



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4780th
Date: Monday, September 8, 2025
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief

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

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

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

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

Pages

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

3. **Adoption of the Minutes:**

10 - 28

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated August 11, 2025, and the Minutes of the Special Meeting of Council of The Corporation of the City of Stratford dated August 13, 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 September 8, 2025 be added to the Agenda as printed.

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

5.1 At the September 8, 2025 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Report of the Director of Infrastructure Services with respect to an update on collective bargaining with the International Brotherhood of Electrical Workers (IBEW) Local 636 (CM-25-20) - Labour relations or employee negotiations (section 239.(2)(d)); and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

5.1 Confidential Report of the City Clerk with respect to a request for legal fee reimbursement (CM-25-19) - 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 Request for Delegation regarding Item 7.1 "Request for Legal Fee Reimbursement" (COU25-108)

Stephen Landers will be speaking to Council in support of Councillor Wordofa's request for the reimbursement of legal fees. Support will also be expressed for protections for Councillors to express themselves.

Motion by

THAT Stephen Landers be heard.

7. Orders of the Day:

7.1 Resolution - Request for Legal Fee Reimbursement (COU25-101)

29 - 30

Motion by

Recommendation: For the consideration of Council.

7.2 Resolution - Recommendation Report for Lands Known as 220 Albert Street – Zoning By-law Amendment Application Z03-25 (COU25-111)

31 - 73

Richard Kelly-Ruetz, GSP Group, will present on behalf of the applicant following the staff presentation.

Motion by

THAT Richard Kelly-Ruetz, of GSP Group, be heard.

Motion by

Staff Recommendation: THAT Zoning By-law Amendment application Z03-25, submitted by GSP Group Inc. on behalf of Sally's Place for the lands located at 220 Albert Street, to change the zoning of the subject lands from a Residential Third Density (R3) Zone to a Residential Third Density and Mixed Use Residential (R3/MUR-1) Zone with site specific regulations BE DENIED;

AND THAT such denial be granted for the following reasons:

- 1) The request is inconsistent with the Provincial Planning Statement, 2024;**
- 2) The request is not in conformity with the goals, objectives, and policies of the Official Plan; and**
- 3) Public comments have been received, reviewed comprehensively, considered, and appropriately addressed through the planning process.**

- 7.3 Resolution - Recommendation Report for Lands Known as 225 Oak Street – Application for Zoning By-law Amendment Z04-25 (COU25-108)** 74 - 89
- Following the staff presentation, Robert Ritz, representing the applicant, will be available to answer any questions.
- Motion by
Staff Recommendation: THAT Application for Zoning By-law Amendment Z04-25, submitted by John Wolfe on behalf of Forster Holdings Inc. for the lands located at 225 Oak Street, to amend the subject land's current General Industrial (I2-19) zone to permit a Day Care Centre as an additional permitted land use BE APPROVED;
- AND THAT** such approval be granted for the following reasons:
- 1) The request is consistent with the Provincial Planning Statement 2024;
 - 2) The request is in conformity with the goals, objectives, and policies of the Official Plan, provided recommended and approved noise mitigation measures are implemented through the site plan approval process and registered on title through an amending site plan agreement;
 - 3) The request would facilitate the development of a day care facility located between residential and employment areas; and
 - 4) Public comments have been received, reviewed, comprehensively considered, and appropriately addressed through the planning process.
- 7.4 Resolution - Ad-Hoc Committee Re: Use of Municipal Accommodation Tax (MAT) and Policy Development (COU25-109)** 90 - 107
- Motion by
Staff Recommendation: THAT direction be provided on the establishment of an Ad-Hoc Committee to provide recommendations on the use of municipal accommodation tax funds and the draft policy developed by staff.
- 7.5 Resolution - Draft 2023 Audited Financial Statements (COU25-110)** 108 - 113
- Motion by
Staff Recommendation: THAT the report titled, "Draft 2023 Audited Financial Statements" (COU25-110), dated September 8, 2025, be received for information;
- AND THAT** Council approve the Draft 2023 Audited Financial Statements to be finalized, including any minor changes if required.

- 7.6 Resolution - Road Widening for Site Plan Application SP03-25 – 963 O’Loane Avenue (COU25-105)** 114 - 116
- Motion by
Staff Recommendation: THAT Council authorize the conveyance of Part 1 on Reference Plan 44R-6380 from Pol Quality Homes Inc. to The Corporation of the City of Stratford;
- AND THAT** upon conveyance of Part 1 on Reference Plan 44R-6380 to the City of Stratford, these lands be dedicated as public highway forming part of O’Loane Avenue.
- 7.7 Resolution - Request an Exemption to Noise Control By-law 113-79 to Allow for a Film Production within Market Square (COU25-106)** 117 - 119
- Motion by
Staff Recommendation: THAT direction be given on the Noise Control By-law Exemption requested from Pining Productions for a film production in Market Square on Wednesday, September 10, 2025 from 10:00 a.m. to 11:00 p.m., Thursday, September 11, 2025, from 11:00 a.m. to 1:00 a.m. and Friday, September 12, 2025, from 11:00 a.m. to 1:00 a.m. from the following provisions:
- Unreasonable Noise [Schedule 1, clause 8];
 - The operation of any auditory signaling device [Schedule 2, clause 1]
 - The operation of loudspeakers and amplification of sound [Schedule 2 clause 2];
 - Loading and unloading [Schedule 2 clause 4].
 - Yelling, shouting, hooting, whistling or signing [Schedule 2, clause 16]
- 7.8 Resolution - T2025-57 Bridge Repairs Contract Tender Award (COU25-107)** 120 - 123
- Motion by
Staff Recommendation: THAT the tender (T-2025-57) for Bridge Repairs be awarded to VanDriel Excavating Inc., for a total tender price of \$556,308.60, including HST;
- AND THAT** the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2025-57.
- 7.9 Resolution - Contract Extension for the Supply and Delivery of Bulk** 124 - 126

Highway Salt (COU25-112)

Motion by

Staff Recommendation: THAT Council receive the report titled, 'Contract Extension for the Supply and Delivery of Bulk Highway Salt' (COU25-112), for information;

THAT Council authorize staff to enter a six-year extension of the Perth County contract for the supply of bulk highway salt with Compass Minerals Canada Corporation;

AND THAT Council authorize staff to enter a six-year extension of the Perth County contract for the delivery and hauling of bulk highway salt with Bossence McCann Corporation Incorporated.

8. Business for Which Previous Notice Has Been Given:

8.1 Notice of Motion from Councillor Wordofa

At the August 11, 2025, Regular Council meeting, notice was given that Councillor Wordofa intended to put forward the following motion for consideration:

"THAT the Mayor be asked to include a temporary shelter in the Rotary Complex for homeless people in the winter as part of the 2026 budget."

The following persons have requested to speak to Council regarding this item:

- Jason Davis - will be speaking in support for an emergency shelter for the unhoused in our community.
- Stephen Landers - will be providing an example to look to in housing and homelessness

Motion by

THAT Jason Davis and Stephen Landers be heard.

Motion by

THAT the Mayor be asked to include a temporary shelter in the Rotary Complex for homeless people in the winter as part of the 2026 budget.

8.2 Notice of Motion from Councillor Wordofa

At the August 11, 2025, Regular Council meeting, notice was given that Councillor Wordofa intended to put forward the following motion for consideration:

THAT a traffic light be installed at the intersection of George Street and Downie Street.

Motion by

THAT a traffic light be installed at the intersection of George Street and Downie Street.

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 September 8, 2025, be adopted as printed.

9.1.1 Policy Update – Expressions of Sympathy (FIN25-016) 127 - 133

THAT Policy A.1.9 be amended to reflect the proposed changes in Attachment 2 to this Report (FIN25-016).

9.1.2 Long Service Award Policy Updates (FIN25-020) 134 - 139

THAT the revised Long Service Award Policy H.1.7 attached to Report FIN25-020 be approved.

9.1.3 Policy Update - Flags at City Hall Policy (FIN25-021) 140 - 147

THAT the Lowering Flags at City Hall Policy A.1.7 be rescinded and replaced with the Flags at City Hall Policy A.1.7 attached to Report FIN25-021.

9.1.4 Composition and Size of Council for the 2026-2030 Term (FIN25-025) 148 - 153

THAT the report titled, "Composition and Size of Council for the 2026-2030 Term (FIN25-025)," be filed.

9.1.5 Advisory Committee Renumeration (FIN25-026) 154 - 160

THAT remuneration be paid to each member of Heritage Stratford, Accessibility Advisory Committee and Committee of Adjustment in the amount of \$125.00 per meeting for each Committee meeting attended and \$50.00 per meeting for Heritage Stratford site plan review meetings, Heritage Stratford permit review meetings and Accessibility Advisory Committee site plan review meetings commencing January 1, 2026;

AND THAT Policy C.3.1 Council Appointed Advisory Committees be updated to reflect the changes to remuneration.

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 11.6 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.6 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11. 6 be read a Third Time and Finally Passed.

- | | | |
|-------------|--|------------|
| 11.1 | Amend the Traffic and Parking By-law - EV Parking Spaces Overnight Exemption | 161 |
| | To amend Section 8, No Parking In Unposted Locations, of the Traffic and Parking By-law 159-2008, as amended, to exempt electric vehicle parking spaces from the 2:00 a.m. to 6:00 a.m. parking restriction. | |
| 11.2 | Alternative Voting Methods By-law | 162 |
| | To authorize the use of internet and telephone voting as an alternate voting method for the 2026 Municipal and School Board Election in the City of Stratford. | |
| 11.3 | Award Tender for Bridge Repairs | 163 |
| | To authorize the acceptance of a tender, execution of the contract and the undertaking of work by VanDriel Excavating Inc. for Bridge Repairs (T-2025-57). | |
| 11.4 | Conveyance for the Widening of O'Loane Avenue | 164 |
| | To accept the transfer (conveyance) from Pol Quality Homes Inc. of Part 1 on Reference Plan 44R-6380. | |
| 11.5 | Dedication of Part of O'Loane Avenue as Public Highway | 165 |

To dedicate Part 1 on Reference Plan 44R-6380 as public highway forming part of O'Loane Avenue in the City of Stratford.

11.6 Z04-25 - 225 Oak Street Zoning By-law Amendment

166

To amend By-law 10-2022, as amended, with respect to application for Zoning By-law Amendment Z04-25 to amend the General Industrial (I2-19) zoning of certain lands located at 225 Oak Street to add a Day Care Centre as an additional permitted use.

12. Consent Agenda: CA-2025-101 to CA-2025-109

167 - 176

Council to advise if they wish to consider any items listed on the Consent Agenda.

13. New Business:

14. Reading of the Confirmatory By-law:

177

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

By-law 11.7 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 8, 2025.

Motion by

THAT By-law 11.7 be read a First and Second Time.

Motion by

THAT By-law 11.7 be read a Third Time and Finally Passed.

15. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the September 8, 2025, Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4778th
 Date: Monday, August 11, 2025
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Henderson and Councillor McCabe

Staff Present: Adam Betteridge - Interim Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services and Interim Director of Human Resources, Tim Wolfe - Director of Community Services, Karmen Krueger - Director of Corporate Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Nancy Roulston - Manager of Engineering, Corry Gunn - Manager of Day Care, Shannon Archer - Business Integration Manager

Also Present: Members of the Public

1. Call to Order:

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

Councillor Henderson and Councillor McCabe 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 August 11, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-342

Motion by Councillor Nijjar

Seconded by Councillor Briscoe

THAT the Minutes of the Special Meeting of Council of The Corporation of the City of Stratford dated July 21, 2025, and the Regular Meeting of Council of The Corporation of the City of Stratford dated July 28, 2025, be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2025-343

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated August 11, 2025, be added to the Agenda as printed.

Carried

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

5.1 At the August 11, 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 with respect to an application for the Festival Hydro Services Inc. Board of Directors (CM-25-17) - Personal

matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera session, personal information was considered, and no direction was given regarding Item 4.1.

6. Hearings of Deputations and Presentations:

6.1 Request for Delegation regarding item 7.2 "Licensing Appeal Committee Appointment" (COU25-103)

R2025-344

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT Barb Shaughnessy be heard.

Carried

Barb Shaughnessy presented to Council regarding the Licensing Appeal Committee Appointment. Highlights of the presentation included:

- an overview of the composition of similar appeal committees in other municipalities including Niagara Falls, Niagara Region, Whitby, Caledon, Essex, and Barrie;
- the committees in the municipalities noted being composed of members of the public;
- an overview of the qualifications required for the appeal committees in other municipalities;
- there being concerns with an appeal committee comprised of Council members only due to the lack of technical knowledge regarding the matters coming before the committee;
- there being concerns with potential conflicts of interest;
- the businesses bringing their appeals to the committee hiring lawyers and planners to represent them and deserve to be heard by a committee who has the expertise to make decisions on these matters;

- it being proposed that the Committee of Adjustment, which is an independent committee appointed by Council, hear the appeals as they are already familiar with planning matters;
- it being proposed that the Committee of Adjustment hear the appeal until a formal Licensing Appeal Committee is formed; and
- it being questioned who will be providing the training to the Licensing Appeal Committee and whether the training will be open to the public.

7. Orders of the Day:

7.1 Resolution - Fees and Charges For 2026 (COU25-102)

R2025-345

Motion by Councillor Hunter

Seconded by Councillor Beatty

THAT the 2026 Fees and Charges By-law to set the fees and charges for services performed by the City in 2026 be approved as presented in Report COU25-102 with an effective date of January 1, 2026;

THAT the Fees and Charges By-law 99-2024, as amended, be repealed upon the new Fees and Charges By-law coming into force and effect;

AND THAT direction be given to the City Clerk to list the 2026 Fees and Charges By-law on a future agenda for consideration by Council.

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

- it being questioned how long the summer ice rates were at \$210 before the rate was increased;
- the Director of Community Services noting that the proposed rate is intended for the recovery of the extra energy consumption costs for the summer ice;
- the Director of Community Services noting that the ice rates were increased slightly last year and that an annual review of rates at other municipal facilities is completed; and

- there being concerns with the increase in the Agriplex rental rates which could be detrimental to local groups.

Motion by Councillor Sebben

Seconded by Councillor Wordofa

THAT the motion be amended to refer the proposed increase to the Stratford Agriplex - Indoor (All 4 courts for sport tournament use) fee to staff for further review.

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

- the Director of Community Services noting that the increase is partly due to the increase in sports tourism for the City and to provide a rate that is sustainable but also competitive;
- local groups already receiving a special discounted rate for their rentals; and
- the fee increase being proposed following a review of rates from other municipalities and the proposed increased fee being well under average cost.

The Mayor called the question on the motion.

Defeated

Members of Council and staff held further discussion regarding the bag tag fees. The Director of Corporate Services noted the increase is based on the recommendations from the waste fee study completed in 2021.

The Mayor called the question on the motion.

Carried

7.2 Resolution - Licensing Appeal Committee Appointment (COU25-103)

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

- having the Committee of Adjustment hear the licensing appeal;
- the City Clerk noting that the Committee of Adjustment was formed for a very specific purpose;

- it being recommended that the terms of reference for the Licensing Appeal Committee be revised to account for the criteria noted by the delegation and Committee of Adjustment members being eligible to apply to be part of the Appeal Committee;
- the Interim Chief Administrative Officer noting that the licensing appeals are currently infrequent but may change in the future;
- it being noted that the Committee of Adjustment in other municipalities are comprised of Council members and it is possible for Stratford Council members to sit on the City's Committee of Adjustment;
- there being no provision in the Municipal Act that prescribes who can sit on a licensing appeal committee;
- the terms of reference for the Licensing Appeal Committee being revised following the hearing of the appeal;
- a member noting they are not in support of the composition of the committee and would prefer to have trained members of the public hear the appeals; and
- the City Clerk noting that the appointments to the Licensing Appeal Committee will only be applicable for the current term of Council and the next Council can decide on the composition and appointment when it comes for their consideration.

R2025-346

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT Councillor Burbach, Councillor Nijjar, and Mayor Ritsma be appointed to act as the Licensing Appeal Committee under the Bed & Breakfast Licensing By-law 180-2004 and the Accommodation Licensing By-law 130-2022;

AND THAT a by-law be adopted to establish the Licensing Appeal Committee and appoint members.

Carried

R2025-347

Motion by Councillor Sebben

Seconded by Councillor Biehn

THAT the review of the composition of the Licensing Appeal Committee be referred to staff to present options to the new term of Council.

Carried

7.3 Resolution - Contracted Human Resources Support Services Update (COU25-099)

R2025-348

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT the report titled, "Contracted Human Resources Support Services Update" (COU25-099), be received for information;

THAT in accordance with the City's Procurement Policy, Council authorize the continuation of transitional support services with Ward & Uptigrove Human Resources Solutions for a term concluding December 31, 2025;

AND THAT the expenditures for this service continue to be recorded under HR consulting costs within the departmental budget.

Carried

7.4 Resolution - Shift in Staffing Complement at Anne Hathaway Day Care (COU25-097)

R2025-349

Motion by Councillor Briscoe

Seconded by Councillor Burbach

THAT Council support changing the staffing model at Anne Hathaway Day Care Centre;

AND THAT the Director of Social Services / Interim Director of Human Resources be authorized to implement the changes in staffing model as noted, removing 4,500 hours of teaching assistant supply hours and adding two full time Teaching Assistant positions.

Carried

7.5 Resolution - Appointment to the Festival Hydro Services Inc. Board of Directors (COU25-100)

R2025-350

Motion by Councillor Beatty

Seconded by Councillor Biehn

THAT John Hoo be appointed to the Festival Hydro Services Inc. Board of Directors for a four year term commencing December 1, 2025;

AND THAT a by-law be adopted to appoint John Hoo to the Board effective December 1, 2025.

Carried

7.6 Resolution - New Mobility Bus Tender Award (COU25-098)

R2025-351

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the proposal (RFP-2025-45) for the supply and delivery of two (2) High Floor Mobility Buses be awarded to Girardin Ontario Inc. in the amount of \$345,600.10 (including HST).

Carried

7.7 Resolution - Resignation from Communities in Bloom Advisory Committee and Energy & Environment Advisory Committee

R2025-352

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the resignation of Linda Wakenhut from the Communities in Bloom Advisory Committee and the Energy & Environment Advisory Committee effective December 31, 2025, be accepted.

Carried

7.8 Resolution - Resignation from the Ad-Hoc Grand Trunk Renewal Committee

R2025-353

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT the resignation of Zach Schultz from the Ad-Hoc Grand Trunk Renewal Committee be accepted.

Carried

7.9 Proclamation - Rail Safety Week

R2025-354

Motion by Councillor Wordofa

Seconded by Councillor Hunter

THAT Stratford City Council hereby proclaims September 15 to 21, 2025 as "Rail Safety Week" in the City of Stratford to raise awareness of rail safety, save lives and prevent injuries in communities including the City of Stratford.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Social Services Committee

R2025-355

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the Report of the Social Services Committee dated August 11, 2025, be adopted as printed.

Carried

9.1.1 Annual Community Income Tax Clinic for Completion of 2024 Returns (SOC25-008)

THAT the City of Stratford issue a thank you to all businesses that provided their support and services during the Annual Community Income Tax Clinic.

10. Notice of Intent:

10.1 Notice of Motion

It was noted that at the September 8, 2025 Regular meeting, Councillor Wordofa intends to put forward the following motion for consideration:

THAT the Mayor be asked to include a temporary shelter in the Rotary Complex for homeless people in the winter as part of the 2026 budget.

10.2 Notice of Motion

It was noted that at the September 8, 2025, Regular Council meeting, Councillor Wordofa intends to put forward the following motion for consideration:

THAT a traffic light be installed at the intersection of George Street and Downie Street.

11. Reading of the By-laws:

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

A member requested that Item 11.6 (By-law 102-2025) be taken separately.

R2025-356

Motion by Councillor Beatty

Seconded by Councillor Hunter

THAT By-laws 95-2025 to 101-2025 be taken collectively.

Carried unanimously

R2025-357

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT By-laws 95-2025 to 101-2025 be read a First and Second Time.

Carried two-thirds support

R2025-358

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT By-laws 95-2025 to 101-2025 be read a Third Time and Finally Passed.

Carried

R2025-359

Motion by Councillor Biehn

Seconded by Councillor Beatty

THAT By-law 102-2025 be read a First and Second Time.

Carried two-thirds support

R2025-360

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT By-law 102-2025 be read a Third Time and Finally Passed.

Carried

11.1 Appoint Municipal By-law Enforcement Officers - By-law 95-2025

To amend By-law 60-2003 as amended, to appoint Municipal By-law Enforcement Officers for the purpose of enforcing City of Stratford By-laws.

11.2 Appoint Inspector under the Building Code Act - By-law 96-2025

To amend By-law 8-2009, as amended, to appoint Cole Archer as Inspector under the Building Code Act for The Corporation of the City of Stratford.

11.3 Award Proposal for High Floor Mobility Buses - By-law 97-2025

To authorize the acceptance of a proposal by Girardin Ontario Inc. for the supply and delivery of two (2) High Floor Mobility Buses (RFP-2025-45).

11.4 Festival Hydro Services Inc. Board Appointment - By-law 98-2025

To amend By-law 4-2023, as amended, to make an appointment to the Festival Hydro Services Inc. Board of Directors.

11.5 Encroachment Agreement - 40 Daly Avenue - By-law 99-2025

To authorize the entering into and execution of an encroachment agreement with Bruce Whitaker and Thomas Atlee to permit the existing retaining wall and parking pad to encroach onto the Daly Avenue municipal road allowance at 40 Daly Avenue.

11.6 Licensing Appeal Committee - By-law 102-2025

To establish a Licensing Appeal Committee.

11.7 Appoint Members to the Licensing Appeal Committee - By-law 100-2025

To amend By-law 4-2023, as amended, to appoint members to the Licensing Appeal Committee.

11.8 Amend Fees and Charges By-law - EV Charger User Fees - By-law 101-2025

To amend the Fees and Charges By-law 99-2024, as amended, for The Corporation of the City of Stratford, to include fees for Electric Vehicle Charging Stations.

12. Consent Agenda: CA-2025-097 to CA-2025-100

12.1 CA-2025-100

R2025-361

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT CA-2025-100, being a resolution from The Corporation of the City of St. Catherines regarding the Elect Respect Pledge, be endorsed.

Carried

13. New Business:

13.1 Avon River Incident

A member noted that the Avon River incident was a serious issue which resulted in losses for downtown businesses as well as the death of animals in the river. The member added that the incident is a tragedy for the community especially as it occurred at the height of tourist season.

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

- the Mayor noting that staff are working with the Upper Thames River Conservation Authority on proposals for raising the water level in the river;
- Upper Thames River Conservation Authority having been requested to provide Council with an update regarding the situation as well as the steps to be taken to mitigate the issue in the future;

- the City working with the individuals who have been directly impacted by the issue;
- the Interim Chief Administrative Officer noting their appreciation for staff who responded to the issue;
- staff being in close communication with the Upper Thames River Conservation Authority regarding the matter and a debrief as well as the release of information regarding the clean-up efforts being planned in the coming weeks;
- it being questioned who will be responsible for the incident; and
- the Interim Chief Administrative Officer noting that proper flood control infrastructure is in place and the failure did not result from the actions of staff but rather the design of the gate.

14. Adjournment to Standing Committees:

The next Regular Council meeting is September 8, 2025, in the Council Chamber, City Hall.

R2025-362

Motion by Councillor Biehn

Seconded by Councillor Burbach

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

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

and 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 August 11, 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 August 11, 2025 Reconvene meeting.

15.2 Committee Reports

15.2.1 Finance and Labour Relations Committee

R2025-363

Motion by Councillor Hunter

Seconded by Councillor Biehn

THAT Items 6.2 and 6.3 of the Finance and Labour Relations Committee meeting dated August 11, 2025, be adopted as follows:

6.2 Appointment of Deputy Mayor (FIN25-023)

THAT the process to appoint a deputy mayor continue to be completed by the Mayor and Council.

6.3 2026 Municipal and School Board Election Alternative Voting Methods (FIN25-024)

THAT the use of internet and telephone voting in the 2026 municipal and school board election be approved;

AND THAT free transit on election day be approved to support access and remove barriers to voting for the 2026 municipal and school board election;

AND THAT the Clerk be directed to prepare a by-law authorizing the use of internet and telephone voting in the 2026 municipal and school board election.

Carried

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

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

11.9 Confirmatory By-law 103-2025

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on August 11, 2025.

R2025-364

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT By-law 103-2025 be read a First and Second Time.

Carried two-thirds support

R2025-365

Motion by Councillor Nijjar

Seconded by Councillor Biehn

THAT By-law 103-2025 be read a Third Time and Finally Passed.

Carried

15.4 Adjournment of Council Meeting

R2025-366

Motion by Councillor Hunter

Seconded by Councillor Wordofa

THAT the August 11, 2025, Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 7:44 P.M.

Reconvene Meeting Start Time: 8:24 P.M.

Reconvene Meeting End Time: 8:25 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



Stratford City Council Special Council Open Session MINUTES

Meeting #: 4779th
 Date: Wednesday, August 13, 2025
 Time: 5:00 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Biehn, Council Henderson, Councillor Sebben

Staff Present: Adam Betteridge – Interim Chief Administrative Officer, Karmen Krueger – Director of Corporate Services, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk

Also Present: Member of the Public

1. **Call to Order:**

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

Councillor Biehn and Councillor Henderson provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Respectful Conduct Statement

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

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

Name, Item and General Nature Thereof

There were no disclosures of pecuniary interest made by a Member at the August 13, 2025, Special Council meeting.

3. **Adjournment into Closed Session:**

R2025-367

Motion by Councillor Beatty

Seconded by Councillor McCabe

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

4.1 Confidential Report of the Chief Executive Officer of Festival Hydro with respect to a commercial matter (CM-25-18) - A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization (section 239.(2)(i)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

Carried

The Special Council meeting adjourned to a closed session at 5:03 p.m.

The Special Council meeting reconvened at 5:47 p.m.

4. Closed Meeting Summary

At the In-camera Session, direction was given to the CEO of Festival Hydro Inc. on Item 4.1, "Confidential Report of the Chief Executive Officer of Festival Hydro with respect to a commercial matter (CM-25-18)."

5. Report of the Director of Corporate Services

5.1 Resolution - Proposed 2026 Multi-Year Budget Process and Tentative Schedule (COU25-104)

R2025-368

Motion by Councillor Hunter

Seconded by Councillor Wordofa

THAT the report titled, "Proposed 2026 Budget Process and Tentative Schedule (COU25-104), dated August 13, 2025, be received;

AND THAT Council provide direction regarding any changes to the budget survey and/or public engagement format preference;

THAT Council provide staff with any specific known initiatives to be brought forward for consideration by the Mayor, changes or additions to capital projects identified in the current 10-year capital forecasts, and changes in service levels or activities to advance the approved strategic priority goals it wishes to be considered for the 2026 fiscal year, if any at this time;

THAT Council reduce the period as set out in subsection 7(3) of O. Reg. 530/22 to pass a resolution making an amendment to the proposed budget from 30 days to 15 days;

AND THAT Council reduce the period as set out in subsection 7(10) of O. Reg. 530/22 to override the head of council's veto of an amendment to the proposed budget from 15 days to 7 days.

Carried

6. Reading of the By-laws:

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

6.1 Confirmatory By-law 104-2025

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on August 13, 2025.

R2025-369

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT By-law 104-2025 be read a First and Second Time.

Carried two-thirds support

R2025-370

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-law 104-2025 be read a Third Time and Finally Passed.

Carried

7. Adjournment:

R2025-371

Motion by Councillor McCabe

Seconded by Councillor Briscoe

THAT the August 13, 2025, Special Council Meeting adjourn.

Carried

Meeting Start Time: 5:00 P.M.

Meeting End Time: 5:50 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: September 8, 2025
To: Stratford City Council
From: Tatiana Dafoe, City Clerk
Report Number: COU25-101
Attachments: None

Title: Request for Legal Fee Reimbursement

Objective: To consider the request from Councillor Wordofa for legal fees to be reimbursed.

Background: A request has been received from Councillor Wordofa for legal fees incurred as a result of investigations that have been conducted to be reimbursed by the City.

Analysis: The City has reviewed its Insurance Policy and the Policy does not provide coverage for these fees.

Council can choose to reimburse Councillor Wordofa for the full amount of the fees, a portion of the fees, or file the request (meaning take no action).

Financial Implications:

Financial impact to current year operating budget:

If a decision is made to reimburse the legal fees approximately \$14,571.10 will be funded from the 2025 operating budget.

Financial impact on future year operating budget:

Additional funds may be required in future year operating budgets in order to cover similar requests.

Legal considerations:

Legal advice is to be provided at the August 11th closed session.

Insurance considerations:

The City's Insurance Policy does not provide coverage for these fees.

Other:

The City has not adopted an Indemnification Policy and it is unknown whether such a policy would provide coverage for these fees in this circumstance.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose of the report is to consider a request from Councillor Wordofa for legal fees to be reimbursed.

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles as the purpose of the report is to consider a request from Councillor Wordofa for legal fees to be reimbursed.

Recommendation: For the consideration of Council.

Prepared by: Tatiana Dafoe, City Clerk



PLANNING REPORT

Date: September 8, 2025
To: Mayor and Council
From: Alexander Burnett, Intermediate Planner
Report Number: COU25-111
Attachments: Public Comments Received, Public Meeting Minutes June 23, 2025

Title: Recommendation Report for Lands Known as 220 Albert Street – Zoning By-law Amendment Application Z03-25

Objective: The purpose of this report is to provide a recommendation on Zoning By-law Amendment application Z03-25 submitted by GSP Group Inc. (c/o Richard Kelly-Ruetz) on behalf of Sally's Place (c/o Sara Headley) for lands municipally known as 220 Albert Street.

Zoning By-law Amendment

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

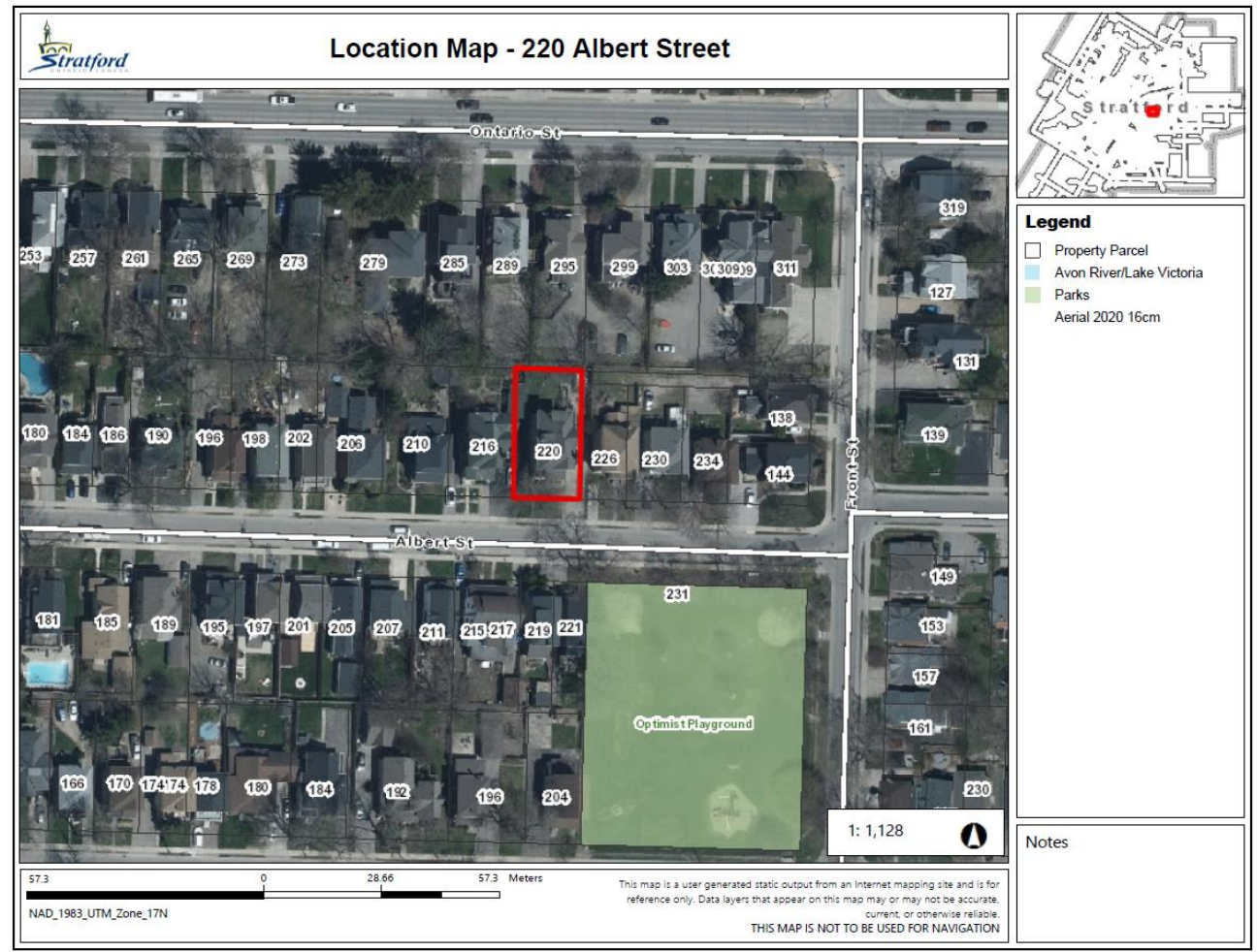
- All required parking spaces for an inn with three dwelling units may be located within the existing driveway.

The following documents were submitted in support of the application:

- Planning Justification Report
- Property survey

Upon completion of the public meeting, additional information was provided by the applicant including a conceptual parking sketch and documentation regarding the removal of a tree on the property.

Location Map



Background:

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

Site Characteristics:

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

Surrounding Land Uses:

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

Site Photo



Agency Comments

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

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

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

Analysis:

Provincial Planning Statement 2024

The Provincial Planning Statement ("PPS") came into effect on October 20, 2024 replacing the Provincial Policy Statement, 2020 and the 2020 Growth Plan for the Greater Golden Horseshoe. The PPS provides direction on matters of provincial interest under Section 3 of the Planning Act, specifically relating to building homes, sustaining strong and competitive communities, infrastructure and facilities, wise use and management of resources, and protecting public health and safety. All decisions on planning matters are required to be consistent with the PPS.

Vision

Chapter 1 of the PPS declares the Government of Ontario's goal to build 1.5 million homes by 2031. While the reduction of residential dwelling units is not specifically addressed in the PPS, the conversion of a dwelling to a commercial use in the form of an inn can be considered counterintuitive to achieving this goal.

Planning for People and Homes

Policy 2.1.6. of the PPS directs municipalities to support complete communities by accommodating an appropriate range and mix of land uses, (housing options, employment, institutional uses, recreation, and other uses), to meet the long-term needs of communities. The conversion of the existing triplex into an inn would add to the mix of land uses within the community, however planning staff are concerned that the proposed commercial inn use is not appropriate for the residential neighbourhood on Albert Street. It is anticipated that the proposed inn use would result in negative impacts to neighbouring properties (i.e. noise, parking concerns), and that mixed-use uses of this nature are better suited along arterial roads or designated commercial areas. The impact to essential neighbourhood qualities is to be further examined in accordance with the City's Official Plan policies.

Housing

Policy 2.2 of the PPS guides municipalities to “provide for an appropriate range and mix of housing options to meet the projected needs of current and future residents of the regional market area”. The proposed commercial inn use is not included within the PPS’s definition of housing options as it does not consider temporary accommodations.

Settlement Areas

Policy 2.3 of the PPS requires that settlement areas be the focus of growth and development within municipalities. Redevelopment is to be supported for the achievement of complete communities, including by planning for a range and mix of housing options and prioritizing planning and investment in the necessary infrastructure and public service facilities. The subject lands are within a settlement area, however as previously mentioned, the proposed inn is not considered as a housing option nor an appropriate use for the subject community.

As such, Zoning By-law Amendment application Z03-25 is inconsistent with the policies of the PPS.

Official Plan

The subject lands are designated ‘Residential Area’ on Schedule ‘A’ of the City’s Official Plan.

Economic development

Section 3.3 of the City’s Official Plan refers to policies for economic development. As per section iv) and vi), the City will “continue to actively promote Stratford as a cultural tourism destination with the Stratford Festival as its central focus” and will “encourage the upgrading of existing accommodating establishments and promote the establishment of new accommodation establishments and facilities in order to provide the widest variety possible to meet the needs of all visitors to the City”. The proposed conversion of the existing triplex into a commercial inn would establish a new accommodation establishment within the city, anticipated to be used predominately by tourists visiting Stratford during the Stratford Festival season. Additionally, the proposed inn units are to be full apartment units, consisting of complete kitchens, bathrooms, and laundry facilities which differs from traditional accommodation establishments. This distinction aligns with the City’s goal to provide the widest variety of accommodation establishments to meet the needs of all visitors to the City. As such, the subject proposal is considered to conform to the economic policies of the City’s Official Plan.

Housing

Section 3.4.1 of the Official Plan recognizes that the City needs to protect the viability of the community by ensuring that there is a full range of housing options. As determined by the PPS, the proposed commercial inn use does not meet the definition of a housing option, and as such, the conversion of the existing triplex into an inn does not meet the housing goals of the Official Plan. It is worth noting that the applicant intends to offer “medium-term rentals”, typically ranging from 1-6 months during the tourism off-season. However, the City does not have a definition for “medium-term rentals”, as any rental period greater than 28 days is considered “long-term”, which is currently permitted as of right on the subject lands under the existing R3 zoning.

Land Uses Permitted in All Designations

Table 1 of the Official Plan details land uses that are permitted within any designation across the city (except within regulatory flood lines). As part of this list, “visitor accommodation in private homes” is listed, in accordance with previously discussed section 3.3’s goal of supporting the City’s tourism industry. However, “visitor accommodation in private homes” does not include commercial inns, and so the proposed use would not be permitted as of right in residential areas. Table 1 further explores criteria for permitting visitor accommodation in private homes, by listing select criteria that must be followed to evaluate proposed uses. The subject application meets several of the listed criteria, such as the suitability of the dwelling intended, adequacy of municipal water and sewer systems, and location above the UTRCA Regulatory limit. However, the current R3 Zoning does not permit inns, and as such, does not qualify to be permitted as of right.

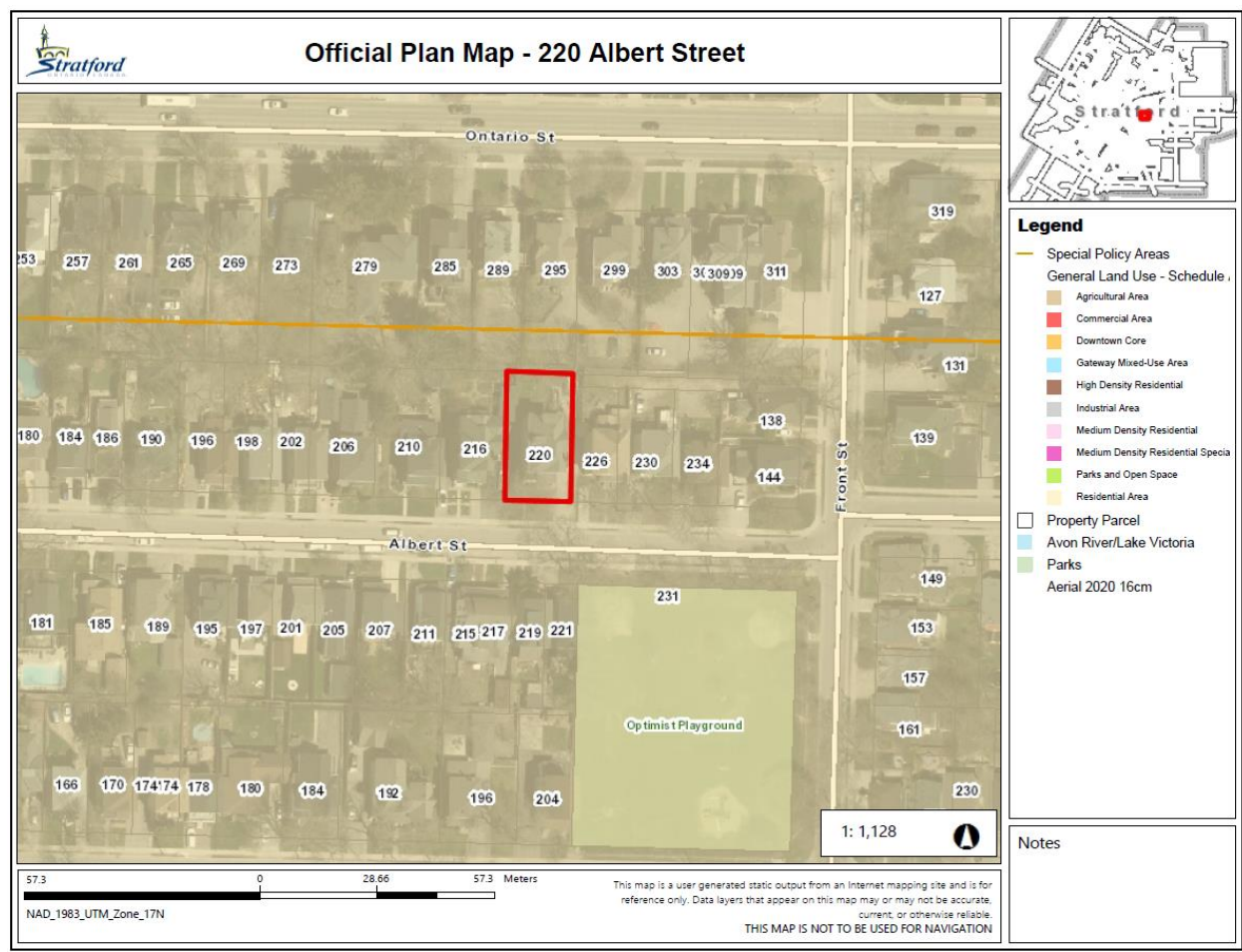
Goals and Objectives for Residential Areas

The goals and objectives of the Residential Area designation include maintaining essential neighbourhood qualities of “quiet enjoyment, privacy, upkeep, and public health and safety”, and “permitting certain non-residential uses which are complementary to, or compatible with, the neighbourhood or which meet neighbourhood needs, and which do not individually or cumulatively undermine essential neighborhood qualities”. Though no significant exterior alterations to the existing dwelling are proposed as part of the subject application, as a commercial use, Planning Staff are concerned that the proposed inn will result in undesirable noise increases and upkeep issues that may negatively impact the surrounding neighbourhood. Short-term rentals (any rental period less than 28 days) can be causes for increased disturbances within a neighbourhood, because of continuous guest turnover, and permitting up to three short-term units to operate on one property, would

collectively have negative impacts on the essential neighbourhood qualities of area residents. Furthermore, it is anticipated that the proposed inn use will result in additional parking required on the property than is currently available, which will impact the limited street-parking on Albert Street. It is worth noting that the subject parcel has merged with both 295 & 299 Ontario Street owned by the applicant which may lead to increased parking through the development of a shared parking area. However, as this shared parking plan is only conceptual currently, concerns about parking availability remain. As such, the subject application is not anticipated to maintain the essential neighborhood residential qualities of the City's Plan and is therefore considered incompatible with the neighbourhood.

As a result, Zoning By-law Amendment application Z03-25 does not conform to the City's Official Plan.

Official Plan Map

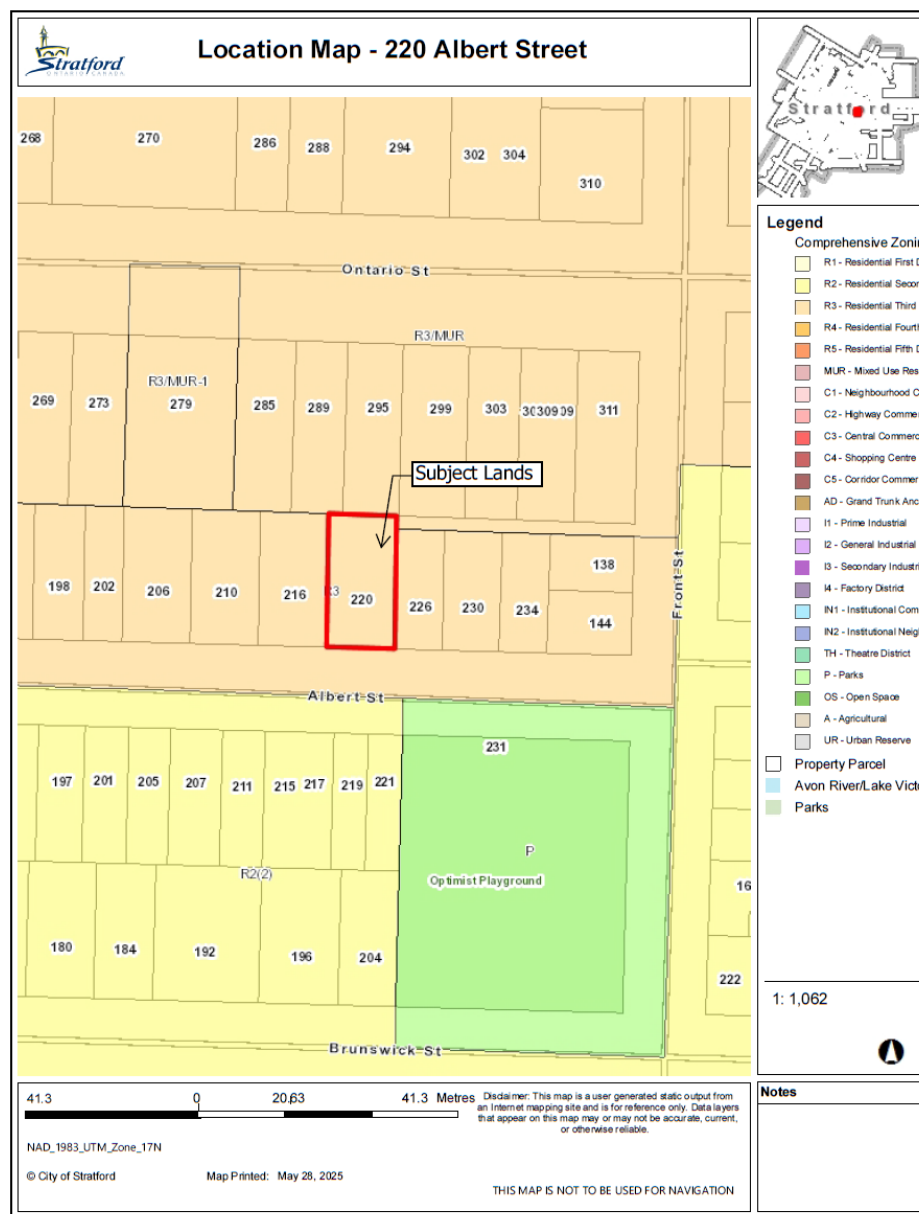


Zoning By-law

The subject lands are currently zoned Residential Third Density R3 Zone under the City of Stratford Comprehensive Zoning By-law. The R3 zone permits triplex dwellings in addition to quadraplex and single detached dwellings. The Zoning By-law Amendment application requests a site specific Residential Third Density R3 and Mixed-Use Residential MUR Zone (R3/MUR – 1) to permit the conversion of the existing triplex into an inn with site-specific provisions:

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

Existing Zoning Map



Permitted Uses

The applicant is requesting to rezone the subject lands to a site-specific Residential Third Density and Mixed-Use Residential MUR zone (R3 / MUR -1) to facilitate the conversion of the existing triplex into a commercial inn. Permitted uses of the R3 zone include the existing triplex and permitted uses of the MUR zone include the proposed inn. As the proposal does not conform to the Residential policies of the Official Plan, Planning staff are unsupportive of rezoning the subject lands to a R3 / MUR zone to permit the use of an inn.

It is worth noting that the requested MUR zone permits additional commercial uses such as a clinic, a professional or business office, a commercial school, personal care establishment, or pet grooming establishment. Should City Council motion to approve the subject application, Planning advises that the permitted use of an inn be added to the R3 zone to prevent any of the additional MUR uses from operating on the property, as they were not considered as part of this report's analysis.

Parking

As part of the Zoning By-law Amendment application, the applicant is requesting a site-specific provision to satisfy all parking requirements for the inn within the existing driveway. The City's Zoning By-law requires 1.0 parking spaces per guestroom, plus an additional 1.0 spaces per dwelling unit. As the proposed inn is to include 5 guestrooms, the required number of parking spaces is 5. As per the submitted parking sketch submitted by the applicant, the existing driveway contains room for 4 parking spaces. Planning Staff have concerns about increased street parking as a result of this requested reduction and its impact on the neighbourhood. Additionally, Planning Staff encourage site specific provisions to be quantifiable, as enforcing "the existing driveway" can prove difficult. As such, Planning Staff do not support the request to permit the existing driveway to satisfy the parking requirements for the Zoning By-law. Staff note that the applicant has expressed interest in creating a centralized parking area in the rear of the property, as 220 Albert Street has merged with 295 and 299 Ontario Street. Should Council approve the use of an inn on the property, Planning Staff recommend that the applicant further explore this centralized parking option to ensure that all parking requirements of the Zoning By-law are met.

Public Comments

The following concerns were raised as part of the application's circulation and public meeting process:

Character of the neighbourhood

Members of the public raised concerns that the proposed inn would negatively impact the character of the neighbourhood, as it is a commercial use in a residential area. Though within walking distance of the Downtown Core, the subject lands are designated Residential Area on Schedule "A" of the City's Official Plan, and Albert Street

east of Nile Street functions predominantly as a residential street. No significant exterior alterations are planned for the existing dwelling, however, as the neighbourhood is distinctly residential in nature, Staff anticipate the disturbances resulting from the proposed inn, such as noise and upkeep issues. As such, the conversion of the triplex into a commercial inn would undermine essential neighbourhood qualities and the character of the area.

Parking

Concerns were raised by members of the public that the proposed inn would result in increased parking on Albert Street. As Albert Street is a one-way street, parking is limited to the southern side, and parking across from a driveway is prohibited. As the existing driveway at 220 Albert Street provides four parking spaces, less than the 5 required number for the proposed three-unit inn as per the City's Zoning By-law, Planning Staff recognize that an overflow of parking may occur. While overnight street parking is prohibited, as per the City's Traffic and Parking By-law, Planning staff anticipate that the proposed inn will result in increased parking along Albert Street, as short-term rentals often generate multiple vehicles per unit.

Precedent

Concerns were raised that approval of the subject application would create a precedent across the City that the conversion of existing residential dwelling units into inns would be supported as-of-right. Though planning decisions take into consideration several factors including neighbourhood context, all planning applications are reviewed independently of past decisions without precedent and evaluated based on their own merit.

Removal of three long-term rental units

Members of the public expressed concerns with the proposed removal of three long-term rental units as a result of the proposed inn use. While the applicant intends to provide a mix of short-term rentals and long-term rentals on the subject property, the conversion of the existing triplex into an inn would reduce the number of long-term rental units available in the City. Planning Staff share these concerns as like many other municipalities across the region, Stratford is prioritizing adding more housing units, especially within established neighbourhoods, to address housing needs. Planning Staff are of the opinion that the proposed conversion of the existing triplex into an inn is not in the public's interest, as the loss of long-term rental units in favour of short-term rentals contributes further to the ongoing housing crisis.

Through-lane between Albert Street and Ontario Street

Members of the public raised concerns about the potential of a through-lane between 220 Albert Street and the properties to the north along Ontario Street (295 & 299 Ontario Street) as the applicant has merged the properties on title. Though the applicant has indicated potential plans to create a centralized parking area between the three properties, Planning Staff have no concerns with the creation of a through lot on the subject lands. Through lots are permitted by the City's Zoning By-law and with the

total number of parking spaces required to be provided for all three properties, it is not anticipated that the through-lane would act as a roadway between the two streets.

Traffic

Concerns were raised about increased traffic on Albert Street, as a result of the proposed inn. Albert Street is classified as a collector road on Schedule "D" of the City's Official Plan and is therefore designed with a capacity greater than local roads. It is not anticipated that the proposed inn use would result in a significant traffic increase on Albert Street, as the tenants for the units are likely to park their respective vehicles for long periods of time and walk to destinations in close proximity.

Tree removal

Concerns were raised during the public meeting that a tree on the subject property was improperly removed. After the public meeting, it was confirmed by the City's Community Services Department that the tree in question was removed appropriately, due to declining health, and that the required permit was issued.

Letters in support of the application were also received:

Economic impact

Members of the public expressed support for the positive economic impact the proposed inn will have on the local economy. The proposed inn would provide accommodation for tourists, benefiting establishments like the Stratford Festival and businesses of the City's Downtown Core.

Need for tourist accommodations

Members of the public supported the application's creation of an additional tourist accommodation establishment in the City. The proposal would create up to three inn units which would support the needs of tourists visiting the City during peak season.

Financial Implications:

If approved, the proposed development would be required to follow all licensing requirements of the City's By-law Division, including annual fees. In addition, the property would be subject to the City's Municipal Accommodation Tax for all applicable short-term rental accommodations.

Staff Recommendation: THAT Zoning By-law Amendment application Z03-25, submitted by GSP Group Inc. on behalf of Sally's Place for the lands located at 220 Albert Street, to change the zoning of the subject lands from a Residential Third Density (R3) Zone to a Residential Third Density and Mixed Use Residential (R3 / MUR – 1) Zone with site specific regulations BE DENIED;

AND THAT such denial be granted for the following reasons:

- 1) The request is inconsistent with the Provincial Planning Statement, 2024;**
- 2) The request is not in conformity with the goals, objectives, and policies of the Official Plan;**
- 3) Public comments have been received reviewed comprehensively considered, and appropriately addressed through the planning process.**

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



CITY OF STRATFORD PUBLIC MEETING MINUTES

A public meeting was held on Monday, June 23, 2025, at 7:07 p.m., in the Council Chamber, at Stratford City Hall, 1 Wellington Street. The purpose of the public meeting was to give Council an opportunity to hear and consider comments from the public regarding Zone Change Application Z03-25. The application affects the property with the municipal address of 220 Albert Street, Stratford.

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

STAFF PRESENT: Adam Betteridge - Interim Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Marc Bancroft - Manager of Planning, Alexander Burnett - Intermediate Planner, Miranda Franken – Council Clerk Secretary

ALSO PRESENT: Richard Kelly-Ruetz, Senior Planner, GSP Group, agent for the applicant, members of the public and media.

Mayor Ritsma called the meeting to order and stated the purpose of this meeting was to give Council and the public an opportunity to hear and consider comments from the public regarding Zone Change application Z03-25, affecting property with municipal address of 220 Albert Street, Stratford.

The Mayor explained the order of procedure for the public meeting.

STAFF PRESENTATION

Alexander Burnett, Intermediate Planner, referring to a PowerPoint presentation, provided an overview of the application. Highlights of the presentation included:

- the application having been submitted by GSP Group on behalf of Sally's Place;

- the subject lands being located on the south side of Albert Street and currently used as a triplex dwelling;
- the surrounding land uses including single detached dwellings, mixed use residential and a public park;
- the request being to rezone the Residential Third Density R3 Zone on the subject lands to a Site Specific Residential Third Density and Mixed-Use Residential MUR Zone (R3/MUR – XX) to permit the conversion of the existing triplex into an inn;
- the application also requesting a site-specific general provision that all required parking spaces for the inn be permitted within the existing driveway;
- current zoning permitting a variety of residential uses including the existing triplex;
- the application having been circulated to agencies on May 30, 2025, with the following comments being provided and no objections being received:
 - the City's By-law Division will require any future inn on the property to be licensed in accordance with the City's Licensing By-law; and
 - the Clerk's Office expressed that consideration should be taken for potential overflow parking from the proposed inn because of surrounding street parking restrictions.
- the application having been circulated to property owners within 120 meters of the subject lands on May 30, 2025, and notification having been published in the Beacon Herald, Town Crier on May 31, 2025 with the following key issues raised:
 - the removal of three long-term rental units;
 - the overflow of parking onto Albert Street;
 - a potential through lane between Ontario Street and Albert Street (as the owner owns the abutting properties to the north);
 - disruption to the residential character of the neighbourhood; and
 - a precedent for further commercialization of residential properties in the neighbourhood.
- staff to review and respond to comments in a future planning report along with any additional comments received;
- letters having been received in support of the application for the following reasons:
 - the site proximity to the downtown core;

- a positive economic impact on the local community; and
- a need for additional short term units within the City.

QUESTIONS FROM COUNCIL

Councillor Biehn asked what policies or tools are in place to protect long term rentals and what specific policies of the Official Plan (OP) apply to this application. The Intermediate Planner replied there are several policies in the OP to protect long term units within the City including the Stable Residential Area Policy (SRAP) which applies to this proposal as they are located within a residential area. They noted when planning conducts a thorough analysis of the property it will be done in accordance with the SRAP to ensure the proposal meets the standards and is deemed compatible with the neighborhood. The OP also having policies that give direction to promote tourism accommodation establishments with this to be reviewed as well. The Intermediate Planner noted the Zoning By-law protects long term housing by setting limits and permitted uses and being a tool for Council to set priorities for long term housing.

Councillor Henderson requested clarification if the subject property is currently operating with short term rentals in the summer and long-term rentals in the winter. The Intermediate Planner replied this is the intention for the future but that the Applicant's Agent can confirm current use.

AGENT PRESENTATION

Richard Kelly-Ruetz, Senior Planner, GSP Group, representing the applicant Sally's Place (c/o Sally Headley), referred to a PowerPoint presentation and provided the following information regarding the application;

- the proposal being to add the use of an inn to the existing triplex to allow the 3 units to be rented on a long term accommodation basis;
- the purpose being to extend the Sally's Place operation of two existing facilities located to the rear of the subject property on Ontario Street to include the Albert Street location;
- the property being centrally located and 5 to 10 minutes from downtown, the Stratford Festival and other facilities;
- the existing Ontario Street Sally's Place Inn's having been in operation for over 20 years;
- 220 Albert Street having been acquired by the applicant in 2024 with the applicant living in the main floor unit on a temporary basis with units 2 and 3 being currently vacant;

- the intention being for all three to operate as inns to allow for short term rentals;
- the property currently being zoned R3 and permitting short term rentals if the owner lives on site with the applicant desiring the option to rent all units;
- each unit to have a bedroom, kitchen, laundry and living facilities and to be a 'home away from home';
- the short term rentals being for tourists in peak season in spring, summer and early fall,
- the request being to permit long term rentals beyond 30 days to be offered throughout the year;
- the applicant having a good working relationship with local factories and workers who come to the City for one to two months as well as summer residents living elsewhere through the year;
- there being a high demand for these longer term stays with the existing Sally's Place offering this option;
- details of site function and improvements including the following:
 - all parking to be accommodated on site including spaces in the existing driveway;
 - intending to maintain the existing look, feel and character of the home;
 - the existing exterior wooden stairs to be relocated indoors with the appropriate building permits; and
 - the property to be managed by a local resident.
- the proposal to help enable a complete community in Stratford, to add a range of mixed land uses, to be compatible with the existing neighborhood, and to provide temporary housing options to a variety of users, tourists, factory workers and seasonal workers.

QUESTIONS FROM COUNCIL

Councillor Burbach asked if the Ontario Street locations are zoned to be inns. The Agent replied the Ontario Street Locations have the MUR zoning allowing an inn.

Councillor Wordofa inquired if there have been security issues. The Agent noted Sally's Place has not had issues with tenants on Ontario Street and tenants being vetted before renting to ensure quality tenants. They noted this would be done for the Albert Street units as well.

Councillor Briscoe inquired about the Underused Housing Tax and asked for clarification if long term is used to mean one tenant in for 180 days. The Agent noted they are not familiar with the tax.

Councillor Henderson noted the outside stairs are to be moved inside and asked if the applicant is looking at making the building more accessible. The Agent confirmed the stairs are to be relocated indoors and could not speak to particulars of accessibility but if there are building permits the Building Code to address accessibility.

Councillor Burbach asked if the driveway is to be extended through to the Ontario Street properties. The Agent noted the intent through this application is to permit parking within the existing driveway with no plans at this time to extend to the Ontario Street properties. They noted this concern to be reviewed with the applicant.

QUESTIONS/COMMENTS FROM THE PUBLIC

Amanda Hatton, owner of Avery House Bed and Breakfast, expressed support for the application noting the following:

- there needing to be a middle ground between long term and short term stays; and
- the property to be supervised.

Michael Verneau, owner of Strat Guest House, expressed support for the application noting the following:

- the subject property being ideal with ample parking;
- there being a need for accommodations and the relationship between restaurants, the theatre and bed and breakfast establishments which benefit all; and
- the property retaining its look and feel.

Barb Shaughnessy expressed support for the application noting the following:

- municipal parking not being used and that traffic will not increase;
- the property being walkable to the downtown core and supporting local businesses;
- an inn not being only for 180 days and the units permitted to be occupied year-round; and
- the housing market changing rapidly and there being a need to provide different housing options and alternative rental options.

Sue Satchell, an employee of Sally's Place, expressed support for the application noting the following:

- the goal being for the owner to stay on the Albert Street ground floor unit;
- this property having been merged on titled with the Ontario Street properties;
- details being provided on the Unused Housing Tax which took effect in 2022;
- there being a wait list to rent the 220 Albert Street apartments and if approved, the owner to apply for a short term accommodation license and remit the municipal accommodation tax;
- each Sally's Place unit being unique with repeat guests for over 20 years; and
- rate information being provided.

Councillor Henderson asked Sue Satchell if there are plans to make the units accessible. Sue Satchell advised not at this time. The work on the stairs is being done to make it safer as the current stairs are too steep. A permit has been approved for this work.

John Broad expressed concerns with the application noting the following:

- they moved in 2020 specifically to a quiet neighbourhood;
- no comparisons of the subject property can be made to the businesses on Ontario Street as the street is commercial;
- the Albert Street reconstruction project including traffic calming boulevards to turn Albert Street into a registered bike road in a family friendly neighborhood;
- there now being a proposal for a commercial street with a drive through from Albert Street to Ontario Street;
- the fence and a large tree between the properties having been removed;
- it being questioned whether a permit was obtained to remove the tree;
- there being a park kitty corner to 220 Albert Street where children play and this being an introduction of commercial traffic and parking with overflow parking to be provided on Albert Street;
- there being existing parking challenges on Albert Street; and
- the application setting a precedent.

Dominic Clarke expressed concern with the application highlighting the following:

- the individuals in support not being residential home owners who live in the area;
- Albert Street not being a commercial area like Ontario Street;

- noise control to fall to the City when the owner is off site;
- the Albert Street redesign to provide for a low volume of traffic, low speeds and for cyclists with this proposal being hazardous to the park;
- removal of three long term units being inconsistent with the City's support of more affordable housing;
- this proposal setting a precedent;
- asking the City to act in accordance with the housing policy;
- the rear fence having been demolished and the tree felled with a commercial sign illuminated as if the application has been granted;
- guests not being aware that Albert Street is one way; and that
- signage is to be at the City's expense and there being nothing in the application to restrict large and boisterous parties.

Katherine Beverly commented that the change into short term rental means the loss of three long term units. The OP protects long term housing units and creates stable residential areas and the Provincial Planning Statement of 2024 to encourage housing. They noted mixed housing being needed with affordable housing being better.

Pat Reavy stated a precedent will be set on Albert Street with the number of triplexes on the street and the owner having already made an offer on another property which was not accepted. They noted Albert Street has always been residential and safe with the Optimists having put money into the park with this proposal to remove the social capital of bonding.

Alex Sparling stated the 'need' for more tourist accommodation is a 'want'. Alex noted the City has a lot of tourist accommodations and they are in support of raising the local economy but have never seen a tourist sleeping on the street. They noted the loss of three long term housing units being a step away from long term affordable housing and compromising the integrity of the whole City. Alex Sparling asked what it is worth to grow the economy when residents are sleeping along the river or in encampments and asked if the zone change is approved if an incentive can be made to the inn owner to accommodate unhoused individuals in Stratford during the winter season.

Bradley Longjoy asked that one of the units be made available to unhoused individuals and asked that a bike and one-way sign be put in at the cost of the homeowner to support the safety of the community.

Natalie Hern noted they are currently unhoused and commented they are not choosing this with the City making it difficult and spoke of their challenges.

QUESTIONS FROM COUNCIL

Councillor McCabe asked if the merging on title process is public. The Director of Planning replied that this process and application is a Registry Office matter and outside of City jurisdiction.

Councillor Henderson asked if Planning is permitted to not recommended this as it will take away three long term rentals. The Intermediate Planner replied that as part of the analysis they are permitted to recommend Council not support the application with Council to make the final decision. Councillor Henderson noted the City trying to increase affordable and long term housing and recalled a past application requesting a change to short term accommodation as they could make more money.

Councillor Burbach noted the term 'long term rental' being used in two different ways and asked if the OP will include definitions for clarity. The Director of Planning noted the OP provides a definition for short term accommodation with anything else being residential use and applying to both owned and leased premises.

Councillor Wordofa asked if the planners had spoken with the neighbours for feedback. The Intermediate Planner noted feedback having been received through email and phone calls with this Public Meeting being to help inform the future planning recommendation.

Councillor Henderson asked if a homeowner with adjoining properties is permitted to have a common driveway or if a permit is required and noted a certain amount of greenspace being required. The Intermediate Planner noted this being dependent on the revisions proposed. They noted the subject property may be permitted but would require a driveway alteration permit to be approved if changes are being made to the driveway and properties fronting onto two municipal streets being permitted to have a through lane with the driveway alteration approval being delegated to staff.

Councillor Briscoe asked if the speaker from the Strat Guest House could provide information on the comings and goings of their guests to help clarify. As the speaker had left the meeting this information is to be included in a subsequent planning report.

Discussion occurred between Council and the Agent. Highlights of the discussion included:

- it being questioned whether the agent spoke with the neighbours;
- the Agent indicating the public meeting is the normal notification process, that a sign had been posted, and a mailout was circulated with productive comments having been heard at the meeting;
- the Agent not being able to speak to the owner's communications;
- the Agent to follow up with staff to address concerns noted regarding traffic, through driveways, and the loss of long term units; and

- the merging of the three properties being for long term estate planning with there being no intention that this property will be a commercial use.

COMMENTS FROM THE MAYOR

The Mayor advised that City Council intends to consider this application at a future Regular Council meeting where members will have an opportunity for full discussion after reviewing comments received from the public at this time.

Anyone who would like to receive further notice of this matter can email clerks@stratford.ca. A video of this meeting will be posted to the City's website.

The Mayor adjourned the meeting at 8:28 p.m.

There were no requests from members of the public to receive further information about this application.

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

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

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

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

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

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

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

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

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

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

Regards,

Susan Mackie
 [REDACTED]

MY CONCERNS RESPECTING THE ZONE CHANGE APPLICATION TO 220 ALBERT STREET



Dominic Clarke
To Alexander Burnett

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

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

MY CONCERNS RESPECTING THE ZONE CHANGE APPLICATION TO 220 ALBERT STREET

Dear Mr. Burnett,

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

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

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

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

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

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

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

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

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

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

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

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

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

Dominic Clarke



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

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Dear Mr. Burnett,

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

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

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

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

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

Lorraine Gordon



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

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

Dear Mr. Burnett,

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

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

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

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

B) Reduction of Long-term Rental Units

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

C) Commercialization Implications of this Application

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

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

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

Seem to be reflected in Ms. Headley's:

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

ALL before the rezoning application was tabled with the City.

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

Pat Reavy and Denis Beatty



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

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

Dear Mr. Burnett,

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

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

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

Thank you for your consideration of our concerns.

Katharine Beverly & Larry Beattie



June 9th, 2025RECEIVED
CITY OF STRATFORD

JUN 09 2025

BUILDING AND PLANNING
SERVICES

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

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

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

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

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

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

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

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

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

Warm Regards,

Barbara Spears
Manager
Sally's Place

RECEIVED
CITY OF STRATFORDJUN 09 2025
June 9, 2025

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

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

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

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

[REDACTED]

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

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

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

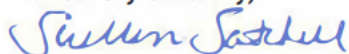
Barbara and Sally are very grateful to you who have supported her and also the hiring of additional staff to help in enforcing the rental by-laws in place.

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

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

[REDACTED]

Yours very sincerely,



Suellen Satchell, Bookkeeper of Sally's Place

[REDACTED]

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

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

Dear Mr Burnett,

Please include my comments for the public meeting.

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

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

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

Barb Shaughnessy,

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

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

Good Afternoon Alexander,

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

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

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

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

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

See you in a few weeks

Very best and sincerely

MJR

--



Michael J Reneau - Owner
The Strat Guest House



From: [Pat Reavy](#)
To: [Alexander Burnett](#)
Cc: [Pat Reavy](#)
Subject: Zone Change Application 203-25
Date: July 6, 2025 9:16:35 PM

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

Mr. Burnett,

There are two additional points that we find perplexing about Zone Change Application 203-25.

1: The Classification Requested in the Application

The **Stratford Festival Visitor's Guide** includes an Accommodation Section broken into three categories.

- A) Bed and Breakfast
- B) Hotels, Motels and Inns.

Bentley's, Fosters, Perth County, Quality, and the Parlour are listed as **"Inns"**. **This is** consistent with the definition of the word Inn: "An establishment that provides accommodations, food, and drink".

- C) Homes, Apartments and Suites

The Sally's Place properties at 295 and 299 Ontario Street are included in this section and are described as **"apartment units"**.

During the June 23rd Council Meeting the owner's agent told attendees that the property at 220 Albert Street will provide services very similar to those available at the two Ontario Street businesses. If the latter are not classified as "Inns" why does this Application ask that the Albert Street triplex be an Inn rather than Apartment Units.

2: Water Run-off Management

Following the Council Meeting, [REDACTED] told 3 of the attending Albert Street residents that the fence had been taken down between 295/299 Ontario Street and 220 Albert Street so that the excess water from melting snow on the Ontario Street properties would run down-hill to Albert Street. We believe that this solution is not consistent with City bylaws. We have had two previous experiences where the City has ruled that a property owner, who has introduced "hard-scaping on their property, is responsible for preventing excess water run-off from their property to adjacent properties. Eg.

In 2007/08 we increased the size of the stone back-yard patio at 185 Water Street, a property that we owned at that time. We were required to put in a large "french-drain" to prevent water run-off leaving our property.

In 2023/24, the owner of 184 Brunswick Street was required to make a number of modifications/additions to his property because of run-off to 205-211 Albert Street.

Thank you for your consideration of this information.

Respectfully,

Pat Reavy and Denis Beatty, [REDACTED].

From: [Frances Latham](#)
To: [Alexander Burnett](#)
Subject: Fwd: Re-Zoning Application 220 Albert Street
Date: July 9, 2025 1:23:23 PM

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

Looks like I had the wrong email address, my apologies

To: <[REDACTED]>, Martin Ritsma <[REDACTED]>

Mr. Burnett and Mayor Ritsma,

We wish to express concern about the proposed variance application for 220 Albert Street.

Having just gone through a 2-year street renewal project (which we supported in every way) and the designation of our street as a 'traffic-calming' zone, we are concerned about the increased traffic, especially since the owner's plan seems to be to connect the Ontario Street properties with the Albert Street property with 1 large parking lot and driveway. It seems counter-intuitive to us to increase traffic on Albert Street, particularly with the park across the street. Sight lines are congested with lots of on-street parking and will be over the next two years (based on our experience) as the next block of Albert Street undergoes renewal. As well, we note that there is next to no enforcement of parking infractions, or more important, bicycles whizzing down our section of Albert Street the wrong way. (Consistent since we moved here in 2012), leaving us wondering how the increased traffic will impact our quiet traffic-calmed street.

Further, to lose 2 or 3 long-term apartment rentals in a city already dealing with a housing shortage seems in opposition to significant housing concerns renters face. Also, short term renters that come and go fundamentally change the character of a neighbourhood, and not in a good way. We are surprised that a non-resident can blithely invest (welcome, yes) and request changes with no concern for impact on permanent residents. The changing of zoning will set quite a precedent for other owners of multiple housing units. I would prefer to see the number of multiple housing units increase in our city rather than decrease through a city-approved decision.

Finally, a couple of questions.

Is this property to be short term rental or an inn? What is the difference? Short term rental means Air B and B and we are fundamentally opposed to this.

Is it to be an inn with an on-site manager?

How many short term rentals and inns exist in our city?

How does the city determine appropriate levels?

Why has the owner already put up a sign advertising her business before the variance is

approved? Everything to date seems to be either a "done deal" or Ms Headley is seeking forgiveness rather than permission. Neither bode well for future neighbourhood cohesiveness.

We look forward to hearing from you.

Bob and Frances Latham



From: [John Broad](#)
To: [Alexander Burnett](#); [Brad Beatty](#); [Jo-Dee Burbach](#); [Martin Ritsma](#); [Lesley Biehn](#); [Taylor Briscoe](#); [Mark Hunter](#); [Bonnie Henderson](#); [Larry McCabe](#); [Harjinder Nijjar](#); [Cody Sebben](#); [Geza Wordofa](#)
Subject: Rezoning 220 Albert Street, Zoning Application Z03-25
Date: July 12, 2025 12:14:48 PM
Attachments: [image006.png](#)
[CofStratford MFOI-2025-026 - Tree Permit Decision Letter and Records.pdf](#)

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

Mr. Burnett,

Further to our previous emails with concerns and opposition to the proposed rezoning of 220 Albert Street into a possible 10 room Inn/Hotel.

If this proposal is allowed to proceed it would be a fundamental change in the nature of Albert Street. Albert Street east of Nile Street is a residential neighbourhood not a commercial business area.

We currently live in a very friendly community within a community. The downtown permanent residents currently enjoy neighbourhoods that reflect the nature of Stratford with family friendly streets and parks.

It is understood the application for rezoning of 220 Albert Street is for an Inn, which caps the number of guest bedrooms/units at 10 for the property:

-



If approved this rezoning would leave 220 Albert Street open to the possibility the current Owner and whomever is the owner in the future could change this property into a Hotel housing up to 20 people (or more if additional temporary beds are provided) and the resulting cars and traffic that would bring.

This rezoning would eliminate (3) long term rental units that are desperately needed in favour of rooms for short term occupancy. The Owner's representatives have already stated that they are catering to those who will be transient occupants.

It has also come to our attention that the current Owner has already put out a request for quotes for the paving of the entire area to the rear of 295-299 Ontario Street **AND** 220 Albert Street. **Ms. Headley's intent is to pave the entire area and have a through driveway/roadway from Ontario Street to Albert Street.**

In order to facilitate this 'new' enlarged parking lot and driveway the Owner removed the fence between the Ontario Street properties and 220 Albert Street as well as a large mature Maple tree with a diameter of 68 centimetres (27 inches as measured by the Owner).

According to the City of Stratford's Private Tree Preservation By-law #86-2020, 3. (1) No Person shall,

without first obtaining a Permit under the provisions of this Bylaw, cause or permit Injury or Destruction of any Private Tree in the City having a trunk diameter of 30 centimetres or greater DBH.

[REDACTED]

We ask:

1. Has a Site Grading Plan been prepared for the Ontario Street and 220 Albert Street properties by a qualified consultant to ensure that the proposed changes to 295-299 Ontario Street and 220 Albert Street do not negatively impact the surrounding properties?
2. Has a Storm Water Management Design been prepared by a qualified consultant to ensure that proposed changes to grading and drainage together with water recharge considerations with the 'new' hard asphalt surfaces proposed at 295-299 Ontario Street and 220 Albert Street properties do not negatively impact the surrounding properties?
3. Have any Geotechnical Engineering and Hydrogeological Engineering Studies been completed by qualified consultant(s) to support the site grading, storm water management and pavement designs for the 'new' asphalt pavement areas proposed and to ensure they are designed and constructed in accordance with City of Stratford Specifications and good engineering practices?

We are currently in a heat wave which is predicted to become the norm in the future. Other cities and municipalities, as well as the Environment Ministers of all levels of government are calling on us to reclaim pavement areas and plant trees to provide a canopy to assist in the cooling of our cityscapes. The killing of this tree and paving of this large area is a large step backward.

The City of Stratford is currently on Stage 3 of the reconstruction of Albert Street which has provided for safe travel for all forms of vehicles – 2 and 4 wheeled at great expense. We enjoy the neighbourliness that this has provided.

Cyclists and electric scooters use this street and sidewalks, driving in both directions sometimes at high speeds as it is quiet and safe. Who will pay for the additional signage required so visitors who are not familiar with Albert Street do not just fly out of the driveway or turn the wrong way?

We would like to see Albert Street remain a community and not be diluted with short term renters who are not invested in this neighbourhood.

[REDACTED]

[REDACTED]

[REDACTED]


We are convinced that Ms. Headley does not have the best interests of Albert Street residents in mind and are **strongly opposed** to rezoning 220 Albert Street to an 'Inn'.

If this rezoning is approved the City of Stratford will have NO future recourse but to approve any/all future rezoning applications for a residence to an 'Inn/hotel' as there are no special circumstances or conditions that separate 220 Albert Street from any other duplex or triplex in the City.

Please consider our concerns and oppose this rezoning application.

Feel free to contact us if you have any questions.

Thank you

Susan Mackie / John Broad


Cc: Mayor Reitsma
All City Councillors

From: [Pat Reavy](#)
To: [Alexander Burnett](#)
Cc: [John Broad](#); [Susan Mackie - Wife](#); [Dominic Clarke](#); [Frances Latham](#); [Lorraine Gordon](#); [Katharine Beverly](#); [Pat Reavy](#); [Denis Beatty](#)
Subject: 220 Albert: Additional Concerns about the Rezoning
Date: July 20, 2025 11:43:25 AM

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

Mr. Burnett,

Our initial concerns with the Zoning-Change Application for 220 Albert Street were a) the loss of 3 long-term apartment rentals and b) the introduction of a short-term ‘commercial’ rental property without staff living on site into a quiet residential area across from a children’s park.


During the “Zoning-Change Application” presentation to Council, Ms. Healy’s agent, Mr. Kelly-Ruetz, said that it was for a **3 unit “inn”** with bedroom, kitchen, laundry and living room year-round short-term rental accommodations. Then on July 9th Mr. Kelly-Ruetz indicated in a response to Mr. Broad (201 Albert Street) that the designation of “Inn” does allow the property to have **up to 10 short-term rentals** without staff on site. Currently Teahan Construction have installed a new large bay-window in the roof of 220 Albert. The upper floor now has 4 windows. Extremely well-light for a **one-unit suite!**

This is against a backdrop of a number of actions related to 220 Albert Street **prior to the Zoning Application:**

- An offer to purchase was made on 216 Albert Street
- A larger mature tree at the back of 220 Albert was cut down. All of the necessary documentation to support the removal of a mature tree is not readily available through a “Freedom of Information Request”. Instead, the May 20th permit application states that “back is presently digging out at rear and will damage the roots.”
- About the same time, Ms. Healy put out a request for quotes for the paving of the entire area to the rear of 295-299 Ontario Street and 220 Albert Street
- 295, 299 Ontario Street and 299 Albert Street were legally co-joined. The explanation given to Council was that it made it easier to transfer to next-of-kin. This seems to be a lot of unnecessary effort for the stated purpose. However, co-joining the properties will make it easier to sell to a developer if the rezoning is approved.

If the zoning is changed to allow a **“10 room inn”**, in a quiet residential neighbourhood across from a children’s park, a precedent will be established. City Council will be faced with a number of similar applications from our neighbourhood and from across Stratford and will be unable to deny them. Residential streets, in many neighbourhoods, will see the intrusion of these “commercial” rentals. Council will be continuously queried about how this is consistent with their public stance that they are working to increase long-term rental accommodation in Stratford. It will probably also attract a lot of media attention!

Please consider the concerns that we have raised and reject this zoning-change application.

With Respect,
Pat Reavy and Denis Beatty, 

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PLANNING REPORT

Date: September 8, 2025
To: Mayor and Council
From: Ryan Queenan, Planner and Marc Bancroft, Manager of Planning
Report Number: COU25-108
Attachments: Public Comments Received, Public Meeting Minutes July 14 2025, Zoning By-law Amendment

Title: Recommendation Report for Lands Known as 225 Oak Street – Application for Zoning By-law Amendment Z04-25

Objective: The purpose of this report is to provide a recommendation on Application for Zoning By-law Amendment Z04-25 submitted by John Wolfe on behalf of Forster Holdings Inc. for lands municipally known as 225 Oak Street.

Zoning By-law Amendment

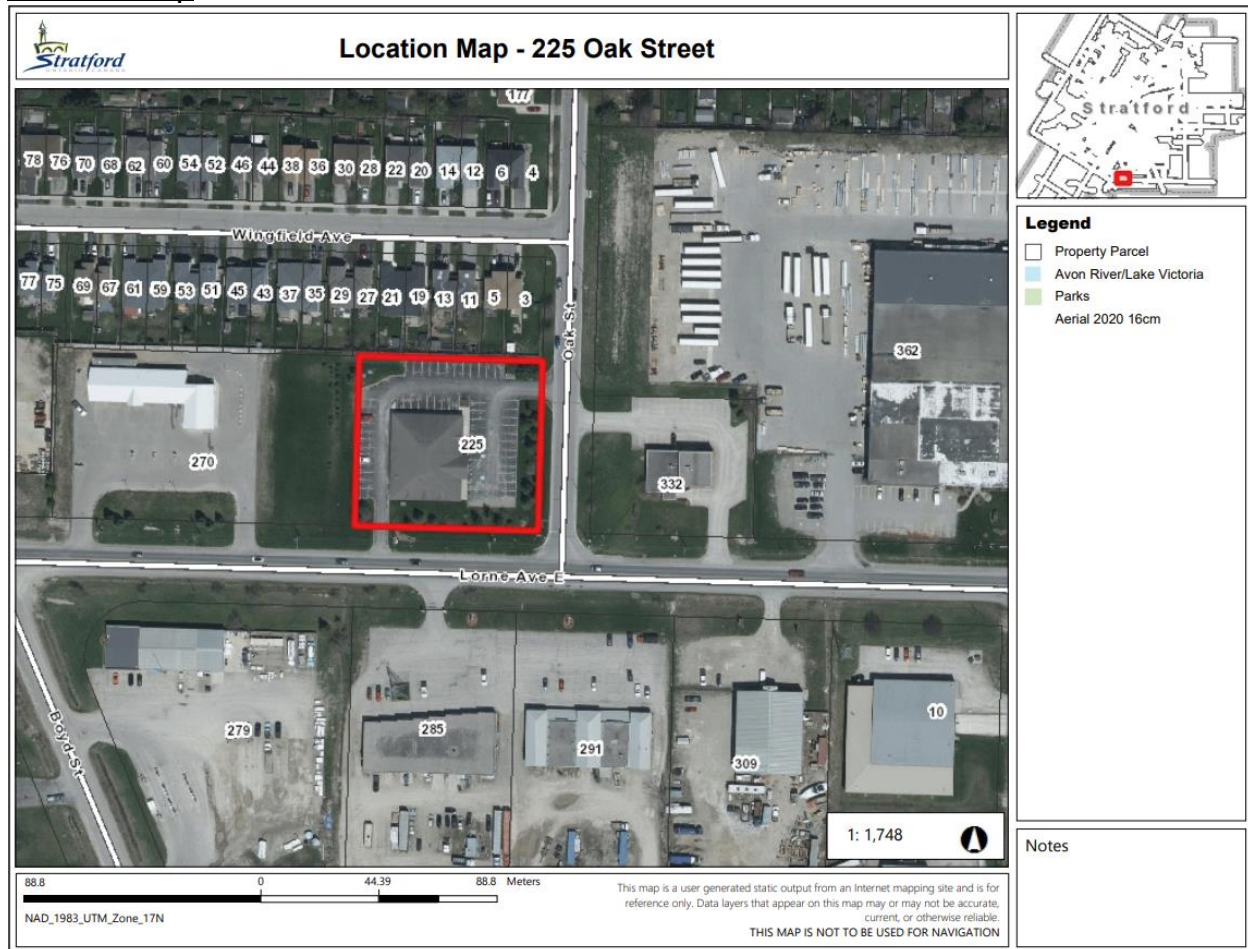
The subject application seeks to amend the zoning of the subject lands being site-specific General Industrial (I2-19) zone to permit a Day Care Centre as an additional permitted land use, thereby allowing the establishment of such a facility on the site within the existing building. The proposal also entails site alterations including a fenced outdoor play area to the immediate north of the building, adjustments to the parking area as well as pick-up and drop-off arrangements. Such alterations are to be addressed through site plan approval.

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

The following documents were submitted in support of the application:

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

Location Map



Background:

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

Site Characteristics:

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

Surrounding Land Uses:

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

Site Photo



225 Oak Street as seen from Lorne Ave E, looking north-east (July 3, 2025)

As mentioned previously, a Noise Study was undertaken in support of the subject application to determine the potential noise impacts and recommend necessary mitigation measures to ensure compliance with provincial noise limit criteria for the operation of the proposed Day Care Centre based on existing noise levels generated by surrounding industrial uses and Lorne Avenue traffic.

Recommended mitigation measures include the replacement of existing windows for the building with double-glazed windows and noise warning clauses as outlined below to be included in agreements of purchase and sale as well as rental/lease agreements:

- “Purchasers/tenants are advised that due to proximity of the adjacent industrial operations, noise from these facilities may at times be audible.”
- “The property building has been supplied with a central air conditioning system which will allow windows and exterior doors to remain closed, thereby ensuring that indoor sound levels are within the sound limits of the Municipality and the Ministry of the Environment [Conservation and Parks].”

An addendum to the Noise Study has been requested to ensure outdoor noise levels are assessed for the outdoor play area and to ensure adverse effects are mitigated based on provincial noise limit criteria. Any recommended and approved mitigation measures would be implemented through the subsequent site plan approval process and registered on title through an amending site plan agreement.

Agency Comments

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

- *Stratford Building and Planning Services – Building Divisions*
 - No comments.
- *Stratford Fire Prevention*
 - No concerns.
- *Stratford Infrastructure Services – Climate Action Division*
 - No comments.
- *Stratford Infrastructure Services – Engineering Division*
 - With respect to the Noise Study, Engineering acknowledges that noise levels exceeding the guidelines are to be mitigated using new double pane windows with a sound transmission class (STC) of 27. The Study does not however address the outdoor noise levels experienced at the site. As the site is proposed to be a noise sensitive institutional purpose building (daycare facility), all outdoor play will be impacted. Therefore, any outdoor sound levels exceeding the limits at this site should be mitigated using noise control measures outline in NPC-300 – Section C7.

- *Upper Thames River Conservation Authority – Source Water Protection Division*
 - The subject lands are not located within a vulnerable area and therefore the property is not designated for restricted land use under S. 59 of the Clean Water Act, 2006. For more information pertaining to drinking water source protection, please refer to the approved Source Protection Plan at:

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

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

Public Comments

Notice of the application and public meeting was sent to surrounding property owners on June 19, 2025. Notice was also published in the Beacon Herald on June 21, 2025. To date, two written submissions were received offering support from nearby residents to the approval of the subject application. Furthermore, there were no comments or questions from members of the public at the public meeting of City Council held on July 14, 2025.

Analysis:

Provincial Planning Statement 2024

The Provincial Planning Statement ("PPS") came into effect on October 20, 2024 replacing the Provincial Policy Statement, 2020 and the 2020 Growth Plan for the Greater Golden Horseshoe. The PPS provides direction on matters of provincial interest under Section 2 of the Planning Act, specifically relating to building homes, sustaining strong and competitive communities, infrastructure and facilities, wise use and management of resources, and protecting public health and safety. All decisions on planning matters are required to be consistent with the PPS.

Planning for People and Homes

Section 2.1.6 of the PPS states that planning authorities should support the achievement of complete communities by accommodating an appropriate range and mix of land uses, housing options, transportation options with multimodal access, employment, public service facilities and other institutional uses (including schools and associated child care facilities, long-term care facilities, places of worship and cemeteries), recreation, parks and open space, and other uses to meet long-term needs.

The proposal would permit a day care centre as an additional land use on the subject lands. The redevelopment of the property will contribute to the creation of a complete community by integrating a public service facility that supports families and working parents. The inclusion of a day care centre aligns with the policy objective of accommodating institutional uses that respond to the needs of current and future residents. This proposal enhances the diversity and functionality of the neighbourhood by improving access to essential childcare services.

Employment

Section 2.8.1 of the PPS states that planning authorities shall promote economic development and competitiveness by providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs; encouraging intensification of employment uses and compatible, compact, mixed-use development to support the achievement of complete communities; and addressing land use compatibility adjacent to employment areas by providing an appropriate transition to sensitive land uses.

The proposed day care centre adds a needed institutional use to the area, making efficient use of the existing property. It introduces a compatible use that supports the surrounding community without creating conflicts with nearby land uses. To ensure compatibility with neighbouring uses, a noise study was undertaken to assess potential impacts from nearby industries and traffic associated with Lorne Avenue on the proposed day care use. Any recommended and approved noise mitigation measures would be implemented through the site plan approval process. The development is

compact, as it utilizes the existing building on site, and fits well within the existing context.

Land Use Compatibility

According to Section 3.5.1 of the PPS, major facilities (including industries) and sensitive land uses (including institutional uses such as day care facilities) shall be planned and developed to avoid or to minimize and mitigate potential adverse impacts with respect to noise to ensure the long-term viability of major facilities. As previously mentioned, a noise study was undertaken to assess potential impacts from nearby industries and traffic associated with Lorne Avenue on the proposed day care use. Any recommended and approved noise mitigation measures would be implemented through the site plan approval process.

As a result, Planning Staff are satisfied that the subject application is consistent with the PPS.

Official Plan

The subject lands are designated 'Industrial Area' on Schedule 'A' of the City's Official Plan

Goals and Objectives

The goals and objectives of the Industrial Area designation include fostering economic growth and diversification by providing a range of industrial development opportunities while ensuring that such developments are environmentally sustainable and compatible with adjacent land uses. This proposal seeks to incorporate a day care centre as a complementary facility to an existing building, enhancing amenities to the surrounding area without altering the character of the area.

Permitted Uses

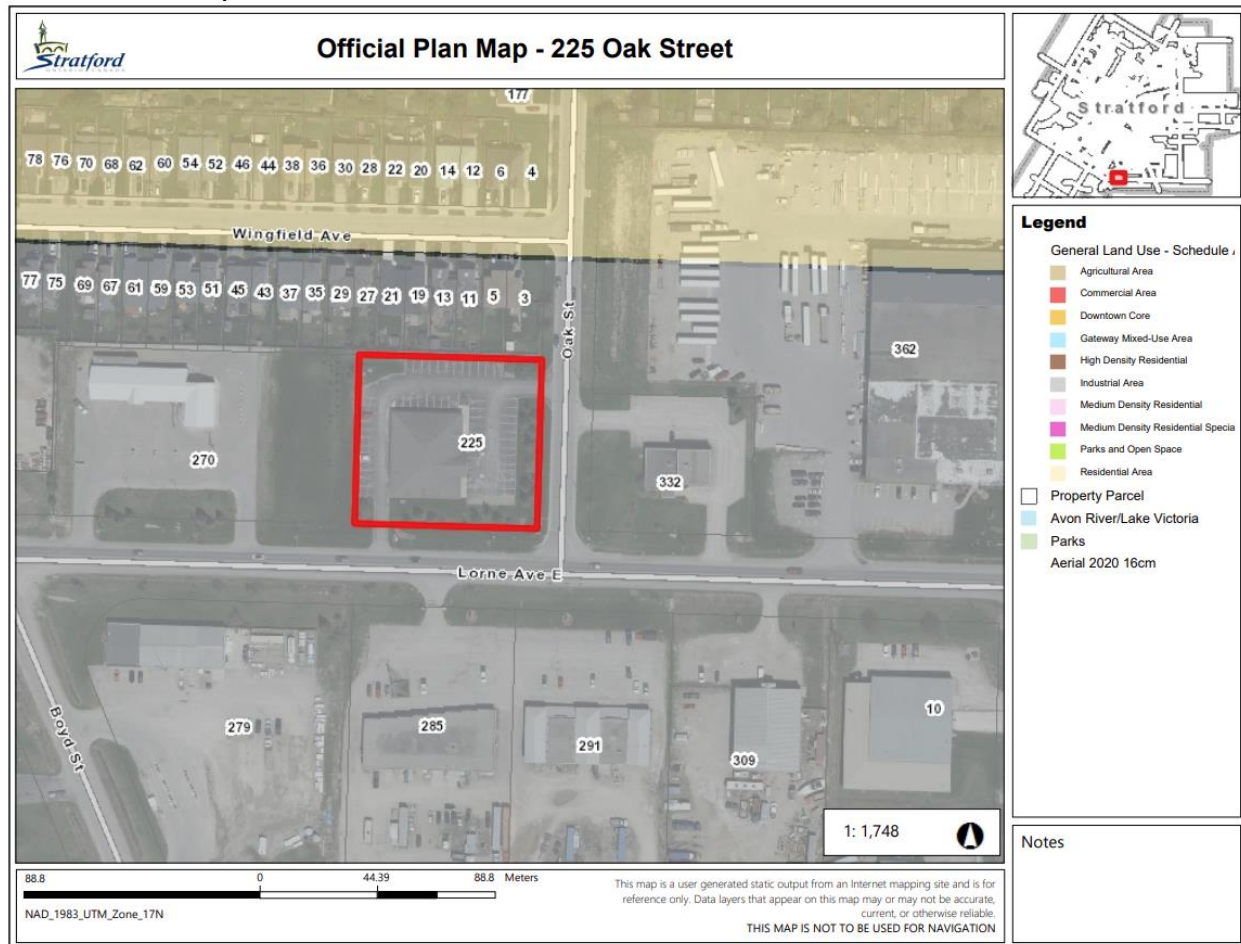
In designated 'Industrial Areas', the primary permitted uses are of an industrial nature, such as manufacturing, assembling, and warehousing. Secondary uses may also be permitted in an 'Industrial Area' which do not detract from the area for industrial purposes nor which would conflict with existing or potential future industrial uses; these uses include institutional uses. The proposed addition of a day care centre is capable of complying with the secondary use provisions within this designation through the implementation of recommended and approved noise mitigation measures. This Zoning By-law Amendment enables a daycare within the existing office space, leveraging current infrastructure.

Compatibility

The site's current use as a clinic establishes a precedent for non-industrial land uses, lending support to the compatibility of the proposed Day Care Centre within the existing land use framework. The Industrial Area along Lorne Avenue currently exhibits a mixed-use character, and the introduction of a Day Care Centre complements this environment without undermining the industrial purpose of the area. Its proximity to a residential neighbourhood to the north allows for extended community benefits, fostering a family-friendly environment that caters to both residents and nearby workers. This integration supports the overall mixed-use nature of the surrounding area, thereby enhancing service offerings in the area.

As a result, the subject application conforms to the City's Official Plan.

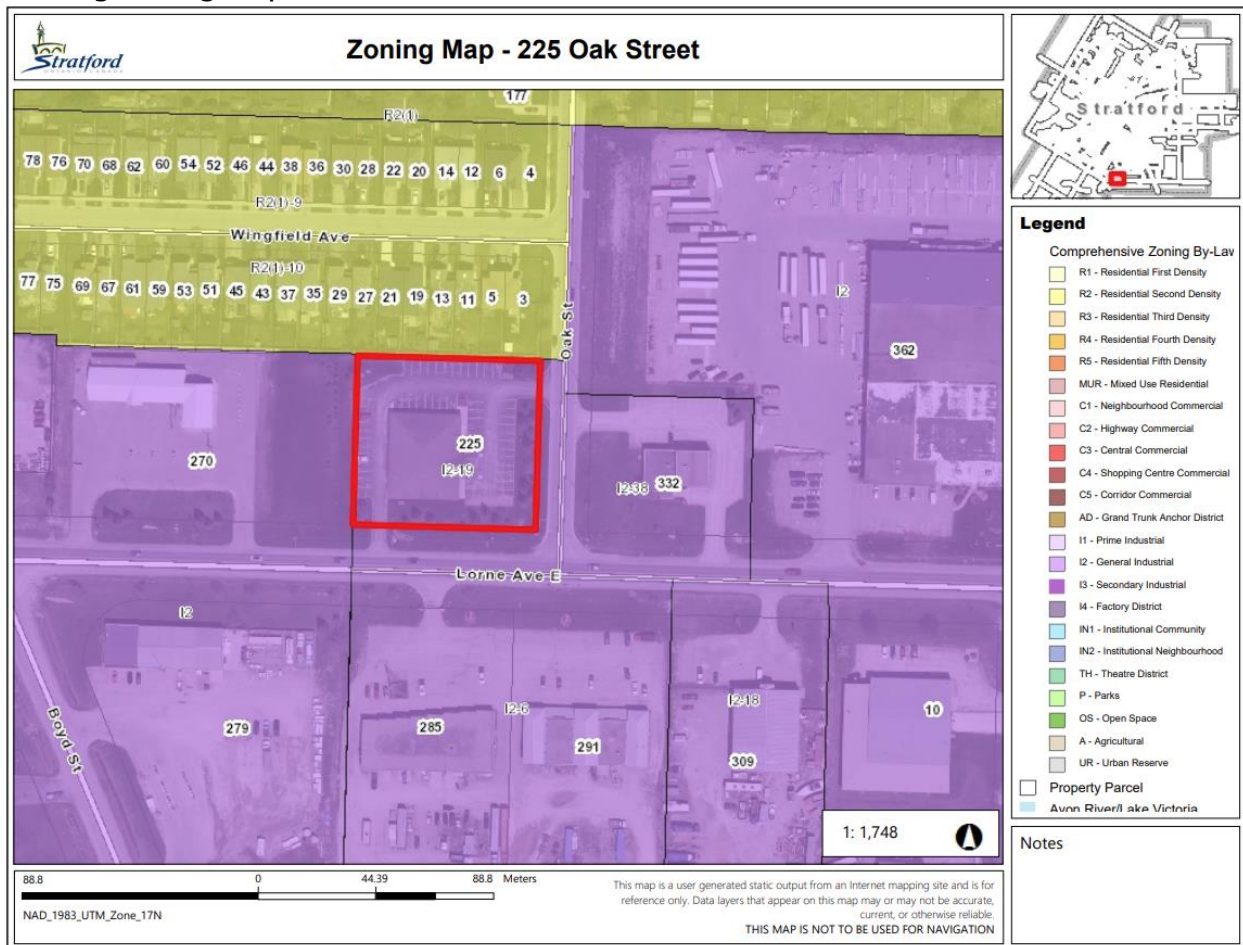
Official Plan Map



Zoning By-law

The subject lands are currently zoned site-specific General Industrial (I2-19) under the City of Stratford Comprehensive Zoning By-law. The I2-19 zone permits a range of uses allowed under the parent I2 zone as well as additional permitted uses including a Clinic and Professional Office. The Zoning By-law Amendment application requests an amendment to section 15.14.19 of the Zoning By-law, which includes site-specific zone provisions for the General Industrial (I2) zone. The request is to retain the existing site-specific provisions which permit a Clinic and Professional Office, and to add a Day Care Centre as an additional permitted use. The amendment would facilitate the proposed development to integrate a day care centre within the existing office building. The proposal conforms to the Industrial Area policies of the Official Plan, as such Planning Staff are supportive of the additional use.

Existing Zoning Map



Financial Implications:

There are no financial implications to the City. As indicated by the Director of Social Services and Acting Director of Human Resources, the proponent will be responsible for all the costs associated with the renovations of this property, supported in part by Ministry of Education Canada Wide Early Learning Child Care startup funding flowed through the Children's Services Division in the Social Services Department.

Staff Recommendation: THAT Application for Zoning By-law Amendment Z04-25, submitted by John Wolfe on behalf of Forster Holdings Inc. for the lands located at 225 Oak Street, to amend the subject land's current General Industrial (I2-19) zone to permit a Day Care Centre as an additional permitted land use BE APPROVED;

AND THAT such approval be granted for the following reasons:

- 1) The request is consistent with the Provincial Planning Statement, 2024;**
- 2) The request is in conformity with the goals, objectives, and policies of the Official Plan, provided recommended and approved noise mitigation measures are implemented through the site plan approval process and registered on title through an amending site plan agreement;**
- 3) The request would facilitate the development of a day care facility located between residential and employment areas; and**
- 4) Public comments have been received, reviewed, comprehensively considered, and appropriately addressed through the planning process.**

Recommended by:

Ryan Queenan, Planner

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

Reviewed and Approved for Council by:

Adam Betteridge, Interim Chief Administrative Officer

Nicole Borden – July 10

Hi there,

I'm hoping this email reaches our neighborhood counsellor. As a homeowner in the neighborhood, I want to show support for the zoning bylaw amendment at 225 Oak St (planning file #204-25). I'm hoping to also attend the meeting on Monday, but [REDACTED] [REDACTED] unsure if timing will work out. However, if there is anything further I can do to show support of this change please let me know. I would be thrilled to have a daycare facility at this location.

Thanks for all you do!

Kindly, Nicole

Peter Gingerich – June 23

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



CITY OF STRATFORD PUBLIC MEETING MINUTES

A public meeting was held on Monday, July 14, 2025, at 7:07 p.m., in the Council Chamber, at Stratford City Hall, 1 Wellington Street. The purpose of the public meeting was to give Council an opportunity to hear and consider comments from the public regarding Zone Change Application Z04-25. The application affects the property with the municipal address of 225 Oak Street, Stratford.

COUNCIL PRESENT: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Wordofa, Councillor Sebben

REGRETS: Councillor Burbach and Councillor Briscoe

STAFF PRESENT: Adam Betteridge - Interim Chief Administrative Officer, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Marc Bancroft - Manager of Planning, Victoria Trotter- Council Committee Coordinator.

ALSO PRESENT: John Wolf, Real Estate Agent, RE/MAX a-b Realty Ltd Brokerage, agent for the applicant, members of the public and media.

Mayor Ritsma called the meeting to order and stated the purpose of this meeting was to give Council and the public an opportunity to hear and consider comments from the public regarding Zone Change application Z04-25, affecting property with municipal address of 225 Oak Street, Stratford.

The Mayor explained the order of procedure for the public meeting.

STAFF PRESENTATION

Marc Bancroft, Manager of Planning, referring to a PowerPoint presentation, provided an overview of the application. Highlights of the presentation included:

- the subject lands being located on the north side of Lorne Avenue East and the west side of Oak Street;
- the property containing a building used as a medical clinic and for office purposes;
- the surrounding land uses including residential to the north, commercial to the west, industrial and commercial to the east on the opposite side of Oak Street and a commercial and industrial plaza to the south on the opposite side of Lorne Avenue East;
- the application having been submitted by John Wolf on behalf of the owners Forstor Holdings Inc.;
- the request being to amend the zoning of the subject lands from the current General Industrial (I2-19) zone to permit a day care centre as an additional permitted use;
- the amendment intended to allow the establishment of a day care centre on the site within the existing building;
- the request also being to retain the existing site-specific provisions which permit the clinic and professional office;
- a Planning Justification Report, Noise Study, Reference Plan and Conceptual Site Plan having been submitted in support of the application;
- the subject lands current zoning being site-specific General Industrial (I2-19) under Comprehensive Zoning By-law and permitting a range of industrial uses including manufacturing, assembly, repair, warehouses and truck terminals;
- secondary uses including institutional uses being permitted in an industrial area designation provided the uses do not detract from the area or conflict with future industrial uses;
- the clinic and professional office being included in permitted use under the parent I2 zone as well;
- the application having been circulated to agencies on June 19, 2025, with comments received and no objections being raised;

- the application having been circulated to property owners within 120 meters of the subject lands on June 19, 2025, and notification having been published in the Beacon Herald, Town Crier on June 21, 2025; and
- two submissions having been received to date from adjacent neighbourhood residents in support of the application.

QUESTIONS FROM COUNCIL

Councillor Biehn asked if a day care is required to have an outdoor space and if so where this would be located. The Manager of Planning noted outdoor space is not required but this proposal includes an outdoor play area north of the building closest to the residential uses. They noted that should the application be approved, an amendment will be required to the existing site plan agreement to address these issues.

AGENT PRESENTATION

John Wolf, Real Estate Agent, RE/MAX a-b Realty Ltd Brokerage, representing the applicant Forster Holdings Inc., provided the following information regarding the application;

- the application being for a day care centre to house 98 children and employ 22 to 23 staff members;
- evolution of industrial and office space having been seen since the pandemic and work from home with many vacancies and change;
- the proposal having been under review since November 2024 to ensure the appropriate location for a day care use;
- this being a transitional use from office space into a needed use with over 2000 students on the waitlist for day care in Perth County;
- this being a needed service to attract young families;
- the operator being an experienced day care provider and having other locations with similar offerings; and
- the property being in an industrial zone but backing on residential area and accessible by bus routes.

QUESTIONS FROM COUNCIL

Councillor Henderson asked if there are plans for a playground to be developed in the grassy area. The Agent replied the application being in the site plan stage with this being part of the building permit and the intention being for the north side to be developed as a playground area. Councillor Henderson asked if the playground will be made accessible. The

Agent noted the building is fully accessible and through the building permit process this to be addressed.

Councillor McCabe asked if this type of converted use is being seen in other jurisdictions across the province. The Agent noted this not being an uncommon use as these buildings are accessible and easy to use and covert and noted sites in Kitchener Waterloo, Mississauga and Milton with similar characteristics.

Councillor Wordofa noted many people will be driving from Oxford County, Woodstock and Tavistock and asked if there will be sufficient parking and bus access. The Agent noted there being a lot of onsite parking and local transit routes passing by the building with a transit stop being outside the building. The final plan to ensure easy access for drop off and pick up without traffic issues.

QUESTIONS/COMMENTS FROM THE PUBLIC

No comments or questions were made by the Public.

The Manager of Planning noted that following the public meeting staff to do an evaluation of the application accounting for comments received and providing recommendation for Council consideration.

COMMENTS FROM THE MAYOR

The Mayor advised that City Council intends to consider this application at a future Regular Council meeting where members will have an opportunity for full discussion after reviewing comments received from the public at this time.

Anyone who would like to receive further notice of this matter can email clerks@stratford.ca. A video of this meeting will be posted to the City's website.

The Mayor adjourned the meeting at 7:22 p.m.

There were no requests from members of the public to receive further information about this application.



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

BEING a By-law to amend By-law 10-2022, as amended, with respect to application for Zoning By-law Amendment Z04-25 to amend the General Industrial (I2-19) zoning of certain lands located at 225 Oak Street to add a Day Care Centre as an additional permitted use.

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the City of Stratford Comprehensive Zoning By-law, be further amended;

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

1. THAT the Comprehensive Zoning By-law 10-2022, as amended, be further amended by amending Section 15.14, being the Exceptions of the General Industrial Zone, and more specifically, Section 15.14.19 b) by adding a "Day Care Centre" as an additional permitted use to the site-specific I2-19 zone.
2. AND THAT this by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



MANAGEMENT REPORT

Date: September 8, 2025
To: Mayor and Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU25-109
Attachments: Draft Ad-Hoc Committee Terms of Reference Re: Use of Municipal Accommodation Tax (MAT); and
 Drafted Use of MAT Policy

Title: Ad-Hoc Committee Re: Use of Municipal Accommodation Tax (MAT) and Policy Development

Objective: To provide Council with information on a proposed Ad-Hoc Committee structure and a previously drafted Use of MAT Policy for awareness and to seek direction as to next steps.

Background: At the February 10, 2025, Regular Council meeting, the following motion was adopted by Council:

THAT the development of an Ad-Hoc Committee to review and develop a draft policy on the use of municipal accommodation tax funds be referred to staff.

Analysis: Prior to this motion, staff had researched various municipal policies around the use of Municipal Accommodation Tax funds and had begun drafting a policy. This preliminary drafted policy is attached to this report for Council's awareness and for the purposes of initiating conversation.

Also prior to the motion, staff were planning to seek community feedback by distributing the draft policy through EngageStratford and soliciting feedback and suggestions from stakeholders with the drafted policy as a starting framework only. This has been paused to solicit feedback and input from an Ad-Hoc committee before proceeding further.

Main considerations in a 'Use of MAT' Policy include establishing parameters as to how Council will assess potential projects or investments of MAT funds. In the legislation, there are general guidelines around using funds for 'tourism initiatives' but these are

vague, and intentionally so, leaving the use of the funds at Council discretion. There are not many policies on the 'Use of MAT' available at the time of writing this report, however there are a few. The Town of Blue Mountain has a very simple [policy](#), that mirrors the legislation to a large degree and keeps the options largely open for Council's discretion. Guelph, on the other hand has a very robust [policy](#) with several funding/grant type of options. Both policies seem commensurate with the size and availability of resources in each, ranging from small, to large, with dedicated Tourism staff.

Staff had drafted the attached policy with these differences in mind, noting that the most significant constraint is that the City does not have existing staff capacity to administer a policy that has an element of reviewing applications and adjudicating or otherwise managing a program, so any policy choices would need to consider the impact of administration.

Draft Terms of Reference for the Ad-Hoc Committee are attached to this report for consideration.

Financial Implications:

Financial impact to current year and future year operating budgets:

The establishment of policies does not have a direct impact on the current or future year operating budgets. Members of the ad-hoc committee would be volunteer, and staff time would be inclusive of existing wage budgets.

Link to asset management plan and strategy:

The establishment of a policy of this nature has a potential link to the City's asset management policy to the extent that funds are considered for capital-related purposes. Any investment in current or new assets will require amending the City's asset management plan to reflect the use of these funds and potential future impacts in the City's capital financial budgets and strategies.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as options for investing MAT in Stratford could include infrastructure projects that are potentially already included in the 10-year forecast.

Work Together For Greater Impact

This report aligns with this priority as the recommendation is to seek community input around the draft policy to address community needs when using the City's portion of MAT revenues.

Alignment with One Planet Principles:

This report does not align with any of the specific One Planet Principles.

Staff Recommendation: THAT direction be provided on the establishment of an Ad-Hoc Committee to provide recommendations on the use of municipal accommodation tax funds and the draft policy developed by staff.

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

Draft

Municipal Accommodation Tax Ad-Hoc Committee Terms of Reference

Purpose

The Municipal Accommodation Tax (MAT) Ad-Hoc Committee will provide support, guidance and strategic advice to Stratford City Council and staff related to the establishment of a City policy for the use of the City's portion of MAT revenues in the City.

The Ad-Hoc Committee will assist in structuring the guiding principles and make recommendations on the use of the City's portion of MAT revenues. The principles and recommendations will be consolidated into a policy by City staff and presented to Council for their consideration.

Background

On June 27, 2022, Council directed Staff to implement a 4% MAT on all room nights sold in the City, including hotels, motels, bed and breakfasts, and short-term rentals, except where limited by legislation. The introduction of MAT required entering into an agreement with Stratford Tourism Alliance (Destination Stratford) (the Tourism Entity) to share a portion of MAT revenues in accordance with the regulation for strategic tourism destination marketing investments by Destination Stratford. Council has directed MAT funds to date towards the LightsOn Stratford festival that has been installed annually by Destination Stratford. The future use of the City's portion of MAT revenues are yet to be determined.

During the 2025 Budget deliberations, staff were directed to develop terms of reference for an Ad-Hoc Committee that would provide recommendations on the use of the City's portion of the MAT revenues.

Guiding Principles

- Work will be carried out in accordance with the City of Stratford's Procedural By-law provisions of the Municipal Act, and other governing legislation and policies.
- The 'Council's Code of Conduct will guide the Ad-Hoc Committees efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.

Composition

The Ad-Hoc Committee will consist of no more than five (5) members as follows:

- One (1) member of Council
- Two (2) members from the Accommodation Sector
- One (1) member from the Tourism/Business Sector
- One (1) City of Stratford resident

Quorum

A quorum shall be a majority of the whole Ad-Hoc Committee (3).

If quorum is not attained within fifteen (15) minutes after the hour set for a meeting, the recording secretary shall call the roll and take down the names of the Members present and the meeting shall stand adjourned until the next meeting is called.

Support Staff

This Ad-Hoc Committee shall be assisted by the Director of Corporate Services/Treasurer and additional City Staff, who will provide expert advice, technical reports, background information and will prepare the recommendations of the Ad-Hoc Committee, including the drafted policy.

Management of the Ad-Hoc Committee

Meeting Schedule

- This Ad-Hoc Committee shall meet three times on dates to be determined by the Director of Corporate Services in consultation with the Clerk and elected member of Council at 3:00 p.m.
- Established meeting dates and times will not be changed unless circumstances warrant special consideration.
- All notices of meetings will be posted on the City's website.
- The meeting agenda and presentation packages for each Ad-Hoc Committee meeting will be sent electronically to members in accordance with the Procedural By-law.

Minutes of Meetings

- Meeting minutes will be recorded without note or comment in accordance with section 239 (7) of the Municipal Act, 2001.
- Minutes from the meeting will be included in a forthcoming agenda for confirmation by the Ad-Hoc Committee.
- Following confirmation of the minutes, a copy shall be forwarded to Stratford City Council for their information.

Ad-Hoc Committee Working Process

All decisions that lead to the formulation of recommendations for Council consideration will take place at the Ad-Hoc Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Ad-Hoc Committee members in advance of meetings. This can include, but not be limited to, meeting minutes, any supplemental information, public input, media requests, etc.

Duties and Responsibilities

The appointed member of Council is to serve as Chair of the Ad-Hoc Committee.

Chair

Preparation

- Work in collaboration with the Director of Corporate Services/Treasurer and City Clerk on the development of the agenda; including delegations; sequence; flow and timing; and to be apprised of any changes to the agenda prior to the meeting.

- In reviewing materials, ensure clarity on the discussion parameters for each report appearing on the agenda.

During Ad-Hoc Committee Meetings

- Chair all meetings of the Ad-Hoc Committee and exercises authority and performs duties, as required.
- Call the meeting to order.
- Ensure Ad-Hoc Committee works within the assigned mandate
- Provides guidance and leadership to the Ad-Hoc Committee in the completion of its mandate.
- Exhibit the behavior expected of all Ad-Hoc Committee members.

Specific to decision-making

- Maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the Ad-Hoc Committee work proceeds smoothly according to the mandate of the Ad-Hoc Committee.
- Engage all Ad-Hoc Committee members in the decision-making process.
- Ensure the Ad-Hoc Committee has sufficient information to make a decision.
- Ensure that the Director of Corporate Services/Treasurer has been provided with the opportunity to clarify any matters of fact or seek professional advice.
- Build consensus where possible.
- Ensure the will of the Ad-Hoc Committee prevails.

Specific to agenda items

- Define discussion parameters and remind members of decision options that include approve, defeat, amend, refer or defer a staff recommendation.
- Frame the issues, focus discussion and set the tone for the Ad-Hoc Committee's discussions: fostering a constructive culture for respectful dialogue between Councillors, community and staff.

After Ad-Hoc Committee Meetings

- Speak on behalf of the Ad-Hoc Committee at the Council level.
- Act as the primary spokesperson for any Ad-Hoc Committee-related inquiries in concert with the Director of Corporate Services/Treasurer or delegate.
- Maintain strong communications with Ad-Hoc Committee members between meetings.

Members

Specific roles and responsibilities for the Ad-Hoc Committee Members include:

Preparation

- Read all agenda material and seek clarification from staff on any matters prior to meetings to make the most effective use of the Ad-Hoc Committee's time.
- Have a broad awareness of the interrelationship of the City's strategic initiatives and its operations.
- Understand the difference between the role of the Ad-Hoc Committee and the role of management.

In Ad-Hoc Committee Meetings

- Attend meetings and participate fully in all Ad-Hoc Committee work.
- Debate the issues in an open, honest and informed manner to assist the decision-making process.
- Actively contribute to the development of Ad-hoc Committee recommendations and directions.
- Represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.
- Respect the role of Ad-Hoc Committee Chair.
- Respect the role of staff.
- Have a willingness to respectfully challenge Management when necessary.

Director of Corporate Services / Treasurer

Preparation

- Prepare materials for inclusion with the agenda.
- Review the agenda with the Chair and the City Clerk.

In Ad-Hoc Committee Meetings

- Provide advice to members.

City Clerk

Preparation

- Schedule and provide notice of meetings.
- Prepare agendas.
- Review agenda for the meeting with the Chair and the Director of Corporate Services/Treasurer.

In Ad-Hoc Committee Meetings

- Provide advice on procedures to members in accordance with the Procedural By-law.
- Act as recording secretary unless role is delegated.

Remuneration

- Not applicable.

Procedural Rules

- Any rule not stated herein is deemed to be provided in the current Procedural By-law, as amended from time to time.



The Corporation of the City of Stratford Policy Manual

Policy Number:	Insert text here
Policy Section:	Insert text here
Department:	Corporate Services
Date Adopted:	Insert text here
Date Amended:	Insert text here
Scheduled for Review:	Insert text here
Date of Last Review:	Insert text here
Policy Type:	Council-adopted Policy

"Use of Municipal Accommodation Tax and Reserve Fund Policy"

Policy Statement:

An administrative and financial policy to guide the use of Municipal Accommodation Tax (MAT) collections to grow Guelph's visitor economy through strategic investments in tourism and destination development.

Purpose:

This Policy establishes guidelines for the use of the Municipal Portion of funds collected through the City of Stratford's MAT program. The fundamental goals of this policy are:

- to set the guidelines for monitoring and implementing the MAT reserve fund to ensure that revenue collected through the Municipal Portion of the MAT program is directed to support and manage Tourism activities, services, initiatives, and opportunities for residents, businesses, and visitors to the City of Stratford
- to ensure consistency in the evaluation of and strategic investment in community-led projects and programs to promote tourism and grow Stratford's The policy is to be used in conjunction with the guidelines established in the City's Reserve and Reserve Fund Policy which defines sources and uses of funds and authorizes an appropriate target level for the balances in the Reserve.

Definitions:

Act: shall mean the Municipal Act, 2001, S.O. 2001, c.25.

Conflict of Interest Includes: (1) an entity controlled by any member of Council, or employee of the City, or any associate or family member of any member of Council or employee of the City; (2) a situation in which a director, officer, or employee of the entity, or any associate, family member, or entity controlled by any such person, is able to benefit financially from the Tourism Product.

Council: shall mean the Council for The Corporation of the City of Stratford.

Destination Marketing Program: shall have the meaning given to it in the Ontario Regulation 435/17, as amended.

Eligible Tourism Entity: shall have the meaning given to it in the Ontario Regulation 435/17, as amended. This entity in Stratford is currently known as the Stratford Tourism Alliance (STA) or Destination Stratford (DS).

Municipality or City: shall mean The Corporation of the City of Stratford.

Municipal Accommodation Tax or MAT: shall mean the Transient Accommodation Tax in accordance with Ontario Regulation 435/17 – Transient Accommodation Tax.

Policy: shall mean the City of Stratford's "Use of Municipal Accommodation Tax and Reserve Fund" policy.

Regulation: shall mean the Ontario Regulation 435/17: Transient Accommodation Tax

Reserve or Reserve Fund: shall mean the reserve fund that is established by the City of Stratford for the use of managing funds related to Municipal Accommodation Tax.

Staff or City Staff: shall mean the employees of The Corporation of the City of Stratford.

Tourism Product: means any product, service, event or offering that is intended to attract visitors.

Transient Accommodation Tax: shall mean a Transient Accommodation Tax implemented pursuant to s. 400.1 of the Municipal Act, 2001, as amended, and any applicable regulations promulgated pursuant to that Act.

Visitor: means anyone who visits Stratford from more than 40 kilometers away who is not making a routine trip.

Roles and Responsibilities:

Council:

- Approve the MAT tax rate through the MAT by-law.
- Establish priorities through the Corporate Strategic Plan.
- Establish priorities through the Economic Development and Tourism Strategic Plan.
- Review and deliberate, operational, and capital investment and enhancements with the MAT reserve fund.

Corporate Leadership Team:

- Review and submit multi-year budget strategy.
- Maintain a culture of data-driven decision making that is a result of appropriate internal collaboration, alignment to the Strategic Plan, business case option assessment, and risk management.
- Refer capital investments and enhancements with the MAT to Council.

STA/DS:

- Lead Destination Marketing activities in alignment with City's strategic activities.
- Facilitate funding programs to complement the funding programs delivered through the City's Community Services department as outlined in this policy.

Scope:

Revenue Sharing

Pursuant to Ontario Regulation 435/17 – Transient Accommodation Tax, 50% of the revenue, net of administration costs, collected through the MAT Program in any given fiscal year will be transferred to STA/DS, subject to the terms and conditions of an agreement entered between the City and STA/DS.

Funding Principles

Informed by the Corporate Strategic Plan and City Tourism Strategies, the MAT and associated reserve fund will be utilized to support strategic investments that prioritize advancing Stratford's reputation and building a must-see visitor destination.

Investments for event attraction, infrastructure enhancement, and placemaking on publicly owned land will be brought forward as recommendations for consideration to City Council on a case-by-case basis for any project that cannot be accommodated by the annual budget and requires a transfer from the MAT Reserve. Funds allocated from the Reserve will be administered through an associated reserve fund account to support larger and multi-year projects through the Community Services department.

Annual Budget

Based on anticipated collections, Staff or Council may identify expenditures in the below-noted areas that support destination development, destination management,

and destination marketing initiatives while also increasing the reserve fund at reasonable annual rates in line with reserve fund target thresholds.

- **Sport, Event, and Conference Attraction and Servicing** - Engage in opportunities to attract regional, provincial, and national events to Guelph through targeted financial support (see Grants and Funding Programs), attendance at industry events, and expanded group servicing options.
- **Network Development and Education** - Invest in and promote educational and network opportunities to support itinerary development, experience enhancement, and robust partnerships across the Tourism sector. This will include an annual workshop series, destination certification programs, sector roundtables or sharing opportunities, and familiarization tours.
- **Tourism Product Development** - Provide incentives for organizations in the development and enhancement of visitor-oriented products and experiences through targeted financial support (see Grants and Funding Programs) and business engagement programs.
- **Visitor Services Enhancements** - Invest in resources to support visitor information including digital and print material development, physical and digital kiosks, and third-party application development.
- **Wayfinding and Signage** - Invest in wayfinding and signage activities to support navigation within the city and designated areas of attraction with a visitor-focused lens.
- **Placemaking and Infrastructure Enhancement** - Recommend strategic investments in the development of public land and infrastructure as places for people through public art, free activities, and installations in partnership with City departments. All projects undertaken by Community Services will align and comply with City policies, procedures, and by-laws.

MAT funds within the Reserve Fund may be utilized in the following manner:

1. Direct Monetary Support (i.e. cash funding to support a project or initiative); and/or
2. In-Kind Contributions based on the provision of City property/facilities, materials or resources (i.e. staff time) to support a program or partnership and may or may not include the provision of cash funds. (Note: The recovery of costs related to property/facilities will be based on Council approved User Fee By-Law.)

External applicants are not permitted to apply for MAT Funds for a specific initiative and the City's Community Grant Program for the same project or in the same calendar year.

Applicants who apply to both streams will be disqualified from the MAT Fund for that year.

Subject to compliance with the Agreement between the City and Stratford Tourism Alliance (Destination Stratford), the following are the basic principles that a Tourism initiative or project must meet and demonstrate to be funded through MAT funds.

- to support investment into tourism-related infrastructure to help more effectively manage tourism to the benefit of residents and visitors;
- to support projects and initiatives that result in measurable improvements to City services that enhance and improve the management of tourism and visitor experiences;
- to pursue the goals and implement recommendations as outlined in the City's Sport Tourism Strategies, as amended from time to time;
- to support the creation of tourism product development to bring new and innovative products, experiences, and services to the City of Stratford's tourism market;
- to support the promotion of the City of Stratford as a leading destination for tourism, leisure and business travel with an emphasis on promoting overnight stays;

Grants and Funding Programs

To support tourism-related initiatives, Council may consider funding specific initiatives on an annual basis to make strategic, equitable, and measurable investments in existing or new and expansion-driven projects that prioritize and/or demonstrate the following criteria to grow the visitor economy:

- Attracting visitors for overnight, extended stays at local accommodations.
- Strong collaboration among local and regional partners.
- Advancing Downtown attraction efforts.
- Increasing or enhancing sport and event offerings within the city.
- Advancing efforts to promote inclusion, diversity, equity, and accessibility in the Tourism sector.

Any funding programs are contingent on annual MAT revenues.

Major events: An event deemed to have a substantial visitor, economic, and reputational impact on Stratford may be given specific consideration. All major event applications must be submitted a minimum of 180 days prior to the start of the event. A major event must meet the following criteria:

- Open to the public, accessible, and welcoming.
- Ability to reach audiences nationally or internationally.
- Generates an audience minimum of 5,000 in-person attendees and participants.
- A demonstrated visitor (40km or further) audience of 50 per cent or more.
- Generates a minimum 750 room/nights at accommodations collecting the MAT in Stratford during the duration of the festival or event.
- Increases the reputation of Stratford through significant media coverage and economic benefits.
- Financially sustainable and does not rely on requested funding solely for event success.
- The event must have been in operation for at least two years and be able to demonstrate the attendance and accommodation data noted above.

Program Eligibility

Eligible events include but are not limited to:

- Professional conferences hosted in Stratford.
- Significant sporting events hosted in Stratford.
- Travelling events hosted in Stratford.
- Travelling festivals hosted in Stratford.
- Professional industry events hosted in Stratford.

Major events will be evaluated on a case-by-case basis.

Note: Meeting the criteria above is a minimum threshold for being considered a major event and as a result, not all events that meet the criteria are guaranteed funding.

Grants and Funding Program Evaluation and Awards

Evaluation and Assessment

Evaluation of applications must align with the expectations of the program and address the below categories:

- Partnership and collaboration
- Project alignment with priority objectives
- Visitor attraction
- Economic impact
- Innovative or unique offering
- Ability to measure
- Feasibility

The goal is to fund projects that demonstrate strong alignment with the objectives of the outlined funding programs, the expected outcomes of each program, and significant collaboration within Stratford's tourism sector. Priority will be given to projects that can demonstrate impact on overnight, extended stays at local accommodations and an audience comprised of 30 per cent visitors.

Agreement

Successful applicants will be required to enter into a written agreement with the City to be eligible for funding.

Reporting Requirements

Successful applicants who receive funding from the program must report on how the funding was spent and the impact the funding achieved. The timeline for reporting will be provided upon notice of a successful application and may be required to receive 100 per cent of the awarded funding.

If the recipient fails to fully complete and submit the report to the City within the stated time, the organization will not be eligible for future funding until such a time that the City is satisfied that the report has been submitted in full.

Awards

For general funding applications, 50 per cent of the funds will be provided upon receipt of the award. The remaining 50 per cent will be provided upon receipt of the final report.

For Major Events, 100 per cent of the funds will be provided no sooner than 30 days preceding the event unless otherwise stipulated in any agreement with the recipient.

Procedure and Process

1. Organizations are advised to read the full Use of Municipal Accommodation Tax Policy that will be available through stratford.ca.
2. All applicant organizations must complete the **application form** in full which means that each question must be answered and all the requested supporting documentation must be submitted in alignment with associated program documentation. This may include, but is not limited to, project implementation plan, a budget breakdown, and/or communications plan.
3. The application form is online but alternative formats are available upon request. Incomplete applications will not be considered. The City reserves the right to contact any organization for information which requires clarification but will not assume responsibility for incomplete applications.
4. Applications must be received by the City on or before 4:00 p.m. on the advertised submission deadline. No late applications will be considered. It is the sole responsibility of the applicant to ensure that the City receives completed applications. An email notice will be sent to the applicant on completion of the application.
5. Eligible organizations can submit only one (1) complete application per year per so long as they meet eligibility requirements and objectives of the program as outlined.
6. Council will approve any funding allocations.
10. Recommendations for award will be provided to the Deputy Chief Administrative Officer of Public Services for approval.

11. All applicants will receive notification via e-mail on whether their application was successful.
12. Applicants must enter into a written agreement with the City with terms and conditions of funding.
13. Following annual Council budget approval, the Finance Department will issue cheques for successful applicants as outlined in the Application Guide for each program.
14. There is no appeals process for any unsuccessful applications.
15. All cheques must be cashed within three (3) months of the date of issue. Cheques that are not cashed within three (3) months of the date of issue will be cancelled, stopped and will not be replaced. Failure to cash cheques may impact the review of an organization's future grant applications.

Policy Review

The MAT Policy will be reviewed every five years by City staff led by the Director of Corporate Services or delegate.

Terms and Conditions of Awards

1. Successful recipients of MAT funds will be subjected to terms and conditions relating to the award. All applicants will be expected to acknowledge their agreement to be bound by the following terms and conditions at the time of application. Applicants must, at the City's sole discretion, comply with all applicable laws, legislation, regulations, and by-laws consistent with the City's corporate values, image and strategic goals.
2. Confirmation of the recipient that the information contained in the supporting documentation is true and correct in every respect.
3. Confirmation that the recipient does not have a conflict of interest.
4. Confirmation that the funds shall be used by the recipient for the activities set out in the Application.
5. The recipient shall immediately notify the City if the funds cannot be used for the approved activities, or if all or part of the funds has not been spent after completion of the activities. The City may, at its sole discretion, permit the recipient to use the remaining funds for a different, related purpose, or may require their immediate return.
6. The recipient shall comply with all laws, regulations, by-laws and other governmental directives or orders in the course of spending the funds.
7. The recipient shall indemnify and hold harmless the City against any claims, costs, causes of action, fines, or any other losses or other penalties the City suffers relating to the giving of the funds to the recipient.
8. The recipient shall notify the City immediately, in writing, of its impending or actual bankruptcy, insolvency, appointment of a receiver, dissolution, or cessation of carrying on business or bulk sale of assets.
9. The recipient shall acknowledge the financial support of the City in all publicity material related to the services and the funds.
10. The recipient shall immediately notify the City, in writing, if any of the information provided by the recipient to the City is determined to be inaccurate

in any material respect, or if there has been any material adverse change in any of the information provided.

11. The recipient must comply with all the reporting requirements as outlined in the Policy herein.
12. The recipient consents to the City using information regarding the details of the funds provided, including the name of the recipient, the activities carried out, and the community and economic impact of the activities in reports and on the City's website and other relevant media, provided that the City shall not release any information, including financial information and personal information of the organization, which is confidential pursuant to the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

Ineligible Funding

Programs, projects or initiatives that are considered part of the City of Stratford's core business unrelated to tourism or economic development shall not receive funding through the MAT Reserve Fund without prior authorization by Council that the funds may be used for a non-tourism-related purpose. Examples of these are:

- a) Salaries Wages and Benefits (except for costs related to In-Kind Contributions as detailed above)
- b) Operating Costs of Public Works Road Maintenance and Repair
- c) Operating Costs of Existing Municipal Facilities

Procedure:

Reserve Fund

The Municipal Accommodation Tax Reserve Fund shall be established under the Reserve and Reserve Fund Policy, to which the Municipal Portion of MAT revenue collected shall be deposited. This revenue shall be dispersed at the discretion of Council based on the funding principles of this policy. Interest income earned on the unused actual cash balance within the Reserve Fund is to be held in the Reserve.

Legislative Authority:

- Municipal Act, 2001
- Ontario Regulation 435/17 – Transient Accommodation Tax

Related Documents:

- F.1.13 Reserve and Reserve Fund Policy



MANAGEMENT REPORT

Date: September 8, 2025
To: Mayor and Members of Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU25-110
Attachments: None

Title: Draft 2023 Audited Financial Statements

Objective: To provide background information and an overview of material highlights in the Draft 2023 Audited Financial Statements and to obtain approval of the Draft 2023 Audited Financial Statements.

Background: Audited financial statements provide a consolidated and independently verified overview of a municipality's financial activities over the course of the previous fiscal year and its financial position at the end of that year. The intent is enhanced transparency and public accountability of local government financial affairs.

Financial statements must be prepared annually by the City's Treasurer in accordance with Public Sector Accounting Board (PSAB) standards as defined by Chartered Professional Accountants of Canada (CPA Canada) and must be independently audited by a qualified and authorized auditor in Ontario. The auditor reports directly to the local council and provides an audit opinion on the statements.

Section 224 (e) of the Municipal Act, 2001 states that it is the role of Council to maintain the financial integrity of the municipality. This function is fulfilled through various activities, including policy setting, budget approvals, review of regular variance reports (currently provided quarterly to the Finance and Labour Relations Sub-committee) to name a few. Another of these is approval of the audited financial statements.

Once completed, the audited financial statements must be available for public inspection and a copy of the statements must be provided to various funding agencies upon request. The financial statements are also used as the basis for completing the Financial Information Return (FIR) that is used by the Ministry of Municipal Affairs and Housing for further analysis, and to assess the Municipality's financial health in relation to other municipalities and determine eligibility for various funding streams.

Attachments for the 2023 draft audited statements do not meet accessibility standards; therefore, please contact by email at corpserv@stratford.ca or by phone at 519-271-0250 ext. 5202 to request to view a copy of the statements.

Analysis: As Council is aware, the past few years' financial statement completion has been significantly delayed. The Finance team worked with the departments and the auditing firm, which provided much appreciated guidance and support, as the team continues towards stability.

Generally, the financial statements consolidate the activities of the City's general operations, with those of our wholly and partially owned government business enterprises and partnerships, including Perth Stratford Housing Corporation, Festival Hydro Inc, Festival Hydro Services Inc, Huron Perth Public Health, Spruce Lodge and SEEDCo.

While staff report regularly to the Finance and Labour Relations Sub-committee on the general operations and significant risk factors and variances, this is done for the general operations only. The typical reports include reporting on the cash activities, but do not include financial accounting adjustments to the budgets and actuals to reflect Public Sector Accounting Board (PSAB) guidelines, which are necessary adjustments for the audited statements and other reporting the City is required to complete.

The result of converting the day-to-day financial reporting from a cash basis to a fully consolidated, PSAB adjusted basis is often a very different 'bottom line'. Cash surpluses reported are often rolled up and adjusted such that assessing the overall financial health of the City is done using very different figures than used by staff and Council. Both are valid methods; however, the full-accrual approach does include specific adjustments for items like how capital and reserve transactions are recorded. Because the cash method is more relatable for residents, this is the day-to-day approach taken by the City for internal reporting.

The adjusted statements are not really used internally as the City relies on the modified presentation of the budgets and variance analysis to make decisions requiring cash. The statements can, however, be useful for external parties to compare the City to other similar entities using the same accounting principles. It should be noted that there are still a few policy choices that can affect comparability, including things like asset useful lives, as an example.

Regardless of adjustments for PSAB, the regular reporting the City uses is reflective of the general requirement for and use of cash and presents a valid picture at the December 31, 2023 date.

Highlights from the Draft 2023 Audited Financial Statements

Statement of Financial Position

Cash and Cash equivalents increased from \$39 million to \$47 million due primarily to a decrease in outstanding accounts receivable relating to the timing of grant revenues received for capital projects.

Payables and other liabilities remained relatively flat. The most notable change in the financial liabilities for the Corporation relates to the adoption of a new accounting standard for Asset Retirement Obligations.

Amounts invested in Tangible Capital Assets increased by \$11 million due to infrastructure investment in roads and facilities.

Income Statement

Total Revenues increased by \$3 million over the previous year. Approximately half of this was due to increased user fee revenues from facilities and user-pay divisions of water and sanitary. The remainder was due to funding relating to the City's role as Consolidated Municipal Service Manager (CMSM) to deliver many of the social services.

Total expenses increased compared to the prior year by approximately \$11 million. Approximately half of this was to deliver the social services as CMSM. The remainder relates to the expense recognition for the Asset Retirement Obligation (ARO) noted earlier in the report. This was spread across a number of functional areas including social housing, transportation and environmental services mainly.

Accumulated Surplus

Both the budgeted annual surplus and the actual figures have been adjusted for PSAB accounting, including the ARO. As mentioned earlier, the City (like many municipalities) prepares its budget on a modified accrual basis. This means that most items are budgeted based on cash outlay including debt repayments and transfers to the capital reserve funds. The budget also does not include non-cash expenses like amortization, and therefore adjustments are required to ensure the financial reporting is consistent with PSAB guidelines.

Accumulated surplus consists of the historical values of tangible capital assets and is reduced by corporate liabilities to reserves and reserve funds and amounts to be recovered. This is not to be confused with cash operating surplus, that is reported to Council through management reports. In 2023, the cash surplus of \$777,040 (2022-\$1,169,805) was transferred to the Tax Stabilization Reserve.

Statement of Cash Flow

This schedule breaks down the sources of cash and the use of cash as compared to the prior year. As indicated, the main reason for the change is due to timing differences between receipt of cash and expending of cash and often fluctuates year-over-year.

Notes to the Financial Statements

Notes and qualitative context are just as important as the financial data to interpret financial statements. Working with the auditors, staff continue to improve the qualitative descriptions and provide disclosures that are above those required by PSAB standards. More detailed explanations around the City's accounting policies of revenue recognition and financial instruments form part of these note changes.

Automating the Financial Statement Process

Prior to 2021, most of the City's working papers and those of the auditors were paper-based and the systems used by both entities not well-interfaced. This resulted in inefficient preparation for the audit by the City, and suboptimal audit processes by the auditor. Considerable time has been spent by both parties to ensure that fulsome working papers are prepared by staff and that mapping and grouping of accounts is done consistently at both ends. We are continuing to see some efficiencies from this and it is expected to continue to improve the efficiency of the audit process and allow for future audits to be completed much quicker.

Other Notable Notes

Introduction of new accounting standards in 2023 included the noted items, however there are no new accounting standards expected in 2024.

- Financial instruments
- Asset Retirement Obligations

Overall conclusion on 2023

The overall financial health of the Corporation remained good when assessing by common accounting metrics. Long-term financing strategies for the asset management plan and how the City uses long-term debt to address these remain significant considerations looking to the future. Decisions around current and future service levels and their lifecycle costs will continue in 2025 and beyond.

With respect to the 2024 year-end financial statements, staff are already working with the auditor to have completed as soon as possible, aiming for completion before the end of 2025.

Next Steps

Once the 2023 audited financial statements are approved by council and prepared in final format by the auditors, these will be signed by management and the auditors and provided to the ministries and financial institutions that require them and published to the City's website.

The draft statements before Council now require approval, noting that there may still be some presentation adjustments and minor changes to the notes. A subsequent report will follow for information updating financial metrics and assessing overall financial health of the Corporation.

Staff will finalize the 2023 Financial Information Return (FIR) for submission to the Ministry of Municipal Affairs and Housing and expect this to be submitted within the next month.

The City has cash-flowed some capital works that will be funded via bank loans. The second phase of the Britannia build, completed in 2023 is one of those projects. Drawing these loans is dependent upon having reasonably current financial statements for the bank. Funding these projects to replenish cash for other purposes will occur very shortly in 2025. This process does not impact the 2023 audited financial information but will affect subsequent statements of cash flow and reserve fund balances.

Financial Implications:

Financial impact to current year operating budget:

The 2023 audited financial statements have little bearing on the 2025 operating cash budget. The cash basis surplus that was previously communicated of \$777,040 for the 2023 year-end is reflected in the Tax Stabilization Reserve and was since utilized in developing the 2025 budget.

Financial impact on future year operating budget:

The budgets are prepared with the expectation that surpluses or deficits will not occur. Sometimes they do but given the reliance on tax stabilization reserve in the 2025 budget process, and the trend in cash surpluses, this is not expected to be an option in future years and may impact future budget presentations. The closer actual outcomes are to budget, means there is less surplus, and therefore a reduced amount available for managing future tax levy impacts.

Link to asset management plan and strategy:

There is an indirect connection between the audited financial statements and the asset management plan. One of the more significant PSAB adjustments relates to the treatment of the City's regular 'Transfers to Reserves' for Capital purposes, and the non-cash adjustments to budget for amortization and other non-cash expenses. Asset acquisitions and disposals overlap, but the financial statements take a historical cost approach, while the asset management activities look to future cost replacements.

Another significant PSAB adjustment is the presentation of the Asset Retirement Obligations (AROs) and the requirement to recognize accretion expense each year relating to AROs.

Alignment with Strategic Priorities:

Intentionally Change to Support the Future

This report aligns with this priority as the City improves its financial reporting and improves efficiencies of reporting.

Alignment with One Planet Principles:

Not applicable: This report is a financial administrative report and does not align with One Planet Principles.

Staff Recommendation: THAT the report titled, “Draft 2023 Audited Financial Statements” (COU25-110), dated September 8, 2025, be received for information;

AND THAT Council approve the Draft 2023 Audited Financial Statements to be finalized, including any minor changes if required.

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

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



MANAGEMENT REPORT

Date: September 8, 2025
To: Mayor and Council
From: Alexander Burnett, Intermediate Planner
Report Number: COU25-105
Attachments: N/A

Title: Road Widening for Site Plan Application SP03-25 – 963 O’Loane Avenue.

Objective: The purpose of this report is to authorize the conveyance of Part 1 on Reference Plan 44R-6380 from Pol Quality Homes Inc. to The Corporation of the City of Stratford and to dedicate these lands as public highway for the purpose of a road widening along O’Loane Avenue.

Background: Pol Quality Homes Inc. received approval of a Zoning By-law Amendment for the lands municipally known as 963 O’Loane Avenue on May 27, 2025 to facilitate the development of three 2-storey apartment buildings consisting of a total of 38 residential units. On July 25, 2025, a site plan application was submitted for the proposed development. Prior to site plan approval, the City of Stratford requested that a 5.182 metre road widening be conveyed to the City. This conveyance shall be free and clear of all encumbrances and all costs borne by the applicant.

Analysis: Part 1 on Reference Plan 44R-6380 is required to be dedicated to the City of Stratford prior to site plan approval and this dedication is for road widening purposes along O’Loane Avenue. This Part, upon being transferred to the City, should be dedicated as public highway.

The owner will be responsible for all costs associated with the transfer of the land to the City of Stratford. Upon assumption of the road widening, the lands to be conveyed to the City are to be used for the construction of a multi-use trail along O’Loane Avenue.

Additionally, the City is actively engaging in discussions with Pol Quality Homes Inc. to finance the multi-use trail, as part of its parkland dedication contribution required by the site plan approval process. Maintenance of the multi-use trail once completed will be the responsibility of the City of Stratford.

Financial impact to current year operating budget:

There are no implications for the current or future year operating budgets except for maintenance costs of the multi-use trail.

Link to asset management plan and strategy:

The land to be conveyed is to become part of an extension to the O’Loane multi-use trail. The conveyance of the road widening is therefore not considered a new asset but rather an expansion of an existing asset. Asset management considerations include future maintenance costs associated with the multi-use trail upon completion.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the conveyance of the road widening will enhance pedestrian and alternative modes of transportation along O’Loane Avenue.

Alignment with One Planet Principles:

Travel and Transport

This report aligns with this One Planet Principle as the proposed road widening will facilitate the construction of a multi-use trail along O’Loane Avenue to be used for pedestrian and alternative transportation modes.

Staff Recommendation: THAT Council authorize the conveyance of Part 1 on Reference Plan 44R-6380 from Pol Quality Homes Inc. to The Corporation of the City of Stratford;

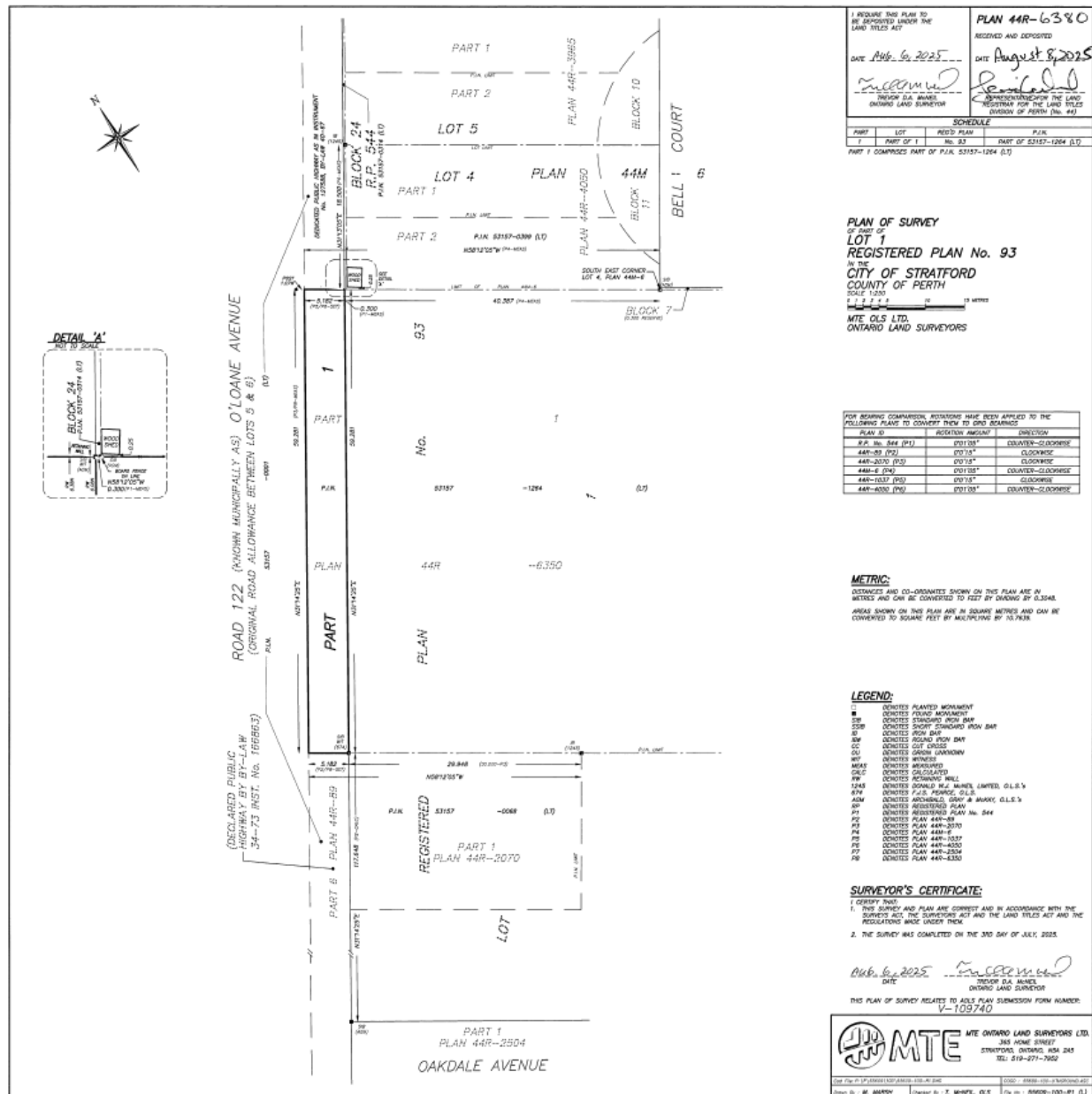
AND THAT upon conveyance of Part 1 on Reference Plan 44R-6380 to the City of Stratford, these lands be dedicated as public highway forming part of O’Loane Avenue.

Recommended by: Alexander Burnett, Intermediate Planner

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

Approved by: Adam Betteridge, MPA, MCIP, RPP, Interim Chief Administrative Officer

Figure 1: PLAN 44R-6380





MANAGEMENT REPORT

Date: September 8, 2025
To: Mayor and Council
From: Kirstin Riddell, Events Coordinator
Report Number: COU25-106
Attachments: None

Title: Request an Exemption to Noise Control By-law 113-79 to Allow for a Film Production within Market Square.

Objective: To consider an exemption request from Pining Productions Inc from Noise Control By-law 113-79. The filming will take place at the following times:

- September 10, 2025 between the hours of 10:00 a.m. – 11:00 p.m.
- September 11, 2025 between the hours of 11:00 a.m. – 1:00 a.m.
- September 12, 2025 between the hours of 11:00 a.m. – 1:00 a.m.

Background: Noise By-laws are designed to reduce and control both unnecessary and excessive sounds which can be a nuisance and degrade the quality and peacefulness of neighbourhoods. The Noise By-law identifies different rules and restrictions for noise based on four geographical areas throughout the city known as zones (Quiet zone, Residential zone, Commercial zone, Park zone).

The production, reproduction, or amplification of sound is one of the sounds regulated by Noise Control By-law 113-79. The nature of this event would include this type of sounds.

Exemption from the Noise By-law are requested for the following clauses:

Schedule 2, Clause 1 – “The operation of any auditory signaling device, including but not limited to the ringing of bells or gongs and the blowing of horns or sirens or whistles, or the production or amplification of any similar sounds by electronic means except where required or authorized by law or in accordance with good safety practices.”

Prohibited all day Sundays and Statutory Holidays, and from 7pm of one day to 7am next day.

Schedule 2, Clause 2 – “The operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers, and intended for the production, reproduction or amplification of sound.”

Prohibited all day Sundays and Statutory Holidays, from 11:00pm of one day to 7am next day Monday to Thursday, and from 12am of one day to 7am next day Friday and Saturday.

Schedule 2, Clause 4 – “Loading, unloading, delivering, packing, unpacking, or otherwise handling of any containers, products, materials or refuse whatsoever, unless necessary for the maintenance of essential services or the moving of private household effects.”

Prohibited all day Sundays and Statutory Holidays, and from 7pm of one day to 7am next day.

Schedule 2, Clause 16 – “Yelling, shouting, hooting, whistling or singing.”

Prohibited 11pm of one day to 7am next day.

Analysis: Filming will take place in Market Square, and along Market Place, on Wednesday September 10, 2025 between the hours of 10:00 a.m. and 11:00 p.m., Thursday, September 11, 2025, between the hours of 11:00 a.m. and 1:00 a.m. and Friday, September 12, 2025, between the hours of 11:00 a.m. and 1:00 a.m. Organizers have requested these exemptions to allow for the amplification of sound in a Commercial Zone.

The intent of this noise exemption request on Wednesday, September 10, 2025 from 10:00 a.m. to 11:00 p.m., Thursday, September 11, 2025, from 11:00 a.m. to 1:00 a.m. and Friday, September 12, 2025, from 11:00 a.m. to 1:00 a.m. in a Commercial Zone, is to:

- Permit the amplification of sound for the duration of this event.
- Allow for certain noise during set up and take down.
- Support an exemption from the unreasonable noise provision for the duration of the event.
- Allow for certain vocalized sounds such as yelling, shouting, hooting, whistling or singing during filming.

Notice of Intent to Neighbouring Residents & Businesses

A notice of the noise exemption request was issued in the Town Crier, and notices were delivered to residents within 120 m of the event location. The deadline for comments due back to staff and organizers was Friday, September 5, 2025.

Organizers, in collaboration with the Downtown BIA, will keep businesses informed throughout the duration of filming, provide support as needed, and ensure customer access is maintained.

Financial Implications:

There are no financial implications because of this report.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as hosting a film production downtown strengthens collaboration between local businesses, government, and the arts community to boost economic and cultural activity.

Alignment with One Planet Principles:

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT direction be given on the Noise Control By-law Exemption request from Pining Productions for a film production in Market Square on Wednesday, September 10, 2025 from 10:00 a.m. to 11:00 p.m., Thursday, September 11, 2025, from 11:00 a.m. to 1:00 a.m. and Friday, September 12, 2025, from 11:00 a.m. to 1:00 a.m. from the following provisions:

- **Unreasonable Noise [Schedule 1, clause 8];**
- **The operation of any auditory signaling device [Schedule 2, clause 1]**
- **The operation of loudspeakers and amplification of sound [Schedule 2 clause 2];**
- **Loading and unloading [Schedule 2 clause 4].**
- **Yelling, shouting, hooting, whistling or signing [Schedule 2, clause 16]**

Prepared by:

Kirstin Riddell, Events Coordinator

Recommended by:

Tim Wolfe, Director of Community Services

Adam Betteridge, Interim Chief Administrative Officer



MANAGEMENT REPORT

Date: September 8, 2025
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU25-107
Attachments: T-2025-57 Bid Summary

Title: T2025-57 Bridge Repairs Contract Tender Award

Objective: To obtain Council approval to accept the lowest bid from VanDriel Excavating Inc. of \$556,308.60 including HST, for the Bridge Repairs Contract T-2025-57.

Background: The legislated bi-annual visual inspection (2023 OSIM) identified Structures 09-BR-2 (Waterloo Street), 12-BR-3 (Douglas Street), 07-BR-2 (Lakeside Drive), 17-BR-3 (Douglas Street), and 04-RW-4 (Romeo Street Underpass) as requiring repairs within a 1-to-5-year timeframe in order to maintain their expected service life. The scope of work generally includes handrail repairs and concrete patching on bridge elements such as sidewalks, deck edges, wingwalls, and soffits, with the extent of work varying at each location.

Four of the five structures are located within an area regulated by the Upper Thames River Conservation Authority (UTRCA), and the required permits have been obtained. In-water construction timing windows also apply to this project.

The City engaged B.M. Ross and Associates Limited (BM Ross) in November 2024 to develop the design, contract specifications and detailed estimate. This structural engineering consulting firm has been retained to provide construction contract administration and inspection.

The tender was first posted on the City's Bid Opportunity page and in the Bids and Tenders public forum on May 13, 2025, and closed on June 4, 2025, with no bids received. It was subsequently revised to allow greater scheduling flexibility over a two-year construction period and reposted on July 29, 2025. The tender closed on August 20, 2025.

Analysis: There were a total twenty-five registered bidders for the project, with five submitting official bids. The lowest qualified bid of \$556,308.60 including HST was provided by VanDriel Excavating Inc. The submission was reviewed, and their experience and references were checked with positive results. The VanDriel Excavating Inc. bid of \$556,308.60 is \$500,973.13 after the HST Partial Rebate.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	500,973.13
Consultant fees (Design)	\$	48,000.00
Geotechnical & Material Testing fees (estimated)	\$	5,000.00
Total	\$	553,973.13

The 2025 approved Capital program allocates \$900,000 for Bridge Improvements, funded through the Federal Gas Tax (R-R-11-RFED). At the June 9 Council meeting, approximately \$210,000 was approved for Contract T-2025-33, Bridges & Culvert Repairs (COU25-071), for erosion protection and provisional railing repairs at Structure 01-FB-03, and erosion protection and concrete repairs at Structure 02-CU-02 leaving a balance of about \$690,000 available for this project.

Financial Implications:

Financial impact to current year operating budget:

There are no anticipated impacts if the project is approved to proceed to construction at this time as funding is available. Any unspent funding will remain in the reserve fund for allocation to future projects.

Financial impact on future year operating budget: The eventual capital replacement work will result in decreased annual operating and maintenance cost in future years once the bridge structures are repaired. The future impacts for operating budget are tied to funding required to future maintenance and repairs needed as outlined in the asset management plan and bridge inspection documents.

Link to asset management plan and strategy:

This project represents routine maintenance of an existing assets identified in the asset management plan. Regular upkeep, including concrete repairs, handrail replacements, and minor structural improvements, helps preserve these assets in a safe and functional condition. Proactive maintenance extends the service life of the structures, reduces the likelihood of unexpected failures, and defers the need for costly full replacements.

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:

Equity and Local Economy

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

Travel and Transport

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

Staff Recommendation: THAT the tender (T-2025-57) for Bridge Repairs be awarded to VanDriel Excavating Inc., for a total tender price of \$556,308.60, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2025-57.

Prepared by: Nathan Bottema, Project Engineer

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

T-2025-57

Bridge Repairs (2025/2026) (Structures 01-FB-03, 02-CU-02)

Closing Date: August 20, 2025

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Bid Submission</u>
VanDriel Excavating Inc.	Clinton, Ontario	Submission 1	\$556,308.60
KB Civil Constructors Inc.	North York, ON	Submission 1	\$651,488.51
2585284 Ontario Inc. o/a Beton	Stoney Creek, Ontario	Submission 1	\$689,808.50
Clearwater Structures Inc.	Bowmanville, Ontario	Submission 1	\$753,410.56
Lancoa Contracting Inc.	Caledon East, Ontario	Submission 1	\$977,885.05



MANAGEMENT REPORT

Date: September 8, 2025
To: Mayor and Council
From: Taylor Crinklaw, Director of Infrastructure Services
Report Number: COU25-112
Attachments: None

Title: Contract Extension for the Supply and Delivery of Bulk Highway Salt

Objective: To provide background information and obtain Council approval for the negotiated six-year contract extension for salt supply and delivery of bulk highway salt.

Background: Public Works staff from all municipalities within Perth County, including the County itself, regularly participate in a joint purchasing group to secure service and material contracts with the goal of achieving more favorable procurement terms collectively. Compass Minerals Canada Corp. (Compass Minerals), based in Goderich, has supplied bulk highway salt to the County and its municipal partners for decades. The current supply contract is due for renewal ahead of the upcoming winter season. This report recommends exercising the provisions of the existing contract and associated agreement to extend this service for an additional six years.

Analysis: The supply of bulk highway salt was last tendered in 2022, at which time three submissions were received. Compass Minerals submitted the lowest bid, with unit pricing approximately 25% below the second-lowest submission. The tender and corresponding agreement included provisions allowing the option to renew or extend the contract for additional terms at a mutually negotiated rate. Following consultation between County and City staff, negotiations with Compass Minerals have secured a six-year contract extension, with unit rates to remain unchanged for the 2025–26 winter season and to increase by 3% annually over each of the following five winter seasons.

Bulk White Salt

Season	Volume (tonne)	\$/tonne	Depot / Backup
2025-26	18,050	\$78.77	Goderich / Vanastra
2026-27	18,050	\$81.13	Goderich / Vanastra
2027-28	18,050	\$83.91	Goderich / Vanastra
2028-29	18,050	\$86.79	Goderich / Vanastra
2029-30	18,050	\$89.76	Goderich / Vanastra
2030-31	18,050	\$92.83	Goderich / Vanastra

Bulk Treated Salt

Season	Volume (tonne)	\$/tonne	Depot / Backup
2025-26	4,500	\$110.28	Seaforth / Harriston
2026-27	4,500	\$113.59	Seaforth / Harriston
2027-28	4,500	\$117.41	Seaforth / Harriston
2028-29	4,500	\$121.36	Seaforth / Harriston
2029-30	4,500	\$125.44	Seaforth / Harriston
2030-31	4,500	\$129.66	Seaforth / Harriston

Compass Minerals has consistently provided reliable service and has met all obligations under both the current and previous contracts. The proposed six-year extension will help keep material costs stabilized within our winter maintenance operations.

As part of the negotiations, material delivery was also reviewed. While Compass Minerals offered competitive pricing for supply, the local contractor, Bossence & McCann Incorporated, submitted a more favorable proposal. Their submission includes a 3% increase for the upcoming season, followed by 3% increases in each of the subsequent five seasons. The negotiated contract prices are consistent with project inflationary approach to budget deliberations, resulting stable funding projections for the future.

Delivery and Hauling of Bulk Highway Salts – 6-year Extension Proposed Rates

Municipality	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
City of Stratford	\$12.06	\$12.42	\$12.79	\$13.17	\$13.57	\$13.98

The 2026 draft budget includes an estimated \$62,000 for the delivery and hauling of bulk salt, and \$300,000 for the supply of bulk salt material.

Financial impact to current year operating budget:

This contract is for 2026 and beyond and has no impact on the current year operating budget.

Financial impact on future year operating budget:

Since revised pricing is largely inflationary only, current budget projections have already accounted for these increases. The only variations that may occur, would be due to heavier and longer winter events that may require more quantity of salt. The winter roads budget does have a reserve account that is used to offset some of these variable costs if they do occur.

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

Salt is a key material to help ensure safe driving roads throughout the winter season.

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.

Travel and Transport

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

Material and Products

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

Staff Recommendation: THAT Council receive the report titled, 'Contract Extension for the Supply and Delivery of Bulk Highway Salt' (COU25-112), for information;

THAT Council authorize staff to enter a six-year extension of the Perth County contract for the supply of bulk highway salt with Compass Minerals Canada Corporation;

AND THAT Council authorize staff to enter a six-year extension of the Perth County contract for the delivery and hauling of bulk highway salt with Bossence McCann Corporation Incorporated.

Prepared by:	Taylor Crinklaw, Director of Infrastructure Services
Recommended by:	Taylor Crinklaw, Director of Infrastructure Services
	André Morin, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 22, 2025
To: Finance and Labour Relations Sub-committee
From: Lindsay Van Gestel, Administrative Assistant to the Mayor
 Adam Betteridge, Interim Chief Administrative Officer
Report Number: FIN25-016
Attachments: 1. Flowers and Donation Policy A.1.9 (current); and
 2. Expression of Sympathy A.1.9 (revised)

Title: Policy Update – Expressions of Sympathy

Objective: To present proposed amendments to Policy A.1.9, “Flowers and Donations”, including updated language for clarity and consistency; and formatting for accessibility.

Background: The current ‘Flowers and Donations’ policy was adopted in 1997 and has not been updated since that time. This policy outlines who receives flowers or a memorial donation from the City of Stratford as an expression of sympathy upon their death. The policy does not speak to the application or oversight of the policy, who is considered an ‘employee’, or the process for initiating a public statement or book of condolences if required.

Analysis: Although this policy is administratively situated with the CAO’s office, it is administered through the Office of the Mayor and expressions of sympathy are provided on behalf of the Mayor and Council.

While administering this policy over time, questions have arisen as to who constitutes a current or retired City employee. For example, whether the policy applies to members of Stratford Police Services or the Stratford Public Library or their families.

Under the provisions of the amended policy, clarification is provided that a current or retired City of Stratford employee is a member of any internal department reporting directly to the Chief Administrative Officer of the City of Stratford.

Should the Office of the Mayor wish to extend an expression of sympathy on behalf of Stratford City Council for an individual that does not fit within the criteria of the policy, arrangements can be made for a card to be sent.

Additional updates to the revised policy include establishing clearer procedures regarding oversight and administration of the memorial donation, as well as communication to Council and the appropriate Director.

The former name of the policy is “Flowers and Donations”. After a review of other local municipal policies with respect to expressions of sympathy, and in consideration that flowers are not always requested, it is determined that it would be more appropriate to name the policy “Expression of Sympathy”.

The review of this policy also identified an opportunity to increase the funds to allow for a more meaningful contribution to a chosen charity or, if requested, a floral arrangement. In 2025, the average cost of a floral donation for a memorial service ranges from \$75.00 - \$95.00 plus taxes.

Staff are recommending the policy limit be increased from \$50.00 to \$100.00.

A review of prior year expenditures shows minor fluctuations each year.

Year	Budget	Actual Spent	Total Donations
2021	\$500.00	\$150.00	3
2022	\$500.00	\$400.00	8
2023	\$500.00	\$785.00	12
2024	\$500.00	\$253.00	5
2025	\$650.00	\$50.00	1 (to date)

The remaining 2025 budget would allow for 6 additional memorial donations. Should additional donations be required above the budgeted amount, the budget would be exceeded, and consultation with the Treasurer on the appropriate course of action would be pursued.

Financial impact to current year operating budget:

None anticipated as the proposed changes are administrative and nominal in nature.

Financial impact on future year operating budget:

None anticipated as the proposed changes are administrative and nominal in nature.

Alignment with Strategic Priorities:

Work Together For Greater Impact

The new policy updates will increase transparency and allow for more consistency. The updates reflect the Corporation’s commitment to compassion for employees, while providing a thoughtful gesture with a memorial donation.

Alignment with One Planet Principles:

Not applicable: This report does not align with One Planet Principles as it is administrative in nature.

Staff Recommendation: THAT Policy A.1.9 be amended to reflect the proposed changes in Attachment 2 to this Report (FIN25-016).

Prepared by: Lindsay Van Gestel, Administrative Assistant to the Mayor
Recommended by: Adam Betteridge, Interim Chief Administrative Officer

The Corporation of the City of Stratford

Policy Manual

A.1 Awards, Recognition and Promotion

Dept: CAO's Office

Committee: Finance and Labour Relations

A.1.9 Flowers and Donations

Adopted: August 18, 1997

Amended:

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

That the City of Stratford will endeavour to provide flowers or donations in an amount of \$50 on the death of any current employee, member of Council, retired employee, previous member of Council and the immediate family (parent, spouse or child) of current employees and current members of Council.

In the case of immediate families of retired employees and previous members of Council, the City will endeavour to send a card or letter.



The Corporation of the City of Stratford

Policy Manual

Policy Number: A.1.9
Policy Section: A.1 Expressions of Sympathy
Department: CAO's Office

Date Adopted: August 18, 1997
Date Amended: *(to be inserted if approved)*
Scheduled for Review: June 2030
Date of Last Review:
Policy Type: Council-adopted Policy

Expression of Sympathy

Policy Statement: The City recognizes that former elected officials and staff make meaningful contributions to the Corporation, and expressions of sympathy is one way to mourn and recognize the impacts they have had.

Purpose:

The purpose of this policy is to set out consistent methods for expressing sympathy on behalf of Stratford City Council. Through this policy the City of Stratford will endeavour to provide a donation as requested or as outlined in the obituary or the family's wishes in the amount of \$100.00.

Scope:

Upon notification of the death of an eligible individual, as received from a City department, the Mayor's Office will ensure that an expression of sympathy is relayed in accordance with this policy on behalf of Stratford City Council. The Mayor's Office will communicate this action with City Council and the Director of the department. Should a Director wish to offer a different expression of sympathy than a donation (i.e. flowers in

the amount not to exceed \$100), the Director shall consult with the Mayor's Office for the purchase and identification of appropriate expense GL code.

This policy applies:

- a) Upon the death of:
 - a. A current Member of Council
 - b. A former Member of Council
 - c. A current City of Stratford employee
 - d. A retired City of Stratford employee
 - e. The immediate family (parent, spouse or child) of a current employee
 - f. The immediate family (parent, spouse or child) of a current Member of Council

or

- b) Upon a death of a significant community member where the Mayor, CAO or Council would like to express a shared mourning.

Definitions: A current employee includes:

- a) All staff of internal City departments reporting to the Chief Administrative Officer of the City of Stratford
 - a. Mayor & CAO's Office
 - b. Human Resources Department
 - c. Stratford Fire Department
 - d. Community Services Department
 - e. Social Services Department
 - f. Corporate Services Department
 - g. Infrastructure Services Department
 - h. Building & Planning Services Department
 - i. Any other unionized, staff or administrative employee including part time, casual and students

Procedure:

When a department would like to offer an expression of sympathy on behalf of Stratford City Council, but the policy (Section A) does not allow for a donation, the Mayor's Office will endeavour to send a card or letter.

Similarly, in the case of immediate family members (parent, spouse or child) of retired employees and previous members of Council, the Mayor's Office will send a card or letter.

If it is determined by the Mayor or CAO, that a public statement is required, the Corporate Communications Specialist will coordinate with the Mayor and CAO's office any expressions of sympathy or commemorative services the City is undertaking.

When appropriate, the Mayor or CAO may request a book of condolences to be circulated or a signed by Council, staff or residents of the city.

DRAFT



MANAGEMENT REPORT

Date: July 22, 2025
To: Finance and Labour Relations Sub-committee
From: Adam Betteridge, Interim Chief Administrative Officer
Report Number: FIN25-020
Attachments: 1. Long Service Award Policy H.1.7 (current)
 2. Long Service Awards Policy H.1.7 (revised)

Title: Long Service Award Policy Updates

Objective: To present proposed amendments to Policy H.1.7, "Long Service Award", including updated language for clarity and consistency; and formatting for accessibility.

Background: This policy was put in place to formalize the practice of providing long service awards for municipal employees achieving 25 years of service with the City of Stratford.

The current policy lists out award items that the employee may choose from, including:

- Watch with the City Crest; or
- Sterling Silver Ring with City Crest; or
- An article purchased from a local jewellery store; or
- A travel voucher from a local travel agency
- A charitable donation to the charity of the employee's choice.

Although this policy is administratively situated within the Human Resources Department, it is administered through the Office of the Mayor.

Staff, through the Corporate Leadership Team, have identified revisions/updates to this policy for Council's consideration.

Analysis: After a period of review (post-pandemic), both the watch and ring options have been deemed to not fall within the \$400 limit; and not be an option of which staff are generally interested in. Therefore, it was proposed to have the option of a gift certificate from a local jewellery store. Should an employee wish to proceed with a City watch or ring, the recipient may use the gift certificate towards such purchase.

Additionally, requests have been made for gift cards outside of the travel and jewellery option; therefore, a gift card at alternate locations has been added to the list.

- A \$400 travel voucher from a local travel agency;
- A \$400 gift certificate from a local jewellery store;
- A \$400 gift card at a location of the employees choosing;
- \$400 Downtown Dollars; or
- A charitable donation to the charity of the employee's choice.

The dollar value of \$400 remains as this award/gift amount is treated as non-cash by the Canada Revenue Agency, providing it is for a retailer group identified on the card/certificate. When Downtown Dollars are provided, a list of the venues where the gift certificates can be utilized is to be provided to the employee.

If the award value exceeds \$400, it is taxable and included on the employees T4 as taxable income. It is recommended by the Corporate Leadership Team to leave the award amount at \$400.

The policy was also amended to add that awards presented to employees of the Stratford Public Library and Stratford Police Services are to be presented by specific individuals if received during a Council session:

- CEO of the Stratford Public Library and the Chair of the Board of Directors
- Chief of Police and the Chair of the Board of Directors

When a staff member reporting to the Corporate Leadership Team is to receive an award, the Mayor, CAO and/or another Director may present their award in a Council Meeting.

Should a staff member not wish to receive their award in a Council Meeting, the appropriate leadership member(s), may meet with the individual in their choice of location.

This policy was updated based on feedback received from staff throughout 2022 - 2025.

Financial impact to current and/or future year operating budget:

None anticipated as the proposed changes are administrative and nominal in nature.

Alignment with Strategic Priorities:

Work Together For Greater Impact

In celebrating a milestone of twenty-five years of services, the organization not only honours the work of the employee but also reinforces a culture of appreciation. A milestone of this length is a remarkable achievement that requires dedication and loyalty. A long service award is a meaningful way to recognize the contributions over the years and show that their commitment has helped shaped the City's success.

Intentionally Change to Support the Future

Updating the Long Service Award policy allows the organization to adapt to the evolving needs of its staff ensuring greater flexibility and inclusivity in recognizing employee contributions. To ensure staff feel appreciated, means we must be mindful in the awards that are offered, so that staff may utilize them however would most benefit them, individually and culturally.

Alignment with One Planet Principles:

Not applicable: This report does not align with One Planet Principles as it is administrative in nature.

Staff Recommendation: THAT the revised Long Service Award Policy H.1.7 attached to Report FIN25-020 be approved.

Prepared by:	Lindsay Van Gestel, Administrative Assistant to the Mayor
Recommended by:	Adam Betteridge, Interim Chief Administrative Officer



The Corporation of the City of Stratford Policy Manual

Policy Number: H.1.7

Policy Section: Human Resources

Department: Human Resources

Date Adopted: May 28, 1973

Date Amended: April 28, 2003, by R2003-235; April 23, 2012, by R2012-160

Scheduled for Review:

Date of Last Review:

Policy Type: Council-adopted Policy

Long Service Award

Policy Statement:

That the City continue the practice of Long Service Awards for municipal employees achieving 25 years of service with the City of Stratford. The employee may choose their award from one of the following options, at a cost not to exceed \$400:

- Watch with the City Crest; or
- Sterling Silver Ring with City Crest; or
- An article purchased from a local jewellery store; or
- A travel voucher from a local travel agency
- A charitable donation to the charity of the employee's choice.

All articles are to be selected and ordered through the Mayor's Office.

A presentation will be made to the employee either at a Council Meeting or by the employee's Director, whichever is suitable to the employee.



The Corporation of the City of Stratford Policy Manual

Policy Number:	H.1.7
Policy Section:	Human Resources
Department:	Human Resources
Date Adopted:	May 28, 1973
Date Amended:	April 28, 2003, by R2003-235; April 23, 2012, by R2012-160
Scheduled for Review:	
Date of Last Review:	June 2025
Policy Type:	Council-adopted Policy

Long Service Award

Policy Statement:

That the City continue the practice of Long Service Awards for municipal employees achieving 25 years of service with the City of Stratford.

Procedure:

The employee may choose their award from one of the following options, at a cost not to exceed \$400:

- A \$400 travel voucher from a local travel agency;
- A \$400 gift certificate from a local jewellery store;
- A \$400 gift card at a location of the employees choosing;
- \$400 Downtown Dollars; or
- A charitable donation to the charity of the employee's choice.

All articles are to be selected and ordered through the Mayor's Office.

A presentation will be made to the employee either at a Council Meeting or by the employee's Director, whichever is suitable to the employee.

A municipal employee includes:

- a) All staff of internal City departments reporting to the Chief Administrative Officer of the City of Stratford:

- a. Mayor & CAO's Office
 - b. Human Resources Department
 - c. Stratford Fire Department
 - d. Community Services Department
 - e. Social Services Department
 - f. Corporate Services Department
 - g. Infrastructure Services Department
 - h. Building & Planning Department
 - i. Any other unionized, staff or administrative employee including part time, casual and students
- b) Staff at the Stratford Public Library
- a. If presented at a Council meeting, the CEO of the Library, and the Chair of the Board of Directors (Stratford Public Library Board) will present
- c) Staff at Stratford Police Services
- a. If presented at a Council meeting, the Chief of Police, and the Chair of the Board of Directors (Stratford Police Services Board) will present



MANAGEMENT REPORT

Date: July 22, 2025
To: Finance and Labour Relations Sub-committee
From: Adam Betteridge, Interim Chief Administrative Officer
Report Number: FIN25-021
Attachments: 1. Current Policy A.1.7 – Lowering Flags at City Hall
 2. Amended Policy A.1.7 - Flags at City Hall Policy

Title: Policy Update - Flags at City Hall Policy

Objective: To present proposed amendments to the current policy including updated language for clarity and consistency; and formatting for accessibility.

Background: The current policy outlines when the National Flag at City Hall and at the corner of Ontario Street and Downie Street will be lowered upon the death of a number of individuals including the Prime Minister, Premier, Sovereign, Governor General; federal, provincial and municipal representatives, members of the Royal Family, City staff and persons whom the Mayor chooses to honour.

Analysis: This policy was updated based on national protocols, research of local municipal policies, and staff input. Considerations were made in conjunction with standard practices, health and safety factors, and consultation with City staff, to ensure that the City's commitment to respectful and meaningful flag-raising practices are adhered to. A clause is being recommended relating to the respectful disposal of the national flag, consistent with federal guidelines.

The flagpole at Ontario Street and Downie Street currently has the United Way campaign thermometer mounted, which poses safety concerns for staff to raise and lower the flag. City staff must use a bucket truck or lift to change the flag when the thermometer is installed which presents logistical difficulties. City staff are following up with the United Way to amend the thermometer to allow for easier access to the flagpole. Festival Hydro is responsible for the installation and removal of the thermometer. This flagpole will be addressed in the forthcoming policy under the category of 'City facilities,' and therefore falls outside the scope of the current policy and the mandatory lowering provisions applicable to City Hall.

The flagpole on the roof (peak) of the City Hall building also poses safety concerns for lowering and raising the National Flag. Therefore, when a half-masting is to occur, the recommendation is that a National Flag will be placed on the Community Flagpole at the corner of Wellington Street and Downie Street, and half-masted accordingly. The National Flag on the roof (peak) of City Hall, will remain raised.

The new flag policy elaborates and expands on the purpose of the policy, City facilities that have flagpoles, exemptions to the policy, responsibilities of the policy, and the addition of Federal annual Special Days for half-masting of the National Flag of Canada.

Additionally, the policy has been amended to include a procedure for external groups and organizations to request the flag-raising or half-masting of flags on the Community Flagpole. City Council approves these requests, which are later coordinated by the Mayor's Office.

Financial impact to current and/or future year operating budget:

None anticipated as the proposed changes are administrative and nominal in nature.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This policy aligns with this priority as it ensures consistency and alignment with national standards for half-masting, commemorative observances and special recognitions; reinforcing a shared sense of respect and unity.

Intentionally Change to Support the Future

This report aligns with this priority as the proposed additions to the policy, including the dedicated community flagpole, will create greater opportunities for community engagement and cultural recognition by allowing groups and organizations to display their flags at City Hall and demonstrate our commitment to inclusivity, diversity and local representation.

Alignment with One Planet Principles:

Equity and Local Economy

Flying community flags supports equity by ensuring that diverse voices, cultures and causes are visibly recognized and valued by the City and our community. By adopting an open and fair policy, the City demonstrates its commitment to equitable recognition for all to celebrate.

Staff Recommendation: THAT the Lowering Flags at City Hall Policy A.1.7 be rescinded and replaced with the Flags at City Hall Policy A.1.7 attached to Report FIN25-021.

Prepared by: Lindsay Van Gestel, Administrative Assistant to the Mayor
Recommended by: Adam Betteridge, Interim Chief Administrative Officer

The Corporation of the City of Stratford

Policy Manual

A.1 Awards, Recognition Promotion

Dept: CAO's Office

Committee: Finance and Labour Relations

A.1.7 Lowering Flags at City Hall

Adopted: March 13, 2000 by R2000-102

Amended: March 17, 2008

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

That, subject to safety conditions, the Canadian Flags on City Hall and at the corner of Ontario and Downie Streets be lowered to half-mast up to and including the day of the funeral:

- on the death of the Sovereign;
- on the death of the Governor General, Lieutenant Governor, Prime Minister or Premier;
- on the death of the Mayor or a member of City Council;
- on the death of the M.P. or M.P.P.

That, subject to safety conditions, the Canadian Flag on City Hall be lowered to half-mast on the day of the funeral:

- on the death of a member of the Royal Family related in the first degree to the Sovereign (spouse, son or daughter, father, mother, brother or sister);
- on the death of any city employee;
- on the death of a former member of Council residing in the community;
- on the death of a former department head residing in the community;
- on the death of any city employee with 25 years of service or more and still residing in the community;
- on the death of a person whom, in the opinion of the Mayor, it is desired to honour.



The Corporation of the City of Stratford Policy Manual

Policy Number:	A.1.7
Policy Section:	A.1 Awards Recognition Promotion
Department:	CAO's Office
Date Adopted:	March 13, 2000
Date Amended:	March 17, 2008
Scheduled for Review:	
Date of Last Review:	<u>June 2025</u>
Policy Type:	Council-adopted Policy

Flags at City Hall

Policy Statement:

This policy outlines and defines the criteria and process for raising, displaying, half-masting and disposing of flags at corporate properties and facilities of The Corporation of the City of Stratford.

Purpose:

The City of Stratford lowers flags to half-mast as a sign of respect, condolence, mourning and/or commemoration. The purpose of this Policy is:

- To ensure that all flags flown at half-mast uphold the dignity and respect for whom the flags are flown;
- To ensure that flags are flown at half-mast in a consistent and appropriate manner in accordance with the Order of Precedence established by the Department of Canadian Heritage and the [National Flag of Canada etiquette](#);
- To ensure flags are flown at half-mast in an inclusive and equitable manner to recognize significant events or dates relevant to diverse cultural, racial and marginalized communities within Stratford;
- To identify dates, occasions, durations, and locations for flag lowering;
- To ensure, when required, that national flags are disposed of in a dignified and respectful manner

- To provide direction for staff; and
- To provide public notice.

Application:

Flags may be lowered at other City facilities as approved by the Mayor or CAO subject to occurrence and staff availability.

These facilities are:

- Rotary Complex
- Dufferin Arena
- City Hall Annex Building
- Police Station
- Stratford Public Library
- Cenotaph Memorial Gardens
- Corner of Ontario Street and Downie Street
- Fire Stations One and Two
- Parks Yard
- Public Works

Exemptions:

- This policy does not apply to flags representing community/non-profit groups or organizations, flown on the City's designated flagpole(s);
- This policy does not apply to promotional banners that may be hanging temporarily outside of City facilities;
- This policy does not apply to flags flown at City facilities that cannot be lowered without aerial truck apparatus;
- Half-masting procedures as described in this policy are subject to safety conditions and weather conditions.

Responsibility:

- This policy will be administered and monitored by the Office of the Mayor and CAO;
- Flags will be lowered by City staff as determined by the appropriate Director;
- Notification of a flag lowering with regards to (b) and (c) below, will be sent to the Corporate Management Team (CMT); and
- Public Notice of half-masting will be provided by the Corporate Communications Lead or as designated by the CAO.

Procedure:

Half-masting at City of Stratford facilities will occur:

- a) On the following Special Days as recognized by the Federal Government of Canada:

28 April	National Day of Mourning for Persons Killed or Injured in the Workplace (Worker's Mourning Day)
23 June	National Day of Remembrance for Victims of Terrorism
Second Sunday in September	Firefighters' National Memorial Day
Last Sunday in September	Police and Peace Officers' National Memorial Day
30 September	National Day for Truth and Reconciliation
11 November	Remembrance Day
06 December	National Day of Remembrance and Action on Violence Against Women

- b) In the event of the death of any of the following, from the time of notification of death, up to and including the day of funeral or memorial service:

- The Sovereign;
- The Governor General, Lieutenant Governor, Prime Minister or Premier of Ontario;
- The Mayor or a member of City Council;
- The Member of Parliament (M.P.);
- The Member of Provincial Parliament (M.P.P); or
- National Chief in the Assembly of First Nations;

- c) In the event of the death of any of the following, on the day of funeral or memorial service:

- A member of the Royal Family related in the first degree to the Sovereign (spouse, son or daughter, father, mother, brother or sister);
- Any current City employee (an employee under the Corporate Leadership Team);
- A former Mayor or member of Council residing in the community;
- A former department head residing in the community; or
- A person whom, in the opinion of the Mayor, CAO, or their designates, it is desired to honour.

- d) At the discretion of the Mayor, CAO, or their designates, to honour a significant event, date, or occasion.

- e) If a masting (lowering or raising) date falls on a weekend or holiday observed by the City, the flag will be lowered the regular day of work before and returned to full mast the first available regular day of work following.
- f) Where there is no known funeral or memorial service planned to take place, the half-masting of flags shall occur on the date of notification of the death up to a maximum of three (3) days.
- g) Where the date of the funeral or memorial service is scheduled to be more than fourteen days from the date of notification of death, the flag will be lowered to half-mast for a period of three (3) days. The flag may be lowered again on the date of the funeral or memorial service, or a different duration as advised by the Mayor or CAO.

Community Flagpole

Groups or organizations who would like to request a flag-raising or half-masting on the Community Flagpole at City Hall, must provide the Clerk's Office with a formal request in writing at least four weeks prior to the date requested. This request will be noted on the first available Council Agenda for approval by Council. This request should include:

- Name of the requesting organization;
- Contact information;
- Requested event or occasion;
- Date or time period of event or occasion;
- Explanation or purpose of the event or occasion;
- Description of the organization, any local/national/international affiliation, brief history and any other relevant information.

If Council Approval is granted based on the request made to the Clerks office, the organization must provide the flag a minimum of three business days prior to the approved date. The Mayor's Office will coordinate the raising of the approved flag with the appropriate Director.

This policy is intended to align with the City's Diversity, Equity and Inclusion Policy, to ensure the corporation's objectives are met.

Disposal of the Canada Flag

The key principle is to treat flags with respect reflective of the values they symbolize, drawing on available local resources and traditions.

A flag is considered to be worn when the colour has faded, it has developed a hole or the outermost seam (fly) of the flag has become frayed. When a flag becomes tattered

and is no longer in a suitable condition for use, it should be disposed of in a dignified manner.

The disposal of a flag may be handled in the following manner:

- Flags made of natural fibres (wool, cotton, linen) should be burned in a dignified manner, privately, without ceremony or public attention being drawn to the destruction of the material.
- Flags made of synthetic material (nylon or polyester) should not be burned due to environmental damage and potential fire hazard. They should be respectfully torn into strips, with each element of the flag reduced to a single colour, so that the remaining pieces do not resemble a flag. The individual pieces should then be placed in a bag for disposal – the shreds of fabric should not be reused or fashioned into anything

In Canada, while the national flag has specific recommendations due to its symbolic importance, disposal practices can vary for other types of flags, such as provincial, municipal, or organizational flags. Here are some generalized guidelines for disposing of other types of flags in a respectable manner:

- Dignified Disposal: Like the national flag, any flag representing an organization, community, or cause should be disposed of in a manner that reflects its importance. This usually means avoiding simply throwing it in the trash.
- Burning: Similar to the national flag, ceremonial burning is often considered respectful, held with care to prevent harm and impart dignity to the process.
- Deconstruction: Cutting the flag into pieces so it can no longer be recognized as a flag can be an alternative, allowing for the parts to be disposed of as regular waste if no other options are available.
- Recycling Programs: Some local organizations or recycling programs may offer specialized services for flag disposal. Contacting local government services or flag manufacturers might provide additional options; these programs are more likely in communities with historical or cultural connections to specific flags.
- Return to Source: Returning the flag to the organization or entity it represents for appropriate disposal or reuse can be considered. Some organizations may have specific protocols in place for retiring their own flags.
- Local Guidelines: Checking with municipalities might reveal tailored regulations or recommendations, particularly for flags associated with local jurisdictions or special regional significance.



MANAGEMENT REPORT

Date: July 22, 2025
To: Finance and Labour Relations Sub-committee
From: Tatiana Dafoe, City Clerk
Report Number: FIN25-025
Attachments: None

Title: Composition and Size of Council for the 2026-2030 Term

Objective: To consider the pre-election report on the composition and size of Stratford City Council and to seek direction.

Background: Since 1885 when the then Town of Stratford was incorporated as a City, the composition of Council and how members are elected has changed several times. Over the past several elections, electors have been asked to vote for:

- 1 Mayor, and
- 10 Councillors

Section 186 (2) of the Municipal Act, 2001, S.O. 2001, c. 25 (hereinafter the "Act") specifically allows Council to, among other matters, change the composition of Council. Council by way of a by-law may change the composition of Council but for the by-law to be effective for the 2026 election it will need to be passed prior to January 1, 2026. If it is not passed prior to that date, then the by-law will not be in effect for the 2026 election but will apply to the subsequent 2030 election.

Section 217 (1) of the Act allows municipalities to change the composition of its council subject to the following rules:

1. There shall be a minimum of five members, one of whom shall be the head of council.
2. The members of council shall be elected in accordance with the *Municipal Elections Act, 1996*.
3. The head of council shall be elected by general vote.
4. The members, other than the head of council, shall be elected by general vote or wards or by any combination of general vote and wards.

5. The representation of a local municipality on the council of an upper-tier municipality shall not be affected by the by-law of the local municipality under this section.

Composition / Size of Council:

The size of Council has ranged from as high as 15 members to the current 10 members (not including the Mayor's position). Since 1931, the number of Aldermen/Councillors has been 10 representatives and this number has not changed even with an expanding City size and growing population.

Method of Electing Council:

The City has experienced ward and at-large elections since at least 1885. In 1886, a ward system for electing Aldermen was put in place. Wards were abolished in 1890 and replaced with an at-large system. Then in 1922, the ward system was re-established. In 1923 the ward system was abolished and replaced with at-large elections.

As the next Municipal Election will be held on Monday, October 26, 2026, the purpose of this report is to consider whether the composition and size of Council is to remain at 11 members elected at large or whether it is to be changed.

Analysis: A summary of municipalities with populations between 25,000 and 50,000 has been compiled showing the corresponding size of Councils and type of local government.

Table 1: Comparison of selected information of similar size municipalities

Municipality	Population*	Single or Lower Tier**	Size of Council
Bradford West Gwillimbury	42,880	Lower tier	9
Brant County	39,747	Single tier	11
Cornwall	47,845	Single tier	11
Fort Erie	32,901	Lower tier	7
Georgina	47,642	Lower tier	7
Grimsby	28,883	Lower tier	9
Innisfil	43,326	Lower tier	9
Lakeshore	40,410	Lower tier	8
LaSalle	32,721	Lower tier	7
Leamington	29,680	Lower tier	7
New Tecumseh	43,948	Lower tier	10
Orangeville	30,167	Lower tier	7

Municipality	Population*	Single or Lower Tier**	Size of Council
Orillia	33,411	Single tier	9
Owen Sound	32,712	Lower tier	9
Quinte West	46,560	Single tier	13
St. Thomas	42,840	Single tier	9
Stratford	33,232	Single tier	11
Timmins	41,145	Single tier	9
Whitchurch-Stouffville	49,864	Lower tier	7
Woodstock	46,705	Lower tier	7

*2021 Census

** Lower tier municipality forms part of a County or Regional Government (Upper tier)

Municipalities that have reviewed the composition of their councils have considered the following points:

- Past changes and current composition
- Population forecasts
- Legislated roles, responsibilities, duties and workload of councillors
- Potential impact of having fewer councillors
- Representation should be fair and responsive
- What is the appropriate number of constituents to be represented by a councillor
- Cost of governance

Stratford is a single tier municipality and provides the following services:

- Public works / infrastructure: roads, bridges, sewers, storm water, waste water systems
- Municipal water treatment and distribution systems
- Fire services and emergency control
- Public transportation systems
- Waste collection, recycling and yard waste collection
- Building and by-law services
- Land-use planning
- Ontario Works, Housing and Child care and Day care services
- Administration services
- Parks and forestry, recreation facilities and programming
- Parking and Crossing Guard Services (contracted)
- Municipal property and buildings
- Animal Control services (contracted)
- Operation of a municipal airport
- Operation of a municipal cemetery

The above list does not include mandated and discretionary services operated by outside boards and entities but for which the municipal corporation is the shareholder or major funding source: electrical utility, policing, library, economic development, tourism, public health, long-term care, paramedics, provincial offenses, museum and archives.

Considerations:

There is no definitive technique of determining the appropriate composition or size of Council.

There is also no definitive answer to the question of how many councillors are appropriate to govern the municipal corporation, participate in meetings, attend city advisory committee meetings and attend outside committee and board meetings as City Council representatives. Lastly, there is no optimal number regarding how many residents each councillor should represent in a ward system, if a change from at-large is made.

By means of this Pre-election Report, Council is asked to consider whether they wish to change the composition/size of Council in time for the 2026 election.

The following options are identified:

- Maintain the current composition of City Council
- Reduce the current composition of City Council
- Increase the current composition of City Council

As outlined in a separate Pre-election report, Council may also consider changing the method of how the Deputy Mayor position is selected. This would further impact on the composition/size of Council.

If City Council is interested in changing the composition/size of City Council, parameters for the review could include:

- Population
- Whether or not ward representation or continue with at-large
- Parameters used by other municipalities

There have been no requests made to the City Clerk to consider changing the composition or size of Council.

If there is no interest in changing the composition/size of Council, no decision is required, and this Pre-election report may be received as information.

If Council would like to consider changing the size and composition, then direction is required and there will be public notice requirements. The City's Notice Policy requires

the following notice to be given when considering a change to the composition of Council:

"Before passing a By-law to change the composition of Council, Notice of Intent to be given:

Content of Notice:

- A general description of the subject matter;
- Purpose of the Public Meeting at which the subject matter will be considered, including date, time and location of the Public Meeting;
- General provisions guiding the submission of information before or at the Public Meeting of which notice is being given;
- Instructions on obtaining any additional information which may be made available by the City or submitting comments or making a presentation at the Public Meeting;
- The name and title of the person to whom written comments are to be sent, together with the address of the official and the deadline for receipt of such submissions.

Manner of Notice:

- Notice of Public Meeting to be published once at least 10 calendar days prior to the scheduled public meeting in a newspaper, Municipal website, and City Hall Bulletin Board."

There is no appeal mechanism for a by-law adopted under section 217 of the Municipal Act changing the composition/size of Council.

Financial Implications:

Financial impact to current year operating budget:

Implementing a change in the composition/size of City Council will have 2025 budget implications. The cost will depend on the extent of the review and level of public consultation. Public consultation could range from a public meeting with website feedback to a full consultant and on-line engagement process.

Financial impact on future year operating budget:

With respect to the 2026 election budget, there would be increased costs for adding additional races to the voting system and in counting additional races on the ballot. The financial impact has not been estimated at this time.

Neither the cost savings from a reduced composition of City Council, nor the cost increases from an increased composition of City Council have been considered at this time. Remuneration for the Mayor, Deputy Mayor, and ten Councillors are included in the annual budget.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose is to consider the size of council.

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles as the purpose is to consider the size of council.

Staff Recommendation: THAT direction be provided if City Council is interested in initiating notice of intent to change the composition of City Council in time for the 2026 municipal election and that City Council identify the proposed change(s) to the composition and/or size of Council.

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 22, 2025
To: Finance and Labour Relations Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: FIN25-026
Attachments: Statutory Requirements of Advisory Committees
 Advisory Committee and Board Renumeration by Municipality

Title: Advisory Committee Renumeration

Objective: To consider remuneration for members of advisory committees.

Background: The City has a number of advisory committees, some of which are statutorily required or are established as a quasi-judicial tribunal. Other advisory committees have been established for specific purposes that have been deemed valuable by Council. Members apply and are appointed on a volunteer basis for specific terms.

Statutorily required:

- Accessibility Advisory Committee – statutory
- Heritage Stratford – statutory
- Committee of Adjustment (quasi-judicial)

Other advisory committees / local boards are:

- Active Transportation Advisory Committee
- Communities in Bloom Advisory Committee
- Energy and Environment Advisory Committee
- Stratfords of the World (Ontario) Advisory Committee
- Ad-Hoc Grand Trunk Renewal Committee

A governance review is currently being undertaken for all City advisory committees and local boards which includes reviewing remuneration for members. Currently, the City does not provide remuneration to advisory committee members, with the exception of members of the Committee of Adjustment.

Analysis: Staff have reviewed the policies of other municipalities and determined that remuneration is typically not provided to advisory committees, unless they are statutorily required or are a quasi-judicial tribunal. The remuneration paid by other municipalities for statutory committees is provided in recognition of the members' expertise and lived experiences.

On average, members of Committee of Adjustment receive \$112.42 per meeting compared to the City of Stratford that pays \$50.00 to Chairs and \$41.67 to members of the Committee of Adjustment.

Other municipalities average \$99.64 per meeting for Accessibility Advisory Committees and \$93.16 per meeting for members of Heritage Committees.

If the City were to create a remuneration structure consistent with comparators, this would more consistently provide members of statutory committees with remuneration that recognizes the time, expertise and lived experience shared and given by these volunteers.

A suggested rate of \$125.00 per meeting would cost approximately \$20,000 - \$30,000 annually and represent an addition to the budgeted amounts and impact on the tax levy. This is based on the current member structure for the Accessibility Advisory Committee and Heritage Stratford, both consisting of 8 members with an average of ten (10) meetings per year and the Committee of Adjustment consisting of five citizen positions with a maximum of 12 meetings annually. If remuneration were also provided for attendance at site plan review sub-committee meetings, and permit reviews this cost would increase.

Options:

1. (Recommended) That remuneration be paid to each member of the committees that are statutorily required, and include Heritage Stratford, Accessibility Advisory Committee and Committee of Adjustment in the amount of \$125.00 per regular meeting for each Committee meeting attended **and** \$50.00 per meeting for Heritage Stratford site plan review meetings, Heritage Stratford permit review meetings and Accessibility Advisory Committee site plan review meetings commencing January 1, 2026
2. That remuneration be paid to each member of the committees that are statutorily required, and include Heritage Stratford, Accessibility Advisory Committee and Committee of Adjustment in the amount of \$125.00 per regular meeting only for each Committee meeting attended commencing January 1, 2026.

3. That remuneration be paid to all members of all City advisory committees in the amount of \$125.00 per meeting for each Committee meeting attended commencing January 1, 2026.
4. That the report be filed – meaning no action would be taken.

Staff recommend proceeding with option 1, providing remuneration may assist the City with recruitment for these required committees. The recording secretary for each committee provides the required documentation quarterly to the Council Committee Coordinator who facilitates payment through the Finance Division. Staff would also develop a policy outlining any additional parameters, such as a maximum number of members that can be appointed to a sub-committee, to ensure the costs remain within the approved budget.

Policy C.3.1 Council Appointed Advisory Committees will require updates to reflect the changes should remuneration be approved.

Financial Implications:

Financial impact on future year operating budget:

Estimated costs of approximately \$30,000 would need to be included in the 2026 budget lines for each of the following committees: Accessibility, Heritage and Committee of Adjustment. This figure would be adjusted lower if option 2 were selected, and higher if option 3 were selected.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose is to consider remuneration for advisory committees.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT remuneration be paid to each member of Heritage Stratford, Accessibility Advisory Committee and Committee of Adjustment in the amount of \$125.00 per meeting for each Committee

meeting attended and \$50.00 per meeting for Heritage Stratford site plan review meetings, Heritage Stratford permit review meetings and Accessibility Advisory Committee site plan review meetings commencing January 1, 2026;

AND THAT Policy C.3.1 Council Appointed Advisory Committees be updated to reflect the changes to remuneration.

Prepared by: Vicky Trotter, Council Committee Coordinator
Tatiana Dafoe, City Clerk

Recommended by: Tatiana Dafoe, City Clerk
Adam Betteridge, Interim Chief Administrative Officer

Advisory Committee/Board Remuneration by Municipality

Municipality	Remuneration
City of Woodstock	\$50.00 per meeting
Clarington	\$100.00 per meeting
Township of Spring Water	\$80.00 per meeting
Ajax	\$65.00 per meeting
Fort Erie	\$81.53 per meeting
Ottawa	\$298.00 per meeting

Committee of Adjustment

Accessibility Advisory Committee

Municipality	Remuneration
Huron County	\$207.52 per meeting plus mileage (1/2 day rate)
Perth County	\$134.63 per meeting (1/2 day rate)
St. Marys	None
Orillia	\$300 per annum or \$150 per annum for attending less than 75% of meetings
Oxford County	\$100.00 per half day meeting, \$175.00 for full day meeting

Heritage Advisory Committee

Municipality	Remuneration
Huron County	\$207.52 per meeting plus mileage
Perth County	None
St. Marys	\$20.00 per meeting
Orillia	\$300 per annum or \$150 per annum for attending less than 75% of meetings
Oxford County	None

Roles of Advisory Committees

Heritage Stratford

Heritage Stratford is the City's Municipal Heritage Committee under the Ontario Heritage Act. Heritage Stratford was originally created in 1981 as a Local Architectural Conservation Advisory Committee through By-Law 70-81. The Committee was then amended in 2004 through By-Law 133-2004. Heritage Stratford has a Statutory Role and a Non-Statutory Role to fulfill in Stratford.

Statutory Role: (under the Ontario Heritage Act)

Heritage Stratford advises Council on the following issues regarding Heritage properties:

- Designations, or Repeals, Amendments or Alterations of Designations;
- Demolition;
- Easements or Covenants;
- Establishment of Heritage Conservation Districts.

Further, on receipt by the Development Services Division any applications for demolition, building or sign variance permits relating to Part IV and/or Part V heritage buildings, Heritage Stratford shall be notified immediately in order to review the application and contact the owner of the subject property to offer advice and assistance. Results of this review and contact shall be conveyed back to the Development Services Division within 5 working days.

Heritage Stratford provides advice on Heritage Impact Assessments where these are required under the Stratford Official Plan or other Planning legislation.

By-Law 133-04 charges Heritage Stratford with preparation of a building inventory.

Non-Statutory Role:

Heritage Stratford also assists in creating an informed environment that supports and enhances the preservation of a historical community through:

- Advocacy and promotion for Heritage Conservation;
- Education;
- Long Term planning;
- Management of the James Anderson Awards and the Blue Plaque program.

Accessibility Advisory Committee

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) sets out the process for developing, implementing and enforcing accessibility standards. The AODA requires

all municipalities of 10,000 or more residents to have an accessibility advisory committee, with the majority of members being persons with disabilities.

The three main activities of an accessibility advisory committee are to:

1. Advise municipal council about:
 - the requirements and implementation of accessibility standards;
 - the preparation of accessibility reports;
 - other matters for which the council may seek its advice
2. Review site plans and drawings described in section 41 of the Planning Act that the committee selects.

Perform all other functions that are specified in the regulations.

The Committee of Adjustment is a quasi-judicial tribunal appointed by City Council and is independent and autonomous from City Council and City Administration. It derives its jurisdiction from the Planning Act of Ontario.

Mandate:

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



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

BEING a By-law to amend Section 8, No Parking In Unposted Locations, of the Traffic and Parking By-law 159-2008, as amended, to exempt electric vehicle parking spaces from the 2:00 a.m. to 6:00 a.m. parking restriction.

WHEREAS Section 10(1) of the Municipal Act, 2001, S.O. 2001, c. 25, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS Council of the Corporation of the City of Stratford adopted Traffic and Parking By-law 159-2008 to regulate traffic and the parking of motor vehicles in the City of Stratford;

AND WHEREAS Council has amended Traffic and Parking By-law 159-2008 from time to time as necessary to further regulate traffic and parking of motor vehicles;

AND WHEREAS Council deems it necessary to further amend Traffic and Parking By-law 159-2008, to amend Section 8, No Parking In Unposted Locations, to exempt electric vehicle parking spaces from the 2:00 a.m. to 6:00 a.m. parking restriction;

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

1. That Section 8, No Parking In Unposted Locations, of the Traffic and Parking By-law 159-2008, as amended be further amended to include the following new provision:

"8(4) - Subsection j) does not apply to vehicles parked in electric vehicle charging spaces owned and operated by The Corporation of the City of Stratford."
2. The provisions of this By-law shall come into effect upon final passage.
3. All other provisions of the Traffic and Parking By-law 159-2008, as amended, shall remain in force and effect.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



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

BEING a By-law to authorize the use of internet and telephone voting as an alternate voting method for the 2026 Municipal and School Board Election in the City of Stratford.

WHEREAS Section 42(1)(b) of the Municipal Elections Act, 1996, S.O. 1996 c.32 as amended, (the Act) provides that Council may, by-law, authorize the use of an alternate voting method that does not require electors to attend at a voting place in order to vote;

AND WHEREAS Section 42(5) of the Act provides that when a by-law authorizing the use of an alternative voting method is in effect, section 43 (Advance Votes) and 44 (voting proxies) applies only if the by-law so specifies; if the by-law specifies that section 44 applies, it may also establish additional criteria that a person must meet to be entitled to vote by proxy;

AND WHEREAS the Council of The Corporation of the City of Stratford considers it desirable to conduct the 2026 Municipal Election using a Telephone and Internet voting method;

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

1. That internet and telephone voting is hereby authorized as an alternate voting method for the 2026 Municipal and School Board Election in the City of Stratford in accordance with section 42(1)(b) of the Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.
2. That the use of internet and telephone voting shall apply during the advance vote in accordance with section 42(5) and section 43 of the Municipal Elections Act, 1996, S.O. 1996 c.32 as amended is applicable in the 2026 Election in the City of Stratford.
3. THAT the Clerk/Returning Officer is authorized to enter into agreements with selected vendors necessary for the election.
4. This By-law shall come into force and take effect upon final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



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

BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of work by VanDriel Excavating Inc. for Bridge Repairs (T-2025-57).

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-2025-57) of VanDriel Excavating Inc. for Bridge Repairs, 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-2025-57) for Bridge Repairs is \$556,308.60, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF**

THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to accept the transfer (conveyance) from
Pol Quality Homes Inc. of Part 1 on Reference Plan 44R-
6380.

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 a condition of Site Plan approval requires the owner, being Pol Quality Homes Inc., to dedicate a 5.182 metre road widening to the City of Stratford along O'Loane Avenue for road widening purposes;

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

1. That The Corporation of the City of Stratford shall accept a conveyance of:
 - a. Part Lot 1, Plan 93, being part of P.I.N. 53157-1264(LT)

now designated as Part 1 on Reference Plan 44R-6380 for the widening of
O'Loane Avenue from Pol Quality Homes Inc.
2. That the Mayor and Clerk, or their respective delegates, of The Corporation of the City of Stratford are hereby authorized to execute all documents necessary for this conveyance that have been prepared by or reviewed by the City Solicitor.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF**

THE CORPORATION OF THE CITY OF STRATFORD

BEING a By-law to dedicate Part 1 on Reference Plan 44R-6380 as public highway forming part of O'Loane Avenue in the City of Stratford.

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 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

AND WHEREAS The Corporation of the City of Stratford is the owner of Part 1 on Reference Plan 44R-6380;

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

1. The lands described in Section 2 herein are hereby dedicated as public highway forming part of O'Loane Avenue in the City of Stratford.
2. The lands referred to in Section 1 hereof are described as being:
 - a. Part Lot 1, Plan 93, being part of P.I.N. 53157-1264(LT)

now designated as Part 1 on Reference Plan 44R-6380 for the widening of O'Loane Avenue from Pol Quality Homes Inc.
3. That this By-law shall come into force upon registration with the Land Titles Office.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



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

BEING a By-law to amend By-law 10-2022, as amended, with respect to application for Zoning By-law Amendment Z04-25 to amend the General Industrial (I2-19) zoning of certain lands located at 225 Oak Street to add a Day Care Centre as an additional permitted use.

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the City of Stratford Comprehensive Zoning By-law, be further amended;

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

1. THAT the Comprehensive Zoning By-law 10-2022, as amended, be further amended by amending Section 15.14, being the Exceptions of the General Industrial Zone, and more specifically, Section 15.14.19 b) by adding a "Day Care Centre" as an additional permitted use to the site-specific I2-19 zone.
2. AND THAT this by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

September 8, 2025

REFERENCE NO.	CONSENT AGENDA ITEM
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- | | |
|-------------|---|
| CA-2025-101 | <p>In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:</p> <ul style="list-style-type: none"> • Front Street will be temporarily closed between Ontario Street and Albert Street, local traffic only, for four days, beginning Tuesday August 5, 2025 from approximately 7:30 a.m. until 5:00 p.m., Friday, August 8, 2025, to facilitate the Albert Street Reconstruction Phase 2. • West Gore Street between Railway Avenue and Nelson Street will be closed, August 13, 2025, between 8 a.m. and 7 p.m. due to construction work. The closure is necessary for the installation of a new storm sewer at 182 West Gore Street. The sidewalk on the north side will be closed at the site. The south side will remain open with the possibility of limited access throughout the duration of the work. • Downie Street, from Lorne Avenue to Player Street, will be closed to through traffic, local traffic only on Tuesday, August 19, 2025 for two days. This road closure is necessary to facilitate the asphalt milling and resurfacing of Downie Street from Lorne Avenue to Player Street. Local access will remain for businesses and residents. • Front Street, from Ontario Street to Albert Street, will be closed to through traffic, local traffic only, beginning Thursday, August 21, 2025, up until approximately Friday, August 29, 2025, to facilitate the Albert Street Reconstruction Phase 2. |
| CA-2025-102 | <p>Road Closure Request – Patrick Cook Memorial Run</p> <p>I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted streets for the time period noted:</p> |

Tuesday, September 30, 2025, from 3:00p.m. to 6:00p.m as follows:

- Matilda Street from Smith Street to Bell Court
- Oakdale Avenue from O’Loane Avenue to Forman Avenue
- Oakdale Avenue from Forman Avenue will be left open for buses and emergency personnel only. Buses can use the St. Michael Catholic Secondary School turnaround as required.

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-2025-103

Road Closure Request – Rotary Dragon Boat Festival

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

On Saturday, September 13, 2025, from 5:00 a.m. to 10:00 p.m.:

- Lakeside Drive from North Street to Queen Street
- Front Street from Ballantyne Avenue to Lakeside Drive

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-2025-104 Noise By-law Exemption Request – Kinsmen Car Show

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 to the Stratford Kinsmen Club for the 2025 Stratford Kinsmen Car Show located on Lakeside Drive as follows:

- For the amplification of sound [Schedule 2, clause 2], for the loading and unloading provision [Schedule 2 clause 4] and from the unreasonable noise provision [Schedule 1 clause 8] on Sunday, August 31, 2025, from 6:30 a.m. to 4:00 p.m.
- That the grant of this exemption is subject to change should new information become available prior to the start of the Event.
- All other provisions of Noise by-law 113-79 that are applicable remain in force and effect.

CA-2025-105 Noise By-law Exemption Request – Fall Fair 2025

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 Stratford and District Agricultural Society's Stratford Fall Fair as follows:

- For the amplification of sound [Schedule 2 clause 2] for the following dates and times:
 - September 18, 2025, from 4:00 p.m. – 10:30 p.m.
 - September 19, 2025, from 10:00 a.m. – 11:00 p.m.
 - September 20, 2025, from 10:00 a.m. – 11:00 p.m.
 - September 21, 2025, from 10:00 a.m. – 6:00 p.m.
- From the unreasonable noise provision [Schedule 1 clause 8] for the duration of the event.
- 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 Control By-law 113-79 that are applicable remain in force.

CA-2025-106

Noise By-law Exemption Request – Rotary Dragon Boat Festival

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 Rotary Club of Stratford's 2024 Dragon Boat Festival as follows:
 - For the amplification of sound [Schedule 2 clause 2] on Saturday, September 13, 2025, from 7:00 a.m. to 9:00 p.m.
 - From the unreasonable noise provision [Schedule 1 clause 8] for the duration of the event on Saturday, September 13, 2025, from 7:00 a.m. to 9:00 p.m.
- That the grant of this exemption is subject to change should new information become available prior to the start of the event
- All other provisions of Noise By-law 113-79 that are applicable remain in force and effect.

CA-2025-107

Off-Road Vehicle By-law Exemption Request – Rotary Dragon Boat Festival

I, Tim Wolfe, Director of Community Services, as authorized by By-law 135-2017, do hereby authorize that:

- An exemption be granted from Off-Road Vehicle By-law 135-2020 to operate an Off-Road vehicle on municipal property for the setup of the Annual Dragon Boat Festival on Friday, September 12, 2025, and for the duration of the Annual Dragon Boat Festival on Saturday, September 13, 2025, with the following conditions:
 - Not permitted on City roads unless closed to vehicular traffic. The use of the Off-Road Vehicle is only permitted on the grass area and sidewalks during setup on Friday, September 12, 2025.
 - Not permitted off the special event site (e.g. City sidewalks, property and road outside area of event).
 - Insured \$5M, naming the City as an additional insured and confirmation that insurance covers the use of the Off-Road Vehicle.
 - Off-Road Vehicle needs to be trailered to the site (e.g. can't be driven on City roads to the site).

- Rotary Club personnel may only operate the Off-Road Vehicle and must have a G license.
- Not permitted on parkland if the ground is soft due to rain.
- That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event.
- 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 Off-Road Vehicle By-law 135-2020 that are applicable remain in force and effect.

Endorsement of the following resolutions have been requested:

CA-2025-108	Resolution from the Town of Goderich regarding Standing Senate Committee on Agriculture and Forestry.
	Attachment – Letter from the Town of Goderich dated August 22, 2025.
CA-2025-109	Resolution from The Corporation of the Municipality of Tweed regarding Incineration and Recycling.
	Attachment – Letter and Resolution from The Corporation of the Municipality of Tweed dated August 12, 2025.

The Town of Goderich
 57 West Street
 Goderich, Ontario
 N7A 2K5
 519-524-8344
 townhall@goderich.ca
 www.goderich.ca



Friday, August 22, 2025

The Honourable Robert Black, Senator
 Senate Standing Committee on Agriculture and Forestry
 The Senate of Canada
 Ottawa, Ontario
 K1J 0A4

SENT VIA EMAIL: robert.black@sen.parl.gc.ca

RE: Standing Senate Committee on Agriculture and Forestry

Dear Honourable Robert Black,

Please be advised of the following motion passed at the Monday, August 11, 2025, Goderich Town Council Meeting:

Moved By: Councilor Thompson

Seconded By: Councilor Petrie

Whereas the agricultural sector of Huron County depends on the health of the soils in Huron County;

And Whereas soil erosion poses a very significant threat to the long-term health of the soils in Huron County;

And Whereas the Town of Goderich owns some agricultural land which is an asset for the Town;

And Whereas the Town of Goderich is committed to protecting the assets of the Town from preventable harm;

And Whereas the Standing Senate Committee on Agriculture and Forestry published a report in 2024 titled "Critical Ground: Why Soil is Essential to Canada's Economic, Environmental, Human and Social Health" (the Report) that contained twenty-five (25) recommendations in total for the federal government;

And Whereas, Recommendation 7 of Critical Ground stated that "The Government of Canada encourage provinces, territories, and municipalities to develop measures—as a form of land use planning—that best preserve and protect agricultural land in their jurisdictions;"

Therefore, be it resolved that the Town of Goderich urge the Government of Canada and the Province of Ontario to commit to recognizing a sense of urgency and act accordingly in order to protect and conserve soil as per Recommendation 25.

CARRIED

The Town of Goderich
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If you have any questions, please do not hesitate to contact me at 519-524-8344 ext. 210 or afisher@goderich.ca.

Yours truly,

A handwritten signature in black ink that reads "Andrea Fisher".

Andrea Fisher
 Director of Legislative Services/Clerk
 /js

Cc: The Honourable Lisa Thompson, Minister of Rural Affairs, Member of Provincial Parliament – Huron-Bruce, lisa.thompson@pc.ola.org
 Todd McCarthy, Minister of Environment, Conservation and Parks todd.mccarthy@pc.ola.org
 Trevor Jones, Minister of Agriculture, Food and Agribusiness trevor.jones@pc.ola.org
 Ben Lobb, Member of Parliament – Huron-Bruce, ben.lobb@parl.gc.ca
 Julie Dabrusin, Federal Minister of Environment and Climate Change julie.dabrusin@parl.gc.ca
 Heath MacDonald, Federal Minister of Agriculture and Agri-Food and Rural Economic Development heath.macdonald@parl.gc.ca
 All local Municipalities within Huron County

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The Corporation of the
MUNICIPALITY OF TWEED

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To: All Ontario Municipal Councils

Collaborative Action on Sustainable Waste Management in Ontario

As members of municipal councils, we share a responsibility to make decisions that result in the most positive outcomes for both our current residents and future generations. The management of municipal waste is one of the most pressing environmental challenges we face today.

Large urban centres are increasingly looking to rural areas for land to bury garbage waste. Continuing to bury garbage in the ground will inevitably lead to serious consequences:

Globally, solutions already exist. Clean incineration technology can drastically reduce the volume of waste going to landfills while producing much needed electricity. Germany serves as an inspiring model, operating 156 municipal thermal waste incineration facilities with an aggregate annual capacity of 25 million tonnes. At the same time, Germany recycles 66.1% of its municipal waste, the highest rate in the world, driven by strong community engagement, innovative infrastructure, and early education programs that foster a culture of sustainability.

We believe Ontario can and must do better.

We are calling for:

1. The creation of a provincial working group composed of municipalities, the Provincial and Federal Governments, and manufacturing partners;
2. A commitment to exploring and implementing clean incineration, stronger recycling programs, and other sustainable practices;
3. Support from municipal councils across Ontario to advocate for immediate action at all levels of government.

We respectfully request that your council consider supporting this initiative by passing a similar resolution and communicating your support to Premier Doug Ford, the opposition parties, and other relevant stakeholders. By acting together, we can ensure that waste disposal in Ontario is managed quickly, efficiently, and sustainably protecting our environment and safeguarding our communities for generations to come.

Jim Flieler
Councillor, Municipality of Tweed

Resolution for Incineration and a more Robust Recycling Program

Whereas It is incumbent upon the members of council, MPP's and MPs to make the decisions that will result in the most positive outcomes for now and future generations

And Whereas with large urban centres now looking in rural areas of our province and entire country for lands to bury their garbage waste

And Whereas a large landfill site owned by a large urban centre which receives 50% of their garbage at the present time is expected to be full by 2029 creating more environmental impacts

And Whereas continuing to bury garbage in the ground will result in our future generations having lost potable groundwater as a result of garbage leachate rendering it unusable.

And Whereas burying garbage, particularly organic waste in landfills, leads to the production of methane a greenhouse gas, which escapes into the atmosphere and contributes to climate change causing more environmental destruction.

And Whereas we continue to destroy our environment jeopardizing our future generations

And Whereas we have worldwide technology that will allow us the use of clean incineration and also produce much needed electric energy

And Whereas the incineration of household and other municipal waste has a long tradition in Germany, which currently has 156 municipal thermal waste incineration facilities with an aggregate annual capacity of around 25 million tons

And Whereas with a strong focus on community involvement, innovative infrastructure, and sustainable practices, Germany has set a high bar for municipal recycling programs that the rest of the world can learn from and emulate.

And Whereas at the present time, Germany recycles 66.1% of its garbage waste at a municipal level. This places the country as the most effective and prominent country when it comes to recycling in the entire world. This highlights the citizen's strength and motivation to deal with environmental issues on a daily basis.

And Whereas German schools often integrate recycling education into their curriculum. This early exposure to the importance of recycling instills a sense of responsibility in the younger generation, creating a culture of sustainability that transcends generations.

Now Therefore be it resolved that Council direct staff to investigate the possibility of working together with Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations as well as letters being sent to all municipalities in Ontario, Premier Ford and the opposition parties.

**Municipality of Tweed Council Meeting
Council Meeting**



Resolution No.

355

Title:

Notice of Motion - Incineration and a More Robust Recycling Program

Date:

Tuesday, August 12, 2025

Moved by

Councillor J. Flieler

Seconded by

Councillor P. Valiquette

BE IT RESOLVED THAT Council direct staff to investigate the possibility of working together with the Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations as well as letters being sent to all municipalities in Ontario, Premier Ford and the opposition parties.

Carried



**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 September 8, 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 September 8, 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 8th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe