



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

Meeting #: 4781st
Date: Monday, September 15, 2025
Time: 6:30 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
Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Tim Wolfe - Director of Community Services, Adam Betteridge - Director of Building and Planning Services

To watch the Special Council and Public Meeting live, please click the following link:

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

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

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

Pages

1. Call to Order:

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

Councillor Wordofa provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Respectful Conduct Statement

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

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

Name, Item and General Nature Thereof

3. Adjournment to a Public Meeting under the Planning Act:

1 - 14

Motion by _____

THAT the Special Council Meeting adjourn to a Public Meeting under the Planning Act to hear from members of the public on the draft Attainable Housing-focused Community Improvement Plan (CIP) with a Tax Increment Equivalency Grant as the first incentive and to reconvene following the Public Meeting.

4. Reading of the Confirmatory By-law:

15

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

4.1 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 15, 2025.

Motion by _____

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

Motion by _____

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

5. Adjournment:

Motion by _____

THAT the September 15, 2025 Special and Public Council Meeting adjourn.



MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

"Consultation and public meeting

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

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

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

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

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

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

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

Financial Implications:

Financial impact to current year operating budget:

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

Financial impact on future year operating budget:

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

Link to asset management plan and strategy:

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

Legal considerations:

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

Insurance considerations:

None

Alignment with Strategic Priorities:

Enhance our Infrastructure

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

Build Housing Stability

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

Work Together For Greater Impact

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

Intentionally Change to Support the Future

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

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

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

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

Prepared by:

Kendra Fry, investStratford

Recommended by:

Joani Gerber, investStratford

Approved for Council by:

Adam Betteridge, Interim Chief Administrative Officer

Appendix A: Examples of Other Municipalities Utilizing the TIEGH

The Municipality of North Perth:

Purpose and Anticipated Benefits:

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

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

Value of Grant:

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

Grants will be provided for a period of 10 years;

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

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

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

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

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

Eligibility Criteria:

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

Eligible Projects and Costs:

Eligible projects and costs for the TIEG include the following:

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

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

Payment:

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

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

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

Summary of Other Municipalities Plans According to opencouncil.ca

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

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

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

Town of Goderich TIEG

GODERICH AFFORDABLE HOUSING CIP

JULY 2022

Payment

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

6.3.4. Tax Increment Equivalency Grant

Purpose and Anticipated Benefits:

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

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

Value of Grant:

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

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

- In year nine, a grant that is equivalent to 20% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and
- In year ten, a grant that is equivalent to 10% of the Municipal portion of the *Tax Increment* will be provided to a property owner.

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

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

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

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



Figure 2: TIEG example



Notice of Public Meeting

Attainable Housing Community Improvement Plan affecting the City of Stratford

TAKE NOTICE that the Council of The Corporation of the City of Stratford will hold a public meeting to hear from members of the public on the draft Attainable Housing-focused Community Improvement Plan (CIP) with a Tax Increment Equivalency Grant as the first incentive. This CIP would affect the entire City and is being considered under Section 28 of the Planning Act, R.S.O. 1990, c. P.13, and Section 3.6.3 of the Official Plan of the City of Stratford.

Public Meeting Date: September 15, 2025
Time: 6:30 PM
Location: Council Chambers, Stratford City Hall,
 2nd floor, 1 Wellington St., Stratford, ON

Background on Community Improvement Plans

A CIP is a document that is primarily used by municipalities to promote revitalization and facilitate change within the community. In the fall of 2022, the City launched the “Stratford Attainable Housing Project” which included consultations and presentations to City Council in Spring, 2023. Information from that process is available on the Engage Stratford website here: <https://engagestratford.ca/stratford-attainable-housing-project>

One of the recommendations from the housing project was the development of an “Attainable Housing Community Improvement Plan (CIP)”. The aim of this housing-focused CIP is to encourage private sector investment into housing within the community, while also identifying projects and initiatives that may be implemented by the City to assist in housing availability and attainability. The draft Attainable Housing Community Improvement Plan was prepared in 2023 and is available on [Engage Stratford](#).

As a first step, the City proposes a CIP incentive in the form of a Tax Increment Equivalency Grant, or “TIEG” for short. A TIEG, where eligible, provides a sliding reduction in required property taxes over a 10-year period. Year 1 of the project is proposed to provide a 90% property tax reduction grant, and the reduction is further reduced to 10% by Year 9.

Further details about the eligibility and administration of the TIEG are available by contacting the Housing Specialist, Kendra Fry at housing@investstratford.com or attending the public meeting.

Comments received at the Public Meeting will inform the final draft CIP that will be presented for Council's consideration at a future Regular meeting. No decision will be made by Council at the public meeting.

How to Get Involved

The purpose of the Public Meeting is to share information and to hear and consider public comments on the draft CIP which can be reviewed by investStratford, City Staff and Council prior to Council's consideration.

Your opinion on this CIP is important. Please call, mail or email your comments to:

Kendra Fry, Housing Specialist
 Telephone: (519) 305-5055
 Email: housing@investstratford.com
 Mailing Address: 82 Erie Street, Stratford, ON, N5A 2M4

Comments received by September 5, 2025, will be summarized in the public meeting report. Comments received after this date will be summarized in a future report to Council.

All those present at the public meeting will be given the opportunity to speak. To speak at the public meeting, when the Mayor or Chair asks if there are any members of the public wishing to provide comments, please raise your hand and once acknowledged, proceed to the podium to provide your comments.

To provide written comments which will be included in the Council Agenda, we request they be submitted no later than 4:30 p.m., on September 9, 2025, by any of the following ways:

- By email to clerks@stratford.ca
- In person at the Clerk's Office at Stratford City Hall, 1 Wellington Street, Stratford
- By regular mail or courier to Stratford City Clerk, 1 Wellington Street, Stratford ON N5A 6W1

To watch the meeting live please click the following link:

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

Please be aware that your comments will become part of the public record on this file.

How to Stay Informed

If you wish to be notified of the Council decision on the proposed Attainable Housing Community Improvement Plan you must make a written request to the City Clerk by way of email, in person or regular mail/courier as listed above. Please note Council will not make a decision at the Public Meeting.

Notice of Collection of Personal Information

Personal information collected and recorded at the Public Meeting or through written submissions on this subject, is collected under the authority of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and the Planning Act, R.S.O. 1990, cP.13. The personal information collected will be used by Members of Council, investStratford and City of Stratford Staff in their consideration of this matter. The written submissions, including names and contact information and the associated reports arising from the public participation process, will be made available to the public, including publishing on the City's website. Video recordings of the Public Meeting may also be posted to the City of Stratford's website.

Questions about this collection should be directed to the City Clerk at 1 Wellington Street, P.O. Box 818, Stratford ON, N5A 6W1, by phone to: 519-271-0250 extension 5329 or by email to: clerks@stratford.ca.

If you require this document in an alternate format, please contact the Clerk's Office at 519-271-0250 extension 5237 or email: clerks@stratford.ca.

This Notice of Public Meeting will be included in the 'Town Crier' published in the Beacon Herald newspaper on August 23, 2025. This Town Crier is also posted to the City of Stratford website: www.stratford.ca

Dated August 20, 2025



**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 15, 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 15, 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 15th day of September, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe