

The digester roof, at 45 years of age, was thoroughly assessed by CIMA+, and concerns regarding its structural integrity and the extensive failure of the roof coating have been identified. The coating failure has accelerated corrosion of the steel roof.

The CIMA+ report outlines two options to proceed, the repair or the replacement of the digester roof. The estimate given for the roof repair was \$1,545,000, while replacement was \$2,676,000. The replacement roof is intended to have a life exceeding 50-years, while the repair is only expected to provide another 15 years of service. As a result, the overall life cycle cost over the next 50 years is much lower if the roof is replaced. As noted in a previous report, the WPCP digester has long been recognized as undersized for handling the current volumes of waste processed, and recommendations for capacity upgrades have been in consideration for several years. Given these findings and the confirmed coverages from the insurance adjustor, Staff recommend a full roof replacement.

As a result, Staff are seeking Council's approval to commence a Request for Proposal (RFP) for Consulting Engineering Services for the design, tendering and inspection of a replacement digester roof. This RFP will initiate the design phase for a complete roof replacement and mixing system, ensuring that the plant continues to operate within legislated parameters and without incurring additional operational costs due to compromised infrastructure.

The proposed full replacement cost of the roof and concrete is estimated at approximately \$2,676,000 as per the CIMA+ Assessment Report. The 2024 Water and Wastewater Rate Study incorporated this cost into the study excluding any insurance recoveries. This \$400,000 to \$500,000 can be used to reduce the net costs. Once the project is designed and tendered, a more precise cost will be known. There are sufficient funds in the capital Wastewater Reserve R-R11-WWTR to cover the proposed scope of this update.

Currently, Staff are pursuing funding under the Municipal Housing Infrastructure Program – Health and Safety Water Stream for this project, a provincial fund intended to support critical infrastructure upgrades. If successful, this fund would cover up to 73% of the costs, requiring the remaining 27% to be funded by the City water reserve funds.

Financial Implications:

Financial impact to current year operating budget:

There is minimal impact anticipated on this year's operational budget. The proposed preliminary RFP and replacement are expected to be fully funded through the Wastewater Reserve, which is supported directly through user rates. Additionally, there are some increased operational costs associated with the digester failure that are expected to be fully recovered through OCWA's insurance claim and therefore expected to have nominal impact.

Financial impact on future year operating budget:

The 2024 Water and Wastewater Rate Study and Financial Plan incorporated this significant project, allowing for appropriate adjustments in user rates to ensure adequate funding.

Link to asset management plan and strategy:

The completion of this project will result in the replacement of the roof, concrete repairs, and a new mixing system for the Primary Digester. Future replacement of these significant components is not expected for many years and enhances the long-term performance and life cycle of this asset. Replacement costs for these (and other components form part of the City's Asset Management Plan and funding strategies.

Alignment with Strategic Priorities:**Enhance our Infrastructure**

CIMA+ recommends the installation of a new digester roof, citing that the lifecycle cost of a new roof would be lower than the ongoing expenses associated with repairing the existing roof. Repairs to the current roof are projected to last no more than 15 years and may incur unforeseen costs. In contrast, a new roof would not only improve the overall reliability and efficiency of the biosolids digestion process for the City, but it would also meet the latest industry standards, further enhancing the reliability and long-term performance of the biosolids management system.

Alignment with One Planet Principles:**Sustainable Water**

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

Staff Recommendation: THAT the report titled, "Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update" (ITS25-013) be received for information;

AND THAT Council direct Staff to proceed with a Request for Proposal for Consulting Engineering Services for the roof replacement of the Primary Digester at the Stratford Water Pollution Control Plant.

Prepared by: Sean Beech, Manager of Environmental Services
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
 Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: June 25, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Sean Beech, Manager of Environmental Services
Report Number: ITS25-014
Attachments: None

Title: Water Meter Transmitter Replacement Program

Objective: To seek Council approval to proceed with the Request for Proposal process to seek a supplier for transmitters to be included in the Water Meter Program.

Background: Currently, the City's 12,400 water meters are read manually by Festival Hydro who is contracted to read meters and issue water bills to City residents. Each water meter is read monthly by contracted personnel who physically visit each property to obtain a reading from a fixed transmitter. This process requires dealing with obstacles such as fencing, pets, and vegetation. This method, while effective, has significant limitations in terms of efficiency.

The 2025 Environmental Services Workplan outlined in the 2025 budget emphasized that ongoing enhancements in the City's service delivery can be realized by strategically leveraging technological innovations like AMR (Automated Meter Reading).

Recent advances in water metering technology include AMR which uses mobile or vehicle-mounted data collection devices and AMI (Advanced Metering Infrastructure), which offers a more integrated solution with smart-meters, communication networks, and data systems for direct utility communication without personnel. While AMI offers a more comprehensive, robust solution, it also comes with higher capital investment, increased replacement costs, and a shorter lifecycle due to battery wear from frequent data transmission.

Festival Hydro recently proceeded with replacing electricity meters with AMI technology and have been very receptive to assisting the City with moving similarly to smart metering. They've conveyed the capability for the City's water system to be included with their proposed AMI system. However, even with the efficiencies gained in joining Festival Hydro's AMI system, it would still entail higher capital investment, increased replacement costs, and a shorter lifecycle, compared to an AMR system. Based on these

considerations, Staff have determined that the benefits of an AMI system are not necessary and are therefore recommending proceeding exclusively with AMR proposals.

Analysis: The installation of new AMR water transmitters will allow for accurate data collection, additional information for the customer (especially in the case of unusually high consumption), reduced data collection costs and improved levels of customer service.

The Environmental Services division is seeking approval from Council to begin the transition to an AMR-based system. This will involve the installation of AMR transmitters on new and existing water meters, which will send usage data wirelessly to a central data collection system. This move is expected to deliver the following key benefits:

1. Reduction in Operational Costs:

With automated data transmission, the need for the current retained contractor to visit every property to manually read meters will decrease significantly. This will result in fewer trips required to collect data and time spent on meter reading tasks.

2. Improved Access to Meters:

A significant challenge with the current system is the difficulty in accessing meters located in buildings or areas where access is restricted. These include properties with locked gates, obstructed access points, or tenants unwilling to grant access for manual readings. AMR transmitters will eliminate the need for personnel to physically enter properties, thereby reducing the number of visits needed to obtain accurate readings and mitigating issues arising from restricted access.

3. Enhanced Accuracy and Efficiency:

The AMR system will provide more accurate and timely readings, as it eliminates human error from the process of manual recording. The data transmitted by the AMR system will be automatically logged into the central system maintained at Festival Hydro currently, ensuring precise tracking of water consumption. The increased frequency of readings will also help to identify issues such as leaks or unusual consumption patterns more quickly, leading to improved customer service and better resource management.

4. Environmental Benefits:

With fewer vehicles required for manual meter reading, the AMR system will also contribute to a reduction in the City's carbon footprint. Fewer trips will mean lower emissions and less wear and tear on the City's fleet, aligning with sustainability goals set by the City of Stratford.

This initiative is a multi-year commitment with the intention that the 2025 approved budget related to water meter projects (\$95,000) would be substantially directed to this program.

Spending then would increase in future years to accelerate the installation and replacement of water transmitters, funded by user-pay water rates. Improved meter accuracy will boost revenue, while reduced reliance on contracted meter readers will help offset installation costs. Implementing AMR technology requires committing to a single manufacturer for over 20 years, at an estimated annual cost of \$100,000 annually for a total estimated cost of \$2 million. However, the more automated system is expected to generate long-term savings and operational efficiencies that fully offset these expenses.

Once the proposals have been received, staff will advise Council of the recommended supplier and seek approval to award at that time.

Financial Implications:

Financial impact to current year operating budget:

This report has no direct impact on the 2025 Council approved budget. Upon Council approval to proceed, it is anticipated that the existing \$95,000 dedicated in the 2025 Budget for Water Meter Replacements, would be utilized to transition to the new system.

Financial impact on future year operating budget:

The water rate study included upgrading the technology and water rates that were approved in the study are expected to be sufficient to fund the annual investment.

Link to asset management plan and strategy:

The implementation of an AMR transmitter program aligns closely with the goals of the City's Asset Management Plan (AMP) and represents an investment in modernizing our water infrastructure. AMR technology significantly improves operational efficiency and service delivery. This initiative supports the AMP in the following ways:

- **Improved Data for Decision-Making:** The existing meter reading program has data limitations due to property access. There are many properties that have periods of estimated billing charges due to meter touch pads being out of service and difficult to access and replace. AMR will minimize the number of properties that will require estimated billing, which in turn gives better data that helps staff make informed decisions regarding maintenance, capital planning, and system performance.
- **Risk Metrics:** The transmitters will become part of the City's asset database and staff will be able to proactively plan for their replacement based on condition and risk metrics. Properties that are high consumers of water (typically commercial properties with large diameter meters) should have a higher risk rating and be

monitored because their meter and transmitter failure will result in the highest loss of water revenue to the City. The existing meter and transmitter program does not track this.

- **Financial Sustainability:** By reducing manual meter reading costs, AMR contributes to long-term cost savings.

An AMR program is a practical and forward-looking step that directly supports the City's broader asset management goals: ensuring safe, reliable, and cost-effective water service for the community now and into the future.

The AMR transmitters represent new assets not currently part of the City's Asset Management inventory and as such would become part of future planning for replacement.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as this technology will allow us to create efficiencies within our water infrastructure.

Alignment with One Planet Principles:

Sustainable Water

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

Material and Products

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

Staff Recommendation: THAT Council authorize Staff to proceed with issuing a Request for Proposal for new Automated Metering Reading (AMR) meter transmitters as part of the City of Stratford's Water Metering Program.

Prepared by: Sean Beech, Manager of Environmental Services
Recommended by: Taylor Crinklaw, Director of Infrastructure
 Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: June 25, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Emily Skelding, Supervisor of Waste Operations
Report Number: ITS25-011
Attachments: None

Title: Stratford Landfill Public Input Invited June 2025

Objective: To consider comments received regarding the operation of the Landfill site.

Background: As a requirement of Environmental Compliance Approval (ECA) Number A150101 for the Stratford Landfill Site, the public must be invited to make comments, either verbal or written, about the operation of the Landfill Site on a semi-annual basis.

Analysis: Notice was placed in the Beacon Herald Town Crier and Marketplace from May 10th through June 21, 2025, inclusive, inviting citizens to provide comments on the operation of the landfill site or request to appear as a delegation at the June 2025 Infrastructure, Transportation and Safety Sub-committee meeting.

At the time of writing this report, no comments or responses from the public have been received by staff.

Financial Implications:

Financial impact to current year operating budget:

As a result of the public engagement there are no implications at this time.

Financial impact on future year operating budget:

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as seeking input to enhance the operation of the landfill.

Work Together For Greater Impact

This report aligns with this priority as this provides an opportunity for public input on landfill operations.

Alignment with One Planet Principles:

Culture and Community

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

Zero Waste

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

Zero Carbon Energy

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

Staff Recommendation: THAT the report titled, "Stratford Landfill Public Input June 2025" (ITS25-011), be received for information.

Prepared by: Emily Skelding, Supervisor of Waste Operations
Recommended by: Taylor Crinklaw, Director of Infrastructure
Adam Betteridge, Interim Chief Administrative Officer



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

BEING a By-law to amend By-law 4-2023, as amended, to make an appointment to the Stratford Economic Enterprise Development Corporation Board of Directors.

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

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

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

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to make appointments to the Stratford Economic Enterprise Development Board of Directors;

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

1. That section 2.9 of By-law 4-2023, as amended, be further amended by adding the following new provision:
 - j) Catherine Newell Kelly be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three-year term to June 2028, with an option for an additional two year term, or until a successor is appointed by Council.
2. All other provisions of By-law 4-2023 remain in force and effect.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 acceptance of a proposal, execution of the contract and the undertaking of work by Synergy Protection Group Inc. for crossing guard services in the City of Stratford (RFP-2025-39).

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

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

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

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

1. That the proposal (RFP-2025-39) of Synergy Protection Group Inc. for crossing guard services in the City of Stratford, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That Synergy Protection Group Inc. is hereby authorized to undertake the provision of crossing guard services pursuant to the said proposal and as directed by the Clerk, or Deputy Clerk, or designate, of The Corporation of the City of Stratford.
3. That the Director of Corporate Services of The Corporation of the City of Stratford is authorized to accept the renewal for the additional two (2) one (1) year terms if satisfied with the provision of crossing guard services.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 a Connecting Links Program Contribution Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Transportation for the Reconstruction of Huron Street Phase 2 Project.

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

AND WHEREAS Section 9 of the Municipal Act 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 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 Government of Ontario has created the Connecting Links Program to provide funding to help municipalities construct and repair roads and bridges on designated Connecting Links;

AND WHEREAS Huron Street is a highway under the jurisdiction and control of The Corporation of the City of Stratford and has been designated as a Connecting Link or as an extension to the Connecting Link by the Minister of Transportation in accordance with Subsection 21 (1) of the Public Transportation and Highway Improvement Act, R.S.O. 1990, c.P.50 as amended;

AND WHEREAS Section 27 of the Municipal Act provides for a municipality to pass by-laws in respect of a highway over which it has jurisdiction;

AND WHEREAS The Corporation of the City of Stratford has applied to the Connecting Links Program for funding to assist in carrying out the reconstruction of Huron Street Phase 2 Project;

AND WHEREAS The Corporation of the City of Stratford is eligible to receive funding under the Connecting Links Program to undertake the said reconstruction;

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

1. That the Connecting Links Program Contribution Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Transportation for the Reconstruction of Huron Street Phase 2 Project, be entered into and the Mayor and Clerk or their respective delegates, be and the same are hereby authorized to execute the Connecting Links Program Contribution Agreement on behalf of and for The Corporation of the City of Stratford and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 acceptance of a tender, execution of the contract and the undertaking of work by Network Sewer and Watermain Limited for the O'Loane Avenue Sanitary Trunk Sewer Extension (T-2025-15).

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

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

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

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

1. That the tender (T-2025-15) of Network Sewer and Watermain Limited for the O'Loane Avenue Sanitary Trunk Sewer Extension, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender (T-2025-15) for the O'Loane Avenue Sanitary Trunk Sewer Extension is \$5,649,999.99, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 acceptance of a proposal, execution of the contract and the undertaking of work by MTE Consultants Inc. for Consulting Services related to Geotechnical Engineering (RFP-2025-44).

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

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

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

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

1. That the tender (RFP-2025-44) of MTE Consultants Inc. for Consulting Services related to Geotechnical Engineering, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender (RFP-2025-44) for the O’Loane Avenue Sanitary Trunk Sewer Extension is \$122,508.95, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 exempt Block 77 on Plan 44M-101, being Parts 1 to 7 (inclusive) on Plan 44R-6364 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6364 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 77 on Plan 44M-101, being Parts 1 to 7 (inclusive) on Plan 44R-6364 for the purposes of conveying street townhouse dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 exempt Block 24 on Plan 44M-100, being Parts 1 to 34 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6299 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 24 on Plan 44M-100, being Parts 1 to 34 (inclusive) on Plan 44R-6299 for the purposes of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 exempt Block 25 on Plan 44M-100, being Parts 35 to 80 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6299 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 25 on Plan 44M-100, being Parts 35 to 80 (inclusive) on Plan 44R-6299 for the purposes of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 exempt Block 26 on Plan 44M-100, being Parts 81 to 126 (inclusive) on Plan 44R-6299 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.

WHEREAS Section 50(7) of the Planning Act, R.S.O. 1990, Chapter P.13, as amended, (hereinafter referred to as the "Planning Act") provides that Council of a municipality may, by by-law, provide that the part-lot control provisions contained in Section 50(5) do not apply to the lands designated in the by-law;

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6299 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units;

AND WHEREAS with the passing of legislation by the Province of Ontario proclaimed on May 22, 1996, whereby Ministry of Municipal Affairs and Housing approval of part-lot control exemption by-law authorized by council, including Council of The Corporation of the City of Stratford, is no longer required;

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 26 on Plan 44M-100, being Parts 81 to 126 (inclusive) on Plan 44R-6299 for the purposes of conveying street townhouse dwelling units to individual owners and to grant easements to allow access to rear yards for internal units.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th 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 acceptance of a proposal, execution of the contract and the undertaking of work by Secure Shield Security Inc. for the provision of parking enforcement services in the City of Stratford (RFP-2025-48).

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

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

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

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

1. That the proposal (RFP-2025-48) of Secure Shield Security Inc. for parking enforcement services in the City of Stratford, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That Secure Shield Security Inc. is hereby authorized to undertake the provision of parking enforcement services in the City of Stratford pursuant to the said proposal and as directed by the Clerk, or Deputy Clerk, or designate, of The Corporation of the City of Stratford.
3. That the Director of Corporate Services of The Corporation of the City of Stratford is authorized to accept the renewal for the additional two (2) one (1) year terms if satisfied with the provision of parking enforcement services in the City of Stratford.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual



STRATFORD CITY COUNCIL
CONSENT AGENDA

July 28, 2025

REFERENCE NO. CONSENT AGENDA ITEM

CA-2025-092 In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

- Britannia Street, from Forman Avenue to Nightingale Place, will be temporarily closed Monday July 7, 2025 to Friday July 11, 2025 to facilitate the necessary servicing work. Traffic attempting to travel eastbound/westbound on Britannia Street between Forman Avenue and Nightingale Place be required to detour along Crawford Street.
- Cobourg Street between Front Street and Nile Street will be temporarily closed July 9, 2025, between 8 a.m. and 7 p.m. due to construction work. The closure is necessary for the installation of a new sanitary sewer lateral at 187 Cobourg Street. Local traffic will have two-way access on either side of the work site. The sidewalk on the south side will also be closed at the site, but the north side will remain open with the possibility of limited access throughout the duration of the job.
- Devon Street from Pleasant Drive to Gordon Street will be closed Wednesday, July 9, 2025, for one day only, local traffic only, due to watermain repair.
- Burritt Street from Willow Street to Devon Street will be closed, Wednesday, July 9, 2025, for one day only, local traffic only, due to watermain repair.
- John Street North, between Douglas Street and McLagan Drive will be closed, Wednesday, July 16, 2025, for two days only, local traffic only, for the Avon Street and Avondale Avenue Reconstruction Project.
- Forman Avenue from Oakdale Avenue to Britannia Street, Stratford, will be temporarily closed to through traffic, local traffic

only, on Tuesday, July 15, 2025 for one day only due to watermain repair.

CA-2025-093 Road Closure Request – World in a Weekend

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:

From Friday, August 1, 2025, at 6:00 a.m. to Monday, August 4, 2025, at 8:00 p.m.:

- Veterans Drive from Cobourg Street to Waterloo Street

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

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

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

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

CA-2025-094 Noise By-law Exemption Request – World in a Weekend

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 World in a Weekend event.
- For amplification of sound, for the loading and unloading provision [Schedule 2 clause 4], and from the unreasonable noise provision [Schedule 1 clause 8] from 8:00 a.m. to 6:00 p.m. on Saturday, August 2, 2025, and Sunday, August 3, 2025, and from 8:00 a.m. to 8:00 p.m. on Monday, August 4, 2025.
- 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-2025-095 Notification that the Infrastructure Services Department, Public Works Division intends to issue a Request for Quotations in accordance with the City's Purchasing Policy for "Rental of Catch Basin Cleaning Equipment and Staff".
- CA-2025-096 Notification that the Infrastructure Services Department, Environmental Services Division, intends to issue a Request for Proposal in accordance with the City's Purchasing Policy for "Consulting Engineering, Construction, and Inspection Services- Primary Digester Roof and Mixing System Replacement at the Stratford Water Pollution Control Plant."



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

BEING a By-law to authorize the execution of an Agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund.

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 Canadian Alliance to End Homelessness (“CAEH”) entered into the Reaching Home: Canada’s Homelessness Strategy, Homelessness Reduction Innovation Fund (HRIF) Community Capacity and Innovation Stream Contribution Agreement with the Government of Canada, effective February 21, 2025, whereby the Government of Canada (“Canada”) agreed to engage CAEH to administer and implement the HRIF to support communities to test, implement, document, and share innovative, system-level interventions that achieve measurable reductions in community-level homelessness;

AND WHEREAS the HRIF provides communities with one-time funding grants to test, implement, document, and share innovative, system-level interventions that achieve measurable reductions in community-level homelessness;

AND WHEREAS Council for The Corporation of the City of Stratford deems it desirable to enter into an agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund;

AND WHEREAS the term of the Agreement is from August 1, 2025 to July 31, 2026;

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

1. That the Agreement, and any additional required documentation, between The Corporation of the City of Stratford and the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund, 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 28th 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 confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 28, 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 28, 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 28th day of July, 2025.

Mayor – Martin Ritsma

Deputy Clerk – Audrey Pascual