



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4783rd
Date: Tuesday, October 14, 2025
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services and Interim Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk

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

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

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

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

Pages

1. Call to Order:

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

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 - 30

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated September 22, 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 October 14, 2025, be added to the Agenda as printed.

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

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

5.2 From the September 8, 2025, Committee of the Whole In-camera Session, under the Municipal Act, 2001, as amended:

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)).

Motion by

THAT the Memorandum of Settlement with the International Brotherhood of Electrical Workers - Local 636 effective May 1, 2025 to April 30, 2029, be ratified;

AND THAT the Mayor, Chief Administrative Officer, and Clerk, or their respective delegates, be authorized to sign the Memorandum of Settlement, the Collective Agreement, and all other documents necessary to implement the Memorandum of Settlement and Collective Agreement.

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Ad Hoc Grand Trunk Renewal Committee Findings and Recommendations (COU25-126) 31 - 52

Motion by

Staff Recommendation: THAT the report titled, "Findings and Recommendations of the Ad Hoc Grand Trunk Renewal Committee" (COU25-126), including the Vision, Planning and Architecture Working Group Report (Appendix A), the End-of-Mandate Survey Feedback Summary (Appendix B), and the Timeline Reflection Activity (Appendix C) attached to the Report, be received for information and review.

7.2 Resolution - Affordable Homeownership Program Eligibility Criteria Update (COU25-130) 53 - 55

Motion by

Staff Recommendation: THAT the report titled, "Affordable Home Ownership Eligibility Criteria Update" (COU25-130), be received for information.

7.3 Resolution - Recycling Depot Operations Agreement with Circular Materials (COU25-128) 56 - 58

Motion by

Staff Recommendation: THAT Council authorize the Director of Infrastructure Services to enter into a Depot Operations Agreement with Circular Materials for a three-year term from January 1, 2026 to January 1, 2029;

AND THAT the Director of Infrastructure Services be authorized to extend the Depot Operations Agreement with Circular Materials for an

additional three-one year terms after January 1, 2029, subject to the same terms and conditions and satisfactory contract performance.

7.4 Resolution - Brown Street and Thomas Street Parking By-Law Amendment (COU25-131)

59 - 62

Motion by

Staff Recommendation: THAT Schedule 2, No Parking, of the Traffic and Parking By-law 159-2008, be amended by adding the following new provisions:

Street	Side	Between	Period
Brown Street	South	From a point 19 metres north of the Russel Drive north curb to a point 48 metres northern therefrom	Anytime
Thomas Street	South	From a point 21 metres east of the Brown Street east curb to a point 131 metres easterly therefrom	Anytime
Thomas Street	South	From a point 157.5 metres west of the O'Loane Avenue west curb to a point 10 metres westerly therefrom	Anytime

7.5 Resolution - Ontario Small Urban Municipalities Conference 2027 (COU25-129)

63 - 69

Motion by

Staff Recommendation: THAT Council support the City's pursuit of the opportunity to host the Ontario Small Urban Municipalities (OSUM) Conference in 2027;

AND THAT staff be directed to work with OSUM to fulfill hosting requirements should Stratford be selected.

7.6 Resolution - Award of RFP-2025-25 – 398 Erie St., Stratford Affordable Housing - Architectural Services (COU25-123)

70 - 72

Motion by

Staff Recommendation: THAT the Request for Proposal (RFP-2025-25) for 398 Erie St, Stratford Affordable Housing - Architectural Services, be awarded to AXIA at a cost of \$198,940.00, including HST.

7.7 Resolution - Award of RFP-2025-36 Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys (COU25-125)

73 - 75

Motion by

Staff Recommendation: THAT the proposal (RFP 2025-36) for the

Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys, be awarded to Little Lake Residential;

THAT the Mayor and Clerk, or their authorized delegates, be authorized to sign the necessary agreement with Little Lake Residential for the delivery of services as defined in the agreement;

AND THAT the Director of Social Services be authorized to extend the agreement for two (2) additional, twelve (12) month periods for a maximum of thirty-six (36) months, at the same terms and conditions subject to satisfactory performance and to execute any required documentation.

- 7.8 Resolution - RFP-2025-60 Lorne Avenue Trunk Storm Sewer Assessment Consulting Services (COU25-127) 76 - 79**

Motion by

Staff Recommendation: THAT the request for proposal (RFP-2025-60) for Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation Engineering Services, be awarded to Andrews.engineer at a total proposal price of \$154,024.65, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Contract agreement for RFP-2025-60.

- 7.9 Resolution - BIA Request for Funding (COU25-124) 80 - 84**

Motion by

Staff Recommendation: THAT Council provide direction on the request from the BIA for funding in the amount of \$20,000 for the installation of a mural at 118 Ontario.

- 7.10 Proclamation - Local Government Week 85**

Motion by

THAT Stratford City Council hereby proclaims October 19 to 25, 2025 as "Local Government Week" in the City of Stratford to reflect on the vital services delivered by municipal governments.

- 7.11 Proclamation - Child Care Worker and Early Childhood Educator Appreciation Day 86 - 89**

The 2025 Child Care Worker and Early Childhood Educator Appreciation Day theme is Care Counts to centre the importance of care in early learning and child care and the pride that ECE's and child care workers feel in their work.

Motion by

THAT Stratford City Council hereby proclaims October 21, 2025 as the 25th Annual "Child Care Worker and Early Childhood Educator Appreciation Day" in the City of Stratford in recognition of the education, dedication and commitment of child care workers to children, their families and quality of life of the community.

7.12 Proclamation - Ontario Public Library Week

90 - 91

The 2025 theme for Ontario Public Library Week is "Libraries for Life" focusing on the role libraries play in supporting individual and collective connections to the past and future of our communities, nations and civilizations.

Motion by

THAT Stratford City Council hereby proclaims October 19 - 25, 2025 as "Ontario Public Library Week" in the City of Stratford to encourage all residents of Stratford to show their support for our local public library by visiting all year long and utilizing the wide variety of services they have to offer.

7.13 Proclamation - National Disability Employment Awareness Month (NDEAM)

Motion by

THAT Stratford City Council hereby proclaims October 2025 as "National Disability Employment Awareness Month" to support people with disabilities in our community.

7.14 Proclamation - Pregnancy and Infant Loss Awareness Day

92 - 95

Motion by

THAT Stratford City Council hereby proclaims October 15, 2025, as "Pregnancy and Infant Loss Awareness Day" in remembrance of pregnancy loss and infant death, including, but not limited to, miscarriage, stillbirth, medical termination, SIDS and the death of a newborn;

AND THAT Stratford City Council authorizes the flying of the Pregnancy and Infant Loss Awareness Flag on October 15, 2025 in recognition of the importance of support needed when a family experiences the trauma of pregnancy and infant loss.

8. Business for Which Previous Notice Has Been Given:

8.1 Notice of Motion

96 - 106

At the September 22, 2025 Regular meeting, notice was given that Councillor McCabe intended to put forward the following motion for consideration:

THAT the management report entitled "40 km/h Speed Limits in Residential Areas" (ITS23-028) be removed from the table.

Motion by

THAT the management report entitled "40 km/h Speed Limits in Residential Areas" (ITS23-028) be removed from the table.

9. Reports of the Standing Committees:

There are no reports of the Standing Committees for consideration.

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 11.5 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.5 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.5 be read a Third Time and Finally Passed.

11.1 Award Proposal for the Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation Engineering Services 107

To authorize the acceptance of a proposal and execution of a contract with Andrews.engineer for Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation Engineering Services (RFP-2025-60).

11.2 Collective Agreement with The International Brotherhood of Electrical Workers (IBEW) Local 636 108

To authorize the execution of a Memorandum of Settlement and the Collective Agreement with The International Brotherhood of Electrical Workers (IBEW) Local 636, effective May 1, 2025 to April 30, 2029.

11.3 Award Proposal for the Stratford Affordable Housing Architectural Services for 398 Erie Street 109

To authorize the acceptance of a proposal and execution of a contract with AXIA for 398 Erie Street, Stratford Affordable Housing Architectural Services (RFP-2025-25).

11.4 Award Proposal for the Provision of Supported Housing 619 and 621 Queen Street East, St. Marys 110

To authorize the acceptance of proposal and execution of an agreement with Little Lake Residential for the provision of supported housing at 619 Queen Street East, St. Marys and 621 Queen Street East, St. Marys (RFP-2025-36).

11.5 Amend the Traffic and Parking By-law - No Parking Restrictions on Brown Street and Thomas Street 111 - 112

To amend Schedule 2, No Parking, of the Traffic and Parking By-law 159-2008, as amended, to restrict the parking of vehicles on Brown Street and Thomas Street.

12. Consent Agenda: CA-2025-114 to CA-2025-126 113 - 128

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

13. New Business:

14. Adjournment to Standing Committees:

The next Regular Council meeting is October 27, 2025, in the Council Chamber, City Hall.

Motion by

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

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

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

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on October 14, 2025, with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

15.2 Reading of the Confirmatory By-law:

129

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

By-law 11.6 Confirmatory By-law

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

Motion by

THAT By-law 11.6 be read a First and Second Time.

Motion by

THAT By-law 11.6 be read a Third Time and Finally Passed.

15.3 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

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



Stratford City Council Regular Council Open Session

MINUTES

Meeting #: 4782nd
 Date: Monday, September 22, 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, Kim McElroy - Director of Social Services and Interim Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Marc Bancroft - Manager of Planning, Naeem Khan - Chief Technology and Security Officer, Emily Skelding - Supervisor of Waste Operations, Will Mason - Maintenance Rent Receivables Clerk

Also Present: Members of the Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

There were no disclosures of pecuniary interest made by a Member at the September 22, 2025 Regular Council meeting.

3. **Adoption of the Minutes:**

R2025-403

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated September 8, 2025, and the Special Meeting of Council of The Corporation of the City of Stratford dated September 15, 2025, be adopted as printed.

Carried

4. **Adoption of the Addendum to the Agenda:**

R2025-404

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated September 22, 2025, be added to the Agenda as printed.

Carried

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

5.1 Committee of the Whole In-camera Session - September 22, 2025

The September 22, 2025 Committee of the Whole In-camera Session was cancelled.

6. Hearings of Deputations and Presentations:

6.1 Adjournment to a Public Meeting under the Planning Act:

R2025-405

Motion by Councillor McCabe

Seconded by Councillor Burbach

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

- **Zone Change Application Z02-25, Draft Plan of Subdivision 31T25-001 for 750 McCarthy Road West;**

and to reconvene following the public meeting.

Carried

Council adjourned to a Public Meeting at 7:04 P.M.

Council reconvened at 7:44 P.M.

7. Orders of the Day:

7.1 Resolution - Recommendation Report for Lands Formerly Known as 576 O'Loane Avenue for Proposed Modifications to Draft Plan of Subdivision 31T15-001 and Zone Change Application Z06-24 (COU25-121)

The City Clerk left the meeting at 7:45 p.m.

The Manager of Planning, referring to a PowerPoint presentation, provided an overview of the planning report. Highlights of the presentation included:

- an overview of the location of the subject lands;
- the applicant requesting modifications to the Draft Plan of Subdivision which would result in an increase of 52 housing units;
- an overview of the requested zone changes;
- the concerns regarding traffic and lack of green space being addressed in the recommendation report;

- an overview of the planning analysis;
- the Noise Study addendum including mitigation measures which was accepted by the Railway Authority and will be addressed in the subdivision agreement; and
- an overview of the staff recommendation.

The City Clerk returned to the meeting at 7:50 P.M.

R2025-406

Motion by Councillor Briscoe

Seconded by Councillor Henderson

THAT Michael Witmer of GSP Group and Jane Marie Mitchell be heard.

Carried

Michael Witmer of GSP Group, representing the applicant, spoke to Council regarding the application. Highlights of the presentation included:

- the applicant and the agent agreeing with the recommendation in the planning report;
- there being revisions required for the on-street parking plan to ensure that parking does not interfere with opposing driveways;
- there being conditions included in the agreement which bring over elements fulfilled in the initial phase of the development;
- the proposal being a red line amendment which will result in a net gain to the number of units; and
- there being a trip generation study which saw that overall traffic in the area will drop.

Members of Council and Mr. Witmer held a discussion regarding the following:

- there being concerns with the reduction of on-street parking;
- there being sufficient parking that can be accommodated along the curved sections of the subdivision;

- the addition of active transportation links from the subdivision to Huron Street;
- the units currently being proposed to be sold at market rate;
- townhouses being more affordable than single detached units; and
- the units potentially being available for rent on the secondary market.

Jane Marie Mitchell spoke to Council regarding the application. Highlights of the presentation included:

- Ontario having lost 2.5 million hectares of farmland in the last 35 years;
- it being important to produce food locally given the food instability, economic instability, and the growing population in the country;
- it being proposed that the density of developments on past agricultural lands should be higher;
- there being a significant percentage of seniors and people between 20-29 years of age in the community who need housing such as apartments that do not have additional maintenance costs;
- it being proposed that apartment buildings be included in every new build instead of all single detached homes;
- there being concerns with the requested lot percentage increase;
- it being noted that Section 2.9 of the Provincial Policy Statement contains policy directives that relate to energy efficiencies and reducing emissions;
- it being suggested that there should be considerations for passive designs;
- the inclusion of a neighbourhood park for interaction being important; and

A member called a point of order on the time limit for the delegate. The Mayor confirmed time remained for the delegate.

- there being concerns with the traffic report noted.

R2025-407

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT the modifications to draft approved Plan of Subdivision 31T15-001, submitted by GSP Group Inc. (c/o Michael Witmer) on behalf of Grandville Inc. (c/o Al Allendorf) on the lands municipally known as 576 O'Loane Avenue, pursuant to Section 51(31) of the Planning Act, subject to the revised conditions of draft plan approval attached to the Planning Report recommended by the Manager of Planning dated September 22, 2025;

BE APPROVED for the following reasons:

- 1. The request is consistent with the Provincial Planning Statement 2024 and conforms with the City of Stratford Official Plan;**
- 2. The request constitutes sound land use planning and is appropriate for the development of the lands;**
- 3. Public comments have been received, reviewed comprehensively and appropriately addressed.**

THAT the Zone Change Application Z06-24 to rezone the undeveloped balance of the subdivision from the Residential First Density (R1(5)-31) Zone, Residential Second Density (R2(2)-30) Zone and Residential Fourth Density (R4-15) Zone to a new Residential Fourth Density (R4(1)-XX) Zone to allow street townhouse dwellings subject to the following site-specific exceptions:

- **Minimum side yard width of 2 metres compare to the required minimum side yard width of 2.5 metres under the parent R4 Zone.**
- **Maximum lot coverage of 52% compared to a maximum lot coverage of 40% under the parent R4 Zone.**

- **Maximum lot coverage of 54% for the main building and accessory buildings compared to the maximum lot coverage of 45% under the parent R4 Zone.**

BE APPROVED for the following reasons:

- 1. The request is consistent with the Provincial Planning Statement 2024 and conforms with the City of Stratford Official Plan;**
- 2. The request constitutes sound land use planning and is appropriate for the development of the lands;**
- 3. Public comments have been received, reviewed comprehensively and appropriately addressed.**

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

- the increase in density being noted as a good addition;
- Council needing to ask for higher density in undeveloped lands;
- the developer currently not working with Social Services for affordable housing options;
- the units being available for purchase and can be rented by owners;
- it being important to have affordable housing for the community;
- the City having programs in place for affordable housing such as providing affordable housing allowances or affordable housing loans, as well as the City-initiated developments which include affordable housing;
- the Province needing to require that a certain percentage of developments be affordable;
- Planning staff evaluating subdivision applications based on their own merits;
- developers having the right to develop their lands as they see fit;

- the proposed application including a type of dwelling that moves closer to what the community needs;
- the proposed townhouses being located across a commercial area;
- apartments being more costly to build for developers; and
- the development being close to the Rotary Complex where community programs and amenities are available.

A member called a point of order on the relevancy of questions related to developer's obligations to provide community activities, clubs and playgrounds.

The Mayor called the question on the motion.

Carried

7.2 Resolution - Applications for Part Lot Control (PLC05-24), (PLC07-25), and (PLC09-25) for Blocks 82, 87, and 94 respectively, on Plan 44M-101

R2025-408

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT Council approves Part Lot Control Applications PLC05-25, PLC07-25, and PLC09-25 to exempt Blocks 82, 87 and 94 respectively, on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership.

Carried

7.3 Resolution - Applications for Part Lot Control (PLC10-25), (PLC11-25), (PLC12-25) and (PLC13-25) for Blocks 95,96,97, and 98 respectively on Plan 44M-101 (COU25-118)

R2025-409

Motion by Councillor McCabe

Seconded by Councillor Briscoe

THAT Council approve Part Lot Control Applications PLC10-25, PLC11-25, PLC-12-25 and PLC13-25 to exempt Blocks 95,96,97

and 98 respectively, on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit would be under separate ownership.

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

- it being questioned what authority the City has to ask developers for increased density;
- the Director of Building and Planning Services noting that the Part Lot Control process is meant to formalize the lot lines for the properties and that Council has previously approved the draft plan of subdivision for the development;
- it being noted that the Official Plan is where Council can set density levels to guide developers;
- the availability of data being an extra value which the City can offer;
- a housing needs assessment being important as it can provide accurate data for developers to know the needs of the community; and
- there being funding for AI related projects opening soon which can be used for such project.

The Mayor called the question on the motion.

Carried

7.4 Resolution - Recommendation Report for lands known as 105 Wright Boulevard for Application for Zoning By-law Amendment Z03-24 (COU25-119)

The Manager of Planning, referring to a PowerPoint presentation, provided an overview of the planning report. Highlights of the presentation included:

- an overview of the application and the requested changes;

- there being a planning justification report along with an environmental impact study submitted in support of the application;
- an overview of the location of the subject lands, the Official Plan designation, and permitted uses;
- there being no significant concerns from the commenting agencies;
- the Upper Thames River Conservation Authority (UTRCA) commenting that the environmental impact study be reviewed with any development application for the subject lands through the site plan approval process;
- a Section 28 permit being required to allow for the development of the lands;
- there being no public comments received at the public meeting;
- an overview of the planning analysis;
- there being mitigation measures to be implemented through the site plan approval prior to building permits being issued; and
- an overview of the planning recommendation.

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

- there being protections for natural heritage features provided under the City's Official Plan which can be implemented through the site plan approval process;
- the UTRCA being a stakeholder during the site plan approval process and is required to be notified by the City regarding any development application;
- the site plan approval being delegated to staff by the Province; and
- Council's ability to communicate their concerns during the site plan approval process.

R2025-410

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT Application for Zoning By-law Amendment Z03-24, submitted by investStratford on behalf of the City of Stratford for the lands located at 105 Wright Boulevard, to rezone such lands from the Prime Industrial (I1) Zone to a site-specific General Industrial (I2-#) Zone 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;**
- 3) The request would facilitate economic development and employment opportunities; and**
- 4) All comments have been received, reviewed, comprehensively considered, and appropriately addressed through the planning process.**

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

- Council having the opportunity to guarantee the protection of the natural heritage feature;
- the Director of Building and Planning Services confirming that a Section 28 permit is required for the development of the site and the UTRCA being involved in the site plan approval process;
- the site plan for the property needing to align with the Section 28 permit requirements;
- there being concerns with how the goal post is constantly being moved by the Province with respect to planning legislation;
- it being important to protect the natural heritage feature at this stage;

- the possibility of deferring the application;
- a site plan approval and a Section 28 permit being required for any development of the subject land; and
- it being important to include protections to prevent the owner of the land from removing the natural area in the property.

The Mayor called the question on the motion.

Carried

7.5 Resolution - Parking By-law Amendment (COU25-113)

R2025-411

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT Schedule 1 of the Traffic and Parking By-law 159-2008 be amended as follows:

Street	Side	Between	Period
Avon Street	East	From Avondale Avenue to Huntingdon Avenue	8:30 a.m. – 9:30 a.m. and 3:00 p.m. – 4:00 p.m., Monday to Friday

Carried

7.6 Resolution - Award of Contract for IT Strategic Plan Development (COU25-116)

R2025-412

Motion by Councillor Nijjar

Seconded by Councillor McCabe

THAT the contract for the development of the IT Strategic Plan be awarded to CDW Canada Corp at a total cost of \$80,639.63, including HST.

Carried

7.7 Resolution - RFP-2025-26 Forman Tower Ladder and Safety Cable System Proposal Award (COU25-114)

R2025-413

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT the proposal (RFP-2025-26) for the Forman Tower Ladder and Safety Cable System Project be awarded to Landmark Municipal Services ULC, at a total proposal price of \$123,876, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract RFP-2025-26.

Carried

7.8 Resolution - Curbside Waste Collection Contract 2026-2033 (COU25-117)

The Supervisor of Waste Operations provided an overview of the report. Highlights of the presentation included:

- an overview of the Request for Proposal process;
- an overview of the options for Council's consideration; and
- staff seeking direction from Council regarding the award of the contract.

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

- a member noting it was great to see the amount of engagement during the public consultation process;
- it being questioned whether there will be different sizes of containers and whether the City could set the fee schedule;
- the Request for Proposal not specifying the container size requirements to allow some flexibility for the proponents;
- one of the proposals including options for different sizing of the containers and there being a change in the green bin size required to accommodate the changes;

- the length of the term of the contract being to help balance the contractual obligation and the investment;
- Council having the ability to propose a structure based on what they want;
- it being possible to review the fee structure later once Council has decided on the options;
- Option 1 being the status quo, business as usual model;
- recycling being taken over by producers as of January 1, 2026 and is not included in the proposal;
- the producers having expressed that they will be continuing with the bi-weekly pick up while residents prefer a weekly pick-up schedule.

The City Clerk and the Director of Building and Planning Services left the meeting at 9:08 P.M.

- most of the feedback received preferring Option 1 which is a user pay system;
- there being concerns from residents regarding the bi-weekly pick-up with their garbage sitting for a longer period;
- the revenue for waste collection being fairly close to the collections contract amount;
- the large item and non-eligible blue box item program not being fully user funded;
- additional funding being needed for the waste management program supports.

The City Clerk and the Director of Building and Planning Services returned to the meeting at 9:11 P.M.

- staff having reached out to neighbouring municipalities who have switched their programs and no comments concerning accessibility being raised;

- it being important to revisit the accessibility elements before transitioning as Stratford has a different demographic than most municipalities; and
- the bag tag program incentivizing residents to recycle.

R2025-414

Motion by Councillor McCabe

Seconded by Councillor Sebben

THAT the report titled, "Curbside Waste Collection Contract 2026-2033" (COU25-117), be received for information;

THAT the proposal (RFP-2025-08) for Manual Collection Waste Collections Contract Services be awarded to Canadian Waste Management Incorporated for a seven (7) year contract for a total of \$8,808,618, not including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2025-08.

Carried

7.9 Proclamation - PROBUS Month

R2025-415

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT Stratford City Council hereby proclaims the month of October as PROBUS Month in the City of Stratford to raise awareness of the PROBUS CLUB as a social network of clubs that exist to help retirees stay engaged and connected within their communities.

Carried

7.10 Proclamation - British Home Child Day

R2025-416

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT Stratford City Council hereby proclaims September 28, 2025, as "British Home Child Day" in the City of Stratford.

Carried

7.11 Proclamation - National Youth Homelessness Awareness Day

R2025-417

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT Stratford City Council hereby proclaims November 17, 2025 as "Youth Homelessness Awareness Day" in the City of Stratford to raise awareness, reduce stigma and advance dialogue on solutions to ensure that all young people have safe and stable housing;

AND THAT a letter of support be circulated to the Minister of Housing and Infrastructure, the Secretary of State for Children and Youth and all Ontario Municipalities that November 17 be Federally proclaimed National Youth Homelessness Awareness Day.

Members of Council held a discussion regarding the following:

- it being questioned how to provide support to Shelterlink;
- the Mayor noting that donations can be provided to Shelterlink to support their programs; and
- the letter of support to include an outline of the services provided by Shelterlink.

The Mayor called the question on the motion.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

There were no reports of the Standing Committees for consideration.

10. Notice of Intent:

10.1 Notice of Motion

At the October 14, 2025 Regular meeting, Councillor McCabe intends to put forward the following motion for consideration:

THAT the management report entitled "40 km/h Speed Limits in Residential Areas" (ITS23-028) be removed from the table.

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 request was made to take items 11.8, 11.9 and 11.13 separately.

R2025-418

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT By-laws 113-2025 to 122-2025 be taken collectively.

Carried unanimously

R2025-419

Motion by Councillor Beatty

Seconded by Councillor Henderson

THAT By-laws 113-2025 to 122-2025 be read a First and Second Time.

Carried two-thirds support

R2025-420

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT By-laws 113-2025 to 122-2025 be read a Third Time and Finally Passed.

Carried

R2025-421

Motion by Councillor Hunter

Seconded by Councillor Briscoe

THAT By-law 123-2025 be read a First and Second Time.

Carried two-thirds support

R2025-422

Motion by Councillor Beatty

Seconded by Councillor Biehn

THAT By-law 123-2025 be read a Third Time and Finally Passed.

Carried

R2025-423

Motion by Councillor Nijjar

Seconded by Councillor Briscoe

THAT By-law 124-2025 be read a First and Second Time.

Carried two-thirds support

R2025-424

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT By-law 124-2025 be read a Third Time and Finally Passed.

Carried

R2025-425

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT By-law 125-2025 be read a First and Second Time.

Carried two-thirds support

R2025-426

Motion by Councillor Nijjar

Seconded by Councillor Briscoe

THAT By-law 125-2025 be read a Third Time and Finally Passed.

Carried

11.1 Traffic and Parking By-law Amendment - Stopping Restrictions on Avon Street - By-law 113-2025

To amend Schedule 1, No Stopping, of the Traffic and Parking By-law 159-2008, as amended, to restrict the stopping of vehicles on Avon Street between Avondale Avenue to Huntingdon Avenue during the period of 8:30 a.m. – 9:30 a.m. and 3:00 p.m. – 4:00 p.m., Monday to Friday.

11.2 Award Proposal for the Forman Tower Ladder and Safety Cable System - By-law 114-2025

To authorize the acceptance of a proposal by Landmark Municipal Services ULC for the Forman Tower Ladder and Safety Cable System (RFP-2025-26).

11.3 Award IT Strategic Plan Development - By-law 115-2025

To authorize the award of the contract for the development of an IT Strategic Plan to CDW Canada Corp.

11.4 Part Lot Control Application PLC10-25 - Cachet - Block 95 - By-law 116-2025

To exempt Block 95 on Plan 44M-101, being Parts 1 to 4 (inclusive) on Plan 44R-6381 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.5 Part Lot Control Application - PLC11-25 - Cachet - Block 96 - By-law 117-2025

To exempt Block 96 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6382 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.6 Part Lot Control Application - PLC12-25 - Cachet - Block 97 - By-law 118-2025

To exempt Block 97 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6383 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.7 Part Lot Control Application - PLC13-25 - Cachet - Block 98 - By-law 119-2025

To exempt Block 98 on Plan 44M-101, being Parts 1 to 5 (inclusive) on Plan 44R-6384 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.8 Zoning By-law Amendment for 105 Wright Boulevard - By-law 123-2025

To amend By-law 10-2022 as amended, with respect to Application for Zoning Bylaw Amendment Z03-24 by Invest Stratford on behalf of the Corporation of the City of Stratford to rezone lands legally described as Part of Lots 1 and 3, Concession 3 (geographic Township of Downie), now in the City of Stratford and known municipally as 105 Wright Boulevard.

11.9 Zone Change Application Z06-24 - 576 O'Loane Avenue - By-law 124-2025

To amend By-law 10-2022 as amended, with respect to Application for Zoning By-law Amendment Z06-24 by Grandville Inc. to amend the zoning of certain lands formerly known as 576 O'Loane Avenue.

11.10 Part Lot Control Application - PLC05-25 - Cachet - Block 82 - By-law 120-2025

To exempt Block 82 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6393 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.11 Part Lot Control Application - PLC07-25 - Cachet - Block 87 - By-law 121-2025

To exempt Block 87 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6385 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.12 Part Lot Control Application - PLC09-25 - Cachet - Block 94 - By-law 122-2025

To exempt Block 94 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6378 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.13 2026 Fees and Charges - By-law 125-2025

To establish fees and charges to be collected by The Corporation of the City of Stratford in 2026 and to repeal By-law 99-2024 as amended.

12. Consent Agenda: CA-2025-110 to CA-2025-113

Council did not consider any items on the Consent Agenda.

13. New Business:

13.1 Stratford Fall Fair

Mayor Ritsma recognized the Stratford Fall Fair event. The Mayor thanked the City of Stratford for their support and the Stratford and District Agricultural Society for their work in organizing the 184th Fall Fair.

14. Reading of the Confirmatory By-law:

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

By-law 11.14 Confirmatory By-law - By-law 126-2025

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 22, 2025.

R2025-427

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT By-law 126-2025 be read a First and Second Time.

Carried two-thirds support

R2025-428

Motion by Councillor Sebben

Seconded by Councillor Wordofa

THAT By-law 126-2025 be read a Third Time and Finally Passed.

Carried

15. Adjournment of Council Meeting

R2025-429

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT the September 22, 2025, Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 9:23 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Emily Robson, Corporate Initiatives Lead
 Joani Gerber, CEO, investStratford
Report Number: COU25-126
Attachments: Appendix A: Vision, Planning and Architecture Working Group Report;
 Appendix B: End-of-Mandate Survey Feedback Summary;
 Appendix C: Timeline Reflection Activity

Title: Ad Hoc Grand Trunk Renewal Committee Findings and Recommendations

Objective: To present the findings and recommendations of the Ad Hoc Grand Trunk Renewal Committee at the conclusion of its mandate, and to forward the Committee's final reports and activities to Council for information and review.

Background: Over its two-year mandate, the Ad Hoc Grand Trunk Renewal Committee advanced key elements of the Grand Trunk Renewal Project, including recommendations on updates to the Master Plan, community engagement, and partnership development. At its final meeting, the Committee recommended that Council receive for information: the Vision, Planning and Architecture Working Group report, a summary of end-of-mandate survey feedback, and the timeline reflection activity.

Context:

The Ad Hoc Grand Trunk Renewal Committee was established by Council in October 2023 with the following terms of reference:

1. To support the Grand Trunk Master Plan adopted by City Council.
2. To act as a sounding board to the City on matters dealing with the renewal of the Grand Trunk building, including building designs and architectural plans.
3. To identify fundraising opportunities and support fundraising initiatives.

4. To advise and assist with the development of a public engagement program and promote the activities of the Grand Trunk renewal.
5. To liaise with other committees or organizations with overlapping roles and responsibilities.

The Committee met regularly from November 2023 through September 2025. Key activities included:

- Vision and Guiding Principles: Developed a renewed vision and set of guiding principles for the Grand Trunk Renewal Project and provided recommended revisions for the Grand Trunk Master Plan.
- Site Planning Input: Provided input on site planning, particularly regarding which uses should be located where on the Grand Trunk lands. The Committee's recommendations from February 2025 identified the core land uses for the site as residential, parking, a community facility, and outdoor amenity space. The Committee's recommendations from July 2025 further clarified that the community facility would be located either in the current YMCA building or elsewhere on the site, and that the Grand Trunk superstructure should be explored as an outdoor amenity.
- Community Engagement: Supported two large-scale public events, ten community pop-ups, and the development of updated communications materials including 38 frequently asked questions and a web presence on EngageStratford.
- Partnership Development: Through the Partnership Working Group, engaged with dozens of local organizations (including YMCA of Three Rivers, Stratford Public Library, and United Housing) and hosted public events such as the Stratford Perth Museum session on the Grand Trunk and a panel at the Provocation Ideas Festival.

In addition, the Committee benefited from presentations by subject-matter experts in brownfield remediation, downtown development, adaptive re-use, and housing, which informed its deliberations and advice.

At its final meeting on September 15, 2025, the Committee passed motions recommending that several documents be shared to Council for information and review, including the Vision, Planning and Architecture Working Group report, a summary of the end-of-mandate survey, and the timeline activity documenting the Committee's work.

Analysis:

Master Plan Update and Implementation Recommendations

The Vision, Planning and Architecture Working Group undertook the preparation of a report recommending updates to the Grand Trunk Master Plan and actions to guide implementation. The working group identified the importance of ensuring that the Master Plan remained current with Council's more recent directions on land use, reflected community input gathered through engagement activities, and provided a framework to guide future decision-making. Draft materials were developed, refined through consensus-building, and discussed by the Committee at several meetings, including June and August 2025, before being finalized.

The final report contained two sets of recommendations:

- *Master Plan Update Recommendations:* Refinements to the project vision and guiding principles; updates to site planning, including the arrangement of residential, community facility, outdoor amenity, and parking uses; and considerations for mobility and connectivity within the site and to surrounding areas.
- *Implementation Recommendations:* Approaches to phasing and sequencing of development; governance and partnership structures to support delivery; and next steps for advancing the project.

At its September 15, 2025, meeting, the Ad Hoc Grand Trunk Renewal Committee considered the report and passed the following motions:

- THAT the Ad Hoc Grand Trunk Renewal Committee accept the Master Plan update recommendations outlined in the report of the Vision, Planning and Architecture Working Group;
- THAT the Ad Hoc Grand Trunk Renewal Committee accept the implementation recommendations outlined in the report of the Vision, Planning and Architecture Working Group;
- AND THAT the Ad Hoc Grand Trunk Renewal Committee direct that the report of the Vision, Planning and Architecture Working Group be forwarded to Stratford City Council for consideration.

The report is appended as Appendix A.

End of Mandate Survey

At the conclusion of the Committee's mandate, a committee member undertook a voluntary survey of Committee members. The survey was prepared independently and

was not directed by the Committee. Its purpose was to collect reflections on the effectiveness of the Committee's work over its two-year mandate.

The summary highlights a range of perspectives. Committee members noted several achievements and emphasized the value of community engagement undertaken during the mandate. Feedback from Working Group Chairs pointed to areas for improvement, such as structural inefficiencies and limited tangible outcomes. Taken together, the comments suggest that future committees may be most effective with a sharper mandate, narrower scope, and clearer expectations for participation and results.

At its September 15, 2025, meeting, the Ad Hoc Grand Trunk Renewal Committee passed the following motion:

- THAT the report titled Ad-Hoc Grand Trunk Renewal Committee End-of-Mandate Survey Feedback be provided to Council for their information.

The survey summary report is appended as Appendix B.

Timeline Reflection

As part of its final meeting, the Committee undertook a timeline activity designed to reflect on the progression of its work from its appointment in October 2023 through September 2025. The purpose of the activity was to document milestones, decisions, and engagement efforts, and to provide members with a visual representation of the work undertaken during the Committee's mandate.

For accessibility, a bulleted written summary of the timeline content has been prepared and is included in Appendix C, along with photographs of the timeline completed during the meeting.

At its September 15, 2025, meeting, the Ad Hoc Grand Trunk Renewal Committee passed the following motion:

- THAT the reflections of the Ad-Hoc Grand Trunk Renewal Committee be received and forward to Council for their review.

Updates on Council Directions

The Ad Hoc Grand Trunk Renewal Committee's work has directly informed two key sets of Council directions on the Grand Trunk site.

On February 4, 2024, through report *COU25-019-Grand Trunk Renewal Project Key Recommendations*, Council adopted a series of directions in response to recommendations provided by the Committee. These directions established the core uses for the site, residential, a community facility, outdoor amenity space, and parking, and directed staff to:

- Undertake research on temporary and interim uses;
- Pursue a shared community facility option with City investment and external partners;
- Advance planning for the design, development, and operations of a shared community facility;
- Develop an Expression of Interest (EOI) for housing on parcel 2D; and
- Develop an EOI for a parking and mobility solution.

The Committee participated in workshops with the consultant team in March, May, and June to test scenarios for the community facility and the Grand Trunk superstructure. These discussions culminated in the Committee's recommendation that:

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

On July 15, 2025, through report *COU25-084 Grand Trunk Site Update and Superstructure Scenario Considerations*, Council provided direction based on this recommendation. Council directed that Scenario Two (Keep Part) of the superstructure be included in Phases Three through Six of the workplan, with findings on site configuration, land use mix, costs, viability, and implementation strategies to be reported back for Council consideration.

This July direction advanced the February key actions by beginning to resolve where the identified land uses, community facility, residential, parking, and outdoor amenity space, should be located on the site. Clarifying site configuration is an essential step toward bringing EOIs forward to the market, as potential residential and mobility proponents need to understand how their projects will relate to the community facility and the superstructure.

Current Work

Since Council's July direction, several streams of work have advanced:

- Temporary and interim uses: Destination Stratford has installed its illuminated Heart on the exterior of the Grand Trunk building; Trophy x Dream Weavers and the Springworks Puppet Making Pop-in are scheduled for October 4–5, 2025; and

staff continue to investigate interior use of the building for events, with costing to be brought back for Council's consideration.

- Community facility planning: Staff are actively working with the YMCA to explore how their existing facility might be renovated and/or expanded as the new community facility long foreseen for the site. Options are expected to come back to Council in early 2026.
- Site planning and development: Work is underway to prepare an updated site plan, a housing package for prospective proponents, and options for the future of the Grand Trunk superstructure for Council's consideration.

Together, the February 2024 and July 2025 directions, along with the current work underway, represent the Council framework for the Grand Trunk Renewal Project. The Committee has advised Council, Council has provided direction, and staff are now implementing that direction to advance the project.

The City extends its thanks to the members of the Ad Hoc Grand Trunk Renewal Committee for their time, expertise, and commitment over the course of the mandate. Their work has provided valuable input into the renewal of the Grand Trunk site, strengthened community engagement, and informed Council's directions on the project.

Financial Implications:

Not applicable:

There are no financial implications to be reported as a result of this report.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority by developing a partnership model for the development and delivering of a new community facility.

Intentionally Change to Support the Future

This report aligns with this priority as it considers the current and future needs of residents.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT the report titled, “Findings and Recommendations of the Ad Hoc Grand Trunk Renewal Committee” (COU25-126), including the Vision, Planning and Architecture Working Group Report (Appendix A), the End-of-Mandate Survey Feedback Summary (Appendix B), and the Timeline Reflection Activity (Appendix C) attached to the Report, be received for information and review.

Prepared by:	Emily Robson, Corporate Initiatives Lead Joani Gerber, CEO, investStratford
Recommended by:	André Morin, CPA, Chief Administrative Officer



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Vision, Planning & Architecture
Report Date:	September 8, 2025

Requested Committee Direction:

1. That the Ad Hoc Grand Trunk Renewal Committee accept the Master Plan update recommendations outlined in this report;
2. That the Ad Hoc Grand Trunk Renewal Committee accept the implementation recommendations outlined in this report; and,
3. That the Ad Hoc Grand Trunk Renewal Committee direct that this report be forwarded to Stratford City Council for consideration.

Purpose:

The purpose of this report is to provide the Ad Hoc Grand Trunk Renewal Committee with the findings and recommendations of the Vision, Planning & Architecture (VPA) Working Group regarding updates to the Grand Trunk Master Plan (2018) and next steps for implementation.

Background:

The Ad Hoc Grand Trunk Renewal Committee was established by Stratford City Council to support implementation of the Grand Trunk Master Plan and advise on key areas including housing, mobility, community facilities, and interim activations. An element of the Committee's terms of reference is to provide advice on the Master Plan itself.

Over the last two years, the Committee has learned a great deal about the project and related topics, including housing, infrastructure, brownfield remediation, Indigenous engagement, heritage, and community facility planning. This learning reflects input from community stakeholders and partners, as well as past technical studies and those now underway. While the Committee's mandate is time-limited, city building is a longer endeavour. The Working Group views this report as a way of ensuring its findings and understanding can inform the project moving forward, beyond the life of the Committee.

The Grand Trunk Master Plan is the guiding framework for the site. It establishes a shared vision, defines land uses, and provides direction on design, infrastructure, and phasing. The 2018 Master Plan remains relevant, but now requires updating to reflect Council's 2024 endorsement of the revised Vision and Guiding Principles, the work of the Committee, and current market and community conditions.

Analysis:

Master Plan Update Recommendations

The VPA Working Group has reviewed the Grand Trunk Master Plan (2018) to identify areas that should be updated to reflect the work of the AHC, in particular the Vision and Guiding Principles and Council's direction over the last 2 years and pending the outcome of the pre-development studies.

The following updates to the Master Plan document were identified:

- Create a concise and clear language document that can be easily read by multiple audiences
- Add Indigenous land acknowledgement and insight from First Nations engagement (pending)
- Update the context section to reflect the current community needs (diversity, housing needs, current economic context, etc.), community partners and interest in space (e.g. SLAAA, SAAC, ShelterLink) and acknowledging the potential role of the GTR in the City's future
- Replace the Vision and Guiding Principles with Council-endorsed 2024 version
- Expand the history of the site to acknowledge the traditional territories of the First Nations and the cultural/social significance of the Grand Trunk facilities for Stratfordians
- Update and consolidate the Process section to reflect recent AHC process and community input; revise language to remove the word "Community Hub"; potential to have a more detailed consultation process summary as an appendix if needed
- Update Vision and Guiding Principles to 2024 version; utilize colour code throughout other sections to demonstrate how the Guiding Principles are applied or implemented through the Key Elements and directions in later sections
- Revise Key Elements to reflect July Council direction and others (i.e. community facility to go on the site but not in the GT building and a strategy for the superstructure)
- Key directions and schedules to be updated (street and block network, etc.) to:
- Reflect outcomes of the development scenarios analysis
- Ensure alignment with the Guiding Principles (an emphasis on pedestrian/walkable environment, inclusive community and design principles related to universal design and accessibility)
- Include direction related to community space both indoor and outdoor open space
- Revise land use map to reflect revised uses envisioned and be less focused on academic and institutional uses
- Recommendations and next steps to be updated to reflect current status

Implementation Recommendations

In addition to the Master Plan updates, the VPA Working Group has identified process and implementation items to guide the next phase of work. These recommendations are intended to capture the Committee's knowledge at this stage of the project, recognizing that certain

detailed design and land use decisions remain dependent on future Council direction and technical studies. From the VPA perspective, next steps include:

- City Council and staff continue to advance the Indigenous engagement process in the next phases of the project
- Update the Master Plan to create a current Reinvestment Framework document (or new Master Plan) to inform next Grand Trunk Renewal steps in the process
- Determine the location and scale of the shared community facility
- Initiate the required environmental approvals (RSC etc.)
- Prepare/revise the conceptual street and development block schedule and infrastructure designs (streets, servicing)
- Identify phasing for long-term renewal
- Create a “meanwhile” and animation uses strategy and construct the infrastructure to support this (portables, electricity, initial remediation to create safe venue, lighting, etc.)
- Prepare a workplan and workback to Phase 1 of reinvestment of the GTR
- Prepare a concept design and strategy for gathering and event space/common in the superstructure
- Prepare a parking strategy and plan for the GT site and surrounding City facilities
- Ensure alignment with the City’s Official Plan review, in particular the amount and type of housing to be planned for on the Grand Trunk site

Findings & Conclusion:

The VPA Working Group’s review of the Grand Trunk Master Plan (2018) confirms that the document must be updated to reflect the Committee’s work, Council’s direction, and current community and market conditions. The Group has also identified process and implementation items to ensure the next phases of the project are grounded in clear frameworks, responsive to community needs, and aligned with the City’s Official Plan review.

The Working Group also notes that certain detailed decisions regarding land uses, building design, and phasing remain contingent on pre-development studies and future Council direction. These matters extend beyond the term of this Committee. This report is therefore intended to capture and carry forward the Committee’s knowledge so it can inform those future decisions.

The Working Group is therefore seeking the endorsement of the Ad Hoc Grand Trunk Renewal Committee for these recommendations. With the Committee’s endorsement, this report will be forwarded to Stratford City Council for its consideration.

Report on Ad-Hoc Grand Trunk Renewal (GTR) Committee End-of-Mandate Survey Feedback

Part 1: Overview

1.1 Introduction

The purpose of the survey was to collect reflections on the effectiveness of the GTR committee's work over their two-year mandate. The methodology included rating scales and paragraph form reactions. The survey was written with neutral language to eliminate built-in bias as much as possible to gather the widest range of honest opinions. No identification was asked, and anonymity was assured. Google Forms was used so that as many committee members as possible were able to access the survey online. The survey was also provided as a pdf file which could be printed, filled in and returned. The survey was not sent to City of Stratford or InvestStratford staff. Typos were not corrected.

1.2 Responses

The survey invitation was extended to all committee members and Working Group chairs. Twelve responses were received from the nineteen who received it. One person indicated they could not use the online survey, and an alternate form was provided.

The data and feedback which follows has been formatted so that anonymity is assured. There is no direct correlation among responses.

1.3 The Survey Results

As noted at the August 25 meeting, the Ad-Hoc GTR committee is coming to the end of its term. Because endings are often a good time to reflect and learn, this survey is an informal, non-scientific way for each member to give voice to their thoughts and to give final input to the Stratford City Council.

Please take a few minutes to respond to a series of short questions, and to reflect on how the Committee worked as representatives of segments of the public and as individuals who are committed to the continuous improvement of our city.

The survey has four brief sections:

- 1. Membership*
- 2. The Ad-Hoc Committee Mandate*
- 3. The Ad-Hoc Committee Purpose*
- 4. General Feedback, Moving the Project Forward*

The survey is completely anonymous, except for identifying the group to which you belong and an optional name at the end.

There is an expectation that all responses will be respectful of the work that everyone, including staff, have contributed, as per City policy.

1. Membership

Ad-hoc Committee member: 7

Working Group Chair or member: 7

Both Groups: 1

2. The Ad-Hoc GTR Committee Mandate

The committee's mandate was outlined in its Terms of Reference:

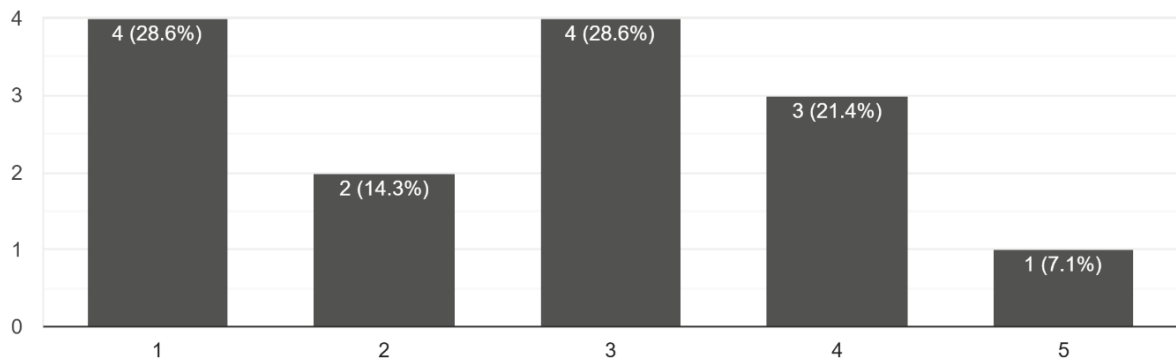
The Ad-Hoc Grand Trunk Renewal Committee will provide support for and a forum for input and exchange of ideas on the renewal of the Grand Trunk building.

As with all Council-appointed committees within the City of Stratford, the Grand Trunk Renewal Committee will not have the authority to commit City Resources or direct the work of staff.

1 = Ineffective; 2 = Somewhat effective; 3 = Moderately effective; 4 = Highly effective;
5 = No opinion

To what degree do you feel the mandate was met, as outlined above?

14 responses



Reflections Summary

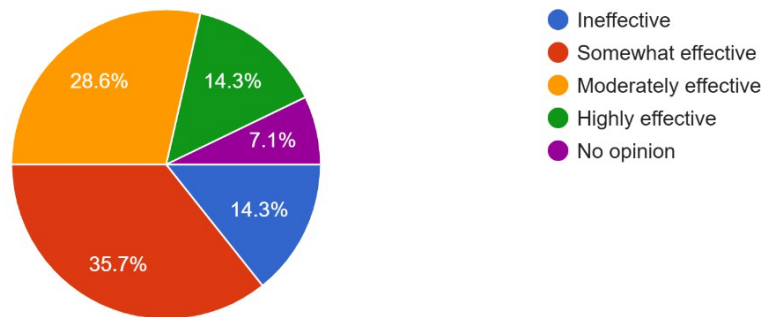
The working group consistently engaged with clubs and organizations to raise awareness about the project and encourage involvement, successfully meeting the core mandate. Committee members provided guiding principles and supported a forum for community input and idea exchange, leading to valuable contributions and discussions. While City bylaws limited idea sharing during formal meetings, alternative formats and sub-groups fostered creative thinking and effective collaboration. Overall, the group's work led to meaningful engagement and laid the foundation for ongoing renewal efforts, while remaining committed to addressing feedback and evolving project needs.

1. The Ad-Hoc Committee Purpose

The Committee's stated Purpose, as outlined in the Terms of Reference, included five points. How effective was the work that was done in relation to each Purpose?

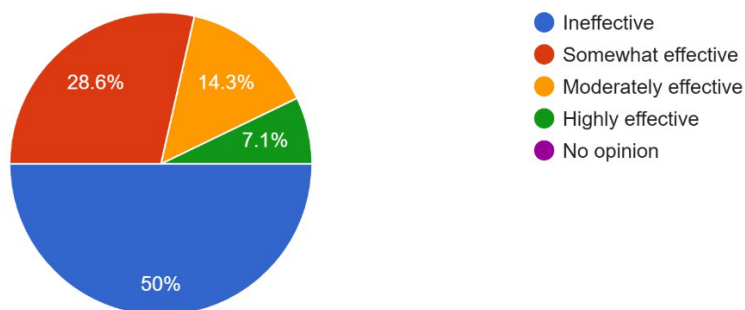
Purpose 1: To support the Grand Trunk Master Plan adopted by City Council.

14 responses



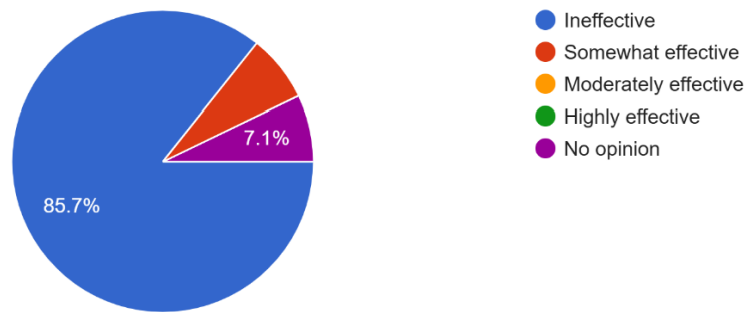
Purpose 2: To act as a sounding board to the City on matters dealing with the renewal of the Grand Trunk building, including building designs and architectural plans.

14 responses



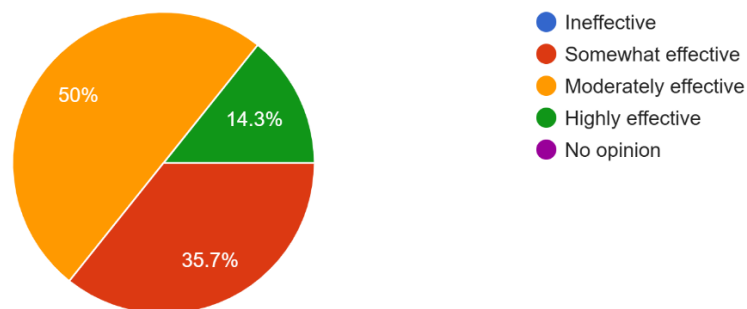
Purpose 3: To identify fundraising opportunities and support fundraising initiatives.

14 responses



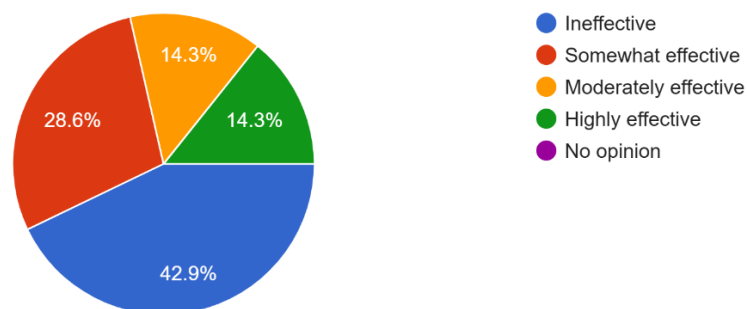
Purpose 4: To advise and assist with the development of a public engagement program and promote the activities of the Grand Trunk renewal.

14 responses



Purpose 5: To liaise with other committees or organizations with overlapping roles and responsibilities.

14 responses



Reflections Summary

The committee played a vital role in encouraging the City to secure expert consulting advice, which helped guide decision-making for the Grand Trunk building. Through presentations and outreach, members built connections with clubs and local organizations, supported updates to the Master Plan, and helped advance the vision and guiding principles for renewal. Early public engagement initiatives were well received, providing valuable feedback and further strengthening the committee's impact. The Vision, Planning, and Architecture Working Group, along with dedicated members, made noteworthy contributions that informed project directions and options for redevelopment. Despite some challenges, the committee's work established a foundation and essential framework for ongoing community renewal and future planning.

General Feedback Summary

Serving on the committee offered a tremendous learning experience, especially regarding the complexities of managing a large-scale redevelopment project. The group benefited from well-run meetings, effective sharing of information, and insightful presentations, which helped shape our understanding and approach. Improvements in meeting formats and facilities enabled more participation and collaboration over time. The committee made important strides by identifying opportunities for Indigenous engagement, gathering broad member input, and advocating for transparency and better planning. The collective dedication laid a foundation for continued improvement, and all efforts helped advance community discussion and inform future decision-making for the Grand Trunk site.

Moving the Project Forward Summary

The city has benefited from extensive input and advice provided by a dedicated citizen-based committee, which has helped shape the direction for the Grand Trunk renewal project. With discussions and planning ongoing for two years, it is now an opportune time for Council and staff to act decisively and move the project forward. Future progress could be enhanced by adopting a more focused and flexible committee structure, engaging experts as needed, and facilitating community consultation at key milestones. Maintaining transparency and communication, especially on decision-making and planning, is crucial for continued public support. A renewed emphasis on clear leadership, strategic contracting, and inclusive community engagement will help ensure the long-term success of this transformative initiative for Stratford.

Summary

A strong technical project manager, such as a city planner, is recommended to clearly define project components and lead future redevelopment efforts for the Grand Trunk site. Enhancing meeting formats—for example, open public comment periods and comprehensive community updates via local media—would foster greater participation and transparency. Improved committee protocols and more creative processes are needed to build momentum and ensure the community's vision is achieved. While some progress has been made in defining next steps and facilitating broad input, renewed commitment to inclusive planning and imaginative, non-traditional solutions will help deliver a truly transformative outcome for Stratford's future.

Part 2: Analysis

To try to eliminate as much bias as possible, the data was processed by ChatGPT with the following prompt: Analyze the data for major trends, themes and significant differences between responses of "members" and "working group chairs." Its analysis follows, without edits.

2.1 Introduction

This report summarizes and analyzes feedback from two groups within the Ad-Hoc GTR Committee:

- **Members** (Ad-hoc Committee participants)
- **Working Group Chairs** (leaders of working sub-groups)

Focus is on trends, themes, and key differences between the perspectives of these groups regarding the Committee's mandate, purposes, processes, and future directions.

2.2 Overall Mandate Assessment

- **Members:** Rated the degree to which the mandate was met at an average of **2.3/4**.
- **Working Group Chairs:** Similar, at **2.4/4**.

Trend: Both groups felt the mandate was only partially fulfilled, reflecting modest or limited success.

2.3 Effectiveness Across the Five Stated Purposes

Purpose	Members' View	Chairs' View	Key Difference
1. Support the Grand Trunk Master Plan	Somewhat effective	Moderately effective	Chairs rated slightly higher.
2. Act as a sounding board on renewal/designs	Somewhat effective	Ineffective	Members saw modest value; Chairs saw none.
3. Fundraising opportunities	Ineffective	Ineffective	Almost universal agreement: not achieved.
4. Public engagement and promotion	Moderately effective	Somewhat effective	Members more positive.
5. Liaise with other committees/organizations	Ineffective	Somewhat effective	Chairs valued liaison more than Members.

Overall Pattern:

- Members gave somewhat higher ratings for community-facing roles (supporting the Master Plan, public engagement).
- Chairs were more critical, especially of design input and liaison work.
- Both groups agreed fundraising was a failure.

2.4 Thematic Analysis of Open-Text Responses

Members

- Positive emphasis on breadth of effort (guiding principles, outreach to clubs, engagement successes).
- Recognition of challenges: vague mandate, too many purposes, steep learning curve.
- Process reflections: some valued well-run meetings but noted attendance gaps and lack of clarity.
- Future perspective: suggested smaller, more focused committees; cautious optimism about citizen inclusion.

Representative Quotes:

- *"We were able to provide the guiding principles that were needed."*
- *"Perhaps the five purposes was too much, more focus would have been better."*
- *"The meetings were well run. Information was shared openly."*

Working Group Chairs

- Stronger critiques of structural and procedural flaws.
- Emphasized lack of tangible progress ("no shovels in the ground").
- Highlighted ineffective liaison roles and insufficient follow-up.
- More skeptical about citizen engagement in future processes.

Representative Quotes:

- *“Mandate was vague, and I would argue that the Committee did not fulfill it.”*
- *“Not a shovel in the ground, no shovels at hand.”*
- *“Meetings should always be set up and run to ensure maximum participation.”*

Shared Themes Across Both Groups

- **Fundraising failure:** consensus that this purpose was unmet.
- **Mandate too vague/ambitious:** both groups struggled with unclear scope and responsibilities.
- **Process weaknesses:** attendance, structure, and follow-up were widely noted as issues.

2.5 Conclusions Summary

Committee members highlighted several achievements and the value of community engagement, while candid feedback from Working Group Chairs focused on areas for improvement such as structural inefficiencies and limited tangible outcomes. Feedback from both groups suggests that future committees will be most effective with a sharper mandate, narrower scope, and clearer expectations for participation and results.

AHC Committee Timeline Activity – September 15, 2025

Legend (superscripts):

Council report and direction = CRD

Committee direction = CMTE

Meeting topics/presentations = MTP

Events – public or committee = EPC

AHC key dates/ milestones

Each bullet equals one sticky note comment.

2023

October: Ad Hoc Committee members appointed ^{EPC}

- The first public open house on the site (more to come)
- Meeting new people
- How wonderful to have been asked to be a member
- The importance of process and communications cannot be understated. Modify ASAP.

November: First meeting ^{EPC}

- Grand Trunk Renewal (GTR) – This will take time, but it is a pivotal opportunity for Stratford

December: Communications strategy proposal by John Kastner and Andrew Hilton ^{MTP}

- The building is just a fraction of the site
- High level of public interest

2024

January: First six-month work plan drafted ^{CMTE}, first discussion of vision and guiding principles as a workshop. ^{MTP}

- The inside of the shops; amazing; the scope and the span itself

February: FAQs for the GTR site and project from John and Andrew ^{MTP}, workshop on vision and guiding principles, ^{MTP} work plan and update to Council ^{CRD}

- Learned that the most productive work comes in small groups with a defined task... (1/2)
- ...when we were paired up for “homework” to develop the guiding principles (2/2)

March: Presentation from YMCA of Three Rivers on their vision for a new community facility ^{MTP}, workshop on vision and guiding principles ^{CMTE}, *GRANDTrunk Dialogue 1: Where are we and where do we go from here?* event at Rotary Complex (attended by over 100 people) ^{EPC}

- Open house/public input; wide range of ideas
- Good community engagement
- Full house in Rotary Complex! Interested city!

AHC Committee Timeline Activity – September 15, 2025

April:

GRANDTrunk Renewal Dialogue 2: What can we Learn from Elsewhere? – On April 13, attended by over 120 people (panels included the Mayors of Guelph and Kitchener, an architect, and an economic development director for Kitchener). ^{EPC} Presentation from Paul Kalbfliesch on “How Does Your City Play?” ^{MTP}, review of draft vision and guiding principles and proposal for community engagement on these principles ^{CMTE}, report to Council on draft guiding principles and proposal for community engagement ^{CRD}, Krista Robinson from Stratford Public Library (SPL) on potential partnership. ^{MTP}

- Seeing how involved the people of Stratford were in this process
- Re-remembering the cultural significance

May: Preparing the community pop-ups

- Holding a three-week-old baby at the library pop up

June: Review of draft guiding principles ^{CMTE}, outcomes of community pop-ups ^{CMTE}, Jed Kilbourn of Waterfront Toronto on “Partnership Models for Urban Revitalization” ^{MTP}, ten pop-up, community stakeholder events across the city (Stratford Perth Pride, SPL, Anne Hathaway Splash Pad, Stratford Lakeside Active Adults Association (55+) (SLAAA), etc.) ^{EPC}

- Visioning of the GTR site
- Community engagement, pop-up, town hall, etc.

July: Kendra Fry on repurposing underutilized buildings into community hubs and affordable housing ^{MTP}, insights from community engagement to inform/revise vision and guiding principles ^{CMTE}

- Community organizations interested in space; moving services to one area.

August: First discussion of Indigenous engagement strategy ^{MTP}, discussion of the official plan review ^{MTP}, direction on site activations and animation ^{MTP}, update to Council and updated work plan ^{CRD}

- Excited about the inclusion of indigenous groups
- Clubs in Stratford that would like to have a dedicated place to meet, a shared space.

September: Seana Irvine on developing Evergreen Brick Works in Toronto ^{MTP}, report to Council to endorse the vision and guiding principles and share community insights ^{CRD}

- Excellent guiding principles and vision!
- Council’s support

October: Presentation on affordable and attainable housing models from Unity Housing, ^{MTP} proposal for site tours and discussion of brownfield remediation ^{MTP}

- Hard work by staff

AHC Committee Timeline Activity – September 15, 2025

November: David Kusturin, Chief Project Officer for Waterfront Toronto, presented on brownfield considerations ^{MTP}; Stratford Arts and Culture Collective on community needs for performing arts ^{MTP}

- Good presentations were provided to us by other communities.

December: Mark Conway of NBLC on Master Plan to Business ^{MTP}, environmental remediation Q&A with Taylor Crinklaw ^{MTP}, key recommendations discussion (activations, community facility, residential development, parking) ^{CMTE}, partnership working group findings (Herb Klassen and Karen Haslam), committee survey findings (Ray Harsant) ^{MTP}

- Being part of a good group
- Vast potential of the GTR building physically; and the community program
- An Indigenous engagement work plan is critical. Must start now.

2025

January: No meeting

February: Peggy Vacalopolous on shared community facility benchmark research ^{MTP}, update on key recommendations for Council and Committee endorsement ^{CMTE}, updated workplan, updated key messages (John and Andrew) ^{MTP}, report to Council and endorsement of key actions ^{CRD}

March: Workshop with SvecGroup re: development strategy planning & process ^{MTP}

- Joe & Rock's presentations

April: No meeting

May: Shelterlink presentation on their needs ^{MTP}, discussion on interim uses and summer programming at the site ^{MTP}, workshop with SvecGroup on dynamics impacting development options for the GTR ^{MTP}, proposal to update the Master Plan from the VPA Working group ^{MTP}

- Melanie Reasbeck joins the project team as the GTR Coordinator
- City building is a complex dynamic

June: Review development options prepared by SvecGroup ^{MTP}, discussion on Master Plan update ^{CMTE}

July: Report to Council on development options ^{CRD}

- Our motion regarding keeping as much of the structure as possible

August: Grand Trunk Master Plan refresh ^{MTP}

AHC Committee Timeline Activity – September 15, 2025

September: Final revisions to Master Plan ^{MTP}, recommendations on the Master Plan update and other recommendations ^{CMTE}

- Being a voice for the future

October: Master Plan updates and recommendations presented to Council ^{CRD}. “Trophy x Dream Weavers” activation event held, and Destination Stratford’s LED “Heart” sculpture is on the building façade throughout most of the month. ^{EPC}

- Making concrete recommendations
- Seeing the future
- The passion of the community to determine the future of the site



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Michelle Melady, Research and Program Analyst
 Jeff Wilson, Manager of Housing
 Shannon Archer, Business Integration Manager
Report Number: COU25-130
Attachments: None

Title: Affordable Homeownership Program Eligibility Criteria Update

Objective: To provide Mayor and Council with an update regarding expanded eligibility criteria for the Affordable Homeownership Program.

Background: The Corporation of the City of Stratford is the provincially designated Consolidated Municipal Service Manager and administers the Affordable Homeownership Program (AHP) which provides low to moderate income households with down payment assistance loans of up to 5% of the purchase price of a home. The down payment assistance loan is interest-free and forgivable after 20 years, provided there has been no default under the terms of the loan. If the residential property is sold before the 20 years, the principal amount of the loan plus a percentage of the capital gain realized through the sale is repayable.

Amounts recovered from repaid loans are kept in a revolving fund reserve and redistributed to qualified applicants. The current thresholds are determined by ministry parameters. The current maximum household limit for applications to the Affordable Home Ownership Loan Program is \$117,400. The current maximum purchase price of an eligible residential property for 2025 is \$685,286.

The program has also been amended to allow for anyone to reside in Stratford, Perth County or St. Marys or has a job offer or current employment locally to apply and to allow for newly built homes to qualify.

Analysis: The Affordable Home Ownership Program was originally provincially funded and administered by the City of Stratford.

The program has seen low utilization with only four loans being issued since January 2020. With the change in eligibility, the maximum household income qualifications has been increased by 17.4% from the 2023 program eligibility criteria and the maximum purchase price has also increased 12.5%. The addition of including those who may live outside of Stratford, Perth County and St. Marys currently but who have employment or a job offer locally as well as including newly built homes will expand who can access the program and is intended to also support local employers with the recruitment and retention of employees. Increasing capacity to move households through the housing spectrum aligns with the 10-Year Housing and Homelessness Plan's priorities of creating attainable housing options and ending homelessness by creating permanent housing solutions.

The City is still required to follow the prescribed thresholds and maintain the program's intent but as there has been no additional funding provided, the balance the City has in the reserve operates as a revolving fund.

Current funds available is in the revolving fund reserve (R-R11-SHOL) the balance of which currently could support approximately 8 to 12 new loans, depending on the house purchase price. Should all the funding in the reserve be exhausted, the program would be paused until more funding becomes available through the repayment.

Financial Implications:

Financial impact to current year operating budget:

Due to the use of reserve funds, there is no anticipated impact on the current year budget.

Financial impact on future year operating budget:

An impact on future years operating budget is not anticipated.

Legal considerations:

To protect the City of Stratford's interests, a mortgage or charge on the land is registered against the property's title, with the assistance of legal counsel.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as expanding the Affordable Homeownership Program provides a valuable resource to individuals and families and provides autonomy to select housing within the criteria of the program to suit the needs of the household.

Intentionally Change to Support the Future

This report aligns with this priority as access to good, quality affordable housing has community-wide benefits related to health, education, social inclusion and economic vitality for the community.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Affordable Home Ownership Eligibility Criteria Update" (COU25-130), be received for information.

Prepared by:

Michelle Melady, Research and Program Analyst

Jeff Wilson, Manager of Housing

Shannon Archer, Business Integration Manager

Recommended by:

Kim McElroy, Director of Social Services and Interim Director of Human Resources

André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Emily Skelding, Supervisor of Waste Operations
Report Number: COU25-128
Attachments: None

Title: Recycling Depot Operations Agreement with Circular Materials

Objective: To seek Council's authorization to enter into a 3-year agreement with Circular Materials for the continued operation of the recycling depot located at the City's landfill site, effective January 1, 2026.

Background: Circular Materials is one of the Producer Responsibility Organizations (PROs) tasked with implementing and managing Ontario's new extended producer responsibility (EPR) Blue Box recycling program. Over the past several years, City staff have kept Council informed about the transition to this new residential curbside recycling collection framework.

As of January 1, 2026, Circular Materials will assume responsibility for managing the City's curbside residential Blue Box collection program. However, the future of the recycling depot located at the City's landfill site has remained uncertain. This depot offers residents a year-round drop off option during regular business hours and currently collects over 130 metric tonnes of Blue Box materials annually.

On September 25, 2025 Circular Materials formally offered The Corporation of the City of Stratford an agreement to continue operating the recycling depot under the new EPR system. The proposed agreement would take effect January 1, 2026 and extend through to January 1, 2029, with an option for extension.

Analysis: Under the proposed Recycling Depot Operations Agreement, the City would retain responsibility for accepting and managing Blue Box materials at the landfill depot until they are collected by Circular Materials. Specifically, the City would continue to provide the physical location and oversee the acceptance of recyclables at the site, while Circular Materials would assume responsibility for bin services and the processing of collected materials.

Under the agreement, the City would receive \$2,936 monthly, or \$35,232 annually, from Circular Materials. This amount will be adjusted annually based on the Consumer Price Index for all items. The payment aims to offset staffing costs related to Blue Box material collection, considering the presence of a scale attendant and landfill spotter at the site. This compensation would partly cover wages and overhead for these existing roles. As this service is already in place, there would be minimal operational and administrative impact at the landfill.

Additionally, the agreement will eliminate the \$60,000 for bin removal services, resulting in a \$95,232 in net cost savings. This reduction in costs will be reflected in the Draft 2026 Budget.

The contract is valid for three years, with termination conditions limited to changes in Provincial legislation or unresolved disputes. Considering the program's history of legislative and service expectation changes, there is a risk of unplanned operational costs as well as potential revenue loss so these remain estimates now.

The agreement includes an option for annual renewal for an additional three years. Staff will evaluate the success of the contracted service after the first three years before considering an extension in 2029.

Financial Implications:

Financial impact to current year operating budget:

There are no impacts to current operating budget, as this agreement is effective January 1, 2026.

Financial impact on future year operating budget:

The City will financially benefit each year while the agreement is active, beginning January 1, 2026. This results in net savings of approximately \$95,232, derived from a \$60,000 reduction in current bin service costs and an additional \$35,232 in revenue from the contract itself.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as we work together with provincial programs to support recycling and diversion needs of our residents.

Intentionally Change to Support the Future

This report aligns with this priority as this supports the diversion of materials from landfill to extend its lifespan.

Alignment with One Planet Principles:

Zero Waste

Recycling to achieve zero waste and zero pollution.

Staff Recommendation: THAT Council authorize the Director of Infrastructure Services to enter into a Depot Operations Agreement with Circular Materials for a three-year term from January 1, 2026 to January 1, 2029;

AND THAT the Director of Infrastructure Services be authorized to extend the Depot Operations Agreement with Circular Materials for an additional three-one year terms after January 1, 2029, subject to the same terms and conditions and satisfactory contract performance.

Prepared by:	Emily Skelding, Supervisor of Waste Operations
Recommended by:	Taylor Crinklaw, Director of Infrastructure Services
	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Nathan Bottema, Project Engineer
Report Number: COU25-131
Attachments: Avon West Subdivision Map

Title: Brown Street and Thomas Street Parking By-Law Amendment

Objective: To amend Traffic and Parking By-Law 159-2008 to consider parking restrictions on Brown Street and Thomas Street.

Background: Residents of Brown Street and Thomas Street have expressed safety concerns about the school bus stop location. Currently, school buses do not enter the subdivision, resulting in up to seven buses stopping at each intersection on O'Loane Avenue. This situation results in traffic congestion along O'Loane Avenue during peak morning and afternoon periods, with additional congestion occurring on Brown Street and Thomas Street due to parents parking opposite one another at the communal bus stops.

Huron Perth Student Transportation Services (HPSTS) is interested in rerouting all buses to enter the subdivision. However, they have concerns about their operators navigating around vehicles parked on the street, especially at the horizontal curves and when vehicles are parked across from one another. Similarly, the Public Works Division has also noted challenges with winter operations due to these same parking issues.

Both Thomas Street and Brown Street, each 8.5 meters wide, currently allow parking on both sides and are classified as local residential streets. The roadway geometry of the subdivision meets provincial standards.

Analysis: Vehicles parked across from one another are in contravention of the following clauses of the City Traffic and Parking By-law 159-2008:

Section 8 (1) h), j), and t) and Section 8 (2):

No Parking In Unposted Locations

8. (1) No person shall park a vehicle in any of the following places during the specified times:

- h) on any street in a manner which obstructs traffic at any time.
 - j) on any roadway, shoulder, or City parking lot between 2:00 a.m. and 6:00 a.m., unless otherwise designated.
 - t) in a manner that obstructs municipal snow clearing operations.
- (2) No person shall stand or park any vehicle directly opposite another vehicle which is already standing/parking on the other side of the street, where such standing or parking would prevent the free passage of the two lines of traffic; or where, unless otherwise permitted in this by-law, the roadway is less than 30 feet (9.144 meters).

Staff recommend implementing parking restrictions along the three horizontal curves and undertaking a public education campaign to inform subdivision residents of the permitted on-street parking provisions under the by-law. The campaign will include distributing a letter to all households within the subdivision and increasing the presence of Parking By-law Enforcement Officers during the school pick-up and drop-off hours.

On-street parking will be monitored throughout the upcoming winter season and additional restrictions may be warranted if compliance with the Traffic and Parking By-law is not achieved.

Representatives from the HPSTS, Huron Perth District School Board, Avon Maitland District School, Stratford Police Services and Public Works Department have expressed their support with the proposed parking restrictions and public education campaign.

Financial Implications:

Financial impact to current year operating budget:

The installation of new signage to support the proposed parking restrictions can be funded through the current year's operating budget.

Financial impact on future year operating budget:

Ongoing maintenance, repair, or replacement costs for the proposed signage are anticipated to have a minimal impact on the future operating budgets.

Link to asset management plan and strategy:

The installation of new parking restriction signage is aligned with the City's Asset Management Plan and Strategy by maintaining and managing traffic control assets.

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 Schedule 2, No Parking, of the Traffic and Parking By-law 159-2008, be amended by adding the following new provisions:

Street	Side	Between	Period
Brown Street	South	From a point 19 metres north of the Russel Drive north curb to a point 48 metres northern therefrom	Anytime
Thomas Street	South	From a point 21 metres east of the Brown Street east curb to a point 131 metres easterly therefrom	Anytime
Thomas Street	South	From a point 157.5 metres west of the O'Loane Avenue west curb to a point 10 metres westerly therefrom	Anytime

Prepared by:

Nathan Bottema, Project Engineer

Recommended by:






Taylor Crinklaw, Director of Infrastructure Services

André Morin, CPA, Chief Administrative Officer

Stratford Avon West Subdivision



Legend

-  Property Parcel
-  Avon River/Lake Victoria
-  Parks
-  Aerial 2020 16cm
-  Proposed On-Street Parking Restrictions (approximate length)



1: 3,710



188.5 0 94.23 188.5 Meters

NAD_1983_UTM_Zone_17N

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes

Proposed On-Street Parking Restrictions



MANAGEMENT REPORT

Date: September 26, 2025
To: Mayor & Council
From: André Morin, Chief Administrative Officer
Report Number: COU25-129
Attachments: Appendix A: OSUM Annual Conference Host Municipality Criteria, Roles and Responsibilities

Title: Ontario Small Urban Municipalities Conference 2027

Objective: To seek Council approval for the City of Stratford to pursue hosting the Ontario Small Urban Municipalities (OSUM) Conference in 2027.

Background: The Ontario Small Urban Municipalities (OSUM) Conference, presented annually by the Association of Municipalities of Ontario (AMO) at the end of April, is the principal gathering for approximately 200+ elected officials and staff from Ontario's small and mid-sized municipalities. The program provides opportunities for policy dialogue, professional development, and inter-municipal collaboration. Hosting OSUM would provide Stratford with an opportunity to:

- Showcase the City's cultural, economic, and hospitality assets
- Strengthen Stratford's profile as a leader among Ontario's small urban municipalities
- Support local businesses and tourism through increased visitation and delegate spending

As a vibrant small urban centre with strong cultural and manufacturing sectors, and nationally recognized amenities, Stratford reflects the very qualities OSUM exists to celebrate and support. Hosting the conference would allow Stratford to demonstrate both its successes and the shared opportunities and challenges faced by small urban municipalities across Ontario.

Analysis:

Strategic Relevance & Capacity

Hosting the OSUM Conference would highlight Stratford's strengths as a collaborative, innovative, and forward-looking community. It reinforces the City's reputation as a

partner among municipalities, showcases Stratford's remarkable downtown, and positions the City as a leader in the conversations shaping the future of small urban centres across Ontario. Stratford also has the venues, accommodations, and organizational capacity to successfully deliver the event.

Host Responsibilities and Costs

As the host municipality, the City of Stratford would be responsible for:

- Organizing and hosting an OSUM Executive dinner and site tour the fall prior to the conference
- Hosting and financing the Welcome Reception (local sponsorships may be pursued, though AMO sponsors cannot be used)
- Providing a local planning committee and main contact to coordinate logistics with AMO
- Providing shuttle buses if accommodations are not within walking distance of the venue
- Providing civic greetings from the Mayor and ensuring local tourism promotion
- Encouraging local media coverage

Host costs are anticipated to be in the range of \$20,000–\$25,000, covering the Executive dinner, Welcome Reception, transportation (if required), and associated logistics. If Stratford is confirmed as host, staff would explore opportunities for local sponsorships and partnerships to help offset costs. A specific funding source has not yet been identified.

If Council supports pursuing the 2027 OSUM Conference, Stratford's interest will be formally submitted to OSUM for consideration. Should Stratford be selected, staff will bring forward a subsequent management report outlining the detailed planning, development requirements, and confirmed financial implications.

Financial Implications:

Financial impact on future year operating budget:

There are no financial implications at this time. If Stratford is selected as host, a contribution of up to \$25,000 will be required to be committed prior to the 2027 operating budget. Sponsorships and in-kind contributions will be explored to offset costs.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as hosting OSUM strengthening partnerships with municipalities and provincial leaders.

Intentionally Change to Support the Future

This report aligns with this priority by positioning Stratford as a leader in provincial conversations on the future of small urban municipalities.

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 Council support the City's pursuit of the opportunity to host the Ontario Small Urban Municipalities (OSUM) Conference in 2027;

AND THAT staff be directed to work with OSUM to fulfill hosting requirements should Stratford be selected.

Prepared by:	Emily Robson, Corporate Initiatives Lead
Recommended by:	André Morin, CPA, Chief Administrative Officer



OSUM Annual Conference Host Municipality Criteria, Roles and Responsibilities

1. **Membership**

Must be a member in good standing with AMO.

2. **Engagement**

The Annual Conference is the primary source of revenue for OSUM. The delivery of the Conference and all costs incurred are based on the mutual understanding as outlined in this *Criteria Document*. Unforeseen or additional costs will require discussion and agreement between the Host and the OSUM Executive prior to the Conference proceeding as agreed. The OSUM Executive reserves the right to cancel the agreement should financial commitments by the Executive exceed their budget and capacity, resulting in a budget deficit.

3. **Conference Facility**

The following space requirements must be met. However, creative solutions used to meet these criteria will be given consideration.

- Plenary room set up:
 - accommodate up to 200 people seated in rounds of 6
 - space for a stage to hold a head table for 4 plus podium
 - space for projection and large screen and AV table
- Trade Show: The Exhibitors experience in the Trade Show is vital to the success of the conference. Exhibitors must be guaranteed an excellent interaction with the delegates. The Host Municipality must demonstrate how the flow of delegates can be achieved through the Trade Show. Ideally, the trade show is connected to the plenary hall and there is an ability to walk directly from the trade show into the plenary without exiting to the foyer
 - space for a minimum of 40 booths (8'x10)
 - ability to host reception in addition to the booths
- Additional space:
 - Board room (accommodate 20 people)
 - Potentially additional meeting space for breakout session
- Catering: buffet meals

4. **Conference Facility/Hotel Locations**

If the distance from the Conference Facility to the recognized conference hotel(s) is greater than 0.5 km, then a regular and frequent shuttle service must be provided by the Host Municipality, at its expense, to each hotel where this is the case.

5. ***Hotel Requirements***

The Host Municipality must demonstrate that there are a minimum of 120 hotel guest rooms per night. The hotel(s) must be CAA rates as “Three Star” or above. These hotels must be able to accommodate accessibility concerns and should not be cost prohibitive to OSUM and their attendees. Anticipated pick up is as follows:

- Tuesday, April 30: 60
- Wednesday, May 1: 120
- Thursday, May 2: 100

6. ***Additional Activities***

The Host Municipality may wish to host pre-conference events on the Tuesday immediately prior to the first program day. Traditionally, this has included a golf tournament. If the Host Municipality would like to offer this opportunity, the planning and accounting is entirely their responsibility. The Host Municipality may also consider offering study tours or out trips this day, which would also be their responsibility. AMO will promote these activities.

7. ***Accessibility***

It is important that all facilities used during the conference are barrier free, and that venue staff have been trained in disability awareness. The Host Municipality must demonstrate that the accommodation/conference venue(s) can accommodate the needs of people with disabilities.

8. ***Overview of Host Responsibilities***

The Host Municipality must accept the responsibilities for expenses, as demonstrated by a resolution by council, which will include:

- a. Organize and host an OSUM Executive dinner and site tour the fall prior to the conference
- b. Hosting and financing the Welcome Reception, which could include a local sponsor(s) e.g. BIA, local bank, etc. but **not** one of AMO’s regular conference sponsors. This is 100% the Host’s responsibility. If an alternate site is selected that is not within walking distance, busing must be included

- c. Providing a local planning committee and main contact who will work with OSUM and AMO to coordinate hotels, contracts, promotions, and the Host dinner event
- d. Providing shuttle buses between hotels, if necessary
- e. Providing buses, if necessary
- f. Providing civic greetings from the Mayor to delegates
- g. Local tourism bureau may provide the conference with a staffed Tourism Booth or provide delegates with tourism materials
- h. In the event an OSUM election is necessary, the host municipality will appoint a Returning Officer and conduct the election. The host will provide all staff and materials required. The election is to be conducted in the same manner as a municipal election whereby all registered members comprise the voters list. Election results are announced during the conference
- i. Encourage local media to cover the convention and issue publicity announcements

9. Host Costs

Communities interested in hosting the OSUM Annual Conference can anticipate costs in the range of approximately \$20,000-\$25,000. These costs will be associated with:

- In community pre-event dinner with the OSUM Executive and AMO staff
- Welcome reception (food and beverage, audio visual, entertainment)
- Associated costs such as busing, dependent on venue selection-labour costs



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Jeff Wilson, Manager of Housing
 Kim McElroy, Director of Social Services and Interim Director of Human Resources
Report Number: COU25-123
Attachments: None

Title: Award of RFP-2025-25 – 398 Erie St., Stratford Affordable Housing - Architectural Services

Objective: To award the Request for Proposal for the design, project management and construction administration of an affordable housing project at 398 Erie St., Stratford.

Background: As the Consolidated Municipal Service Manager (CMSM) the City of Stratford is the lead agency in the provision of housing stability and homelessness response for the City of Stratford, St. Marys, and Perth County.

This report is regarding the design, project management and construction administration of an affordable housing project at 398 Erie St., Stratford.

At the November 25, 2024, Regular Council meeting, Council was notified through the Consent Agenda that the Social Services Department, Housing Division, intended to call the following Tender in accordance with the City's Purchasing Policy:

CA-2024-193 Notification that the Social Services Department, Housing Division, intends to call the following Tender in accordance with the City's Purchasing Policy:

- 398 Erie Street, Stratford Affordable Housing – Architectural Services.

Analysis: A total of twenty proposals were received from the following organizations in response to Request for Proposal RFP-2025-25:

- 2MK
- 6ix Design
- Apex Technical
- Arcadis

- Architects Tillman Ruth
- AXIA
- Baird
- Brian Luey
- CSK Architect
- DPAI
- Duncan Patterson
- JPM
- Kevorkian Architects
- Nicholson Sheffield
- R. Ritz
- Raw Design
- Spriet
- Two Row
- V+A Architects
- Ventin Group

Proposals were assessed against the following criteria:

- Company Profile
- Project Team and Organizational Chart
- Project Understanding and Implementation Plan
- Company Experience and Project Team Qualification
- Supplemental Information/Value Added Services
- Pricing

Following an assessment of the first five categories, pricing was separately factored and assessed according to the city's matrix. Based on the assessment matrix, the committee selected AXIA for recommendation to council at a cost of \$198,940.00, including HST. The project was approved as part of the 2024 budget as an expansion of service. Included in the estimated costs was \$452,000 in soft costs. To date, \$43,957 (including the unrecoverable portion of HST) of consulting expenditures have been expensed towards these soft costs. The cost of architectural services will still leave approximately 50% of estimated soft costs not allocated to date.

When the project was approved, it included financing the project via long-term debt. As such, payments towards the long-term debt are currently included in the operating budget and will reduce the amount required upon completion. Until the project is completed, any expenses are classified as unfinanced liabilities and do not impact the overall budget directly, however the planned debt repayment is considered an operating expense that is already captured (and has been) since the 2024 approval.

Financial Implications:

Financial impact to current year operating budget:

None.

Financial impact on future year operating budget:

Future operating costs of the facility over and above the long-term debt repayment, are being determined in conjunction with the community partners and other levels of government.

Alignment with Strategic Priorities:

Build Housing Stability The construction of affordable housing at 398 Erie St., Stratford will provide ongoing affordable and stable housing.

Alignment with One Planet Principles:**Materials and Products**

The construction of affordable housing at 398 Erie St., Stratford is intended to be designed and constructed in a sustainable manner.

Staff Recommendation: THAT the Request for Proposal (RFP-2025-25) for 398 Erie St, Stratford Affordable Housing - Architectural Services, be awarded to AXIA at a cost of \$198,940.00, including HST.

Prepared by:	Jeff Wilson, Manager of Housing
Recommended by:	Kim McElroy, Director of Social Services
	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Michelle Melady, Research and Program Analyst
 John Ritz, Homelessness and Housing Stability Supervisor
Report Number: COU25-125
Attachments: None

Title: Award of RFP-2025-36 Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys

Objective: To award the Request for Proposal for the Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys.

Background: The City of Stratford is committed to working with community partners to achieve the goals outlined in our 10-year Housing and Homelessness Plan and Community Safety and Well-Being Plan. Awarding the Request for Proposal for Intensive Case Management Services to Little Lake Residential aligns with the Community Safety and Well Being Plan's priorities of strengthening development of shared understanding, community-wide initiatives, and advocating collaboratively regarding working towards a healthier community. This proposal also aligns with the priority of ending homelessness, as well as addressing a diversity of needs in our 10-year Housing and Homelessness Plan.

Little Lake Residential offers Intensive Case Management and is the current operator of the Intensive Case Management Fixed Site services located at 619 and 621 Queen St. E., St. Marys. Their target population is to serve those who face significant barriers to housing such as co-occurring mental health, addiction, and physical health conditions, youth exiting the child welfare system, Indigenous peoples, 2SLGBTQIA+ individuals, racialized community members and those at risk of homelessness due to eviction, domestic violence, or other crises.

Little Lake Residential participates in the Coordinated Access system and prioritizes access through the By-Name List in line with the City of Stratford's homelessness response framework. The recipient will oversee all components of the Intensive Case Management program including staff recruitment, management, capacity building, community engagement, financial stewardship and reporting to the City of Stratford.

The leadership of Little Lake Residential has committed to compliance with program objectives and delivery of responsive, relationship-based services that reflect the City of Stratford's priorities.

Analysis: Analysis:

One proposal was received from Scott Schmidt, Owner and Manager of Little Lake Residential in response to the Request for Proposal RFP-2025-36.

The proposal was assessed against the following criteria:

- Organizational Background
- Understanding the Project Scope
- Scope of Services and Implementation Plan
- Methodology and Approach to ICM
- Work Plan and Timeline
- Measurable and Achievable Outcomes
- Performance Measurement and Accountability
- Finances and Budget

After review of the submission against the scoring criteria, it was determined that Little Lake meets the requirements of the Request For Proposal and is a qualified proponent to operate the program. Little Lake is currently operating the program in St. Marys consisting of two 2-bedroom and two 4-bedroom units and can adapt to the changes made to the program to ensure a high level of service and fiscal responsibility is maintained.

The agreement with Little Lake will commence on September 1, 2025, and will be paid at a rate of \$195,991.00 per 12-month cycle. The term of the contract shall be one (1) year commencing September 1, 2025, to August 31, 2026. Upon review of the Manager of Housing, this contract may be extended by the Director for two (2) additional, twelve (12) month periods for a maximum of thirty-six (36) months, at the same terms and conditions.

Financial Implications:

Financial impact to current year operating budget:

The remainder of 2025 will be funded from provincial dollars within the Homelessness Prevention Program. There is no anticipated impact on the municipal tax levy because of this agreement.

Financial impact on future year operating budget:

Moving forward, the program will cost \$195,991.00 per 12-month cycle subject to no changes to the financial impacts of the program nor any identified performance concerns. This program will be funded through the provincial Homelessness Prevention Program and there is no anticipated impact on the municipal tax levy.

Alignment with Strategic Priorities:

Build Housing Stability

This report aligns with this priority as partnering with a supported housing provider will allow for greater client stabilization for those who require extra supports to be sustainably housed.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the proposal (RFP 2025-36) for the Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys, be awarded to Little Lake Residential;

THAT the Mayor and Clerk, or their authorized delegates, be authorized to sign the necessary agreement with Little Lake Residential for the delivery of services as defined in the agreement;

AND THAT the Director of Social Services be authorized to extend the agreement for two (2) additional, twelve (12) month periods for a maximum of thirty-six (36) months, at the same terms and conditions subject to satisfactory performance and to execute any required documentation.

Prepared by:

Michelle Melady, Research and Program Analyst

John Ritz, Homelessness and Housing Stability Supervisor

Recommended by:

Kim McElroy, Director of Social Services and Interim Director of Human Resources

André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Nancy Roulston, Manager of Engineering
Report Number: COU25-127
Attachments: None

Title: RFP-2025-60 Lorne Avenue Trunk Storm Sewer Assessment Consulting Services

Objective: To award RFP 2025-60 to engage a consulting firm to conduct an inspection and assessment of the Lorne Avenue Trunk Storm Sewer, with the goal of providing specific rehabilitation or replacement recommendations.

Background: The Lorne Avenue trunk storm sewer, from the Waldie Drain just east of Dufferin Street to its outlet at the Avon River west of the treatment plant, consists of approximately 2.5km of 2400mm to 3750mm diameter corrugated steel pipe that is showing signs of corrosion. The sewer is approaching its end of life and will require renewal or replacement. Access to the storm sewer for inspection purposes is very limited and not possible by standard CCTV equipment. Specialized equipment and expertise is required to inspect the sewer to determine its current condition. The trunk sewer depth varies from six to twelve metres. Replacement of the trunk storm sewer by conventional methods would result in prolonged and significant disruption to one of the City's major arterial roads and truck by-passes. This project was identified and approved in the 2025 capital projects with an initial estimated cost of \$1,000,000, consisting of approximately \$100,000 for consulting and \$900,000 for contracting to be funded by the Storm Reserve Fund.

An RFP was issued using Bids & Tenders, seeking proposals from qualified consultants to undertake a detailed inspection and condition assessment of all sections of the trunk sewer and its associated structures. The consultants will provide a summary report which will include rehabilitation or repair alternatives, a prioritized renewal plan, maintenance, operations and capital improvements, construction cost estimates and timelines.

Analysis: Three firms submitted proposals. The evaluation process was based on the following criteria:

Part A: Technical Proposal

Category	Available Points
Bidder Qualifications	10
Project Team Experience	25
Project Understanding	10
Methodology and Work Plan	30
Total Available Points – Part A	75

A committee consisting of three Council members and two staff representatives reviewed and evaluated the submissions received.

All firms which scored a minimum of 56.25 points (75%) in Part A were eligible to have their financial proposal evaluated. All three submissions met the requirements, scoring as follows:

- Andrews.engineer 68.5
- GEI Consultants 59.1, and
- GHD Limited 56.7.

Part B: Financial Proposal

The financial submissions were then evaluated using the financial weighting below. The financial component was scored based on a relative pricing scale with respect to the mean of the shortlisted proposed project fees.

50% below mean	10 out of 10	25 points
40% below mean	9 out of 10	22.5 points
30% below mean	8 out of 10	20 points
20% below mean	7 out of 10	17.5 points
10% below mean	6 out of 10	15 points
Mean Price	5 out of 10	12.5 points
10% above mean	4 out of 10	10 points
20% above mean	3 out of 10	7.5 points
30% above mean	2 out of 10	5 points
40% above mean	1 out of 10	2.5 points
50% above mean	0 out of 10	0 points

Financial components were as follows:

- Andrews.engineer \$136,305 (excluding HST),
- GEI Consultants \$219,755.50 (excluding HST), and
- GHD Limited \$757,248 (excluding HST).

The resulting final total scores were as follows:

- Andrews Engineer 93.5
- GEI Consultants 81.6
- GHD Limited 56.7

Based on the total scores, the recommended proponent is Andrews.engineer at a cost of \$136,305 plus HST, for a total cost of \$154,024.65, which is \$138,703.97 after HST rebate.

Financial Implications:

Financial impact to current year operating budget:

The amount estimated in the 2025 budget for consulting is a bit lower than the resulting RFP however, the total project cost is still estimated at \$1,000,000 in total. Some of the consulting costs will likely be incurred this year, funded from the Storm Reserve Fund, so no impact on the overall surplus. Unspent funds will be carried over to complete the project in 2026.

Financial impact on future year operating budget:

Implementation of recommended rehabilitation of the trunk sewer will be subject to future Council approval. Proactive rehabilitation and replacement of City assets ensure infrastructure remains in a state of good repair mitigating the financial risk of unplanned repairs and interruption to services.

Link to asset management plan and strategy:

The rehabilitation or replacement project directly supports the City's Asset Management Plan by extending the useful life of existing infrastructure, optimizing lifecycle costs, and minimizing service disruptions.

The trunk storm sewer segments included in this project are in "very poor" condition based on their age and material (CSP). Assessment of the sewer will establish the actual condition rating, allow a future capital program to bring the overall condition of these segments to a "very good" rating, and will extend the useful life by an estimated 50 years.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as it outlines the planned rehabilitation of a sewer at the end of its service life, which will extend the service life of existing infrastructure, improve system reliability, and reduce the risk of future service disruptions.

Alignment with One Planet Principles:

Material and Products

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

Staff Recommendation: THAT the request for proposal (RFP-2025-60) for Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation

Engineering Services, be awarded to Andrews.engineer at a total proposal price of \$154,024.65, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the Contract agreement for RFP-2025-60.

Prepared by: Nancy Roulston, Manager of Engineering
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: October 14, 2025
To: Mayor and Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU25-124
Attachments: Wall Photo

Title: BIA Request for Funding

Objective: To seek Council direction on a request received from the Downtown Stratford Business Improvement Area (BIA).

Background: The BIA has reached out requesting Council support for a project they are considering as follows <provided by the BIA>:

The Downtown Stratford Business Improvement Area would like to install a mural on a wall that will act as a welcoming beacon for those traveling into our downtown core. The wall chosen is at 118 Ontario Street. The building owner is supportive of the concept (attached) that has been developed for the wall.

This piece will be an amazing addition to the City's collection of public art pieces and will attract tourists and visitors from near and far. Public art has the power to draw people in and make them want to explore a city. When combined with highlighting local musicians that will feature their music in a downloadable format, it magnifies the cultural impact and the support for local culture. Art tourism creates another draw to our community thus stimulating economic growth. By adding art to public spaces, we can make them more engaging and enjoyable for residents and visitors. Public activations spark conversations and allow people to connect in unique ways. Commissioning public art provides a platform for local artists to showcase their talents and contribute to the community's cultural landscape which will benefit all socially and economically.

The art installation at 118 Ontario will help contribute to Stratford's overall identity as a mecca of culture. The installation will foster community pride and provide a sense of belonging.

The installation provides recognition and professional opportunities for artists and cultivates an environment in which the creative class thrives. As art installations in the City continue to grow, Stratford will become more known as a city that includes serious art in its cultural repertoire.

Success will be measured and determined by:

- Increased foot traffic.
- Positive responses to questionnaires and surveys - both public and from our 320 members.
- Favourable responses to interviews with businesses, participants, city officials, and stakeholders.
- Support from electronic collection feedback with the use of QR code on the installation.
- Comments and conversations through our social media activities.
- Stories and testimonials from those affected by our project will be collected and shared through narratives, photos, and video documentation.

Information collected will be used to measure results and feedback to improve overall public art strategies and increase impact on future projects. Reflection and learning from the process and outcomes will help identify strengths, weaknesses, opportunities, and challenges moving beyond this activation to future projects.

The BIA is seeking \$20,000 to bring this activation to life. They remind Council that the Municipal Accommodation Tax has the express purpose of being used to fund Tourism-related initiatives intended to benefit both visitors and residents. Therefore, the use of MAT tax funds for this project investment would meet this intent.

Analysis: Before proceeding to Council, staff internally identified a consideration relating to the applicability of the sign by-law and whether this process was required. It was concluded that because there is no advertisement to a business attached to the sign, this could proceed as an art installation.

There are options relating to a funding source, should Council wish to proceed. The suggestion to use the MAT is relevant and appropriate, given the type of project. The ad-hoc committee is just newly moving forward, but it is not likely that a final product (policy) around the use of MAT funds will be completed before year-end. Given the nature, the project is one that would likely qualify for consideration under a new 'Use of MAT' policy, but this policy has not yet been developed. Should Council wish to wait until that time to allocate MAT funds, the tax rate stabilization reserve could also be considered. The General Manager of the BIA has indicated that they would like to proceed with the project in 2025, however, if required could wait until 2026.

The unaudited balance in the MAT Reserve Fund at June 30, 2025, is \$243,833.

Given the timing of this request, Council has several options for consideration as follows:

- 1) Approve the request as presented, using funds available from prior year MAT revenues collected. This option has nominal impact of proceeding at this time.
- 2) Wait until the ad-hoc committee has come forward with a drafted policy before deciding. While this option is also viable, it is likely that a project of this nature would qualify with or without a finalized policy.
- 3) Consider alternative funding sources, such as the tax rate stabilization reserve
- 4) Consider a lesser amount of funding
- 5) Do not approve any funding.

Financial Implications:

Financial impact to current year operating budget:

Should Council wish to support this project and use MAT or tax rate stabilization funds to do so, there are no additional financial implications to the 2025 operating budget as the funds will be flowed from the existing reserve, having no impact to the City's overall surplus or deficit.

Financial impact on future year operating budget:

None identified.

Link to asset management plan and strategy:

Not applicable, as this would not result in a City asset.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the City works with the BIA to continue the meaningful partnership.

Alignment with One Planet Principles:

Health and Happiness

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

Culture and Community

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

Staff Recommendation: THAT Council provide direction on the request from the BIA for funding in the amount of \$20,000 for the installation of a mural at 118 Ontario.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
André Morin, CPA, Chief Administrative Officer





[name of municipality] RESOLUTION
Local Government Week 2025

WHEREAS October 19 to 25, 2025 is Local Government Week in Ontario, an opportunity to reflect on the vital services delivered by municipal governments; and

AND WHEREAS municipal governments play a vital role in helping to define the character, priorities, physical make up, and quality of life of communities across Ontario;

THEREFORE BE IT RESOLVED THAT I, [insert head of council], on behalf of [insert municipality name], do hereby join with partners such as the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) in acknowledging and celebrating the work of local municipalities by proclaiming October 19 to 25, 2025 as 'Local Government Week' in [insert municipality name].





July 14th, 2025

Re: 25th Annual Child Care Worker and Early Childhood Educator Appreciation Day, October 21, 2025

To Ontario mayors and councils,

We are writing to ask that you and your council proclaim and participate in Child Care Worker & Early Childhood Educator Appreciation Day on Tuesday, October 21, 2025. This day recognizes the commitment, skills and hard work of Early Childhood Educators (ECEs) and staff who work with young children. Each year, the day is proclaimed by the Ontario Coalition for Better Child Care (OCBCC), the Canadian Union of Public Employees (CUPE), municipalities and school boards across Ontario, and is marked by hundreds of child care centres, unions, and allies.

This year's Child Care Worker and Early Childhood Educator Appreciation Day theme **Care Counts**, to centre the importance of care in early learning and child care and the pride that ECEs and child care workers feel in their work. There is no education without care. "Care Counts" also speaks to the need to value and remunerate those doing care work better.

We will be sharing these messages on Appreciation Day and we **need your help to make it happen by making an official proclamation.**

If your council does not issue official proclamations, there are many alternative ways for your municipality to participate in celebrating this important day:

- Organize a public announcement;
- Raise a purple flag or organize a purple light display;
- Display our posters and distribute our buttons; and
- Organize events and contests for the day or have councilors or the mayor participate in events hosted by child care centres.

Thank you.

A sample proclamation to recognize this important day is attached.

We would love to acknowledge municipalities who choose to celebrate child care workers and ECEs across Ontario on October 21, 2025. Please let us know how your municipality is participating in the appreciation day and we will add you to our list of proclamations and celebrations.

Please direct any correspondence on proclamations and/or celebration activities to the attention of Carolyn Ferns, by mail: Ontario Coalition for Better Child Care, PO Box 73034 Wood Street PO Toronto, ON M4Y 2W5, or by email at: carolyn@childcareontario.org.

Thank you for your consideration.

Christa O'Connor
President, OCBCC

Fred Hahn
President, CUPE Ontario Division



Le 14 juillet 2025

Objet : La 25^e Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance, le 21 octobre 2025

Aux maires et mairesses et aux conseillers et conseillères municipaux de l'Ontario,

Par la présente, nous vous demandons à vous et à votre Conseil municipal de proclamer et de célébrer la Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance, le 21 octobre 2025. Cette journée reconnaît l'engagement, les compétences et le travail acharné des éducateurs et éducatrices de la petite enfance (ÉPE) et du personnel qui travaillent avec les jeunes enfants. Chaque année, la journée est proclamée par la Coalition ontarienne pour de meilleurs services éducatifs à l'enfance (COMSÉE), le Syndicat canadien de la fonction publique (SCFP), les municipalités et les conseils scolaires de l'Ontario. Elle est célébrée par des centaines de garderies, de syndicats et d'alliés.

Cette année, le thème de la Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance est « **Prendre soin, ça compte** » afin de souligner l'importance des soins dans l'apprentissage et la garde des jeunes enfants, ainsi que la fierté que les éducatrices et éducateurs de la petite enfance ressentent à l'égard de leur travail. Il n'y a pas d'éducation sans soins. Le thème « Prendre soin, ça compte » souligne également la nécessité de mieux valoriser et rémunérer les personnes qui travaillent dans ce domaine.

Nous diffuserons ces messages lors la Journée d'appréciation **et pour en faire une proclamation officielle, nous avons besoin de votre aide.**

Même si votre Conseil municipal n'émet pas de proclamation officielle, il y a de nombreuses façons de participer et de célébrer cette importante journée, par exemple :

- Organiser une annonce publique.
- Levée de drapeau violet ou un affichage lumineux violet.
- Apposer nos affiches et distribuer nos macarons.
- Organiser des événements et des concours pendant la journée ou encore vous assurer que les conseillers et conseillères municipaux et le maire et mairesse participent à des activités organisées par les garderies.

Vous trouverez ci-joints un exemple de proclamation de reconnaître cette importante journée.

Nous tenons à reconnaître les municipalités qui célébreront les ÉPE et les travailleurs et travailleuses en garderie, à l'échelle de l'Ontario, le 21 octobre 2025. Veuillez nous informer de la façon dont votre municipalité participera à cette Journée et nous l'ajouterons à notre liste de proclamations et de célébrations.

Veuillez faire parvenir toute correspondance touchant les proclamations et/ou activités de célébration à l'attention de Carolyn Ferns, par la poste à la Coalition ontarienne pour de meilleurs services éducatifs à l'enfance, Boîte postale 73034, Wood Street PO, Toronto (Ontario) M4Y 2W5 ou par courriel à carolyn@childcareontario.org.

Nous vous remercions de l'attention que vous porterez à la présente.

Christa O'Connor
Présidente de la COMSÉE

Fred Hahn
Président de la division de l'Ontario du SCFP

25th Annual Child Care Worker and Early Childhood Educator Appreciation Day

October 21, 2025

Proclamation

Whereas years of research confirms the benefits of high-quality early learning and child care for young children's intellectual, emotional, social and physical development and later life outcomes; and

Whereas child care promotes the well-being of children and responds to the needs of families and the broader community by supporting quality of life so that citizens can fully participate in and contribute to the economic and social life of their community; and

Whereas trained and knowledgeable Registered Early Childhood Educators are the key to quality in early years and child care programs – in licensed child care, EarlyON programs, child life programs, and full-day kindergarten;

Whereas Registered Early Childhood Educators and child care workers will be vital to the success of the Canada-Wide Early Learning and Child Care system;

Therefore, Be It Resolved that October 21, 2025, be designated the 25th annual "Child Care Worker & Early Childhood Educator Appreciation Day" in recognition of the education, dedication and commitment of child care workers to children, their families and quality of life of the community.

25^e Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance

Le 21 octobre 2025

Proclamation

Attendu que des années de recherche viennent confirmer les avantages des services de garde d'enfants et d'apprentissage de haute qualité pour le développement intellectuel, émotionnel, social et physique des jeunes enfants et un meilleur niveau de réussite dans la vie; et

Attendu que les services de garde d'enfants favorisent le bien-être des enfants et pourvoient aux besoins des familles et de l'ensemble de la communauté en soutenant la qualité de vie afin que les citoyens et citoyennes puissent participer et contribuer pleinement à la vie économique et sociale de leur communauté; et

Attendu que les éducateurs et éducatrices de la petite enfance agréé(e)s et les travailleurs et travailleuses en garderie formé(e)s et compétent(e)s sont la clé de la qualité des programmes d'apprentissage et de garde d'enfants, dans le cadre des garderies agréées, du programme ON y va, du programme du milieu de l'enfant et de la maternelle à plein temps; et

Attendu que les éducateurs et éducatrices de la petite enfance et les travailleurs et travailleuses en garderie agréé(e)s seront essentiel(le)s à la réussite du Système d'apprentissage et de garde des jeunes enfants pancanadien,

Il est donc résolu que le 21 octobre 2025 soit désigné comme la 25^e Journée d'appréciation des éducatrices et éducateurs et des travailleuses et travailleurs de la petite enfance en reconnaissance de l'éducation, du dévouement et de l'engagement des travailleurs et travailleuses en garderie envers les enfants, leurs familles et la qualité de vie de la communauté.



September 3, 2025

Re: Proclamation – Ontario Public Library Week and Canadian Public Library Month

Dear Mayor Martin Ritsma and Members of City Council,

The Stratford Public Library joins libraries all across Ontario in celebrating Ontario Public Library Week from October 19 to 25, 2025. To recognize the contributions of the public library in our community, Stratford Public Library would appreciate your support by proclaiming October 19-25, 2025 as "Ontario Public Library Week" in the City of Stratford.

October is also Canadian Library Month. During this month, libraries and library partners across Canada raise awareness of the valuable role libraries play in the lives of people in Canada.

Ontario Public Library Week provides an important opportunity to celebrate and reflect on the evolving role of libraries in our community. This annual recognition highlights how libraries remain steadfast pillars of democracy, learning, and connection while adapting to meet the changing needs of all community members. This year's theme, "Libraries for Life," emphasizes our commitment to serving patrons throughout their entire journey of growth and discovery.

Through this proclamation, we hope to amplify awareness of how Stratford Public Library continues to serve as more than just a repository of books – we are a place where hope and wonder fly—a place where everyone can explore, learn, create, connect, and be inspired to spark change for a better community.

Thank you for your attention to this request.

Sincerely,

Krista Robinson
Library Director / CEO
Stratford Public Library

STRATFORD PUBLIC LIBRARY
19 ST. ANDREW STREET, STRATFORD ON
www.splibrary.ca askspl@splibrary.ca 519-271-0220





PROCLAMATION

WHEREAS during this week, libraries and library partners raise awareness of the valuable role that libraries play in our lives and in our communities; and

WHEREAS the Stratford Public Library serves as an essential community hub, providing inclusive access to information, technology, and programming that enriches the lives of residents across all demographics; and

WHEREAS the dedicated board, staff and volunteers of the Stratford Public Library demonstrate steadfast commitment to fostering literacy, innovation, and community engagement; and

WHEREAS this year the theme for Ontario Public Library Week is “Libraries For Life” focusing on the role that libraries play in supporting individual and collective connections to the past and future of our communities, nations and civilizations; and

THEREFORE BE IT RESOLVED THAT Stratford City Council PROCLAIMS October 19 to 25, 2025 as “Ontario Public Library Week” in the City of Stratford and encourages all residents of Stratford to show their support for our local public library by visiting, not just this week, but all year long, and utilize the wide variety of services that they have to offer.



Dear Mayor Martin Ritsma:

I am writing to request that October 15 be proclaimed as Pregnancy and Infant Loss Awareness Day in the city of Stratford.

Pregnancy and Infant Loss Awareness Day is a global campaign of remembrance for pregnancy loss and infant death; which includes but is not limited to, miscarriage, stillbirth, medical termination, SIDS and the death of a newborn. In 1988, Ronald Regan, the sitting president of the United States of America, proclaimed October as Pregnancy and Infant Loss Awareness month. By 2002, the idea to proclaim a specific remembrance day was started by Robyn Bear, Lisa Brown and Tammy Novak. Together, they petitioned the government to nationally observe October 15 as Pregnancy and Infant Loss Awareness Day across all 50 states.

Here in Ontario, Bill 141, an act for research to be done and programs to be developed for pregnancy loss and infant death support was passed in 2015. This legislation included the proclamation of October 15th to be recognized throughout the province.

In recognition of the importance of support needed when a family experiences this traumatic loss, I would be particularly honoured to have you present this proclamation at (describe the event at which you would like the proclamation read.) We look forward to working with your office on this important endeavor and in representing our City in Stratford Ontario.

Thank you for your consideration.

Jillian Chambers

Sample Proclamation

DATE

PROCLAMATION

WHEREAS- Pregnancy and Infant loss is a tragedy that affects 1 in 4 pregnancies, with devastating heartbreak for families and;

WHEREAS- The censorship that surrounds these losses impedes healing for those affected and;

WHEREAS- Awareness and sharing about these losses especially within one's own community helps healing to take place and;

WHEREAS- A day of remembrance honours the lives of the children and supports grieving parents, families and friends whose lives are forever altered by the heartbreak of losing a child and;

WHEREAS- The 15th day of October is recognized in parts of Canada and in many others jurisdictions around the world, as a day of remembrance and awareness of pregnancy and infant loss.

NOW THEREFORE- I Mayor Name, by virtue the power vested in me, as Mayor of City Name, do hereby declare October 15th as Pregnancy and Infant Loss Remembrance Day.

Representatives (Names of who will speak at council)

Explanation of Cause On average the INSERT CITY NAME has been welcoming INSERT LOCAL STATISTICS, IF KNOWN new babies every year. Our community is a great place to raise a family, with the pure beauty of the surrounding landscape, and the kind and loving people that choose to live here. However, sometimes the joy of welcoming a new baby into the world turns into a great tragedy; we experience between INSERT LOCAL STATISTICS, IF

KNOWN infant deaths (which includes but is not limited to miscarriage, stillbirth, SIDS, or the death of a newborn) per year as a community. The pain of losing a child is unimaginable.

In hopes of helping fellow families who have gone through such tragedy we are hosting a Pregnancy and Infant Loss Awareness and Remembrance Event.

It will take place LOCATION, DATE & TIME on a day that is globally recognized as a day to remember those babies who have gone too soon. It is our/my hope that this event can bring together individuals, families and organizations to help ease some of the pain but to also offer a time to remember our babies without feeling the stigma that often comes with talking about our losses.

Sample Illumination Letter

Dear _____,

October 15th is Pregnancy and Infant Loss Awareness Day in Ontario. Every year over 37,000 families in Ontario experience this type of loss and too often, families suffer in silence.

Here in Ontario, Bill 141, an act for research to be done and programs to be developed for pregnancy loss and infant death support was passed in 2015. This legislation included the proclamation of October 15th to be recognized throughout the province.

On this day, families affected by the loss of a pregnancy or the death of an infant will be participating in the International Wave of Light with their families and friends at 7PM local time. Many other landmark buildings, bridges and fountains will be illuminated in purple to honour the memory of these babies and we hope that you will participate with us.

Having the (insert building name here) included in this important day of recognition will create great visual awareness for our work, and send the message to these families that they are not alone.

Thank you for your consideration and for supporting this initiative. Please contact me at (insert contact information) to discuss this further.

Sincerely,

[Your Name]



MANAGEMENT REPORT

Date: October 25, 2023
To: Infrastructure, Transportation and Safety Sub-committee
From: Nathan Bottema, Project Engineer
Report Number: ITS23-028
Attachments: Attachment 1 – Existing Street Classification and Posted Speed Limit;
 Attachment 2 – Reduced Speed Limit Initiatives in Other Municipalities;
 Attachment 3 – Neighbourhood Area Speed Limit Implementation Map

Title: 40 km/h Speed Limits in Residential Areas

Objective: To review the reduction of the speed limits on local residential streets and seek direction on next steps.

Background: At the October 25, 2021, Regular Council meeting, the following motion was passed:

THAT staff be requested to review the reduction of the 50km/hour speed limit to 40 km/hour on local streets and to bring a report back to Sub-committee.

Concerns about vehicular speeds are one of the most common issues brought forward by residents to Engineering Staff. Often, residents express that the vehicle speeds they are witnessing on their street reduces safety by increasing the likelihood and severity of collisions. Residents look to Police for enforcement and City staff, to reduce speed limits and to install physical measures to control vehicular speeds.

All streets within the City of Stratford are 50km/h unless otherwise posted. Speed limits have been set based on the street classification and geometric design, and reduced in areas due to operational or public concerns, engineering studies, or in school zones. Approximately 6% of the arterial streets, 37% of the collector streets, and 4% of local streets, are posted at 40km/h or less. A map of the current posted speed limits can be found in Attachment 1.

Changes to the Highway Traffic Act (HTA) in 2017 authorizes municipalities to establish speed limits lower than 50 km/h within a designated area through the use of gateway speed limit signs. Gateway speed limit signs are posted at the entrances and exits to a specified neighbourhood to indicate to motorists a reduced speed area, eliminating the need for speed limit signs along every street within the designated area. Figure 1 illustrates a typical gateway signage layout for designated neighbourhood areas.

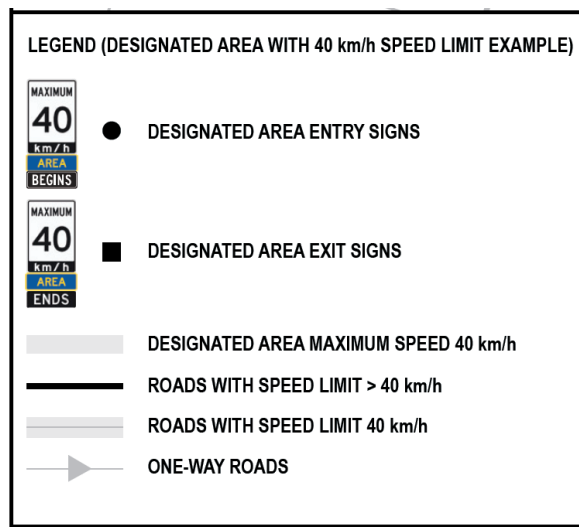
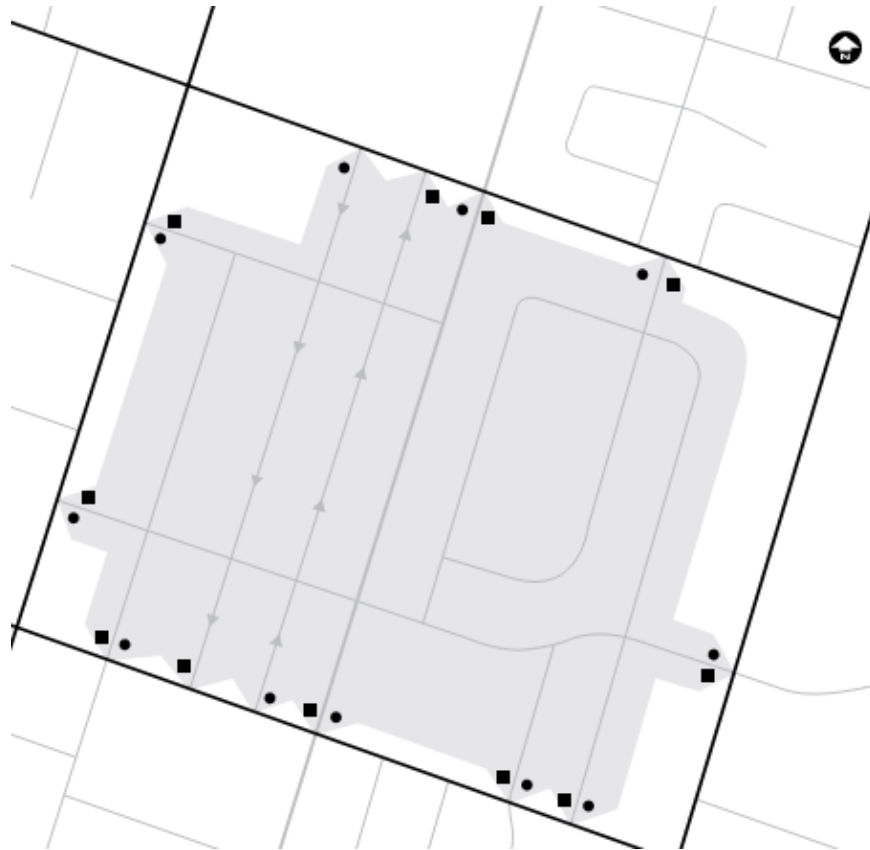


Figure 1: Typical Neighbourhood Locations for the Maximum Speed Signs with Area Tab Signs (Source OTM Book 5 Figure 8, December 2021)

There are several benefits to lowering vehicle speeds. At lower speeds, drivers have a wider field of vision and are more likely to notice other road users. Driving at lower speeds enables drivers to stop within a shorter distance and if a collision does occur, the consequences will likely be less severe, especially if it involves pedestrians, cyclists, e-bikes, or motorcyclists. Improving street safety provides the more desired environment needed to reach a greater spectrum of people that is achieved through multi-modal transportation options. Without recognizing the need for an easier and safer transportation experience that is supportive of all modes of transportation, driver behaviour will remain exclusively dominated by passenger cars and trucks.

Analysis:

Speed Data:

Staff have conducted approximately 100 speed and volume studies throughout the City since 2017. Table 1 summarizes the average and 85th percentile speeds measure for each street classification and posted speed limit. The 85th percentile speed is commonly used as the predominate indication of the appropriate speed limit based on the reasoning that drivers travel at a speed at which they are comfortable with given the geometric roadway design.

Street Classification	Posted Speed Limit	Average Speed	85% Speed	Number of Speed Studies Conducted
Arterial	50 km/h	56.5	64.2	8.0
	40 km/h	50.3	58.0	3.0
Collector	50 km/h	43.2	51.1	32.0
	40 km/h	44.3	51.8	21.0
Local	50 km/h	36.5	44.7	36.0
	40 km/h	38.5	47.2	2.0
School Zone	40 km/h	36.2	45.4	5.0

Table 1 – Speed and Volume Study Summary

In general, this dataset illustrates that motorists are largely adhering to the posted speed limit on collector and local streets, except when the posted limit is set at 40km/h. This shows that driver behaviour mindset exclusively dominates street use today. Implementing a lower designated speed limit would enable enforcement of a lower threshold of vehicle speed. For example, if the desired 85% speed is 40 km/h, enforcement may target vehicles going greater than 50 km/h, as opposed to 60 km/h in areas intended to achieve lower safe speeds.

Collision Data:

Staff reviewed all Motor Vehicle Collisions (MVC) noted in City of Stratford Police Service data for the years 2019-2022 and summarized those involving one or more pedestrian or cyclist in Table 2. MVCs involving pedestrians at private driveways are not included.

Pedestrian and Motor Vehicle Collision Data									
Street Classification	2014	2015	2016	2017	2018	2019	2020	2021	2022
Arterial	6	3	6	6	9	6	4	1	2
Collector	0	3	4	0	0	0	0	0	1
Local	0	1	0	0	0	2	0	0	0
Total	6	7	10	6	9	8	4	1	3

Table 2: Collision Data Involving Pedestrians by Street Classification 2014-2022

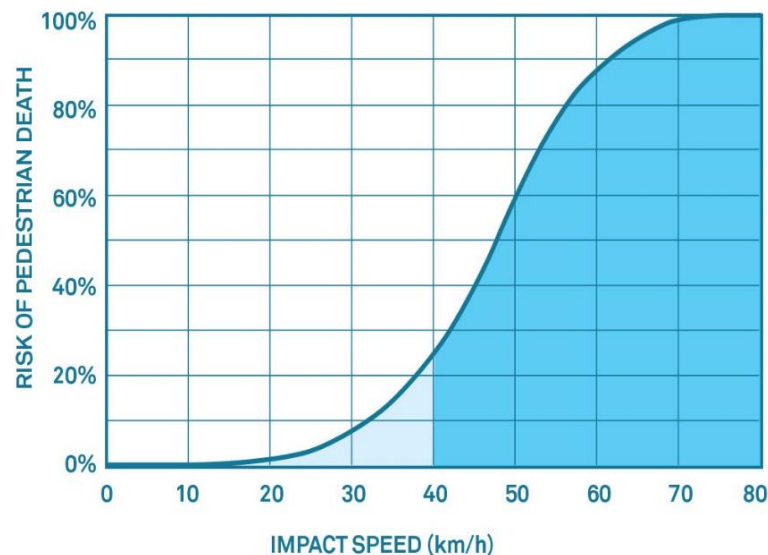
As shown in Table 2, there have been 54 reported MVC involving pedestrians since 2014. Of those, 40 were intersection related with 25 of these occurring at a signalized intersection. There have been 14 non-intersection related collisions between pedestrians and vehicles, of which 3 occurred on local streets.

Records show that since 2015 that there have been two pedestrian fatalities. The pedestrian fatalities did not occur on a local street.

Transportation Master Plan Recommendation

The 2023 Transportation Master Plan (TMP) Final draft report recommends that the city consider a reduction in default speed limits on local streets to 40 km/h, stating:

There is a significant improvement in the outcomes of collisions between vehicles and vulnerable road users when travelled speed is lower. The relationship between speed and risk of pedestrian death in vehicle-pedestrian collisions is presented in Figure 2 to illustrate this phenomenon. The risk drops from 60% at 50 km/h to 25% at 40 km/h.



Source: Global Street Design Guide (NACTO, Global Designing Cities Initiative, 2013)

Figure 2: Relationship between Impact Speed and Risk of Pedestrian Death

Improving street user safety, with a focus on the comfort and safety of vulnerable street users, is a key objective of the draft TMP. Reducing the posted speed limit unlocks a variety of engineering and design tools that can further increase safety on a street and support other policy goals. City policies around safety, economic sustainability, equity, carbon emissions reductions, and increased transit, bike, and walk mode share are interconnected. Rethinking speed limits unlocks the door for better design and safer streets, which increases opportunities for all requiring various forms of transport.

In addition to the recommendation that the City consider a reduction in default speed limits on local streets, the draft 2023 TMP Final Report encourages the following related to speed management measures:

- *Formally adopting the traffic calming process.* The Traffic Calming Policy is to be updated to standardize traffic calming process to allow for transparent responses to traffic calming request. The draft TMP Final Report outlines a traffic calming process that provides the framework for a warrant assessment, implementation strategy and evaluation criteria. Staff will report back with an amended Traffic Calming Policy upon Council approval of the 2023 Transportation Master Plan.
- *Consider the implementation of an Automated Speed Enforcement (ASE) Program in designated Community Safety Zones.* Operating cost for such programs within smaller municipalities remain high despite revenue offset opportunities. Staff are monitoring the development of an ASE service between the Association of Municipalities of Ontario and a safety solution provider that is intended to deliver an ASE program with no upfront cost and the potential for revenue. Staff will report back with an update once the service details are finalized and available for Ontario Municipalities.

Other Municipal Experience with Lowering Speed Limit

Staff have completed a jurisdictional review of peer municipalities throughout Ontario to better understand policy approaches and practical applications. Most larger municipalities have completed pilot programs and advanced to full implementation. Pilot program results generally showed a reduction of 0 – 5km/h in residential areas. The findings of the jurisdictional review can be found in Attachment 2. The underlying reason to support full-time adoption is the public safety, equitable support to all by providing various transportation mode options, and one tool of a suite proposed to drive behavioural change.

Public Engagement

City Staff conducted a public engagement using the city's online engagement platform, Engage Stratford from May 19th to May 31st, 2023. Feedback was solicited by an online survey or by contacting City Staff directly. The online survey received 713 responses and an additional 9 paper copies were submitted.

Respondents were asked to provide feedback on two options for speed limit reduction. Option 1 is to implement a City wide speed limit reduction in all neighbourhood areas and option 2 is to conduct a speed limit reduction pilot program in one neighbourhood. The response to the main survey question is shown in Figure 3.

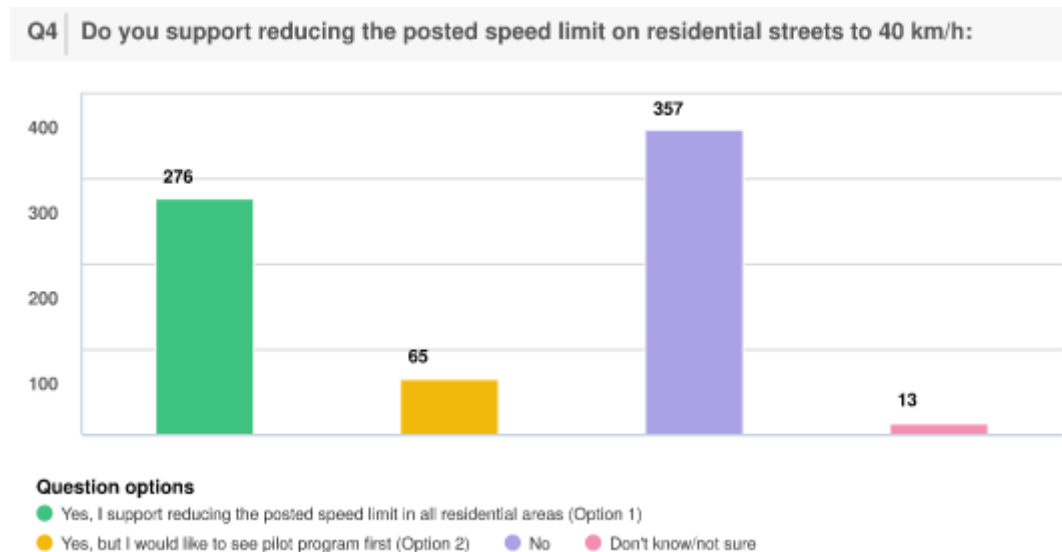


Figure 3: Online Speed Limit Reduction Survey Response

The survey results show that 38.8% support a speed limit reduction in all neighbourhood areas, 9.1% support a pilot program and 50.2% do not support reducing the speed limit in neighbourhood areas.

Within the survey, respondents also had the opportunity to provide additional comments. In total, 334 written comments were received, and one-third of the comments supported a speed limit reduction. A common theme amongst the feedback was related to police enforcement, with many stating that the current posted speed limits should be enforced and others questioning the effectiveness of a reduced speed limit based on the current enforcement levels. Many of the respondents also recognize that changing driver behaviour through signage alone may be challenging and that traffic calming measures are needed regardless of the posted speed limit.

Internal/External Consultation

Stratford Police Services, Stratford Transit, and representatives of the Active Transportation Advisory Committee have indicated that they support a speed limit reduction in all neighbourhood areas.

The City's Director of Building and Planning supports the recommendation, noting that reduced speed limits encourage alternatives to private car use, such as public transit, cycling, and walking, which provides a number of benefits previously identified in this report, but also including: promoting a more inclusive urban environment (such as making streets more accessible to people with disabilities); reducing the City's carbon

footprint; and in general, contributing to a safer, more livable, and more sustainable City.

Implementation

It is anticipated that implementation of city-wide neighbourhood 40km/h areas would require 220 signs and cost approximately \$235,000. This estimate is based on Capital Project benchmark pricing for small sign installation quantities and more favourable pricing would be expected with larger quantities. Attachment No. 3 illustrates the locations of the signs for a full City-wide rollout concept.

The *Traffic and Parking By-law 159-2008, Schedule 14 – Higher/Lower Speed Limits*, identifies the rate of speed for all City streets with a speed other than 50 km/h and would need to be amended to reflect a neighbourhood area speed limit change.

With the support of Council, it is anticipated that city-wide neighbourhood 40km/h areas would be implemented in 2024.

Recommendation

Reducing the posted speed limit is the first step in establishing safer streets within the City of Stratford. Staff recommend implementing neighbourhood 40 km/h speed limits throughout the City on local and collector streets. Lower posted speed limits should assist in reducing vehicle operating speeds, enable enforcement to target a lower threshold of elevated speed and increase comfort and general safety for all street users and their modes of transportation.

Financial Implications:

Financial impact to current year operating budget:

The implementation of 40 km/h neighbourhood areas is anticipated to be funded in 2024 and is not expected to have an impact on the 2023 budget.

Financial impact on future year operating budget:

This project costs will be included in the 2024 draft budget presentation, if the recommendations are approved. Implementation will consist of staff time, purchasing signs, and public education and is currently estimated at \$235,000.00.

Upon project completion, there would be an increased annual operating and maintenance costs in future years to maintain the regulator speed limit signs. These additional costs would be included in the operating budget, similarly to current practice.

Link to asset management plan and strategy:

The new signage will be specifically added to the asset management plan. The new assets' replacements will be planned for based on estimated useful life.

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.

Alignment with One Planet Principles:

Health and Happiness

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

Travel and Transport

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

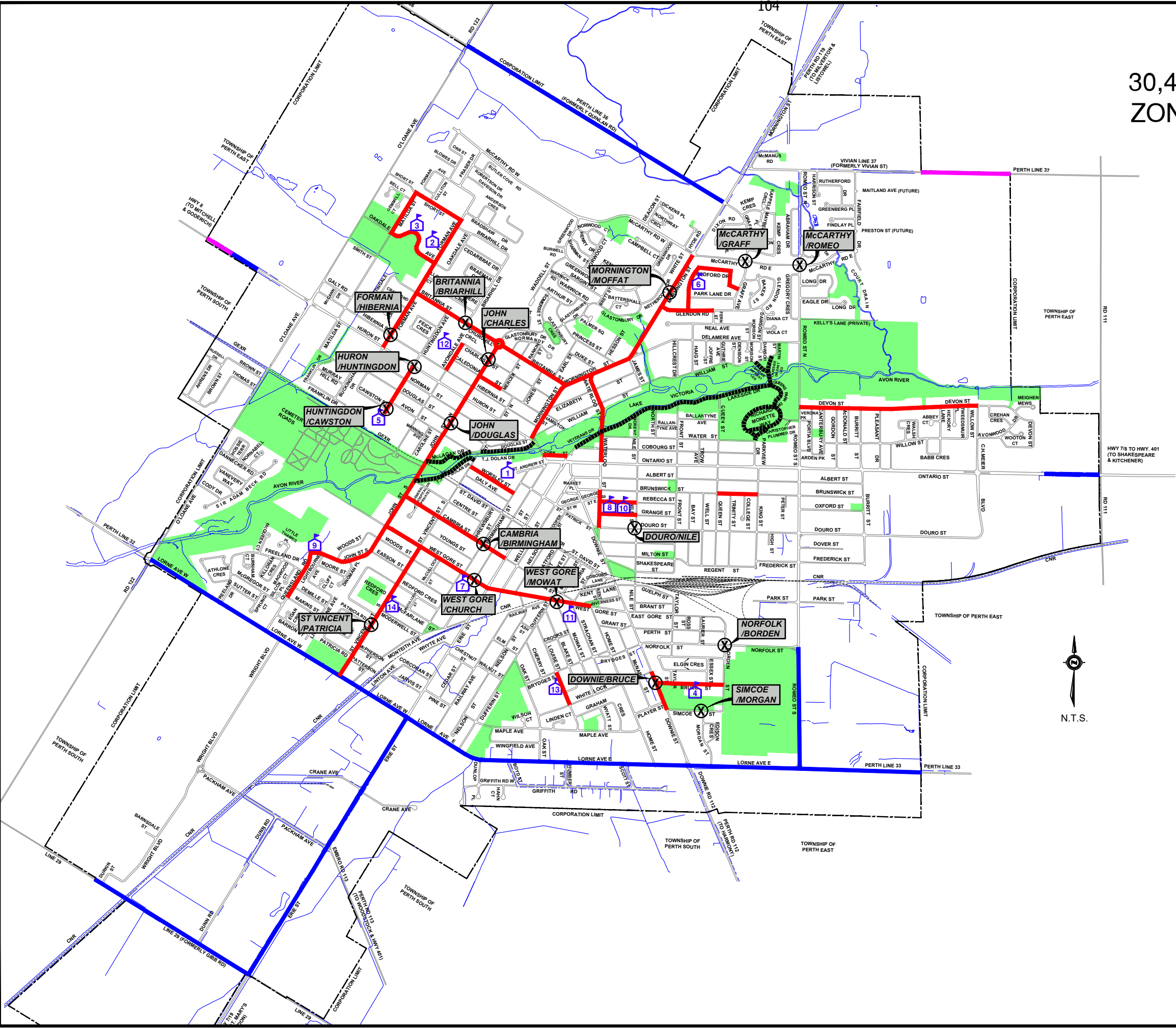
Staff Recommendation: THAT staff be directed to implement neighbourhood area 40 km/h speed limits throughout the City on local and collector streets;

AND THAT staff be directed to bring a subsequent report to Council with the appropriate recommended Traffic and Parking By-law amendments to reduce the speed limit in neighbourhood areas to 40km/h.

Prepared by: Nathan Bottema, Project Engineer

Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer

30,40, 60 AND 80 KM/HR TRAFFIC ZONES, SCHOOLS AND SCHOOL CROSSING LOCATIONS



LEGEND

30 KM/H SPEED LIMIT

40 KM/H SPEED LIMIT

60 KM/H SPEED LIMIT

80 KM/H SPEED LIMIT

NOTE: 50 KM/H SPEED LIMIT UNLESS OTHERWISE IDENTIFIED

X

CITY PATROLLED SCHOOL CROSS WALK

PARK/RECREATIONAL FACILITIES

10

SCHOOL (SEE LEGEND BELOW)

- SECONDARY SCHOOLS**
1. CENTRAL SECONDARY SCHOOL

2. NORTHWESTERN SECONDARY SCHOOL

3. ST. MICHAEL CATHOLIC SECONDARY SCHOOL
- PRIMARY SCHOOLS**
4. ANNE HATHAWAY SCHOOL

5. AVON SCHOOL

6. BEDFORD SCHOOL

7. HAMLET SCHOOL

8. JEANNE SAUVE CATHOLIC SCHOOL

9. STRATFORD DISTRICT CHRISTIAN SCHOOL

10. ROMEO SCHOOL

11. SHAKESPEARE SCHOOL

12. ST. ALOYSIUS SCHOOL

13. ST. AMBROSE SCHOOL

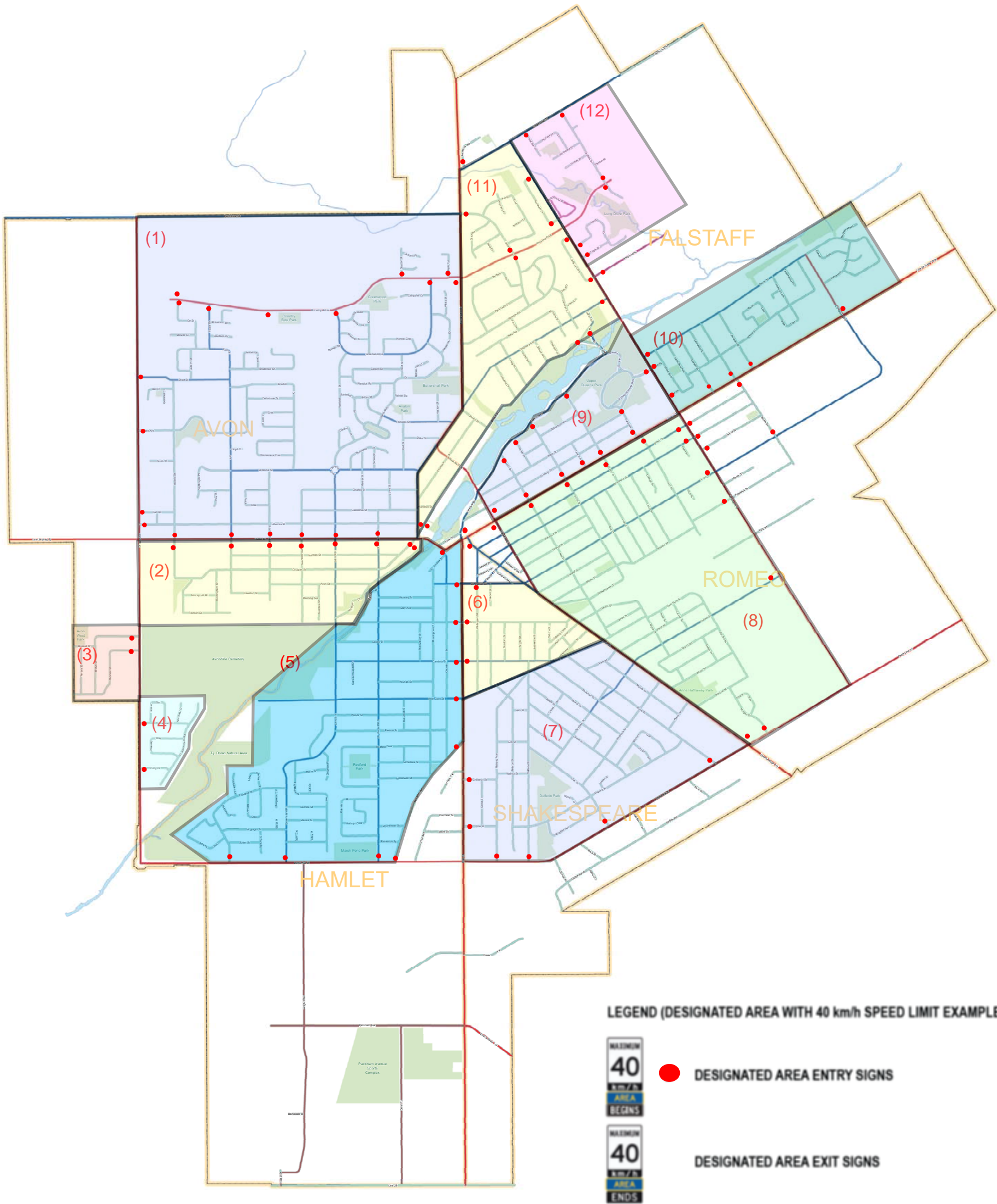
14. ST. JOSEPH'S SCHOOL



Attachment 2: 40km/h Speed Limit Implementation in Other Ontario Municipalities

Municipality	Details
Collingwood, ON	<ul style="list-style-type: none"> - Defer the topic to 2023 but implement traffic calming measures in accordance with their policy.
Cambridge, ON	<ul style="list-style-type: none"> - Conducting a 2-year 40km/h Neighbourhood Speed Limit Pilot program that showed a drop in the 85th percentile speed of 1% to 5.1% - To implement neighbourhood area 40 km/h speed limits throughout the City over two years (24/25) and reduce school zones to 30 km/h.
Guelph, ON	<ul style="list-style-type: none"> - Citywide by Q3 2023, school zones were reduced to 30km/h on local and collector roads with less than 3000 vehicles per day
Hamilton, ON	<ul style="list-style-type: none"> - Residential streets have been reduced to 40 km/h as part of their Vision Zero goals, and school zones were further reduced to 30km/h
Kitchener, ON	<ul style="list-style-type: none"> - Implementing Citywide speed limit reduction in residential neighbourhoods after a two-year pilot program showed the average speeds reduced by 7% or 3km/h. Within the neighbourhoods, speed limits in school zones were further reduced to 30km/h.
London, ON	<ul style="list-style-type: none"> - Implementing an Area Speed Limits program lowering speed limits on local and collector roads in residential neighbourhoods, and reducing school zones to 30 km/h
Milton, ON	<ul style="list-style-type: none"> - Conducting a 1-year pilot program
Oakville, ON	<ul style="list-style-type: none"> - Reducing the default speed limit deferred and pilot areas continue to be monitored (October 2021) - Implemented a Neighbourhood Traffic Safety Program that focus on implementation of Community Safety Zones, Automated Speed Enforcement, Traffic Calming, Pedestrian Crossovers, while conducting further studies on 40km/h speed limit and vision zero
Orangeville, ON	<ul style="list-style-type: none"> - Citywide rollout in 2023; no pilot program
Sarnia, ON	<ul style="list-style-type: none"> - City-wide speed reduction and automated speed enforcement were not endorsed after public consultation. Approved implementing community safety zones with reduced speed limits
St. Catharines, ON	<ul style="list-style-type: none"> - Area speed limit citywide implementation rollout in 2023. Pilot project concluded that there was no tangible difference in key speed metrics (average & 85th percentile speeds)
Toronto, ON	<ul style="list-style-type: none"> - Speed limit reductions set for all street classifications. Local residential roads to be reduced to 30km/h by 2025
Waterloo, ON	<ul style="list-style-type: none"> - Implementing a speed limit reduction for all minor collector and local roads to 40km/h and 30 km/h in school zones. Select neighbourhoods are to be lowered to 30km/h

Attachment 4 - Neighbourhood Area Speed Limit Implementation Concept





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

BEING a By-law to authorize the acceptance of a proposal and execution of a contract with Andrews.engineer for Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation Engineering Services (RFP-2025-60).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

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

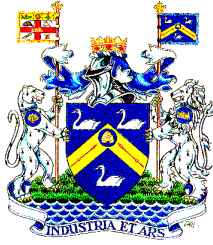
1. That the proposal (RFP-2025-60) of Andrews.engineer for the Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation Engineering Services, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the proposal (RFP-2025-60) for the Lorne Avenue Trunk Storm Sewer Condition Assessment and Rehabilitation Engineering Services is \$154,024.65, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of October, 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 execution of a Memorandum of Settlement and the Collective Agreement with The International Brotherhood of Electrical Workers (IBEW) Local 636, effective May 1, 2025 to April 30, 2029.

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 Memorandum of Settlement between The Corporation of the City of Stratford and the International Brotherhood of Electrical Workers (IBEW), Local 636, effective May 1, 2025 to April 30, 2029 is hereby approved and the Mayor, Clerk, and Chief Administrative Officer, or their respective delegates, be and the same are hereby authorized to execute the Memorandum of Settlement, Collective Agreement and all other documents necessary to implement the Memorandum of Settlement and Collective Agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of October, 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 proposal and execution of a contract with AXIA for 398 Erie Street, Stratford Affordable Housing Architectural Services (RFP-2025-25).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

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

1. That the proposal (RFP-2025-25) of AXIA for 398 Erie Street, Stratford Affordable Housing Architectural Services 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 proposal (RFP-2025-25) for 398 Erie Street, Stratford Affordable Housing Architectural Services is \$198,940.00, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of October, 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 proposal and execution of an agreement with Little Lake Residential for the provision of supported housing at 619 Queen Street East, St. Marys and 621 Queen Street East, St. Marys (RFP-2025-36).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the Municipal Act, 2001") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act, 2001, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10(1) of the Municipal Act 2001, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

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

1. That the proposal (RFP-2025-36) of Little Lake Residential for the provision of supported housing at 619 Queen Street East, St. Marys and 621 Queen Street East, St. Marys be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the agreement for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the proposal (RFP-2025-36) for the provision of supported housing at 619 Queen Street East, St. Marys and 621 Queen Street East, St. Marys is \$195,991.00 per 12-month cycle.
3. That the Director of Social Services be authorized to extend the agreement for two (2) additional, twelve (12) month periods for a maximum of thirty-six (36) months, at the same terms and conditions subject to satisfactory performance and to execute any required documentation.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of October, 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 amend Schedule 2, No Parking, of the Traffic and Parking By-law 159-2008, as amended, to restrict the parking of vehicles on Brown Street and Thomas Street.

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 Schedule 2, No Parking, to restrict the parking of vehicles on Brown Street and Thomas Street;

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

1. That Schedule 2, No Parking, of the Traffic and Parking By-law 159-2008, as amended be further amended to include the following new provisions:

Street	Side	Between	Period
Brown Street	South	From a point 19 metres north of the Russel Drive north curb to a point 48 metres northern therefrom	Anytime
Thomas Street	South	From a point 21 metres east of the Brown Street east curb to a point 131 metres easterly therefrom	Anytime
Thomas Street	South	From a point 157.5 metres west of the O’Loane Avenue west curb to a point 10 metres westerly therefrom	Anytime

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 14th day of October, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

October 14, 2025

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2025-114

In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

- Thursday, September 18, 2025 the two (2) north bound lanes on Waterloo Street from Ontario Street to Albert Street will be temporarily closed to through traffic. One (1) south bound lane will be open. This closure is due to watermain repairs.
- Devon Street between Avonwood Drive and Avonwood Drive will be closed to through traffic October 1, 2025, from 8:00 a.m. and 7:30 p.m. due to construction work. The closure is necessary for the installation of new storm sewer at 676 Devon Street. The sidewalk on the south side will be closed at the site. We recommend pedestrians take an alternative route to avoid the construction zone as there is no walkway on the north side.
- Delamere Avenue at Hillcrest Drive Intersection from Mornington Street to Haig Street will be temporarily closed for one day only on Thursday, October 2, 2025 to facilitate the installation of a new catch basin to the storm sewer infrastructure.

Traffic attempting to travel eastbound on Delamere Avenue from Mornington Street will be detoured to James Street and then to William Street.

Traffic attempting to travel westbound on Delamere Avenue west of Haig Street will be detoured to Haig Street and then to William Street.

Local traffic will only be permitted to enter the stretch of closures as mentioned, no through traffic is permitted.

CA-2025-115

Road Closure Request – Stratford 5K Walk/Run

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 street for the time period noted:

On Sunday, October 5, 2025, from 6:00 a.m. to 11:30 p.m.:

- Martin Street from Delamere Avenue to William Street
- William Street from James Street to Martin Street
- Denison Street
- Lakeside Drive from Waterloo Street to Lakeside Drive North
- Lakeside Drive North
- Queens Park Drive
- Richard Monette Way
- Parkview Drive from Water Street to Richard Monette Way

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-2025-116

Road Closure Request – Stratford Lantern Parade

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 street for the time period noted:

On Saturday, October 18, 2025, from 2:00 p.m. to 10:00 p.m. as follows:

- Lakeside Drive from Front Street to Queen Street

That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;

That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event;

That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and

That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

CA-2025-117

Noise By-law Exemption Request – Stratford Lantern Parade

I, Tim Wolfe, Director of Community Services, as authorized by By-law 135-2017, do hereby authorize that:

- An exemption be granted from Noise Control By-law 113-79 for the 2025 Stratford Lantern Parade on Lakeside Drive between Front Street and Queen Street.
- For the operation of loudspeakers and amplification of sound [Schedule 2, Clause 2], the loading and unloading provision [Schedule 2, Clause 4], and from the unreasonable noise provision [Schedule 1 clause 8] on Saturday, October 18, 2025, between the hours of 10:00 a.m. and 10:00 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-2025-118

Notification that in accordance with the City's Purchasing Policy the Community Services Department, Parks & Forestry Division intends to call the following:

- a Request for Tender for:
 - the pruning, removal and disposal of designated trees and stumps in 2026
- Quotes for:
 - the supply and delivery of trees for planting in Spring 2026
 - to provide professional goose control services for the City of Stratford in 2026.

CA-2025-119 Notification that the Community Services Department intends to issue a Request for Prequalification in accordance with the City's Purchasing Policy for vendors for "City Hall Exterior Element Restoration".

CA-2025-120 Notification that in accordance with the City's Purchasing Policy the Social Services Department intends to issue the following:

- a Request for Proposal (RFP) for Construction Management for 9 Fulton Street, Milverton
- Requests for Tender (RFT) for:
 - Janitorial Services for Stratford and Perth County Housing Corporation
 - Waste Removal and Extreme Cleaning

Endorsement of the following resolution has been requested:

CA-2025-121 Resolution from The Corporation of the City of Dryden regarding Swim-to-Survive training.

Attachment – Resolution from The Corporation of the City of Dryden dated September 22, 2025.

CA-2025-122 Resolution from the Municipality of Brighton regarding Support for Electoral Reform.

Attachment – Resolution from the Municipality of Brighton dated September 15, 2025.

CA-2025-123 Resolution from the City of Kitchener regarding Postage.

Attachment – Letter from the City of Kitchener dated August 25, 2025.

CA-2025-124 Resolution from the Township of Woolwich regarding Bill C-61 First Nations Clean Water Act.

Attachment – Letter from the Township of Woolwich dated September 26, 2025.

CA-2025-125 Resolution from the Association of Municipalities of Ontario (AMO) regarding OPP Cost Recovery Model, Continued ASE and Consultation on Aggregate Resources Act Program.

Attachment – Resolution from the Association of Municipalities of Ontario circulated October 3, 2025.

CA-2025-126 Resolution from the Regional Municipality of Niagara regarding a State of Emergency on Mental health, Homelessness and Addictions.

Attachment – Resolution from the Regional Municipality of Niagara dated September 25, 2025.

THE CORPORATION OF THE CITY OF DRYDEN

MOVED BY: Price

DATE: 22-Sep-25

SECONDED BY: Klewning

RESOLUTION NO.: 14

Whereas drowning is one of the leading causes of preventable deaths among children in Ontario and research by the Lifesaving Society of Ontario shows that most children who drown never intended to be in the water; and

Whereas evidence demonstrates that even basic swimming and water survival skills significantly reduce the risk of drowning; and

Whereas many children in Ontario do not have equitable access to swimming lessons outside of school due to financial, cultural or geographic barriers; and

Whereas several municipalities across Ontario have expressed strong interest in improving water safety education for children; and

Whereas the Ministry of Education has the authority to incorporate water safety and survival training into the regular elementary school curriculum as a universal, life-saving skill comparable to fire safety and road safety instruction;

Therefore, be it resolved that the Council of The Corporation of The City of Dryden respectfully urges the Government of Ontario, through the Ministry of Education, to incorporate mandatory water safety and Swim-to-Survive training into the elementary school curriculum for all Ontario students; and

Be it further resolved that a copy of this resolution be forwarded to The Honourable Minister of Education of Ontario, local Members of Provincial Parliament, the Association of Municipalities of Ontario and all Ontario municipalities, with a request for their endorsement.

RECORDED VOTE			DECLARATION UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT	
			Councillors who have declared an interest, abstained from discussion and did not vote on this question.	
Council	Yes	No		
Councillor C. Klewning				
Councillor B. Latham				
Councillor M. MacKinnon				
Councillor R. Noel				
Councillor M. Price				
Councillor B. Tardiff				
Mayor J. Harrison				
TOTALS			Disposition of Resolution (Check One)	
			Carried X	Defeated

MAYOR: Harrison



Date: September 15, 2025

Resolution No. COU-2025-30

Moved By: Councillor Wheeldon

Seconded By: Councillor Rowley

Whereas Canadian governments at all levels are structured by and derive their legitimacy from democratic principles, practices, and norms;

And Whereas many countries around the world are experiencing increased political polarization and hostility, shifts toward authoritarianism, and the undermining of democratic norms;

And Whereas incivility and hostility increasingly define the political sphere in Canada at every level of government, but particularly in systems with political parties;

And Whereas this hostile political climate drives lower democratic participation, including low voter turnout and fewer and less diverse political candidates, resulting in a lopsided and unhealthy democracy;

And Whereas poor political health undermines the ability of democratic institutions to exercise effective leadership and overcome the unprecedented challenges of the 21st century;

And Whereas elections are one of the most central and participatory parts of Canadian democratic systems;

And Whereas numerous studies, including those by Parliamentary committees, have identified our First Past the Post electoral system as driving increasing polarization and declines in voter participation, and have recommended some form of proportional representation;

And Whereas electoral reform enjoys broad public support, with a majority of polling respondents who identify with every major party supporting change in the way that they vote;

Therefore Be It Resolved that the Municipality of Brighton call upon the provincial and federal governments to enact electoral reform, adopting proportional systems in which every vote counts and polarization is diminished, in order to safeguard and empower Canadian democracy;

And Be It Further Resolved that this motion be circulated to Prime Minister Mark Carney, Premier Doug Ford, and all Ontario municipalities.

Carried ☒

OR Defeated ☐

Mayor

Recorded Vote		For Clerks Use Only			
Recorded vote called by: _____					
	For	Against	Abstain	Absent	COI
Mayor Brian Ostrander					
Deputy Mayor Ron Anderson					
Councillor Anne Butwell					
Councillor Hannah MacAusland					
Councillor Emily Rowley					
Councillor Jeff Wheeldon					
Councillor Bobbi Wright					
Total					
Carried <input type="checkbox"/> Defeated <input type="checkbox"/>					Clerk's Initials <input type="text"/>

11.1.



AMANDA FUSCO

Director of Legislated Services & City Clerk
Corporate Services Department
Kitchener City Hall, 2nd Floor
200 King Street West, P.O. Box 1118
Kitchener, ON N2G 4G7
Phone: 519.904.1402 Fax: 519.741.2705
amanda.fusco@kitchener.ca
TTY: 519-741-2385

SENT VIA EMAIL

September 26, 2025

Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Premier Ford:

This is to advise that City Council, at a meeting held on August 25, 2025, passed the following resolution regarding postage:

"WHEREAS Postage costs have seen significant increases, including 25% in 2025 alone;

WHEREAS paper billing has a further environmental cost in both materials (trees) and transportation;

WHEREAS paper billing is increasingly being displaced by environmentally friendly and cost-efficient e-billing;

WHEREAS the Municipal Act indicates the right to a paper bill, and cost-recovery fees for paper billing for tax, and utility bills are unclear;

THEREFORE BE IT RESOLVED that Kitchener City Council request the Province of Ontario to amend the Municipal Act to permit municipalities the ability to grandfather-out paper billing as the default option, and to permit municipalities to establish fees for paper billing for new accounts that opt for this method of delivery;

THEREFORE BE IT FINALLY BE RESOLVED that a copy of this motion be sent to the Association of Municipalities of Ontario, the Premier of Ontario, the Ministry of Municipal Affairs and housing, all other municipalities within Ontario for their consideration and possible endorsement."

-2-

Yours truly,

A handwritten signature in cursive script, appearing to read "A. Fusco".

A. Fusco
Director of Legislated Services & City Clerk

Cc: Hon. Rob Flack, Minister of Municipal Affairs and Housing
Association of Municipalities Ontario (AMO)
Sloane Sweazey, Senior Policy Advisor, City of Kitchener
Ontario Municipalities



THE TOWNSHIP OF
WOOLWICH

BOX 158, 24 CHURCH ST. W.
ELMIRA, ONTARIO N3B 2Z6
TEL. 519-669-1647 / 1-877-969-0094
COUNCIL/CAO/CLERKS FAX 519-669-1820
PLANNING/ENGINEERING/BUILDING FAX 519-669-4669
FINANCE/RECREATION/FACILITIES FAX 519-669-9348

September 26, 2025

Prime Minister
Right Hon. Mark Carney
Office of the Prime Minister
80 Wellington Street
Ottawa, Ontario
K1A 0A2

Right Honorable Prime Minister:

RE: Resolution Passed by Woolwich Township Council – Bill C-61 First Nations Clean Water Act

This letter is to inform you that the Council of the Township of Woolwich passed the following resolution at their meeting held on September 23, 2025:

WHEREAS in December 2023, the Minister of Indigenous Services introduced house government bill C-61: An Act respecting water, source water, drinking water, wastewater and related infrastructure on First Nation lands also known as the First Nations Clean Water Act; and

WHEREAS in an open letter to Members of Parliament on December 12, 2024, the Assembly of First Nations (AFN) called on all Members of Parliament to prioritize the advancement of Bill C-61, calling it “a step toward addressing the long-standing water issues faced by First Nations”; and

WHEREAS Bill C-61 was not passed into law before Parliament was prorogued on January 6, 2025; and

WHEREAS Minister of the Environment, Conservation and Parks Todd McCarthy has been unclear on Ontario’s position on this legislation, identifying Bill C-61 as a potential piece of legislation that would “undermine competitiveness” and “delay project development” before apologizing for any confusion and clarifying the need to “bring clean drinking water to First Nations communities, while also bringing the kind of regulatory certainty that attracts investment in businesses and communities”; and

WHEREAS Prime Minister Mark Carney and Indigenous Services Minister Mandy Gull-Masty have indicated the Canadian government’s support for introducing legislation like Bill C-61 in the fall of 2025; and

WHEREAS as of September 2025, Indigenous Services Canada data shows that while 93 long-term drinking water advisories have been lifted, since November

2015, 37 long-term drinking water advisories remain active, including in 27 communities in Ontario; and

NOW THEREFORE be it resolved that the Council of the Township of Woolwich:

- 1. Calls on the Government of Canada and the Minister of Indigenous Services to reintroduce legislation to ensure First Nations have the right to clean and safe drinking water in the Fall of 2025 in the same form as Bill C-61;**
- 2. Calls on the Government of Ontario and the Minister of the Environment, Conservation and Parks to support this important Federal legislation; and**
- 3. Directs staff to forward this resolution to the Prime Minister, Minister of Indigenous Services, Premier of Ontario, Minister of the Environment, Conservation and Parks, Assembly of First Nations and all Municipalities in Ontario.**

Should you have any questions, please contact Alex Kirchin, by email at akirchin@woolwich.ca or by phone at 519-669-6005.

Yours truly,



Jeff Smith
Municipal Clerk
Corporate Services
Township of Woolwich

cc. Hon. Mandy Gull-Masty, Minister of Indigenous Services
Hon. Todd J. McCarthy, Minister of Environment, Conservation and Parks
Hon. Doug Ford, Premier of Ontario
Assembly of First Nations
All Municipalities in Ontario

ASE Resolution Template

WHEREAS ensuring the safety of all road users, including drivers, cyclists and pedestrians is a common priority for all municipalities and the provincial government.

WHEREAS reducing vehicle speeds helps create calmer, safer neighbourhoods that encourage people to use active forms of transportation and to be active in their communities.

WHEREAS municipalities need a broad range of tools to improve road safety and are increasingly adopting provincially regulated Automated Speed Enforcement (ASE) programs as a proven tool, particularly in school zones and community safety zones.

WHEREAS in Toronto speed cameras have reduced the number of speeding vehicles by 45% across 250 urban school zones, including an 88% decrease in vehicles travelling more than 20 km/h over the speed limit.

WHEREAS speeders – not taxpayers – pay the cost.

WHEREAS Ontario's police leaders view ASE not as a revenue tool, but as a traffic safety tool with the purpose of deterrence and prevention – helping to change driver behaviour and reduce collisions.

WHEREAS by complementing traditional police enforcement, ASE frees up police resources to focus on other pressing public safety priorities.

WHEREAS nearly three quarters of Ontario drivers support the use of ASE in targeted areas like school zones or community centres.

WHEREAS municipalities are best placed to develop transportation plans based on their local knowledge and community input.

WHEREAS the varying approaches across municipalities presents an opportunity to promote consistency and alignment with emerging best practices province wide.

WHEREAS municipalities and the Association of Municipalities of Ontario (AMO) can work together with the province to strengthen how the cameras are used to deliver safer streets efficiently and fairly.

WHEREAS the use of ASE should be a local decision taken by municipalities as an accountable, elected order of government.

THEREFORE, BE IT RESOLVED THAT the Province of Ontario, through the Ministry of Transportation work collaboratively with AMO and municipalities that operate ASE programs to strengthen the ASE program.

AND FURTHER THAT a copy of this motion be sent to the Premier of Ontario

(premier@ontario.ca); Minister of Municipal Affairs and Housing (minister.mah@ontario.ca); the Minister of Transportation (minister.mto@ontario.ca); and to the Association of Municipalities of Ontario Policy Centre (policy@amo.on.ca).

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

September 30, 2025

CL 14-2025, September 25, 2025
DISTRIBUTION LIST
SENT ELECTRONICALLY
Motion Respecting State of Emergency on Mental Health, Homelessness and Addictions

Regional Council, at its meeting held on September 25, 2025, passed the following motion:

WHEREAS Niagara Region issued three separate declarations of emergency in the areas of homelessness, mental health and opioid addiction on February 23, 2023, recognizing that the scope and scale of the crisis surpasses the Region's capacity to respond effectively; and

WHEREAS following the submission of the three declarations of emergency, the Provincial Emergency Operations Centre (PEOC) has engaged with the Region's Community Emergency Management Coordinator (CEMC); and

WHEREAS these issues have continued to intensify and add further strain to the social support system in Niagara over the past two years; and

WHEREAS municipalities across Ontario are continuing to experience similar challenges; and

WHEREAS a coordinated, province-wide approach and associated funding support is required to address the growing emergency of mental health, homelessness and opioid addiction, the scale of which falls well beyond the scope of what a municipality can address.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Region **ADVOCATES** that the Province support a coordinated approach between the Ministry of Health, the Ministry of Municipal Affairs and Housing, and the Ministry of Children, Community and Social Services to address ongoing challenges related to mental health, homelessness and opioid addiction;
2. That Niagara Region **FORMALLY ADVOCATES** for Provincial funding to address identified gaps in programs and services contributing to the state of emergency including affordable housing, supportive housing, addictions treatment, and mental health supports for vulnerable populations; and

3. That this motion **BE SENT** to the Provincial and Federal Governments, FCM, AMO and all municipalities in Ontario.

Yours truly,



Ann-Marie Norio
Regional Clerk

:kl

CLK-C 2025-109

Distribution List

Premier of Ontario
Prime Minister of Canada
Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities



**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 October 14, 2025.

WHEREAS subsection 5(1) of the Municipal Act, 2001, S.O. 2001 c.25, as amended, ("the Municipal Act, 2001") provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS subsection 5(3) of the Municipal Act, 2001, provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the City of Stratford at this meeting be confirmed and adopted by By-law;

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

1. That the action of the Council at its meeting held on October 14, 2025, in respect of each report, motion, resolution, recommendation or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Mayor of the Council and the proper officers of the City are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required, and, except where otherwise provided, to execute all documents necessary in that behalf in accordance with the by-laws of the Council relating thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of October, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe