



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4787th
Date: Monday, November 24, 2025
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, 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:**

11 - 28

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated November 10, 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 November 24, 2025, be added to the Agenda as printed.

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

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

4.1 Confidential Report of the Chief Administrative Officer with respect to an update on the Redevelopment of Surplus Municipal Properties for Affordable Housing (38 Coriano Street and 161 East Gore Street) (CM-25-29) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), 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 Request for Expressions of Interest for 38 Coriano Street and 161 East Gore Street be cancelled;

AND THAT staff be directed to review options for affordable housing.

- 5.2 At the November 24, 2025, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Report of the Chief Administrative Officer with respect to an update on the CAO's performance (CM-25-29) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.1 Confidential Report of the City Clerk with respect to 2025 Communities in Bloom Advisory Committee Applications (CM-25-30) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

6. Hearings of Deputations and Presentations:

6.1 Presentation of the Annual Accessibility Award

Motion by

THAT the presentation by Roger Koert, Chair of the Accessibility Advisory Committee, of the 2025 Annual Accessibility Award, be heard.

6.2 Adjournment to a Public Meeting under the Building Code Act - Proposed Amendment to Building By-law 112-2005

29 - 31

Motion by

THAT the Council meeting adjourn to a public meeting under the Building Code Act to hear from members of the public on the proposed changes to the Building By-law 112-2005, as amended.

7. Orders of the Day:

7.1 Resolution - Grand Trunk Renewal Project: Update and Next Steps Toward Market Readiness (COU25-152)

32 - 38

Motion by

Staff Recommendation: THAT the report titled, "Grand Trunk Renewal Project: Update and Next Steps Toward Market Readiness" (COU25-152), be received for information.

7.2 Resolution - Application for Part Lot Control Exemption (PLC14-25) - 59, 63, 67 and 71 Worsley Street (COU25-150)

39 - 43

Caroline Baker, Baker Planning Group, representing the applicant will be in attendance to answer any questions.

Motion by

Staff Recommendation: THAT Council APPROVE Application for Part Lot Control Exemption (PLC14-25) to exempt Lots 1 and 2 on Registered Plan 44M-91 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate conveyable lots for each of the semi-detached dwelling units such that each unit would be under separate ownership.

- 7.3 Resolution - Applications for Part Lot Control (PLC16-25) and (PLC17-25), for Blocks 78 and 79, on Plan 44M-101 (COU25-151) 44 - 50

Motion by

Staff Recommendation: THAT Council APPROVES Part Lot Control Applications PLC16-25 and PLC17-25 to exempt Blocks 78 and 79 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.

- 7.4 Resolution - Appointments to the Communities in Bloom Advisory Committee November 2025 (COU25-144) 51 - 53

Motion by

Staff Recommendation: THAT direction be given on the appointment of three (3) citizen representatives to the Communities in Bloom Advisory Committee for a two-year term to November 30, 2027, or until a successor is appointed by Council;

AND THAT direction be given on the appointment of one (1) citizen representative to the Communities in Bloom Advisory Committee for the remainder of a 1-year term ending November 14, 2026.

- 7.5 Resolution - Emergency Repair of Landfill Dozer (COU25-156) 54 - 56

Motion by

Staff Recommendation: THAT the emergency refurbishment of the Fleet D6 Dozer be authorized to be completed by Toromont Cat at an approximate total cost of \$365,000.00, excluding HST;

AND THAT the expenditure be funded from the Fleet Capital Reserve Fund.

- 7.6 Resolution - William Allman Memorial Arena HVAC Units Replacement (COU25-149) 57 - 59

Motion by

Staff Recommendation: THAT the proposal for the supply and installation of new HVAC units at the William Allman Memorial Arena, from Cimco Refrigeration Inc. be accepted at a total cost of \$186,000, including HST;

AND THAT the purchase be funded, as budgeted, from the Facilities Capital Reserve Fund R-R11-FACI.

7.7 Resolution - Stratford Public Library Elevator Modernization (COU25-154) 60 - 62

Motion by

Staff Recommendation: THAT the Tender (T-2025-50) for the Stratford Public Library elevator modernization, be awarded to Trade-Mark Industrial Inc. at a total cost of \$189,677.59, including HST;

AND THAT if the additional work is required, the Director of Community Services, be authorized to approve the contingency amount of \$34,636 for hydraulic cylinder drilling from Facilities Capital Reserve Fund R-R11-FACI.

7.8 Resolution - Stratford WPCP - Digester Roof and Mixing System Replacement Tender Award (RFP-2025-53) (COU25-155) 63 - 66

Motion by

Staff Recommendation: THAT the proposal (RFP-2025-53) for engineering consulting services for the pre-design, detailed design, contract administration and site inspection for the Digester Roof and Mixing System Replacement at the Stratford Water Pollution Control Plant be awarded to CIMA+ at a total cost of \$364,179.00, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2025-53.

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Infrastructure, Transportation and Safety Committee:

Motion by

THAT the Report of the Infrastructure, Transportation and Safety Committee dated November 24, 2025, be adopted as printed.

9.1.1 Encroachment Application for 69 Downie Street (ITS25-023) 67 - 70

THAT the metal lights, frame and metal awning, and frame and metal sign be permitted to encroach onto the Downie and Brunswick Street road allowances;

THAT the annual fee of \$897.34 adjusted yearly by the CPI, be added to the property tax bill for 69 Downie Street;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 69 Downie Street.

9.1.2 Encroachment Application for 14 West Gore Street (ITS25-025) 71 - 78

THAT the walkway be permitted to encroach onto the West Gore Street road allowance;

THAT an annual fee of \$50.00 adjusted yearly by the CPI, be added to the property tax bill for 14 West Gore Street for the encroachment agreement;

THAT the fence, retaining wall and garden be removed and returned to grass at the cost of the owner within one year of the date of approval by Council;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 14 West Gore Street.

9.1.3 Annual Corporate Greenhouse Gas Emissions – 2024 (ITS25-022) 79 - 88

THAT the report titled, "Annual Corporate Greenhouse Gas Emissions – 2024" (ITS25-022), be received for information.

9.1.4 Request an Exemption to Noise Control By-law 113-79 for Lights On Stratford (ITS25-021) 89 - 91

THAT the request for a Noise Control By-law exemption from the provisions outlined below for the Lights On Stratford event by Destination Stratford and taking place every Thursday through Sunday from 5:00 p.m. to 10:00 p.m. starting December 12, 2025, to January 18, 2026, be approved:

- Unreasonable Noise [Schedule 1, Clause 8];
- The operation of loudspeakers and amplification of sound [Schedule 2, Clause 2];
- Loading and unloading [Schedule 2, Clause 4].

9.2 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated November 24, 2025, be adopted as printed.

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| 9.2.1 | Destination Stratford Update Sept 16, 2025 (FIN25-028) | 92 - 101 |
| | <p>THAT the report titled, "Destination Stratford Update Sept 16 2025" (FIN25-028), dated September 16, 2025, be received for information.</p> | |
| 9.2.2 | Treasurer's Statement for Development Charges and Parkland Reserve Funds 2024 (FIN25-031) | 102 - 110 |
| | <p>THAT the 2024 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;</p> <p>AND THAT the 2024 Treasurer's Statement for City of Stratford Parkland Dedication Reserve Fund be received for information.</p> | |
| 9.2.3 | Festival Hydro Update for Q2 ending June 30, 2025 (FIN25-032) | 111 - 127 |
| | <p>THAT the Festival Hydro Inc. financial results and commentary for the period ended June 30, 2025, be received for information;</p> <p>AND THAT Festival Hydro Services Inc. financial results and commentary for the period ended June 30, 2025, be received for information.</p> | |
| 9.2.4 | Municipal Debt Updates and Limits (FIN25-033) | 128 - 136 |
| | <p>THAT the report titled, "Municipal Debt Updates and Limits" (FIN25-033), be received for information.</p> | |
| 9.2.5 | Take-out Container Levy Update (FIN25-034) | 137 - 141 |
| | <p>THAT the review of a mandatory Single-use and Takeaway Items By-law in the City of Stratford, similar to the by-law developed by the City of Toronto, be referred to staff.</p> | |

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 11.9 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.9 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.9 be read a Third Time and Finally Passed.

- | | | |
|-------------|---|------------|
| 11.1 | Award Proposal for New HVAC Units at the William Allman Memorial Arena | 142 |
| | To authorize the acceptance of a proposal from Cimco Refrigeration Inc. for the supply and installation of new HVAC units at the William Allman Memorial Arena. | |
| 11.2 | 2025 Appointments to the Communities in Bloom Advisory Committee | 143 |
| | To amend By-law 4-2023, as amended, to make appointments to the Communities in Bloom Advisory Committee. | |
| 11.3 | Part Lot Control Exemption Application PLC14-25 - 59-71 Worsley Street | 144 |
| | To exempt Lots 1 and 2, Plan 44M-91 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying semi-detached dwelling units to individual owners. | |
| 11.4 | Part Lot Control Exemption Application PLC16-25 - Cachet - Plan 44M-101 - Block 78 | 145 |
| | To exempt Block 78 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6422 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 Exemption Application PLC17-25 - Cachet - Plan 44M-101 - Block 79 | 146 |
| | To exempt Block 79 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6410 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 | Stratford Public Library Elevator Modernization Tender Award (T-2025- | 147 |

50)

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Trade-Mark Industrial Inc. for the Stratford Public Library Elevator Modernization Project (T-2025-50).

11.7 Award Tender for the Stratford WPCP Digester Roof and Mixing System Replacement 148

To authorize the acceptance of a proposal, execution of a contract, and the undertaking of work by CIMA+ for engineering consulting services for the pre-design, detailed design, contract administration and site inspection for the Digester Roof and Mixing System Replacement at the Stratford Water Pollution Control Plant (RFP-2025-53).

11.8 Encroachment Agreement - 69 Downie Street 149 - 150

To authorize the entering into and execution of an encroachment agreement with Argolidos Property Corp. (formerly Theocharis Brothers Properties Inc.) to permit the existing metal lights, frame and metal awning, and frame and metal sign to encroach onto the Downie and Brunswick Street road allowances at 69 Downie Street.

11.9 Encroachment Agreement - 14 West Gore Street 151 - 152

To authorize the entering into and execution of an encroachment agreement with Kent Bunston and Michael DieBold to permit the existing walkway to encroach onto the West Gore Street road allowance at 14 West Gore Street.

12. Consent Agenda: CA-2025-134 to CA-2025-137 153 - 160

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 December 8, 2025, in the Council Chamber, City Hall.

Motion by

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

- **Community Services Committee [7:05 or thereafter following the**

Regular Council meeting]; and

- Social Services 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 November 24, 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:

161

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

By-law 11.10 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on November 24, 2025.

Motion by

THAT By-law 11.10 be read a First and Second Time.

Motion by

THAT By-law 11.10 be read a Third Time and Finally Passed.

15.3 Adjournment of Council Meeting

Motion by

THAT the November 24, 2025, Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session

MINUTES

Meeting #: 4786th
 Date: Monday, November 10, 2025
 Time: 7:17 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Beatty and Councillor Henderson

Staff Present: André Morin - Chief Administrative Officer, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services and Interim Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Miranda Franken - Council Clerk Secretary, Will Mason - Rent Receivables Clerks

Also Present: Members of the Public and Media

1. Call to Order:

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

Councillor Beatty and Councillor Henderson provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

There were no disclosures of pecuniary interest made by a Member at the November 10, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-489

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT the Minutes of the Special Meeting of Council of the Corporation of the City of Stratford dated October 20, 2025, and the Regular Meeting of Council of The Corporation of the City of Stratford dated October 27, 2025, be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

There was no Addendum to the November 10, 2025 Agenda.

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

5.1 At the November 10, 2025, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Report of the Chief Administrative Officer with respect to an update on the Redevelopment of Surplus Municipal Properties for Affordable Housing (38 Coriano Street and 161 East Gore Street) (CM-25-

29) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), 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)).

4.2 Confidential Report of the Chief Administrative Officer with respect to an update on a litigation matter (CM-25-21) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e); and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239. (2)(f)).

4.3 Confidential Report of the Chief Administrative Officer with respect to a legal update on a litigation matter (CM-25-22) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e); Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239. (2)(f)); and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239. (2)(k)).

5.1 Confidential Report of the City Clerk with respect to 2025 Accessibility Advisory Committee Applications (CM-25-23) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.2 Confidential Report of the City Clerk with respect to 2025 Active Transportation Advisory Committee Applications (CM-25-24) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.3 Confidential Report of the City Clerk with respect to 2025 Communities in Bloom Advisory Committee Applications (CM-25-25) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.4 Confidential Report of the City Clerk with respect to 2025 Energy and Environment Advisory Committee Applications (CM-25-26) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.5 Confidential Report of the City Clerk with respect to 2025 Heritage Stratford Committee Applications (CM-25-27) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.6 Confidential Report of the City Clerk with respect to 2025 Stratfords of the World (Ontario) Advisory Committee Applications (CM-25-28) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera session, direction was provided to staff regarding Items 4.1 and 4.2. A report from the Chief Administrative Officer and legal advice from the City Solicitor was received regarding Item 4.3. Personal information regarding the applicants were considered under Items 5.1 to 5.6.

6. Hearings of Deputations and Presentations:

6.1 Climate Conversations Update

R2025-490

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT Sheila Clarke be heard.

Carried

Shelia Clarke, referring to a PowerPoint presentation, provided Council with a report regarding the Climate Conversations Events held in Stratford in 2024 and 2025. Highlights of the presentation included:

- the City's Community Climate Action Plan being fully operative;
- citizens having difficulty connecting Stratford with the climate disasters happening in other areas leading them to question what needs to be done;

- there being increased climate-related issues such as forest fires, warming of oceans, and disappearance of insects;
- there being concerns in the community about these issues but citizens not having an idea on what they can do;
- an overview of the conception and the format of the Climate Conversations;
- there being over 300 community members as well as online attendees that took part in the events;
- an overview of the different topics presented at the Climate Conversations;
- information including the presentations from each session being available on the Climate Conversations website;
- Climate Momentum being grateful for the support of Council, community partners, and staff; and
- members of the steering committee, advisory committee members, and volunteers were thanked for their assistance in making the events possible.

Members of Council and Ms. Clarke held a discussion regarding the following:

- a member thanked Ms. Clarke for coordinating the events and for being the driving force behind it;
- the Mayor thanked Climate Momentum for their ongoing work; and
- Ms. Clarke provided an overview of the upcoming events being hosted by Climate Momentum in 2026.

6.2 Communities in Bloom National Symposium Update

R2025-491

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT Kimberly Richardson be heard.

Carried

Kimberly Richardson, Vice-Chair of the Communities in Bloom Advisory Committee, provided an update on the Communities in Bloom National Symposium held in Stratford. Highlights of the presentation included:

- Stratford having hosted the Communities in Bloom National Symposium on October 16 to 18 with the theme of the event being "Growing Great Places Together";
- the City's participation in Communities in Bloom having begun under former Mayor Ted Blowes;
- there being 125 delegates and international guests from various countries attending the symposium;
- an overview of the showcases and presentations during the symposium;
- Council, the Communities in Bloom National and Stratford Committees, staff, presenters, local food and beverage partners, volunteers, and entertainment groups being thanked for their contributions; and
- there being many positive responses from participants who have noted that they look forward to returning to visit Stratford.

Vice-Chair Richardson presented to Mayor Ritsma and Council the award received by the City of Stratford, the Butchart Gardens Land Reclamation Award.

Mayor Ritsma thanked Vice-Chair Richardson for her leadership and noted that she has made an incredible impact to the Committee.

7. Orders of the Day:

7.1 Resolution - 2026 Meeting Schedule (COU25-141)

The Deputy Clerk clarified that the nomination day noted on the schedule is the close of nominations.

R2025-492

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the 2026 Council and Committee meeting schedule be approved;

AND THAT staff be directed to schedule the meetings accordingly.

Carried

7.2 Resolution - Accessibility Advisory Committee Appointments November 2025 (COU25-142)

R2025-493

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT Kathleen Barry, Judith Hopf, and Andy Mark be appointed as citizen representatives to the Accessibility Advisory Committee for a two-year term to November 30, 2027, or until a successor is appointed by Council;

AND THAT Joan Jones be appointed as an agency representative to the Accessibility Advisory Committee for a two-year term to November 30, 2027, or until a successor is appointed by Council.

Carried

7.3 Resolution - Appointments to the Active Transportation Advisory Committee November 2025 (COU25-143)

R2025-494

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT Kelley Teahen be appointed as a citizen representative to the Active Transportation Advisory Committee to November 30, 2027, or until a successor is appointed by Council;

AND THAT Christine Lee be appointed as the Avon Trail representative to the Active Transportation Advisory Committee to November 30, 2027, or until a successor is appointed by Council.

Carried

7.4 Resolution - Appointments to the Communities in Bloom Advisory Committee November 2025 (COU25-144)

R2025-495

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT the appointment of citizen representatives to the Communities in Bloom Advisory Committee be deferred to the next Council meeting.

Carried

7.5 Resolution - Appointments to the Energy and Environment Advisory Committee November 2025 (COU25-147)

R2025-496

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT Anita Jacobsen be appointed as a citizen representative to the Energy and Environment Advisory Committee to November 30, 2027, or until a successor is appointed by Council and that an exemption be granted from the term limit in the Appointments Policy C.3.1;

THAT Felicity Sutcliffe and Roger Cotton be appointed as citizen representatives to the Energy and Environment Advisory Committee to November 30, 2027, or until a successor is appointed by Council;

THAT Quinn Kearsey be appointed as the Youth Representative to the Energy and Environment Advisory Committee to November 30, 2027, or until a successor is appointed by Council;

AND THAT Mike Sullivan be appointed as the Climate Momentum representative the Energy and Environment Advisory Committee to November 30, 2027, or until a successor is appointed by Council.

Carried

7.6 Resolution - Appointments to Heritage Stratford November 2025 (COU25-146)

R2025-497

Motion by Councillor McCabe

Seconded by Councillor Wordofa

THAT Chantale Pitts, Anne Ceballo, Cambria Ravenhill, Jeffrey Atchison, and Edward Boniface be appointed as citizen representatives to the Heritage Stratford Committee to November 30, 2027, or until a successor is appointed by Council;

AND THAT Jacon VanKooten be appointed as the Huron Perth Builders Association representative to the Heritage Stratford Committee to November 30, 2027, or until a successor is appointed by Council and that an exemption be granted from the term limit in the Appointments Policy C.3.1.

Carried

7.7 Resolution - Appointments to the Stratfords of the World (Ontario) Advisory Committee November 2025 (COU25-145)

R2025-498

Motion by Councillor Wordofa

Seconded by Councillor Biehn

THAT June Wells and Ken Clarke be appointed as citizen representatives to the Stratfords of the World (Ontario) Advisory Committee to November 30, 2027, or until a successor is appointed by Council and that an exemption be granted from the term limit in the Appointments Policy C.3.1;

AND THAT Jennifer Mitchell appointed as a citizen representative to the Stratfords of the World (Ontario) Advisory Committee to November 30, 2027, or until a successor is appointed by Council.

Carried

7.8 Resolution - Noise Exemption Request for the O'Loane Avenue Sanitary Trunk Sewer Extension Project (T2025-15) (COU25-148)

R2025-499

Motion by Councillor Sebben

Seconded by Councillor Biehn

THAT the exemption from Noise Control By-law 113-79 for Network Sewer and Watermain Limited and their subcontractor Erritt Construction Ltd. to operate tunneling equipment to facilitate construction for the O’Loane Avenue Sanitary Trunk Sewer Extension Project be denied.

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

- there being concerns from the residents regarding the work;
- the noise involved with the tunnelling machine work being louder than anticipated;
- the noise from the heating equipment being minimal and their running being necessary to ensure that the operations equipment does not seize due to the colder weather temperatures;
- there being similar equipment used in the Brunswick Street construction but not all equipment is the same as it involved different tunnelling work;
- there being no complaints with the heating unit however the complaints became more pronounced once the tunnelling work began;
- there already being plans in place to suppress the noise from the generator; and
- it being challenging for the residents to deal with the noise during the day and expecting to continue until the night is unreasonable.

The Mayor called the question on the motion.

Carried

R2025-500

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT an exemption from Noise Control By-law 113-79 be granted to Network Sewer and Watermain Limited to operate a generator for heating and dewatering purposes for the O’Loane Avenue Sanitary Trunk Sewer Extension Project, under the

operation of construction equipment provision (Schedule 2 clause 5) from 7:00 p.m. to 11:59 p.m. and 12:00 a.m. to 7:00 a.m. on date(s) to be determined subject to the approval of the Director of Infrastructure Services.

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

- the generators for the heating and dewatering have been running and there being no complaints received for their noise;
- the Director of Infrastructure Services noting they are not aware of additional mitigation measures that can be implemented at this point;
- the Director adding that the intent of the recommendation would be to allow staff to reasonably respond to problems brought forward by residents;
- the heating component being necessary overnight to ensure that the components of equipment do not freeze and seize due to the cold temperatures; and
- there being impacts to the concrete if heating is discontinued.

The Mayor called the question on the motion.

Carried

7.9 Resolution - Purchase of Medium Duty Combo Plow/Wing/Sander and Dump Truck (COU25-139)

R2025-501

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT the supply and delivery of a new Single Axle Dump Truck be awarded to Vision Truck Group of Cambridge Ontario at a total cost of \$318,261.71, including the non-recoverable HST.

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

- it being questioned whether the purchase of a second-hand truck is possible;
- the Director of Infrastructure Services noting that maintaining second hand fleet can be as costly as purchasing new;
- the fleet being requested will fulfill its intended function while a second-hand option may not have all of the functions required affecting full service standards;
- the procurement process being followed for this purchase and the bid awarded being the most competitive pricing; and
- the purchase coming under the budgeted amount.

The Mayor called the question on the motion.

Carried

7.10 Resolution - T-2025-61 Gordon Street, Willow Street and John Street South Sidewalk Construction Tender Award (COU25-140)

R2025-502

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT the Tender (T-2025-61) for the Gordon Street, Willow Street and John Street South Sidewalk Construction project be awarded to Nicholson Concrete Inc. at a total tender price of \$151,312.65, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement.

Carried

7.11 Resolution - Leave of Absence from Heritage Stratford Advisory Committee and Committee of Adjustment

R2025-503

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT the leave of absence of Andy Bicanic from November 1, 2025 to April 1, 2026 inclusive from the Heritage Stratford

Advisory Committee and the Committee of Adjustment be accepted.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted

9. Reports of the Standing Committees:

9.1 Report of the Social Services Committee

R2025-504

Motion by Councillor Nijjar

Seconded by Councillor Biehn

THAT the Report of the Social Services Committee dated November 10, 2025. be adopted as printed.

Carried

9.1.1 Access to Licensed Childcare in Stratford, St. Marys, and Perth County (SOC25-011)

THAT the report titled, "Access to Licensed Childcare in Stratford, St. Marys, and Perth County" (SOC25-011), be received for information;

AND THAT the report titled, "Update to Access to Licensed Childcare in Stratford, St. Marys, and Perth County" (SOC25-012), be received for information.

9.1.2 Homelessness Individuals and Families Information System (HIFIS) update (SOC25-010)

THAT the report titled, "Homelessness Individuals and Families Information System (HIFIS) Update" (SOC25-010), be received for information;

THAT authority be delegated to the Director of Social Services to enter into Data Sharing Agreements with community partners, as part of the onboarding process for the Homeless Individuals and Families Information System (HIFIS), on behalf of the Corporation;

AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Director to sign HIFIS Data Sharing Agreements with community partners.

10. Notice of Intent:

None scheduled

11. Reading of the By-laws:

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

R2025-505

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT By-laws 141-2025 to 147-2025 be taken collectively.

Carried unanimously

R2025-506

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT By-laws 141-2025 to 147-2025 be read a First and Second Time.

Carried two-thirds support

R2025-507

Motion by Councillor Nijjar

Seconded by Councillor McCabe

THAT By-laws 141-2025 to 147-2025 be read a Third Time and Finally Passed.

Carried

11.1 Delegation of Authority to Enter into HIFIS Data Sharing Agreements - By-law 141-2025

To amend section 13 of By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services to enter into Data Sharing Agreements with community partners, as part of the onboarding process for the Homeless Individuals and Families Information System.

11.2 Amend the Traffic and Parking By-law - No Parking Restrictions on Thomas Street - By-law 142-2025

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

11.3 Tender Award (T-2025-61) Gordon Street, Willow Street and John Street S. Sidewalk Construction - By-law 143-2025

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Nicholson Concrete Inc. for the Gordon Street, Willow Street and John Street South Sidewalk Construction project (T-2025-61).

11.4 Award Proposal for a Single Axle Dump Truck - By-law 144-2025

To authorize the acceptance of a proposal by Vision Truck Group of Cambridge Ontario for the supply and delivery of a new Single Axle Dump Truck.

11.5 Borrowing By-law for the Britannia Phase II Project - By-law 145-2025

To enter into a bank loan agreement with the Royal Bank of Canada for the purpose of long-term borrowing for the Britannia Phase II Project.

11.6 2025 Appointments to Advisory Committees - By-law 146-2025

To amend By-law 4-2023, as amended, to make appointments to advisory committees.

11.7 Green Municipal Fund Grant Agreement - By-law 147-2025

To authorize the execution of a Green Municipal Fund Grant with the Federation of Canadian Municipalities for the Advancing Adaptation and Resilience for the City of Stratford Project.

12. Consent Agenda: CA-2025-131 to CA-2025-133

Council did not consider any items on the Consent Agenda.

13. New Business:

13.1 Diaper Drive for the Stratford House of Blessing

Councillor Biehn shared that the House of Blessing has previously expressed their need for diapers to support community members. Councillor Biehn urged Council to support a diaper drive for the Stratford House of Blessing. Mayor Ritsma noted that Council can also support by donating toilet paper which is another highly valued item. Donations can be dropped off at the Clerk's Office.

13.2 Ontario Small Urban Municipalities (OSUM) 2027 Conference

Councillor McCabe shared that the City of Stratford will be hosting the Ontario Small Urban Municipalities (OSUM) Conference in 2027. Councillor McCabe thanked Council for their support in moving this forward.

13.3 Update on Winter Warming Centre

Members of Council and staff held a discussion regarding the winter warming centre. The Director of Social Services noted that staff continue to use outreach to address individuals currently included in the plan. The emergency accommodation program being in place and available for individuals who require assistance. Staff and partner organizations are continuing to do work for the opening of the warming centre however there is not a date set for it at this time.

13.4 2025 Stratford Film Festival

Mayor Ritsma congratulated Megan Smith-Harris and Bill Harris for a successful 2025 Stratford Film Festival. The Mayor also recognized the Community Services team for the support for the event.

13.5 Passing of Former Councillor Cheryl Ruby

Mayor Ritsma noted the passing of former Councillor Cheryl Ruby who served on Stratford City Council for three terms. Mayor Ritsma recognized the late Councillor's impact to the community and extended condolences to her family.

14. Adjournment to Standing Committees:

The next Regular Council meeting is November 24, 2025, in the Council Chamber, City Hall.

R2025-508

Motion by Councillor Nijjar

Seconded by Councillor Biehn

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

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

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

Carried

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on November 10, 2025 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

There were no disclosures of pecuniary interest made by a Member at the November 10, 2025 Council Reconvene meeting.

15.2 Reading of the Confirmatory By-law:

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

11.8 Confirmatory By-law 148-2025

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

R2025-509

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT By-law 148-2025 be read a First and Second Time.

Carried two-thirds support

R2025-510

Motion by Councillor Wordofa

Seconded by Councillor Hunter

THAT By-law 148-2025 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2025-511

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT the November 10, 2025, Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:17 P.M.

Meeting End Time: 8:18 P.M.

Council Reconvene Meeting Start Time: 8:30 P.M.

Council Reconvene Meeting End Time: 8:31 P.M.

Mayor - Martin Ritsma

Deputy Clerk - Audrey Pascual



MANAGEMENT REPORT

Date: November 24, 2025
To: Mayor and Council
From: Connor Occleston, Acting Chief Building Official
Report Number: COU25-153
Attachments: None

Title: Proposed Amendment to Building By-law 112-2005

Objective: To have a Public Meeting to hear from members of the public regarding proposed changes to the Building By-law 112-2005.

Background: This is in accordance with clause 7(1)(c) of the Ontario Building Code Act S.O. 1992, c23 as amended. A Notice of the Public Meeting was issued regarding the review of potential changes to the Building By-law and associated fees as noted in Schedule 'A' of Building By-law 112-2005.

Analysis: The Building Code Act (hereinafter referred to as the "Act") requires that municipalities recover the reasonable costs of enforcing and administering the Ontario Building Code through the charging of fees. Both direct and indirect costs are eligible. To manage fluctuations in building activity, the Act allows for reserve funds. The fees are contained within Schedule 'A' of City of Stratford Building By-law 112-2005.

City Building Staff are recommending a fee structure increase designed to recoup the yearly operational costs and to continue to rebuild the depleted reserve fund to a point which will meet the target of 100% of the annual operating costs.

In general, all staffing related costs increase year over year. The proposed fee structure would see an increase in permit fees adjusted yearly using the 12-month average change of the Statistics Canada Consumer Price Index using the September-to-September rates. The rates would increase automatically each year on the first day of January.

Clarifications have also been provided into Schedule "A" of the Building By-law for additional or call-back inspections where inspectors are required to complete multiple instances of the same inspection due to lack of preparedness or failure to address deficiency noted from previous inspections.

The current consolidated version (Consolidated to January 27, 2025) of the City's Building By-law 112-2005 is available on the City's website by clicking the following link: https://www.stratford.ca/en/inside-city-hall/resources/BUILDING-PLANNING-SERVICES/BUILDING/Building-By-law---112-2005_aoda.pdf

The noted amendments as recommended by the Acting Chief Building Official are summarized as follows:

1. A new sub-section under section 3, "FEES (Section 7(c) of the Act)" which reads: "6. On January 1, 2026, and the first day of January in each year thereafter, the fees indicated in Schedule A and anywhere in this By-law, shall be adjusted in accordance with the 12-month average change of the Statistics Canada Consumer Price index using the September-to-September rates."
2. A new line/row within the "Other Fees" section of Schedule "A" to By-law 112-2005, as amended, which reads:

Type of Permit: Group Type	Type of Permit: Sub-Type	Permit Fee: Fee per Area (Sq. Ft.)	Permit Fee: Fee per Unit
Other Fees	Additional Inspection Fee – Fee per additional inspection and/or for call- back inspection(s) deemed necessary by the Chief Building Official.	N/A	\$137.00

Financial Implications:

Financial impact to current year operating budget:

Approval of the recommendation as outlined in this report will have no impact on the 2025 budget.

Financial impact on future year operating budget:

Building permit fees are intended to be in place to recover all direct and indirect incurred costs related to the delivery of building permit services.

Alignment with Strategic Priorities:

Build Housing Stability

While increases/additions to permit fees may initially appear counterintuitive to the City's objective of enhancing housing stability, maintaining a financially sustainable Building Division is essential to supporting this goal. Ensuring full cost recovery allows the City to maintain adequate staffing levels, uphold service standards, and deliver

timely permit processing and inspections. These measures are critical to facilitating consistent, high-quality housing development and construction activity within the community.

Alignment with One Planet Principles

Not applicable: This report does not align with one of the One Planet Principles.

Staff Recommendation: THAT Council hear all interested persons with respect to the proposed amendments to Building By-law 112-2005, including updates to Schedule 'A', for permit fees and the introduction of inflation-indexed annual adjustments, as recommended by the Acting Chief Building Official.

Prepared by:	Connor Occleston, Acting Chief Building Official
Recommended by:	Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services
Approved for Council by:	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 24, 2025
To: Mayor and Council
From: Emily Robson, Corporate Initiatives Lead
 André Morin, Chief Administrative Officer
Report Number: COU25-152
Attachments: None

Title: Grand Trunk Renewal Project: Update and Next Steps Toward Market Readiness

Objective: To provide an update on the Grand Trunk Renewal Project and outline the next steps required to prepare portions of the site for market readiness, including upcoming studies, reports, and decisions required of Council.

Background: The Grand Trunk Renewal Project is a multi-phase initiative to redevelop the former Grand Trunk Railway site into a vibrant, mixed-use area that contributes to Stratford's downtown vitality and long-term growth. As one of the largest remaining parcels of City-owned land in the core, the site represents a generational opportunity to shape Stratford's future, creating new spaces for housing, community uses, and public life while supporting economic development and cultural activity.

Advancing the Grand Trunk site directly supports Council's strategic priority to "*Thoughtfully Develop Our City*," which identifies the Grand Trunk lands as a central opportunity to create a vibrant urban environment while preserving green spaces, promoting active transportation, reducing greenhouse gas emissions, and fostering community.

The Ad Hoc Grand Trunk Renewal Committee was established by Council in October 2023 to support the development of the Grand Trunk site and guide the next stages of work (FIN23-009). Over its two-year mandate, the Ad Hoc Grand Trunk Renewal Committee advanced key elements of the project, including recommendations on updates to the Master Plan, community engagement, and partnership development (COU25-126). The Committee also developed a vision and guiding principles reflecting community aspirations for the property, including opportunities for housing, mobility, cultural space, and public access (COU24-113). These principles have provided a consistent framework for subsequent staff work and Council decisions.

On February 4, 2024, through *Report COU25-019: Grand Trunk Renewal Project: Key Recommendations*, Council confirmed the site's core intended uses, residential, a shared community facility, outdoor amenity space, and parking, and directed staff to begin preparing portions of the site for market. This included advancing a shared community facility concept with the YMCA and Stratford Public Library (SPL), researching and piloting activations and placemaking uses, and developing EOIs for housing and parking. Before EOIs can be issued, several interrelated decisions must be made regarding the preferred location of the community facility, the extent of superstructure retention, and how the remaining parcels will be serviced and accessed.

Throughout spring 2025, the Committee participated in scenario testing workshops focused on the community facility and the Grand Trunk superstructure. These discussions culminated in a recommendation that Council consider options for locating community uses either within or outside the YMCA parcel and preserve the majority of the building where feasible.

On July 15, 2025, through *Report COU25-084 Grand Trunk Site Update and Superstructure Scenario Considerations*, Council directed that Scenario Two (Keep Part) be pursued and requested further reporting on site configuration, land use mix, costs, viability, and implementation strategies. This direction represented an important step toward clarifying how and where the core uses, community facility, housing, parking, and public space, should be located across the site.

Following the July direction, two coordinated studies are underway to resolve these outstanding questions.

1. Community Facility Study: Assessing program needs, site options, and preliminary costing to determine the preferred location and form of the shared community facility.
2. Grand Trunk Site Feasibility Study: Consolidating existing technical information, identifying gaps, and defining the scope, sequence, and budget required to prepare the site for redevelopment and future market engagement.

Both studies will be brought to Council in Q1 2026 for direction. Their findings will establish the foundation for the next stages of work, including the technical studies required in 2026 and the steps needed to prepare parcels for market engagement in Spring 2026.

Analysis: Preparing the Grand Trunk site for market in Spring 2026 requires clarity on three interrelated elements:

1. The location and configuration of the community facility
2. The extent and treatment of the Grand Trunk superstructure

3. The technical studies and documentation required to support viable development proposals

The placement of the community facility will determine how surrounding lands can be planned, serviced, and brought to market. Decisions about the superstructure will influence site layout, access, development costs, and long-term asset implications. Both decisions depend on targeted technical and financial analysis.

Two coordinated studies coming to Council in early 2026

The next stage of work focuses on bringing the Community Facility Study and the Grand Trunk Site Feasibility Study to Council in Q1 2026. Together, these studies will provide the information required to confirm site configuration and direct the technical work needed to prepare parcels for market.

Information required to bring lands to market

To achieve the best outcome from the EOIs, prospective development proponents will require reliable and complete information about site conditions, opportunities, and constraints. The Feasibility Study will identify what information exists, what requires updating, and where information gaps remain. Required information includes:

- Preferred location and concept for the community facility
- Recommended approach for superstructure reuse or adaptation
- Environmental and geotechnical assessments
- Functional servicing and transportation analysis
- Economic and market analysis
- Rail feasibility and safety studies
- Updated master plan integrating community, residential, and parking uses

The Feasibility Study will also provide Council with a refined 2026 scope and budget for completing the necessary technical work.

Together, these studies will equip both Council and future proponents with a complete and consistent understanding of the site and ensure that EOIs are based on reliable information.

Once Council provides direction on the community facility and the superstructure, the technical work needed to prepare the site for market can proceed through 2026, positioning the City to begin market sounding in late Q2 and issue EOIs in June 2026.

Next Steps

Two coordinated deliverables will be brought to Council in Q1 2026:

1. Community Facility Study: Confirming the preferred location, scope, and partnership structure for the community facility.

2. Grand Trunk Site Feasibility Study: Outlining the scope, sequence, and budget required to prepare the site for redevelopment, including superstructure options, updated site planning, and servicing, and required technical studies.

These studies will inform the following sequence of reports and decisions:

- Q1 2026: Community Facility Study & Feasibility Study
- Late Q1 2026: Superstructure Reuse Analysis
- Early Q2 2026: Technical and Market Studies Update
- Late Q2 2026: Market sounding summary
- June 2026: Issuance of EOIs or RFPs for residential parcels

This timeline ensures that work progresses in a logical sequence leading toward market readiness in 2026.

Updates on Project Streams

Placemaking and Activations

Placemaking and activations continue to support community engagement while long-term planning and technical work proceed. These initiatives animate the site, support local artists and organizations, and help maintain a visible presence on the property. They align with Council's February 2024 direction to explore temporary and interim uses.

In 2025, activations included Trophy × Dream Weavers, the Sock it to Me workshops, and the LED Heart installation in partnership with Destination Stratford. Planning for 2026 will continue this momentum, guided by the principles of belonging, collaboration, and creativity.

Community Facility Study

Work continues on the feasibility study for a community facility with the YMCA and potential participation by the Stratford Public Library (SPL). The study is assessing program needs and evaluating renovation, expansion, and hybrid pathways, with cost estimates, grant alignment, and phasing plans to inform future investment decisions.

The work includes:

- Reviewing existing YMCA uses, space allocations, and desired program expansion requirements
- Considering the Library's functional program developed through its previous feasibility study
- Developing three high-level concept site options for a shared facility, including space planning, floor plans, and massing

- Reviewing zoning, design guidelines, and applicable policies to assess feasibility and fit
- Producing architectural precedent imagery and perspective renderings to communicate design intent
- Preparing high-level project statistics and preliminary costing for each option
- Engaging with the client group and City staff through workshops and presentations to refine concepts

This work is nearing completion, with preliminary costing and concept options expected for Council's consideration in Q1 2026.

Upcoming Reports and Council Decisions

Quarter	Report / Decision	Purpose
Q1 2026	Community Facility Study and Feasibility Study	Present the Community Facility Study and the Grand Trunk Site Feasibility Study; seek Council direction on the preferred facility location and the overall scope, sequencing, and budget for preparing the site for redevelopment
Late Q1 2026	Superstructure Reuse Analysis	Seek Council direction on the recommended extent and treatment of Superstructure retention to enable final site planning.
Early Q2 2026	Technical and Market Studies Update	Report on servicing, access, infrastructure, market analysis, and updated site configuration; confirm phasing approach informed by Council's Q1 decisions.
Late Q2 2026	Market Sounding Summary	Present outcomes of developer engagement and confirm readiness for disposition; seek Council direction.
June 2026	Expression of Interest (EOI) Issuance	Launch EOIs for the residential and mobility parcels following Council direction.
Ongoing	Placemaking and Activations Update	Provide updates on 2026 programming and partnerships to maintain community engagement with the site.

Together, the Community Facility Study and the Grand Trunk Site Feasibility Study will resolve the remaining foundational questions needed to advance this generational project. Council's direction in Q1 2026 will allow staff to complete the technical work required for market readiness and begin engaging with the development community in advance of issuing EOIs in June 2026.

Financial Implications:

Financial impact to current year operating budget:

The current work is included in the 2025 budget.

Financial impact on future year operating budget:

The 2026 draft budget includes \$322,435 (funded by reserves) for the GTR work described above. Depending on the outcomes of the decisions early in 2026, budget allocations from reserve may need to be adjusted.

Link to asset management plan and strategy:

Future decisions on the Grand Trunk site, particularly regarding the reuse of the superstructure and the development of a community facility, will have implications for the City's Asset Management Plan (AMP). Retaining or constructing new facilities on the site would introduce new assets and asset components to the City's inventory that would need to be integrated into the AMP, including lifecycle planning, levels of service, and long-term financial forecasting.

Legal considerations:

Development and partnership agreements will all be considered in the next phase (s) of the project.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority by initiating the Grand Trunk Renewal project through formal development models.

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.

Land and Nature

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

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought.

Local and Sustainable Food

Promoting sustainable humane farming and healthy diets high in local, seasonal organic food and vegetable protein.

Travel and Transport

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

Material and Products

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

Zero Waste

Reducing consumption, reusing and recycling to achieve zero waste and zero pollution.

Zero Carbon Energy

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT the report titled, “Grand Trunk Renewal Project: Update and Next Steps Toward Market Readiness” (COU25-152), be received for information.

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



PLANNING REPORT

Date: November 24, 2025
To: Mayor and Council
From: Ryan Queenan, Planner
Report Number: COU25-150
Attachments: Proposed Part Lot Control Exemption By-law

Title: Application for Part Lot Control Exemption (PLC14-25) - 59, 63, 67 and 71 Worsley Street.

Objective: The purpose of this report is to consider a request by Baker Planning Group (c/o Caroline Baker) on behalf of Daly Development Inc. to exempt Lots 1 and 2 on Registered Plan 44M-91 from Part Lot Control and to subdivide the lands as shown on Reference Plan 44R-6404. The exemption would allow the conveyance of four (4) semi-detached dwelling units that front on Worsley Street.

Background: Comprised of two lots, the subject lands are located on the south side of Worsley Street between St. Vincent Street South and Birmingham Street. Council granted draft plan of subdivision approval on October 12, 2021, comprised of eleven (11) lots for two (2) single detached dwelling units, seven (7) semi-detached dwelling units, and two (2) duplex dwelling units. Final approval was issued on April 14, 2023 and implemented through Registered Plan 44M-91 which effectively created said lots.

By-law 20-2023 established easements for access purposes with respect to a retaining wall, storm drainage and municipal servicing on most of the lots within the subdivision, including Lots 1 and 2. The applicant is requesting the approval of a new Part Lot Control Exemption By-law to permit 4 (four) dwelling units to be separately conveyed. Lots 1 and 2 both contain a semi-detached dwelling each containing 2 (two) dwelling units.

Additionally, Minor Variance Application A09-25, which applies to Lot 1 on Plan 44M-91, was approved on June 18, 2025 to allow for a reduced minimum lot area for a semi-detached dwelling unit. This application was to facilitate the development of semi-detached dwelling units to ultimately be wholly contained on separate lots.

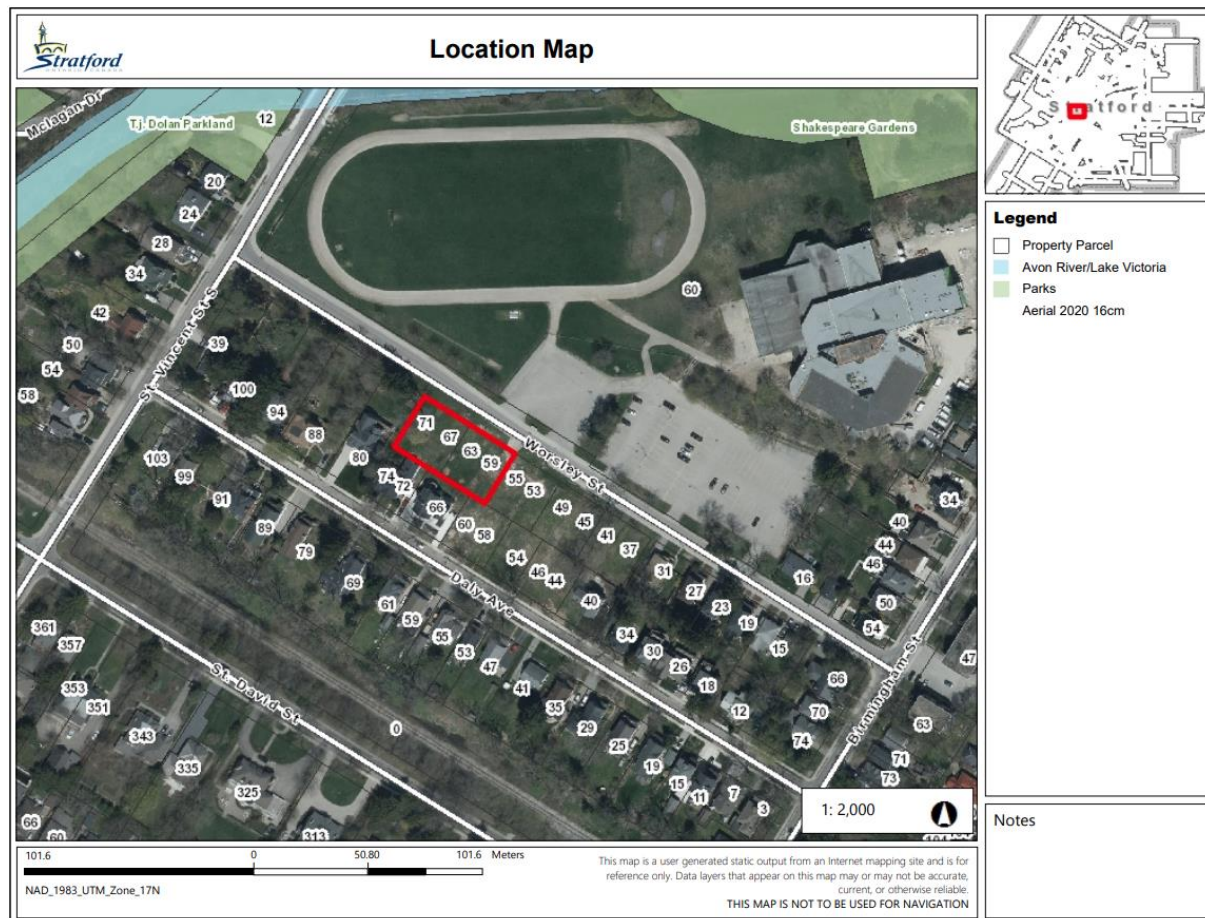
Site Characteristics:

Characteristic	Information
Existing Use:	Dwellings under construction
Frontage:	47.3 m
Depth	25.9 m
Area	1,225.9 m
Shape	Regular

Surrounding Land Uses:

Direction	Use
North	Stratford Intermediate School
East	Low density residential
South	Low density residential
West	Low density residential

Location Map



Hydro Inc., Bell Canada, and Enbridge Gas Inc., respectively. Subject to Easements over Parts 6, 7, 8 & 9 Plan 44R-6404 as in PC 229250 in favour of adjacent lots for private access, repair, and maintenance of sanitary sewers, storm drains, and retaining wall.

63 Worsley Street: Part of Lot 2, Plan 44M-91, Being Parts 10, 11, 12, 13, 14 & 15 Plan 44R-6404. Subject to Easements over Parts 10 & 13, Plan 44R-6404 as in PC215605, PC215613 and PC215861 for access, repair, and maintenance, in favour of Festival Hydro Inc., Bell Canada, and Enbridge Gas Inc., respectively. Subject to Easements over Part 10, 11, 12 & 15 Plan 44R-6404 as in PC229250 in favour of adjacent lots for private access, repair, and maintenance of sanitary sewers, storm drains, and retaining wall.

59 Worsley Street: Part of Lot 2, Plan 44M-91, Being Parts 16, 17, 18, 19, 20, 21, 22, 23 & 24 Plan 44R-6404. Subject to Easements over Parts 16 & 22, Plan 44R-6404 as in PC215605, PC215613 and PC215861 for access, repair, and maintenance, in favour of Festival Hydro Inc., Bell Canada, and Enbridge Gas Inc., respectively. Subject to Easements over Part 18, 19, 20, 21, 22, 23 & 24 Plan 44R-6404 as in PC229250 in favour of adjacent lots for private access, repair, and maintenance of sanitary sewers, storm drains, and retaining wall.

Analysis: A comprehensive evaluation was undertaken in the planning report for the original Draft Plan of Subdivision Application (31T18-001A), which demonstrated consistency with provincial policy and conformity with the City of Stratford Official Plan. The proposed lots are in conformity with the City of Stratford Comprehensive Zoning By-law through approved Minor Variance Application A09-25. The City's Engineering division has no concerns regarding the application. In all, this proposal is appropriate for the subject lands.

Financial Implications: None

Staff Recommendation: THAT Council APPROVE Application for Part Lot Control Exemption (PLC14-25) to exempt Lots 1 and 2 on Registered Plan 44M-91 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate conveyable lots for each of the semi-detached dwelling units such that each unit would be under separate ownership.

Recommended by: Ryan Queenan, Planner

Reviewed by: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning
Adam Betteridge, Director of Building and Planning

Approved for Council by: André Morin, CPA, Chief Administrative Officer



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

BEING a By-law to exempt Lots 1 and 2, Plan 44M-91 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying semi-detached dwelling units to individual owners.

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

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6404 herein from the part-lot control provisions of the Planning Act for the purpose of conveying semi-detached dwellings to individual owners;

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

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Lots 1 and 2 on Plan 44M-91, being Parts 1 to 24 (inclusive) on Plan 44R-6404 for the purpose of conveying semi-detached dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



PLANNING REPORT

Date: November 24, 2025
To: Mayor and Council
From: Ryan Queenan, Planner
Report Number: COU25-151
Attachments: Proposed By-law

Title: Applications for Part Lot Control (PLC16-25) and (PLC17-25), for Blocks 78 and 79, on Plan 44M-101

Objective: The purpose of the subject applications is to exempt Blocks 78 and 79 respectively on Registered Plan 44M-101 from Part Lot Control provisions under the Planning Act. The exemption would facilitate the subdivision of each block in accordance with the corresponding Reference Plans included in this Report. These applications would enable the creation of individual lots for each street townhouse dwelling unit, thereby permitting separate ownership of each unit.

Background:

The subject lands are situated in Cachet Development Inc.'s Avon Park Subdivision located south of Ontario Street East and east of C.H. Meir Boulevard, accessible by the new extension of Douro Street. Blocks 78 and 79 are located on the north side of Manuel Street between Worth Street and Poett Avenue. The Blocks are identified individually on the Location Map included in this Report. These lands are designated Residential Area under the City's Official Plan and zoned site-specific Residential Fourth Density (R4(1)-33), which permits street townhouse dwelling units.

Applications for Exemption from Part Lot Control were received to further subdivide Blocks 78 and 79 to allow the development of freehold street townhouse dwelling units. Two (2) townhouse building blocks are proposed which would accommodate a total of 10 dwelling units. The dwelling unit count is distributed as follows: 4 units on Block 78, and 6 units on Block 79.

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

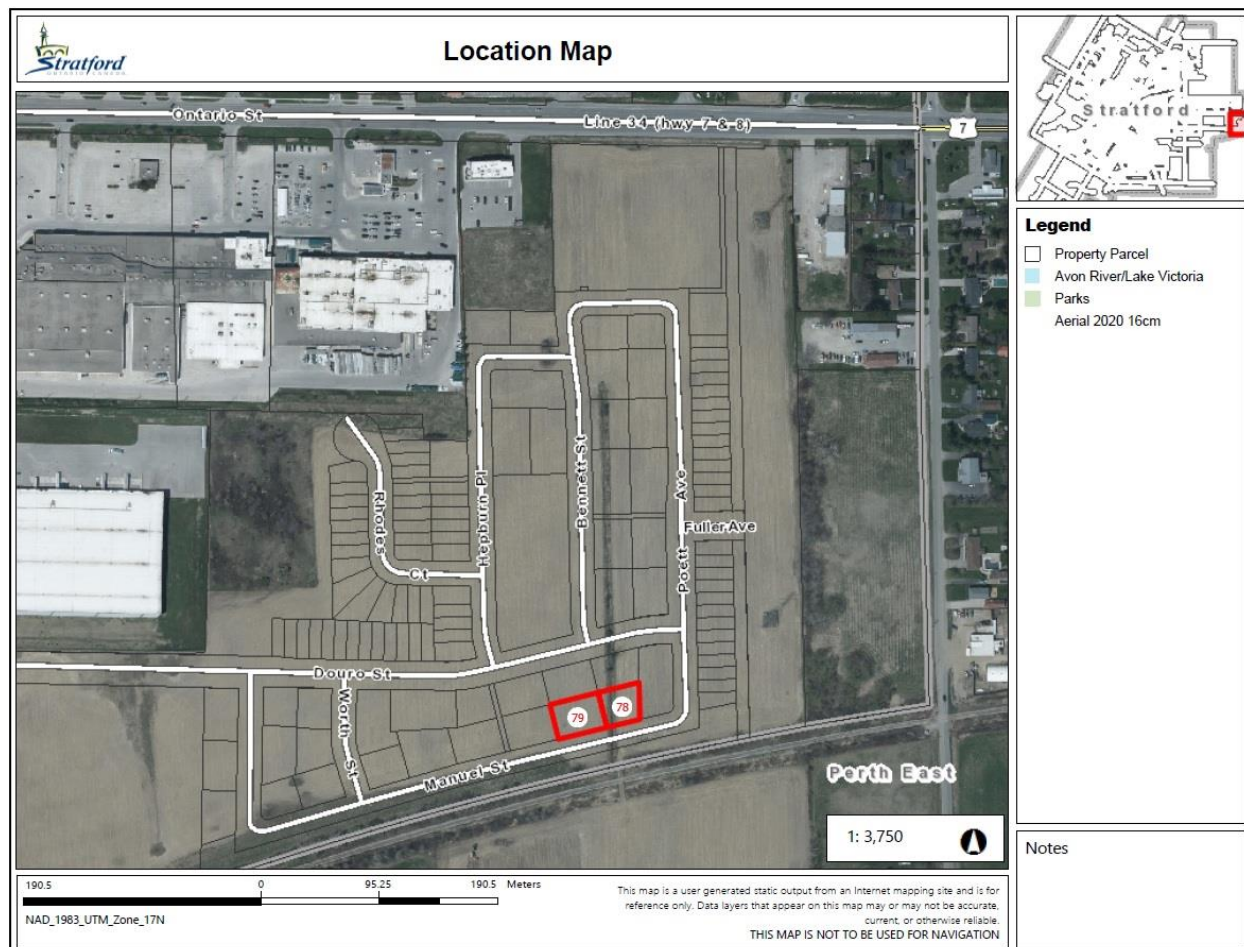
Site Characteristics:

Location:	Block 78	Block 79
Existing Use:	Vacant	Vacant
Frontage:	27.38 m	40.00 m
Depth	28.85 m	28.85 m
Area	886 m ²	1149 m ²
Shape	Irregular	Regular

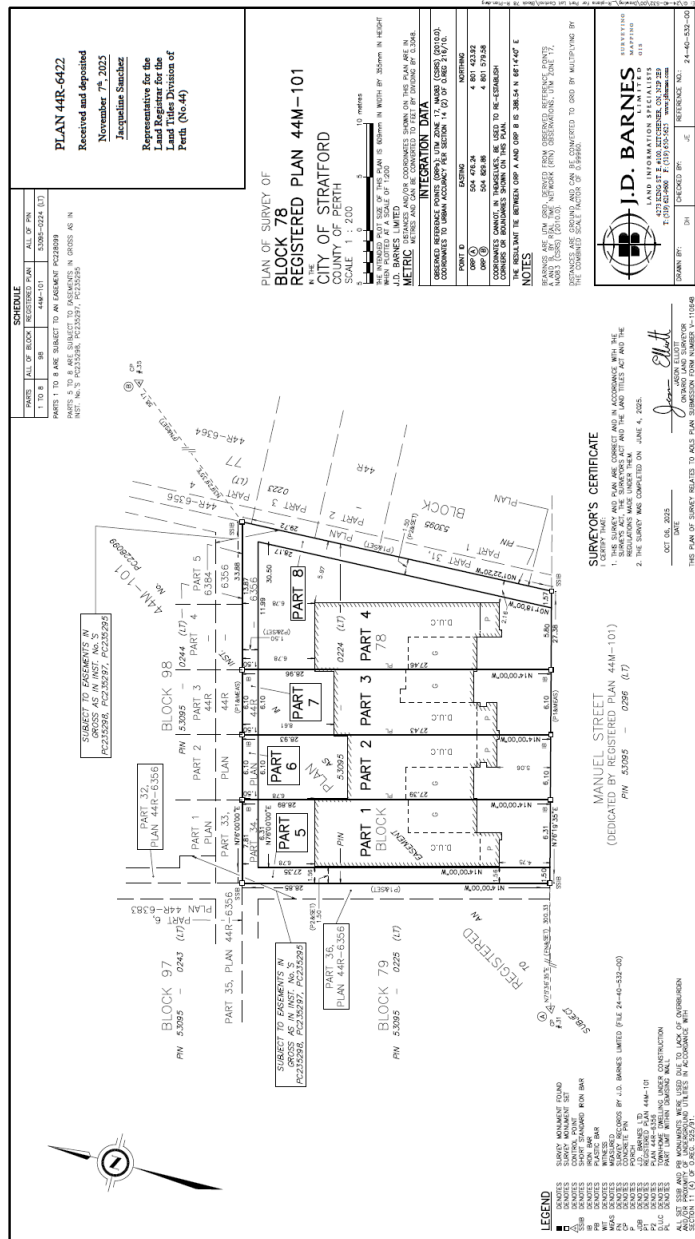
Surrounding Land Uses:

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

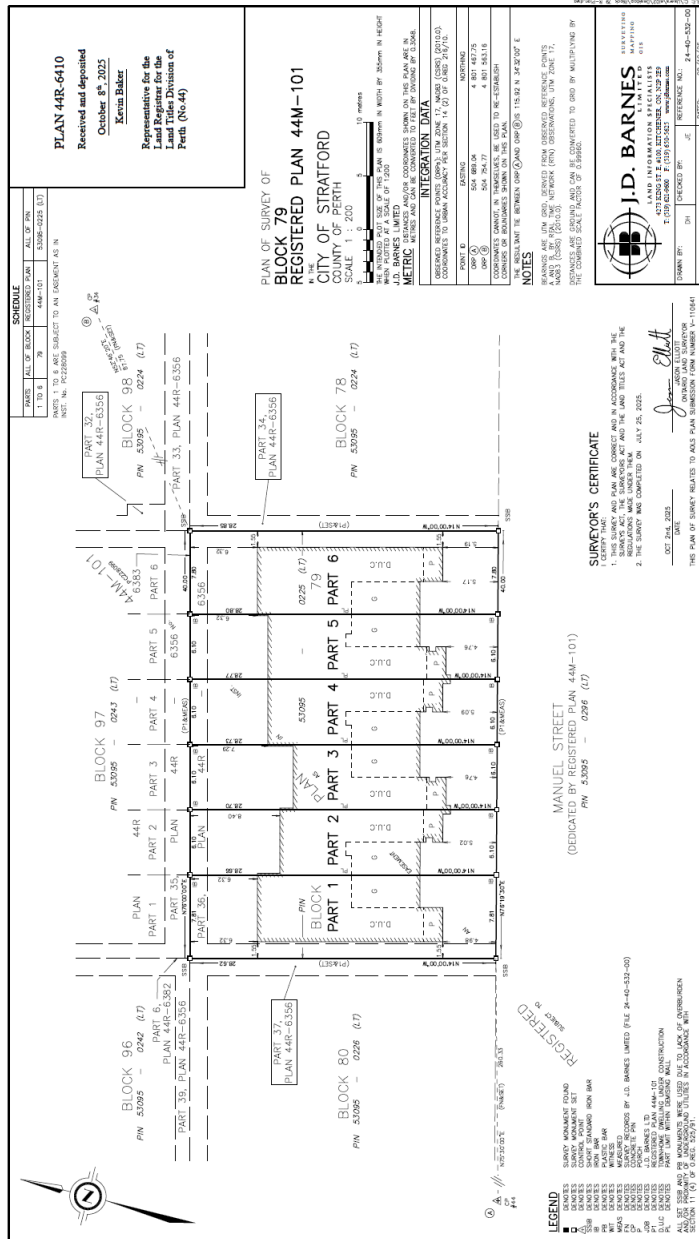
Location Map



Block 78
Reference Plan 44R-6422



Block 79
Reference Plan 44R-6410



Analysis:

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

The developer's Engineer has provided written confirmation that individual services to each unit for Blocks 78 and 79 have been installed to the property line to facilitate freehold street townhouse units as per the approved plans. The Engineering Division has confirmed the foregoing and as such, has no concerns with the subject applications.

Financial Implications:

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

Staff Recommendation: THAT Council APPROVES Part Lot Control Applications PLC16-25 and PLC17-25 to exempt Blocks 78 and 79 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.

Recommended by: Ryan Queenan, Planner

Reviewed by: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning
Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services

Approved for Council by: André Morin, CPA, Chief Administrative Officer



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

BEING a By-law to exempt Block 79 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6410 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

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

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6410 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners;

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

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 79 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6410 for the purposes of conveying street townhouse dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 exempt Block 78 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6422 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

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

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6422 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners;

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

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 78 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6422 for the purposes of conveying street townhouse dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Perth County Land Titles Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



MANAGEMENT REPORT

Date: November 10, 2025
To: Mayor and Council
From: Vicky Trotter, Council Committee Coordinator
Report Number: COU25-144
Attachments: None

Title: Appointments to the Communities in Bloom Advisory Committee November 2025

Objective: To consider appointments to the Communities in Bloom Advisory Committee.

Background: The mandate of the Communities in Bloom (CIB) Advisory Committee is to:

1. foster civic pride, environmental protection and beautification, through community participation;
2. improve the tidiness, appearance and visual appeal of neighbourhoods, parks, open spaces and streets;
3. focus on environmental awareness and preservation of heritage and culture;
4. co-ordinate a host program as required; and
5. be financially sustainable.

The CIB Committee is made up of nine (9) members as follows:

- Two (2) Members of Council
- Seven (7) citizens

There are three (3) citizen positions available for a two-year term to November 30, 2027 and one (1) citizen position available for the remainder of a 1-year term ending November 14, 2026.

Analysis: City Council, when making appointments and reappointments to City advisory and ad-hoc committees, boards, outside boards and agencies, local boards and joint boards, may take into consideration at their sole discretion, the following factors, including but not limited to:

- Experience and/or skill set of an applicant or member that may help to guide the work of the committee or board;
- Awareness of the community and local issues on the agenda by an applicant or member;
- Degree of project knowledge a member has acquired while on the committee or board, where retention of such project knowledge would be of assistance in the completion of the project;
- Number of applications received for the vacant position(s) on a committee or board;
- Years of service on the committee or board [for citizens applying for reappointment to the same committee or board];
- Attendance at committee or board meetings [for citizens applying for reappointment to the same committee or board].

The following applications were received for the available positions:

- Mary-Anne Krutila – first appointed in 2022
- Carys Wyn Hughes – first appointed in 1997
- Jennifer Mitchell

For the applications received, all were complete. Policy C.3.1, Council Appointed Advisory Committees, states that, “No one may serve on an advisory committee for more than 3 consecutive two-year terms, plus if applicable, one preceding partial term in those cases where committee members are initially appointed mid-term to fill a vacancy.” Should Council wish to appoint Carys Wyn Hughes to the CIB Committee an exemption to the term limit in Policy C.3.1 is required to be granted.

All citizens appointed to the City’s advisory committees and local boards (as applicable) will be required to complete training to be coordinated through the City. Training will focus on accessibility, governance, and the Code of Conduct.

Options

Reduce Composition: In 2024, two (2) additional citizen representatives were added to assist the Committee with hosting the CIB National Symposium in 2025. As this event has passed Council can consider reducing the composition of the Committee by two (2) citizen representatives to the pre-symposium level which would bring the total composition of the Committee to 7 members.

Maintain Composition: Council can maintain the existing committee size. If this option is selected, staff would continue with recruiting efforts to fill the open position.

Recommendation

It is recommended the composition of the committee be reduced by two citizen representatives to the pre-symposium level. This would mean two members would be appointed for a two-year term to November 30, 2027.

Financial Implications:

Financial impact to current year operating budget:

The costs for recruitment of citizen representatives to advisory committees and local boards are included in the annual budget.

Financial impact on future year operating budget:

The costs for recruitment of citizen representatives to advisory committees and local boards are included in the annual budget.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the purpose is to consider appointments to the Communities in Bloom Advisory Committee.

Alignment with One Planet Principles:

Health and Happiness

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

Land and Nature

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

Staff Recommendation: THAT direction be given on the appointment of three (3) citizen representatives to the Communities in Bloom Advisory Committee for a two-year term to November 30, 2027, or until a successor is appointed by Council;

AND THAT direction be given on the appointment of one (1) citizen representative to the Communities in Bloom Advisory Committee for the remainder of a 1-year term ending November 14, 2026.

Prepared by:

Vicky Trotter, Council Committee Coordinator

Recommended by:

Karmen Krueger, Director of Corporate Services

André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 24, 2025
To: Mayor and Council
From: Brent Raycraft – Manager of Fleet
Report Number: COU25-156
Attachments: None

Title: Emergency Repair of Landfill Dozer

Objective: To seek Council approval for the refurbishment of the D6 Landfill Dozer following an engine failure.

Background: The Fleet Department operates a 2018 Caterpillar D6 Dozer at the City's landfill site operations daily and is a vital piece of equipment for pushing, packing and covering aggregate and garbage materials daily. The unit has experienced an engine failure at 8378 hrs of use.

Analysis: The 2018 unit was purchased 7 years ago for a total cost of \$612,000. Based on current asset management practices, this piece of equipment should have had a remaining useful life of another three years based on the estimated useful life at the time of purchase (ten years).

Staff have investigated options and those provided by Toromont Cat are noted below.

1. **Engine Rebuild:** \$125,000 with a 3-year/5000-hour warranty, estimated repair time 4-6 weeks. This option is only for the engine along with engine warranty only, so this means no powertrain, undercarriage or component warranty which still could/will mean high repair costs to this 8-year machine extending its life cycle only unit 2029.
2. **Complete Refurbishment:** \$365,000 with a 6-year/6000-hour warranty, extending the current lifecycle 7-8 years which would extend the life cycle of this unit into the 2035-36, beyond its original replacement of 2028. Estimated refurbishment time 8-10 weeks.
3. **New Purchase:** Current pricing for a new replacement is estimated \$1,000,000 Estimated 6 months from PO issued.

Safer, more reliable operations: A comprehensive OEM (Original Equipment Manufacturer) refurbishment with a 6-year/6,000-hour warranty mitigates unplanned failures, supporting safer worksites for operators and contractors, and minimizing operational stress associated with emergency repairs or prolonged downtime.

The 8–10-week refurbishment window, supported by short-term rental as needed, sustains landfill operations and customer service levels during the repair period.

Life extension over replacement: Refurbishment keeps a heavy asset in productive use for an additional 7–8 years, conserving high-embodied-energy materials (steel, cast components) that would otherwise be required to manufacture a new machine.

Responsible sourcing and quality assurance: Work performed by the OEM dealer (Toromont Cat) with warranty coverage supports durable, repairable equipment and a circular approach to major components.

Staff recommend Option 2, complete refurbishment as this option offers the best balance between immediate costs, operational impact and estimated useful life extension.

Funding is available in the Fleet Reserve Fund; however, it is noted that this is an unplanned requirement and amendments to future year transfers to the reserve fund through the budget process may be required to replenish the amount needed at this time.

Financial Implications:

Financial impact to current year operating budget:

The 2025 operating budget will be impacted by the rental fee of approximately \$15,000 plus HST per month. As the recommended option is likely to take 2-3 months, this will be approximately \$15,000 - \$20,000 in 2025.

Financial impact on future year operating budget:

The 2026 budget will bear the cost of the recommended refurbishment, most likely finishing in the first quarter plus any remaining rental fees. As the recommended option is likely to take 2-3 months, this will be approximately \$15,000 - \$20,000 in 2026. The total capital purchase cost of \$371,000 inclusive of HST rebates will be funded from reserve funds, so is not expected to impact the 2026 operating budget. Regular preventative maintenance costs are estimated at \$5,000 per year.

Link to asset management plan and strategy:

Based on the estimated future timing and replacement costs of this system, there is an annual impact on future year operating budgets of approximately \$53,000 over and above the planned replacement costs of the unit is 7-8 years.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority by optimizing Stratford's physical assets and planning a sustainable future for resources and the environment.

Alignment with One Planet Principles:

Zero Waste

Reduce and reuse before recycling: By rebuilding major systems instead of replacing the unit, the City avoids premature end-of-life, reduces waste generation, and defers disposal of large components.

Reduced auxiliary waste: A faster return to service (8–10 weeks) also limits the duration of rental-related packaging, transport, and temporary tooling waste streams.

Zero Carbon Energy

Lower embodied carbon: Avoiding a new \$1,000,000 dozer prevents the significant upstream emissions associated with mining, smelting, fabrication, and global logistics for a new build. Extending the equipment lifecycle by 7–8 years is a direct carbon-avoidance strategy.

Reduced downtime emissions: The shorter refurbishment schedule versus new-unit lead time limits prolonged rental and additional hauling, helping to constrain avoidable operating emissions during the interim period

Staff Recommendation: THAT the emergency refurbishment of the Fleet D6 Dozer be authorized to be completed by Toromont Cat at an approximate total cost of \$365,000.00, excluding HST;

AND THAT the expenditure be funded from the Fleet Capital Reserve Fund

Prepared by: Brent Raycraft – Manager of Fleet

Recommended by: André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 24, 2025
To: Mayor and Council
From: Mark Hackett, Manager of Community Facilities
Report Number: COU25-049
Attachments: None

Title: William Allman Memorial Arena HVAC Units Replacement

Objective: To provide Council with information and to authorize the replacement of the Heating Ventilation Air Conditioning (HVAC) rooftop units at William Allman Memorial Arena from Cimco Refrigeration Inc. through the Canoe Purchasing Group of Canada.

Background: At the February 10, 2025, Council Meeting, Council approved the 2025 budget and the capital expenditure of \$190,000 for the replacement of the HVAC units at the William Allman Memorial Arena.

The completed building condition assessment in 2020 identified the HVAC units to be in fair condition. The building condition assessment recommended replacement of the HVAC units in the short term. The HVAC units have reached the end of their service life and have required extensive repairs over the past few years.

The existing HVAC units at the facility are gas-fired and will be replaced with packaged heat pump / hybrid heat units. The replacement units are highly efficient and will result in energy efficiency, while contributing to the corporate Greenhouse Gas (GHG) emissions and decarbonization goals and targets. The units are expected to be cost-effective and provide lower annual operating costs. A Building Automation System (BAS) will be included with the replacement units. The BAS will contribute to overall efficiency and effectiveness of the facility. Benefits of a BAS for the facility include maintaining optimal air quality by controlling ventilation and monitoring environmental conditions, energy efficiency by setting operational schedules in accordance with outside temperatures, and reducing the need for manual intervention and maintenance, leading to lower operational costs. These factors and benefits align with the Council approved Corporate Energy and Emissions Plan (CEEP).

The City of Stratford participates from time to time in procurement programs that are conducted by cooperative buying groups. The Canoe Procurement Group of Canada is a buying group through the Local Authority Service (LAS) and Association of Municipalities of Ontario (AMO) that helps municipalities purchase products and services that they regularly use at preferential pricing. Under the Canoe Procurement Group, municipalities can access high-quality, competitively priced goods and services without having to formally issue tenders or RFPs themselves, as LAS has done much of the vetting.

Analysis: The Community Services Department staff utilized the Canoe Procurement Group of Canada to select several suppliers to seek proposals. Only one proposal was received from Cimco Refrigeration Ltd. for the replacement of the HVAC units at the William Allman Memorial Arena. The cost quoted is \$186,000 plus HST. The City is entitled to a 100% HST rebate for expenses that relate to facilities that have taxable revenues meaning that the total submission cost received from Cimco Refrigeration is under the approved budget for the project.

Staff have reviewed the Canoe procurement program RFP and evaluation summary and have determined that they are compliant with the City of Stratford's purchasing policy.

Awarding the tender through the Canoe procurement program will expediate the replacement to ensure that the project is completed during the shoulder season and non-operational season of the William Allman Memorial Arena to avoid disruptions to the facility schedule and programming.

Financial Implications:

Financial impact to current year operating budget:

The cost savings compared to budget of \$4,000 will remain in the reserve fund R-R11-FACI for future capital expenditure requirements. There are no anticipated impacts to the operating budget.

Financial impact on future year operating budget:

Annual repairs and maintenance, as well as transfers to reserves for future replacement of the assets will be included in future operating budgets and maintenance costs are expected to be significantly reduced over a 10-year forecast following the replacement of the HVAC units.

Link to asset management plan and strategy:

The new HVAC units are expected to have a useful life of approximately 20 years. Future transfers to reserve funds will need to reflect planned replacements over the period and at the end of useful life for the units, like all assets included in the asset management plan.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as this project will extend the life of the asset and reduce the risk of failure that would result in the asset not being able to be utilized, and a loss of revenue for programming at the William Allman Memorial Arena. Replacing the existing HVAC units with Hybrid Heat Pump units will reduce the energy consumption and GHG emissions at the facility, aligning with the Corporate Energy and Emissions Plan (CEEP).

Alignment with One Planet Principles:

Health and Happiness

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

Zero Carbon Energy

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT the proposal for the supply and installation of new HVAC units at the William Allman Memorial Arena, from Cimco Refrigeration Inc. be accepted at a total cost of \$186,000, including HST;

AND THAT the purchase be funded, as budgeted, from the Facilities Capital Reserve Fund R-R11-FACI.

Prepared by:	Mark Hackett, Manager of Community Facilities
Recommended by:	Tim Wolfe, Director of Community Services
	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 24, 2025
To: Mayor and Council
From: Mark Hackett, Manager of Community Facilities
Report Number: COU25-154
Attachments: None

Title: Stratford Public Library Elevator Modernization

Objective: To provide Council with information and to seek authorization to award the Tender for the modernization of the elevator at the Stratford Public Library.

Background: At the February 10, 2025, Council Meeting, Council approved the 2025 budget which included the capital project for the modernization of the elevator at the Stratford Public Library of \$185,000.

The completed building condition assessment in 2020 identified the elevator to be in fair condition and recommended modernization to ensure the elevator components and controls meet safety and security standards as mandated by the Technical Standards & Safety Authority (TSSA). The modernization will extend the life of the elevator.

The modernization will include enhanced safety, better reliability, faster and smoother operation, and greater energy efficiency. Replacement parts required for the existing components are no longer readily available due to the age of the elevator and outdated controls.

Analysis: T-2025-50 was issued and posted on July 25, 2025. Two submissions were received:

- Trade-Mark Industrial Inc. - \$186,397 plus HST.
- Delta Elevator Co Ltd. - \$222,600 plus HST.

The lowest cost submission received is from Trade-Mark Industrial Inc. in the amount of \$186,397 plus HST, for a total submission cost of \$210,628.61. The net cost to the City of Stratford after HST rebate is \$189,677.59.

This cost represents an excess of \$4,677.59 (2.53%) from the approved capital project cost of \$185,000.

As part of the Tender process, separate contingency outside of the main scope of work was also requested for possible hydraulic cylinder drilling, if drilling is found to be required. It will not be known if drilling is required until the project commences. The separate contingency pricing is \$34,636 for this possible additional work.

Reference checks were complete for the references provided from Trade-Mark Industrial Inc. for similar municipal projects of this nature and scope of work. No concerns were raised from the references provided.

This project will require an additional \$4,677.59, plus a potential contingency of \$35,245.59, net of HST rebates, which could be funded from currently unallocated capital reserves R-R11-FACI, having no net impact to the City's operating budget in the current year.

Staff recommend that T-2025-50 be awarded to the lowest cost bid, Trade-Mark Industrial Inc. for a total maximum including the contingency of \$249,767.29 inclusive of HST.

Financial Implications:

Financial impact to current year operating budget:

No direct impact is expected to the current year operating budget, as unbudgeted variance amounts are proposed covered through existing reserve funds. Usage of the existing reserve funds will impact funds available for future year capital requirements, but at this time there is sufficient reserve fund balance to accommodate the project.

Financial impact on future year operating budget:

Annual repairs and maintenance, as well as transfers to reserves for future replacement of the asset, will be included in future operating budgets.

Link to asset management plan and strategy:

The original elevator was installed in 1978 and this modernization of the elevator is expected to extend the useful life by 20 years. Future transfers to reserve funds will need to reflect planned replacements over the period and at the end of the useful life for the washrooms, like all assets included in the asset management plan.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as this project will extend the life of the asset and reduce the risk of failure that would result in service delivery concerns for the Stratford Public Library. This project will enhance the accessibility of the facility to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

Alignment with One Planet Principles:

Health and Happiness

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

Staff Recommendation: THAT the Tender (T-2025-50) for the Stratford Public Library elevator modernization, be awarded to Trade-Mark Industrial Inc. at a total cost of \$189,677.59, including HST;

AND THAT if the additional work is required, the Director of Community Services, be authorized to approve the contingency amount of \$34,636 for hydraulic cylinder drilling from Facilities Capital Reserve Fund R-R11-FACI.

Prepared by:	Mark Hackett, Manager of Community Facilities
Recommended by:	Tim Wolfe, Director of Community Services
	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 10, 2025
To: Mayor and Council
From: Sean Beech, Manager of Environmental Services
Report Number: COU25-155
Attachments: None

Title: Stratford WPCP- Digester Roof and Mixing System Replacement Tender Award (RFP-2025-53)

Objective: To obtain Council approval to award the proposal from CIMA+ of \$364,179.00, including HST, for the Stratford WPCP- for pre-design, detailed design, contract administration and site inspection services for the Digester Roof and Mixing System Replacement Contract RFP-2025-53.

Background: In May 2024, an uplift event occurred of the Primary Digester Roof at the Stratford Water Pollution Control Plant (WPCP). Due to the severity of damage to the roof and concrete, a new Digester Roof and associated equipment was recommended.

The 2025 Water and Wastewater Rate Study identifies the replacement of the Primary Digester roof and mixing equipment in the report and has factored this project into the wastewater rate increases.

The Digester Roof and Mixing System Replacement Proposal RFP-2025-53 was posted on Bids and Tenders on July 19, 2025, with the bidding period closing on September 24, 2025.

Analysis:

Request for Proposal RFP-2025-53 for pre-design, detailed design, contract administration and site inspection services for the Primary Digester Roof and Mixing System Replacement was published for open public procurement on July 19, 2025. The Request for Proposal was advertised through the Bids and Tenders system. Request for Proposal RFP-2025-53 detailed the scope of work required, which included the following services:

- Design for the replacement of the digester roof and required coatings

- Design for replacement of the digester mixer technology that currently uses a compressed methane gas system, with a more efficient mixing technology to improve process performance and maintenance demand
- Design for upgrades to address obsolescence and to provide needed redundancy for the digester to ensure reliability of service
- Construction contract administration and site inspection services

Request for Proposal RFP-2025-53 closed on September 24, 2025. Two (2) proponents submitted compliant proposals. With a total number of submissions being two (2), this demonstrates the niche skillset required to complete this project.

To adhere to the City's Procurement Policy, an evaluation team was formed consisting of Councillor Burbach, Councillor McCabe, Mayor Ritsma, Director Crinklaw and Manager Beech. Proposals were evaluated using the two-envelope system with technical and financial information submitted in separate envelopes. The overall proposal score was evaluated based on a weighting of 70 points for the technical proposal and 30 points for the financial proposal. Technical proposals were evaluated prior to any knowledge of financial information.

Both submissions were scored identically, however, given the CIMA's preliminary work already completed on this project, and their expedited approach, it was determined that they should be the successful bidder. Staff recommend proceeding with CIMA+ under construction contract RFP-2025-53.

The engineering consulting services and estimated construction costs of this project is:

Engineering Consulting (after HST rebate)	\$	327,955.18
Construction (Estimated)	\$	\$2,676,000
Total	\$	3,003,955.18

Construction costs estimated were based off the *Structural and Process Assessment of the Primary Digester Roof* report completed by CIMA+.

The 2026 capital approval of this project was to be funded as follows:

Insurance Coverages	\$	To be determined	Estimated \$400,000 to \$500,000
Provincial Grants	\$	To be determined	Health and Safety Water Stream
Wastewater Reserve	\$	3,003,955.18	R-R11-WWTR
Total	\$	3,003,955.18	

It is anticipated that costs of this project will be supplemented by insurance coverages for equipment failure within the WPCP. The City of Stratford is still seeking confirmation on the exact coverage amount. Initial estimates put this in the range of \$400,000 to \$500,000.

The City of Stratford has applied for the Provincial Funding through the Health and Safety Water Stream (HSWS) but has yet to been informed if the City of Stratford was successful.

Financial Implications:

Financial impact to current year operating budget:

There are no anticipated impacts if the project is approved to proceed with the work currently as funding is available in existing reserve fund R-R11-WWTR.

Financial impact on future year operating budget:

The construction portion of this project will occur in 2026, in which this project has been identified in the Draft 2026 Capital Budget. This project will improve sanitary vertical infrastructure at the WPCP. In general, the outcome would be a system that is in better condition and has fewer operational issues such as breaks, failures, emergency repairs, and general maintenance needs, which overall would result in reduction in associated operational costs going in the future.

Link to asset management plan and strategy:

This project will replace components of the City's existing asset inventory. The expected service life of the new asset components varies depending on the components, up to 50 years.

The new assets will replace the current aged assets in the asset management plan. Future asset and component replacements would be planned for based on estimated useful life. This adjustment to the asset management plan would impact future capital planning forecasts and funding strategies would be updated accordingly.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority by ensuring long-term reliability and sustainability of essential services. The project will replace deteriorating infrastructure, support efficient stormwater management, and provide upgraded pedestrian and vehicular access, contributing to a safer and more resilient transportation network.

Alignment with One Planet Principles:

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought.

Staff Recommendation: THAT the proposal (RFP-2025-53) for engineering consulting services for the pre-design, detailed design, contract administration and site inspection for the Digester Roof and Mixing System

Replacement at the Stratford Water Pollution Control Plant be awarded to CIMA+ at a total cost of \$364,179.00, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for contract RFP-2025-53.

Prepared by: Sean Beech, Manager of Environmental Services

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



MANAGEMENT REPORT

Date: October 29, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: ITS25-023
Attachments: 69 Downie Street Drawing

Title: Encroachment Application for 69 Downie Street

Objective: To consider a request to enter into an Encroachment Agreement with the owner of 69 Downie Street. The purpose of the Encroachment Agreement is to permit metal lights, frame and metal awning, and frame and metal sign to encroach onto the Downie Street and Brunswick Street road allowances.

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

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

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

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

No new encroachments onto park property will be permitted."

The Policy further states:

"7. When Encroachments will not be granted

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

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

There is currently an encroachment agreement for the property dated October 14, 1986 for the portion of the building which encroaches onto the municipal road allowances of Downie and Brunswick Streets.

Analysis: The application was circulated to departments for comments, and no concerns were received.

Sub-committee may wish to consider one of the following options:

1. Approve the request for an encroachment of the metal lights, frame and metal awning, and frame and metal sign.
2. Deny the request and require the metal lights, frame and metal awning and frame and metal sign to be removed at the cost of the owner.

Staff recommend Option 1 as no concerns were received from departments, and the encroachments have been in place for a significant period of time.

Financial Implications:

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

Financial impact to current year operating budget:

If the encroachment of the metal lights, frame and metal awning, and frame and metal sign is approved (Option 1), the annual fee of \$897.34 adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City.

If the encroachment is denied (Option 2) there will be no financial impact to the current year operating budget.

Financial impact on future year operating budget:

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

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

Alignment with One Planet Principles:

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

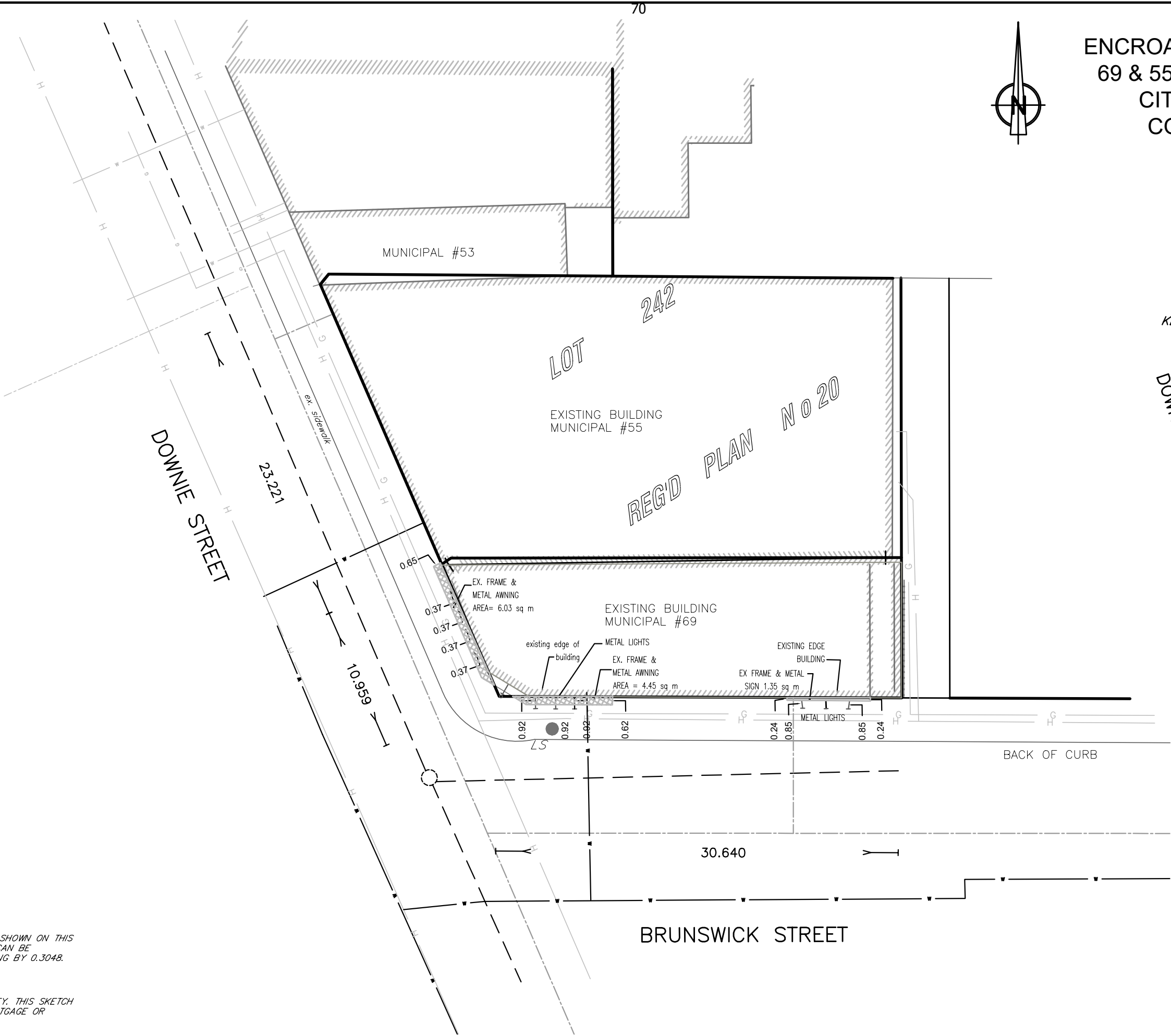
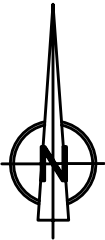
Staff Recommendation: THAT the metal lights, frame and metal awning, and frame and metal sign be permitted to encroach onto the Downie and Brunswick Street road allowances;

THAT the annual fee of \$897.34 adjusted yearly by the CPI, be added to the property tax bill for 69 Downie Street;

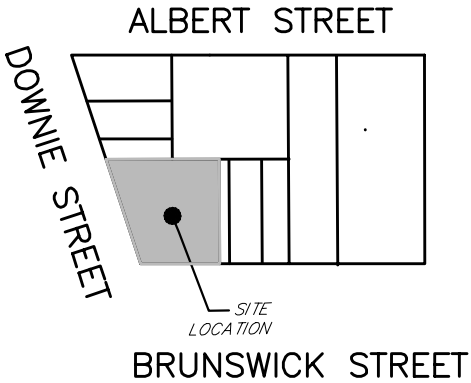
AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 69 Downie Street.

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

ENCROACHMENT SKETCH FOR
69 & 55 BRUNSWICK STREET
CITY OF STRATFORD
COUNTY OF PERTH



KEY MAP (N.T.S.)



69 & 55 BRUNSWICK STREET
STRATFORD, ON N5A 3W2
www.gritengineering.ca

PROJECT: ENCROACHMENT SKETCH

CLIENT: THEOCHARIS BROTHERS

DATE: 1
2025/06/24

SCALE: : 300 METRIC



PROJECT NO:
GE23-0630-1-SK2

DRAWN BY: MB
CHECKED BY: SJC

DRAWING NO.
C100 (REV2)

Metric:
DISTANCES AND COORDINATES SHOWN ON THIS
SKETCH ARE IN METERS AND CAN BE
CONVERTED TO FEET BY DIVIDING BY 0.3048.

Caution:
THIS IS NOT A PLAN OF SURVEY. THIS SKETCH
SHALL NOT BE USED FOR MORTGAGE OR
TRANSACTION PURPOSES.



MANAGEMENT REPORT

Date: November 10, 2025
To: Infrastructure, Transportation and Safety Committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: ITS25-025
Attachments: 14 West Gore Street Drawing, 14 West Gore Photos

Title: Encroachment Application for 14 West Gore Street

Objective: To consider a request to enter into an Encroachment Agreement with the owner of 14 West Gore Street. The purpose of the Encroachment Agreement is to permit the fence, retaining wall, walkway and garden to encroach onto the West Gore Street road allowance.

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

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

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

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

No new encroachments onto park property will be permitted."

The Policy further states:

"7. When Encroachments will not be granted

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

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

In August 2024 it was brought to the attention of the By-law Division that the homeowner had built very close to the sidewalk. The owner was contacted and advised they were required to submit an encroachment application. In September 2025 the final documents for the encroachment application were submitted to the Clerk's Office.

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

Engineering:

The Engineering Division has concerns when it comes to snow removal by sidewalk plows. We foresee the potential damage to the garden, retaining wall and fence during snow removal operations, specifically when it comes to the snow load pushing and sitting against these items.

Given the possibility of damage to the garden, retaining wall and fence during snow removal operations, specifically when it comes to the snow load pushing and sitting against these items, staff sought advice from the City's Solicitor on potential implications to the City. If Council wishes to permit these additional structures to encroach onto the municipal road allowance it is recommended that a clause be added to the encroachment agreement which would limit the liability to the City should the structures be damaged.

By-law:

The By-law Division noted upon review of the City's Fence and Hedge By-law 128-2003, the location of the fence, retaining wall and walkway are in violation of Section 5.2 of said by-law, which states: No person shall construct, erect, maintain, keep or permit within the City of Stratford any fence on public property including any street as defined in this by-law without the prior written permission of Council.

Building:

The Building Division stated the request does not offend the City's Comprehensive Zoning By-law.

Sub-committee may wish to consider one of the following options:

1. Permit the fence, retaining wall, walkway and garden to encroach onto the municipal road allowance. If this option is approved, it is recommended that a clause be added to the encroachment agreement which would limit the liability to the City should the structures be damaged. The annual fee of \$115.20 adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City, but would still leave all encroachments in place. If the encroachments are approved despite the fence, retaining wall and walkway being in violation of the City's Fence and Hedge By-law 128-2023, such approval would cause the noted violations to be considered "deemed to comply."
2. Deny the request for an encroachment which would result in the owner having to remove the fence, retaining wall, garden and walkway and return the area to grass at the cost of the owner. There are no fees or financial implications with this option and results in full compliance with all City by-laws.
3. Permit the walkway to encroach onto the municipal road allowance and require the fence, retaining wall and garden to be removed and returned to grass at the cost to the owner. If this option is approved, the annual fee of \$50.00 adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City.

Due to the above noted concerns from the Engineering Division, Staff recommend proceeding with Option 3, a partial encroachment. This option would allow only the walkway to encroach onto the municipal road allowance. This option would require the owner to remove the fence, retaining wall and garden and return the area into grass at the cost of the owner.

Financial Implications:

Financial impact to current and future year operating budget:

If Option 1 or Option 3 is selected, the annual fee, adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement. The annual fee is based on the size of the encroachment and is calculated by taking the current property tax times the size of the encroachment (area) divided by the total area of the owned property.

Legal considerations:

If Option 1 is approved, it is recommended that a clause be added to the encroachment agreement which would limit the City's liability in the event of damage caused during City activities, (snow clearing).

Alignment with Strategic Priorities:

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

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the Strategic Priorities as the encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

Staff Recommendation: THAT the walkway be permitted to encroach onto the West Gore Street road allowance;

THAT an annual fee of \$50.00 adjusted yearly by the CPI, be added to the property tax bill for 14 West Gore Street for the encroachment agreement;

THAT the fence, retaining wall and garden be removed and returned to grass at the cost of the owner within one year of the date of approval by Council;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 14 West Gore Street.

Prepared by: Vicky Trotter, Council Committee Coordinator

Recommended by: Tatiana Dafoe, City Clerk
Karmen Krueger, CPA, CA, Director of Corporate Services
André Morin, CPA, Chief Administrative Officer



Site plan of the rear garden showing various features and dimensions:

- PAVING STONE DRIVEWAY** (0.43S)
- STONE RW** (3.19S)
- WALKWAY** (1.340, 2.563, 3.357)
- STEPS**
- FENCE WROUGHT** (3.03S)
- FENCE** (3.17S)
- STONE RETAINING WALL**
- GARDEN**
- CURB CONCRETE**
- IRON** (6.639, 9.897)
- STONE WALKWAY** (3.363, 3.370)
- FENCE** (1.896)
- STONE RW** (3.32S)
- SIDEWALK**
- Legend:** $\square$ CB, EP

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File No : 55895-100-SK1 (S)

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Stratford

Josh Lee-Him, Bylaw Enforcement Officer

City of Stratford

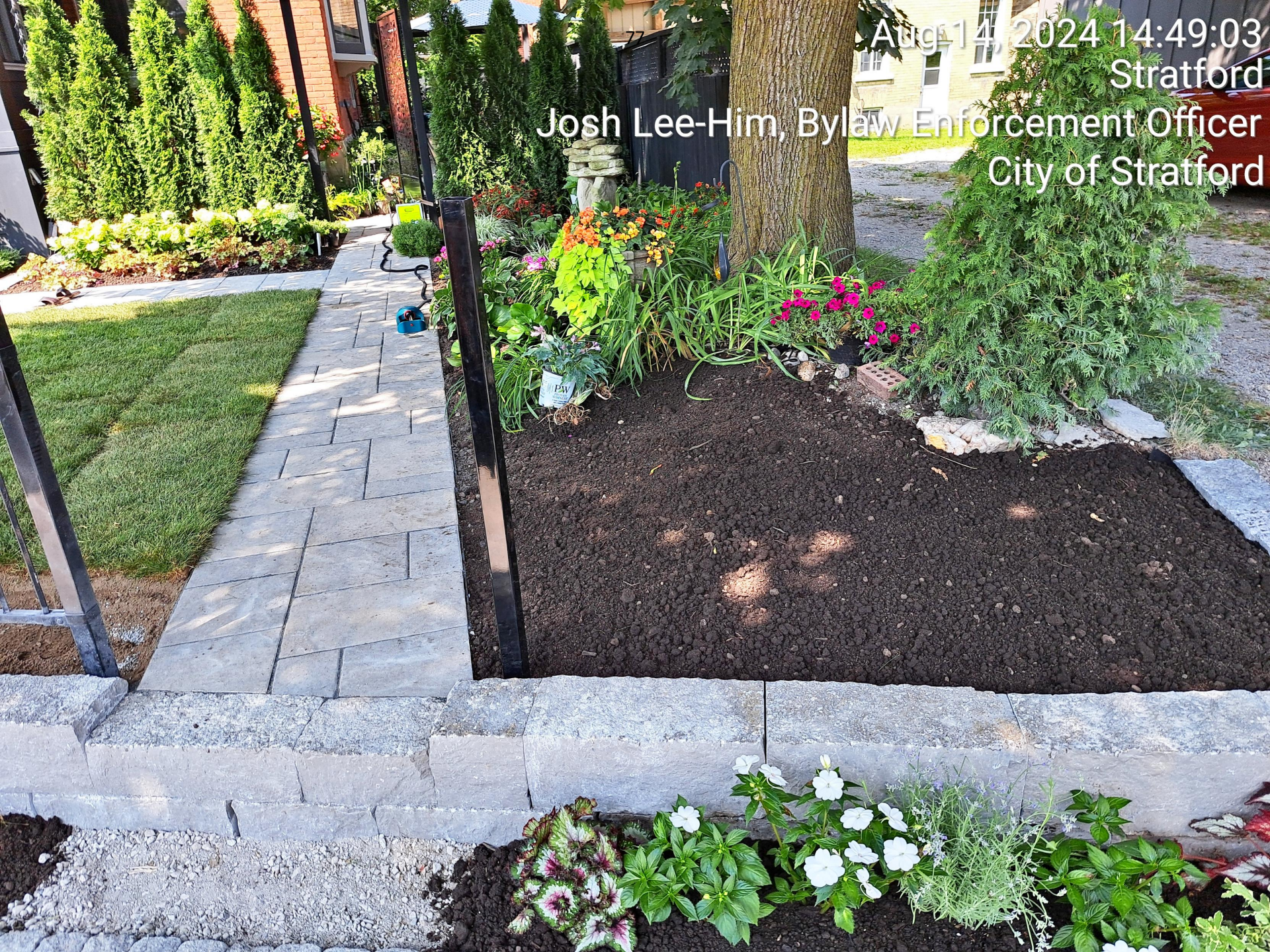


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Stratford

Josh Lee-Him, Bylaw Enforcement Officer

City of Stratford



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Stratford

Josh Lee-Him, Bylaw Enforcement Officer

City of Stratford





MANAGEMENT REPORT

Date: October 29, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Sadaf Ghalib, Climate Change Programs Manager
Report Number: ITS25-022
Attachments: None

Title: Annual Corporate Greenhouse Gas Emissions – 2024

Objective: To report annually on the City of Stratford’s Corporate Greenhouse Gas (GHG) emissions inventory for the year-ending December 31, 2024, and progress toward meeting corporate GHG emission reduction targets.

Background: On October 23, 2023, City Council endorsed the Corporate Energy and Emissions Plan (CEEP), which provides guidance on how the City can accelerate efforts toward decarbonization, operationalize actions to support energy efficiency and achieve the required emission reduction targets to align with provincial and federal objectives.

Goals in the CEEP are aligned with Council’s Climate Emergency Declaration of 2020 and subsequent commitment to reducing greenhouse gas (GHG) emissions by 30% from 2017 levels by 2030, 60% by 2040 and achieving near to net-zero emissions by 2050.

Since this declaration, the City has committed to taking action within its municipal operations and aligning decision-making with our energy efficiency goals and climate targets. Staff continue to implement recommendations from CEEP, track and monitor efforts within each department, and document progress toward achieving overarching sustainability goals.

Analysis: Compared to the 2017 baseline year, the City’s total GHG emissions for 2024 decreased by approximately 20.75% (equal to 1,053.75 tonnes of carbon dioxide equivalent, or tCO₂e). Annual GHG emissions also decreased by approximately 10% between 2023 and 2024. Total corporate GHG emissions in 2024 were approximately 4,022.65 tCO₂e.

Some external factors influenced this change, including but not limited to stable CO₂ emission factors for natural gas and diesel generation in the province, and a slight

increase in the electricity consumption intensity values for Ontario's electricity grid. Other internal factors included energy efficiency improvements for corporate facilities, ongoing transition of fleet vehicles and equipment to low-carbon options, as well as the availability of more accurate data from historical reporting.

For future years, some impacts are anticipated from variations in seasonal outdoor temperatures that can influence GHG emission outcomes from year to year by causing fluctuations in energy consumption to accommodate occupant thermal comfort. Such variations cannot be determined or predicted in the face of erratic climate events such as more frequent heat waves, intense winter storms and frequent precipitation events.

Measured energy usage and GHG emissions are noted for each asset class below (Table 1) and overall corporate GHG emissions for 2024 are depicted graphically in Figure 1 and 2.

Table 1 Measured Energy and GHG Emissions for Corporate Assets (2024)

Asset Class	Energy Type(s) in Use	Usage/ Generation	2024 GHG Emissions
Buildings (including Municipal Airport)	Electricity	6,294,802 kWh	283.91 tCO ₂ e
	Natural Gas	773,352 cu. m.	1,485.61 tCO ₂ e
Fleet (including Stratford Police Services)	Gasoline	189,235 L	1,778.30 tCO ₂ e
	Diesel	500,434 L	
	Electricity	4,071 kWh	
Outdoor Lighting (streetlights and traffic lights)	Electricity	7,561,326 kWh	226.83 tCO ₂ e
Solid Waste	Not applicable	288.82 tonnes	151 tCO ₂ e
Water and Wastewater	Electricity	3,217,238 kWh	97 tCO ₂ e

Corporate Energy and Emissions Plan (CEEP) Implementation

- The Climate Action team continued to provide inter-departmental support to staff and ensured that a strategic climate lens informed planning and decision making.
- Monitored the implementation of CEEP recommendations for corporate assets.

- Continued including climate considerations in the annual budget process to quantify energy and emissions impacts of city-wide initiatives including but not limited to projects, plans and procurement components. This evaluation tool has helped interdepartmental staff assess climate impacts for a wide array of projects right from the conception stage and is further intended to support decision making for staff as well as Council.
- Supported interdepartmental initiatives including building energy audits for facilities, the determination of more assets to be included, evaluation of streetlight inventory, assistance on EV charging station initiatives, technical guidance on grant funding applications for fleet transition to hybrid and electric buses and periodic reporting to funding organizations for secured grants.

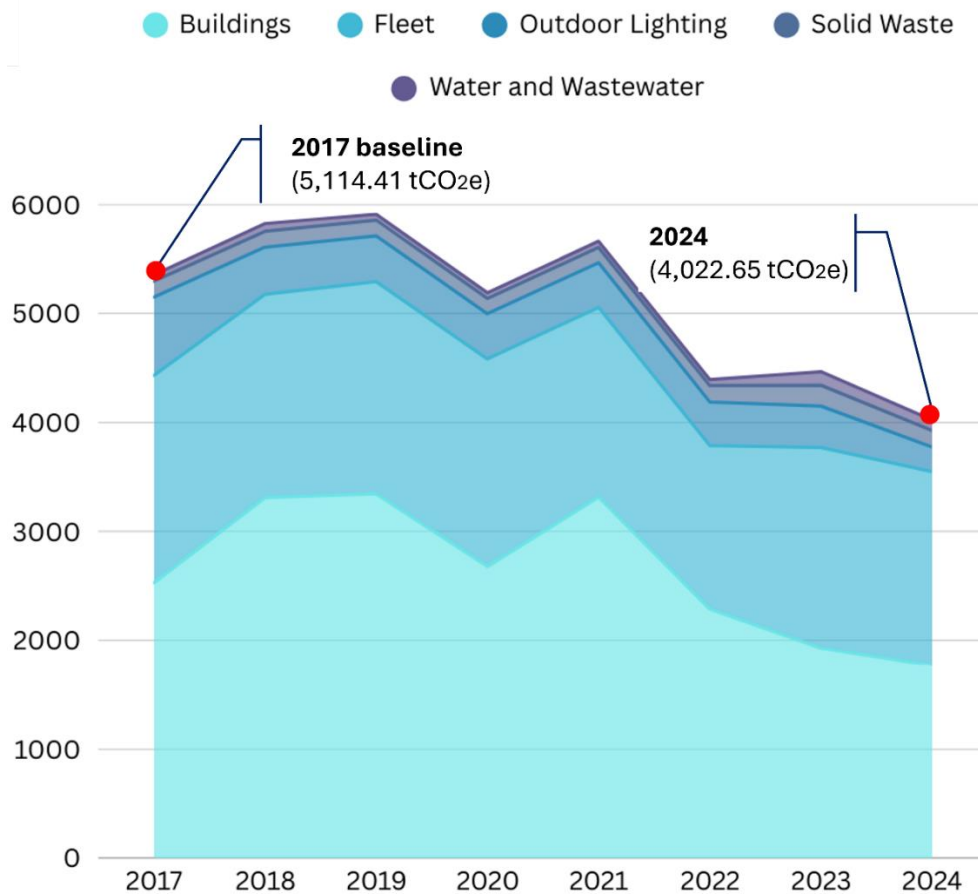
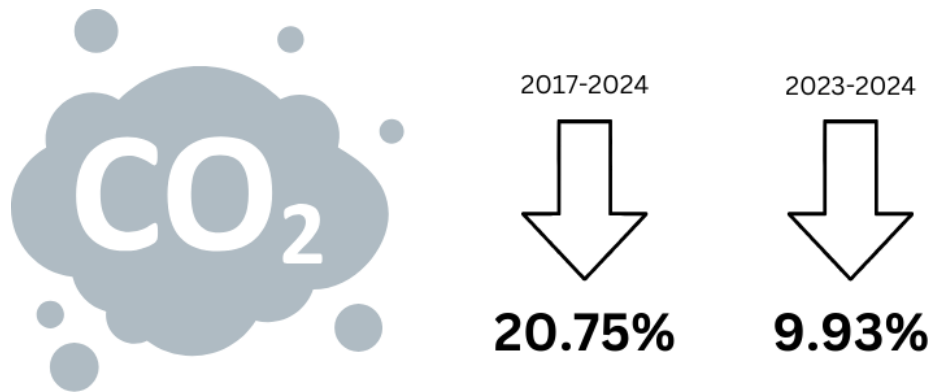


Figure 1 Corporate GHG Emissions Trajectory from 2017 – 2024



Corporate GHG emissions from 2017 baseline year have decreased by 20.75%, and annual emissions from 2023-24 have decreased by 9.93%

Figure 2 Change in Corporate GHG Emissions since baseline year (2017) and Annual Emissions from 2023-2024

Energy and Emissions Share

Consistent to previous years, a predominant share of energy usage and emissions was driven by buildings and fleet. Corporate emissions from the baseline year (2017) have decreased by 20.75%, and annual emissions from 2023 to 2024 have decreased by 9.93% (see asset class breakdown in Figure 3 below).

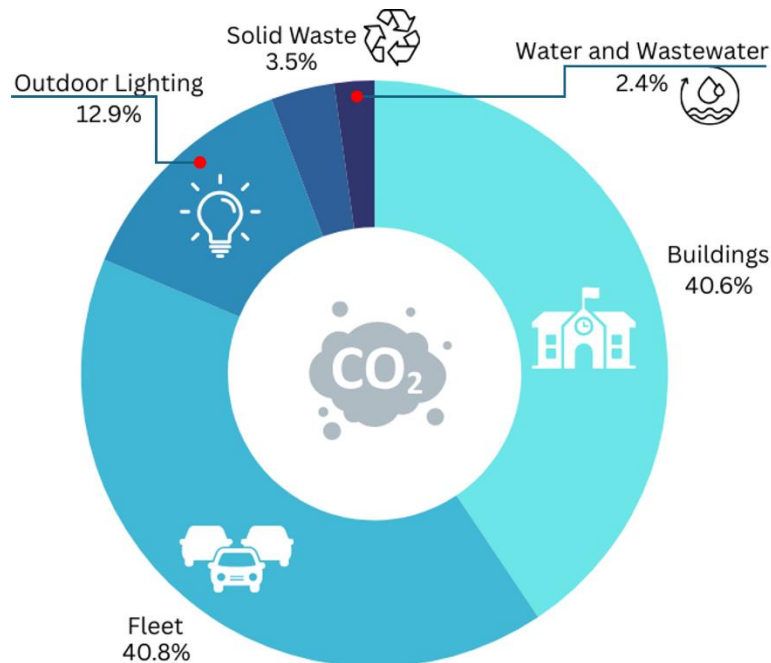


Figure 3 Energy and Emissions Share for each asset class (2024)

While there has been a slight decrease in buildings' emissions due to ongoing basic retrofits to replace aging, or end-of-life components and equipment to efficient options, much deeper retrofits to low-carbon options such as electric powered are needed to drive the energy transition and emissions decrease for the corporate trajectory to be on track for our net-zero targets.

For fleet and equipment, the transition is somewhat steady as several aging models have been upgraded to their hybrid or electric counterparts. While immediate cost savings and emissions reduction can be observed through the fleet asset class, the most impact on emissions is expected through upgrading the entire fleet of light-duty vehicles to electric options, followed by upgrades of medium and heavy-duty fleet to other low carbon options, such as hybrid where feasible.

Overview of Initiatives from Corporate Asset Classes

A high-level overview of initiatives for each asset class is provided below.

Building Asset Class

Through ongoing strategic investments in building retrofits such as efficient mechanical system replacements, envelope improvements and lighting upgrades, corporate buildings attained emission reduction of approximately 8.23% over the past year along with significant operating cost savings. This translates to a decrease in approximately 158.72 tCO_{2e} of emissions.

Some initiatives undertaken for buildings are noted as follows.

- Seven facilities approved for funding to undergo feasibility studies from Federation of Canadian Municipalities (FCM): Burnside Agriplex, City Hall, City Hall Annex, Dufferin Arena, Police Station, Rotary Complex, and William Allman Memorial Arena. At the time of writing this report, these feasibility studies were underway. Staff have retained consultant support to help identify pathways to retrofit these facilities to low-carbon, high-performance buildings.
- Installation of an electric heating boiler at the William Allman Memorial Arena. The new boiler replaced two existing gas-fired units at the facility. The electric boiler is now the main source for heating, with the two existing gas-fired boilers being the secondary heating source when demand peaks. Prior to this replacement, there were four gas-fired units, two of which were not operational.
- Replacement of the roofing system at the William Allman Memorial Arena. Replacement of the cooling tower for the refrigeration plant at the Dufferin Lions Arena.
- Replacement of a rooftop HVAC unit at City Hall Annex serving the third floor.

- LED lighting retrofit of City Hall (ongoing), Stratford Public Library and Destination Stratford office.
- Replacing the T5 lighting fixtures (ice surface lighting) at the Dufferin Lions Arena with LED lighting fixtures.
- Replacing the obsolete older style LED lighting fixtures (ice surface lighting) at the Rotary Complex (Rink A).
- Replacement of the roofing system at the Administration of Justice Building.

Fleet Asset Class

Ongoing procurement of low carbon options as a replacement for aging conventional internal combustion engine (ICE) vehicles and equipment that have been added to the City's inventory over the past year have resulted in annual fuel cost savings of around 30%, along with notable GHG emission reductions.

Table 2 Corporate Fleet and Equipment

Fuel type	Number of Units (fleet and equipment)	Percentage Breakdown
Gasoline	59	43%
Diesel	51	37%
Propane	6	4%
Hybrid	21	15%
Electric	1	1%

Notable efforts from 2024 are highlighted below.

- Equipment upgrades included small tool transition to battery options and electric articulating boom lift.
- Stratford Police Services (SPS) continues to replace fleet with low carbon options. Out of an inventory comprising 33 vehicles, 18 are gasoline, 1 is diesel powered and 14 are hybrid vehicles. Overall, SPS has completed 42% of their fleet transition to hybrid vehicles, benefiting from operational cost savings and contributing to corporate emissions reductions.
- The Transit Division also initiated significant upgrades to the transit fleet, with two new hybrid buses procured to phase out two aging units.

Outdoor Lighting

There were few LED conversions conducted for outdoor lighting in 2024. Overall, since 2019, 76% of total streetlights (5,777 units) have been converted to LED. Remaining

lights include high-pressure sodium (1,382 units), fluorescent lamps (2 units), incandescent and metal halide lamps (2 units). In 2024, streetlights and traffic lights utilized 7,561,326.9 kWh of electricity, and generated approximately 226.83 tCO₂e at the cost of \$1,604,682.

Conversions for some existing lighting options to LEDs are planned for 2026.

Water and Wastewater

The annual energy consumption for 2024 has been measured as 3,217,238 kWh, marking a 2% decrease from the annual consumption in 2023. Generally, energy consumption and associated costs for operations at the Water Pollution Control Plant (WPCP) facility have been consistently increasing over the years, which is primarily due to increased infrastructure needs due to growth leading to increased flow, as well as variable precipitation patterns and snow melt in the region.

- The average demand at the facility in 2024 was 538 kW, representing a 10% increase compared to the 2023 average of 487 kW. The peak demand for the year occurred in July 2024, reaching a maximum of 691 kW.
- In 2024, the verified annual total cost amounted to \$460,081, representing a 14.5% increase compared to the 2023 total of \$401,578. Notably, energy costs peaked in January 2024, marking the highest expenditure for that category during the year.
- Ontario Clean Water Agency (OCWA) continues to monitor the facility and provide recommendations for potential energy saving programs and initiatives.

Municipal Solid Waste

For the GHG emissions inventory, emissions are determined from the total waste generated in a year, including that which is landfilled, and recycled and composted or diverted from landfill. In 2024, community-wide generated waste was approximately 38,230.86 metric tonnes, of which 67.15% was sent to landfill and 32.85% was diverted to other streams including recycling and composting.

Overall, the city disposed 25,672.65 metric tonnes of waste to the landfill, which is slightly lower (approx. 8.5%) than the amount of waste generated and disposed to landfill in 2023 (29,999.28 tonnes)

Recycled waste generated and disposed to recycling facilities was approximately 12,557.71 metric tonnes, or 32.85% of total waste generated.

While an accurate number cannot be determined for corporate-generated waste, it is estimated that anywhere between 1% to 1.25% of the total waste can be assumed to be generated at municipal facilities and parks, or approximately 288.82 metric tonnes.

This estimate includes waste collection from downtown waste receptacles, parks and other public buildings.

While managing waste generated at all municipal facilities, parks, public spaces and during events can be a challenging metric to track, efforts are underway to increase awareness around waste generation and reduction.

Infrastructure Upgrades

While infrastructure upgrades like installing electric vehicle (EV) charging stations involve upfront costs, they are expected to support the transition to electric vehicles and meet the community's future infrastructure needs as more drivers switch from conventional cars to plug-in hybrids and EVs. In 2024, 7 new EV stations were installed on municipal parking lots.

Staff continue to track usage for the current inventory and explore opportunities for grants and funding. Below are excerpts from the 12-month usage of EV stations in all municipal parking lots for 2024.

Table 3 City's EV Charging Station Session Details for 2024

Period	January 1, 2024, to Dec 31, 2024
Energy deployed	47.42 MWh
Cost incurred (based on electricity cost of 0.18c per kWh)	\$8,536.80
GHG savings	49.65 tCO ₂ e
Gasoline savings	22,530.88 Litres

At the time of writing this report, the City's EV station deployment helped avoid an estimated 178,831 kgCO₂e (carbon emissions or 178.83 tCO₂e), which is equivalent to planting 4,585 trees and letting them grow for 10 years.

Notable efforts from 2024 are highlighted below.

- Through funding provided by Natural Resources Canada (NRCan) and the Zero Emission Vehicle Infrastructure Program (ZEVIP), the City completed the installation of 4 dual port Level 2 EV charging stations and 1 Level 3 EV charging station at Erie Street Parking Lot and 2 dual port L2 EV charging stations at York Street Parking Lot.
- Staff applied to the Province of Ontario's EV ChargeON program for funding to install L3 EV Charging Stations at the Rotary Complex.
- Staff applied to the new intake of NRCan's Zero Emission Vehicle Infrastructure Program (ZEVIP) for funding to install L3 EV Charging Stations at the Rotary Complex.

- Staff continued to collaborate with Festival Hydro Inc. to analyze the feasibility of drawing power from the electric grid to serve current and future demand for both L2 and L3 charging stations.

Climate Lens Across Corporate Initiatives

2024 saw several initiatives that incorporated a climate lens in development and implementation. Highlighted below are some key projects.

- A climate lens was applied for the second year as part of the annual municipal budget process. This continues into the 2026 budget process. This assisted in identifying ongoing energy and cost savings as well as emission reduction opportunities in corporate-wide planning and operations that can have a direct impact on the GHG emission trajectory.
- Endorsement of the Community Climate Action Plan (CCAP) advancing climate action within the community, with clear and tangible actions.
- Update of existing plans and strategies with energy transition and climate action as a key priority. Projects included the 2024 – 2027 Strategic Priorities, and the Official Plan Review.
- Staff applied for a funding opportunity to advance adaptation and resilience-based initiatives through FCM's Local Leadership for Climate Adaptation- Climate Ready Plans and Processes.

Financial Implications:

Not applicable:

There are no direct financial implications to be reported because of this informational report.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this strategic priority as its recommendations promote energy efficient buildings, sustainable transportation options and infrastructure, support the energy transition for the City and community, that is anticipated to significantly drive emission reduction and support sustainable growth.

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.

Sustainable Water Using water efficiently, protecting local water resources and reducing flooding and drought.

Travel and Transport

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

Material and Products

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

Zero Waste

Reducing consumption, reusing and recycling to achieve zero waste and zero pollution.

Zero Carbon Energy

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT the report titled, “Annual Corporate Greenhouse Gas Emissions – 2024” (ITS25-022), be received for information.

Prepared by:	Sadaf Ghalib, Climate Change Programs Manager
Recommended by:	Taylor Crinklaw, Director of Infrastructure Services
	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: October 29, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Kirstin Riddell, Event Coordinator
Report Number: ITS25-021
Attachments: None

Title: Request an Exemption to Noise Control By-law 113-79 for Lights On Stratford

Objective: To consider an exemption request for Destination Stratford's Lights On event from Noise Control By-law 113-79. This event is taking place every Thursday through Sunday from December 12, 2025, to January 18, 2026, between the hours of 5:00 p.m. to 10:00 p.m.

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

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

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

Schedule 1, Clause 8 – "Unreasonable noise provision."

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

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

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

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

Analysis: A Noise By-law exemption was first approved for this recurring event in 2021 for the Market Square location only. As amplified noise is permitted in commercial zones Monday to Thursday from 7:00 a.m. to 11:00 p.m., and Friday and Saturday from 7:00 a.m. to 12:00 a.m., the exemption to permit the amplification of sound in a Commercial Zone is for Sunday between the hours of 5:00 p.m. to 10:00 p.m.

This year’s Lights On event will include light displays at Tom Patterson Island, Market Square, Destination Stratford Office – 47 Downie Street, and 70 Ontario Street – exterior light wall. The event will take place every Thursday to Sunday between the hours of 5:00 p.m. and 10:00 p.m. starting December 12, 2025, until January 18, 2026.

The intent of this noise by-law exemption request is to:

- Permit the operation of loudspeakers and amplification of sound for the duration of the event.
- Allow for certain noise during setup and take down.
- Support an exemption from the unreasonable noise provision for the duration of the event.

Notice of Intent to Neighbouring Residents

A notice of the noise exemption request was issued in the Town Crier and the event organizers hand delivered notices to residents within 120m of the event locations. The deadline for comments was September 22, 2025. To date, no responses have been received.

Destination Stratford has hosted the Lights On Stratford event safely and successfully in the City of Stratford since 2021. However, as amplified sound is now expected at 47 Downie Street and 70 Ontario Street, an exemption to Noise Control By-law 113-79 is subject to Council review and final approval.

Financial Implications:

There are no financial implications because of this report.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as it highlights a community-based event that features inclusive lighting displays, bringing together people of all ages and cultures, while fostering a stronger, more connected community.

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 the request for a Noise Control By-law exemption from the provisions outlined below for the Lights On Stratford event by Destination Stratford and taking place every Thursday through Sunday from 5:00 p.m. to 10:00 p.m. starting December 12, 2025, to January 18, 2026, be approved:

- **Unreasonable Noise [Schedule 1, Clause 8];**
- **The operation of loudspeakers and amplification of sound [Schedule 2, Clause 2];**
- **Loading and unloading [Schedule 2, Clause 4].**

Prepared by: Kirstin Riddell, Events Coordinator

Recommended by: Tim Wolfe, Director of Community Services
André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: September 16, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-028
Attachments: Destination Stratford Update Sept 16 2025

Title: Destination Stratford Update Sept 16, 2025

Objective: To receive an update on activities and financials for Destination Stratford for 2025 to date.

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

Analysis: Zac Gribble from Destination Stratford has been invited to attend to present the report for Destination Stratford.

In 2025, the City contribution to Destination Stratford is budgeted at \$643,552 plus \$150,000 toward the Lights On Stratford program, for a total contribution of \$793,552 (\$150,000 coming from Municipal Accommodation Tax revenues and \$643,552 via the tax levy). Destination Stratford has a total operating budget of \$1,440,802 in 2025.

Beyond the financial contributions from the City, there are some in-kind impacts that are provided in the form of facility costs at 47 Downie, and specific program supports from the Community Services division including the Al Fresco program. The costs relating to the building are included in the City Facilities division and were estimated at \$89,930 in 2025, consisting of custodial costs, heat, hydro, water, and other general maintenance.

Financial Implications:

Financial impact to previous year and current year operating budgets:
 None identified because of this report.

Financial impact on future year operating budgets:
 None identified because of this report.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This includes building meaningful partnerships to address community needs and implementing the Sports Tourism strategy in partnership with the City, Destination Stratford and local sports development groups and industry partners.

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.

Staff Recommendation: THAT the report titled, "Destination Stratford Update Sept 16 2025" (FIN25-028), dated September 16, 2025, be received for information.

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



Council Finance & Labour Relations Update

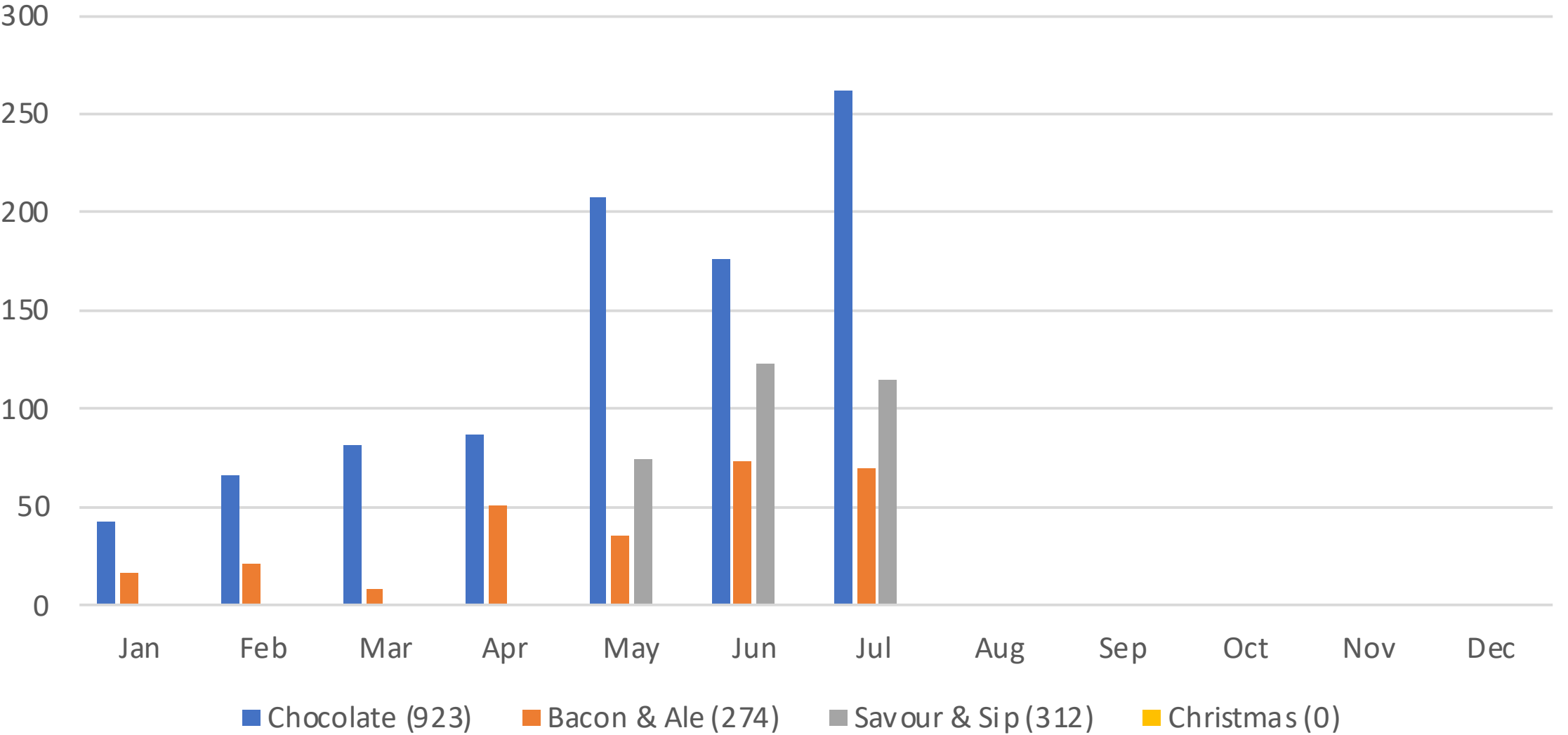
September 16, 2025

- 2025 YTD budget is on track
- 2024 Audited Financial Statements
- MAT Q2
- \$25,000 Ontario Seniors Community Grant Program | Stratford Walking Soccer
- \$50,000 Ontario Cultural Attractions Fund grant
- \$55,000 Experience Ontario grant
- Nature Canada | Bird Friendly City Application
- Stratford After Dark / Après Theatre Music Pop-up Fund
- Stratford Poet Laureate Program

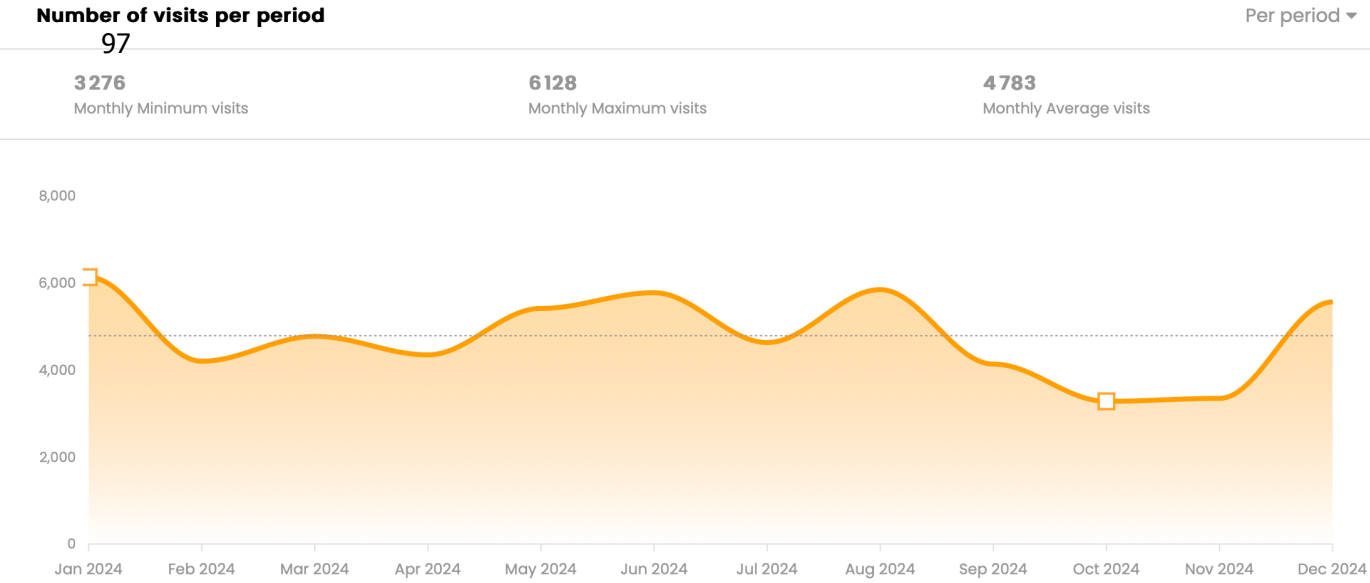
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Destination Stratford 2025 Budget	2024 Adjusted	2024 Actual	2025 Adjusted	2025 Actual	Notes		
				as of 2025-08-20			
REVENUE							
3999 · MAT DS PORTION	300,000	329,536	380,000	71,969	Estimate based on 2024		
4050 · MARKETING SALES	138,500	137,947	138,250	62,117			
4260 · PARTNERSHIPS	722,800	696,108	782,856	700,199			
(4001 · City of Stratford Portion)	618,800	618,800	643,552	643,552			
4017 · CITY LOS CONTRIBUTION (MAT)	150,000	150,000	150,000	150,000			
9999 · TRANSFER FROM RESERVES	158,621	83,621	75,000	0			
TOTAL REVENUE	1,469,921	1,397,216	1,526,106	984,284			
EXPENSE							
5100 · CONTRACT AND CONSULTING	15,000	23,675	17,500	9,548	Destination Stewardship Council		
DESTINATION DEVELOPMENT							
5992 · STRATFORD AL FRESCO (MAT)	35,000	37,252	37,500	16,570			
5997 · LIGHTS ON STRATFORD (MAT)	300,000	300,000	300,000	300,000	City + DS matched contribution		
5999 · SPORT TOURISM OFFICE (MAT)	75,000	49,283	80,000	34,451			
6480D · PAYROLL · DEVELOPMENT	157,991	151,117	165,761	110,822			
5950 · SPECIAL PROJECTS	78,000	57,291	140,000	46,528	Destination Development Projects		
5990 · PARTNERSHIPS	31,000	36,125	31,750	28,250	Destination Development Fund		
Total Development	676,991	631,072	755,011	536,620			
DESTINATION MARKETING							
6480M · PAYROLL · MARKETING	236,986	226,676	248,641	166,233			
6000 · MARKETING - INTERNET	19,475	20,627	19,477	7,403			
6150 · MARKETING - MEDIA & PRINT	132,590	121,456	97,490	64,066			
6151 · MARKETING - RADIO	2,500	0	2,500	0			
6152 · MARKETING - TRAILS, INFLUENCERS	130,971	133,824	146,150	61,395			
Total Marketing	522,522	502,586	514,258	299,098			
ADMINISTRATION							
5637 · BANK CHARGES	4,000	4,051	4,000	3,163			
5645 · INSURANCE	5,250	5,683	8,500	6,344			
5660 · TRAVEL	2,500	406	2,500	426			
6153 · PROFESSIONAL FEES	23,200	17,827	22,200	1,628			
6155 · FACILITY MAINTENANCE	2,000	2,359	4,750	2,700			
6480A · PAYROLL · ADMIN	131,659	125,931	138,134	92,352			
6540 · OFFICE EXPENDITURES	32,800	22,947	25,850	16,376			
6550 · EVENT EXPENSES	2,000	5,750	5,000	3,474			
7000 · TELEPHONE/COMMUNICATIONS	17,000	17,763	17,000	9,460			
Total Administration	220,409	202,717	227,934	135,922			
TOTAL EXPENSE	1,434,921	1,360,051	1,514,702	981,188			
5154 Transfer to Reserve	35,000	35,000.00	10,000	0			
NET REVENUE	0	2,165	1,404	3,096			

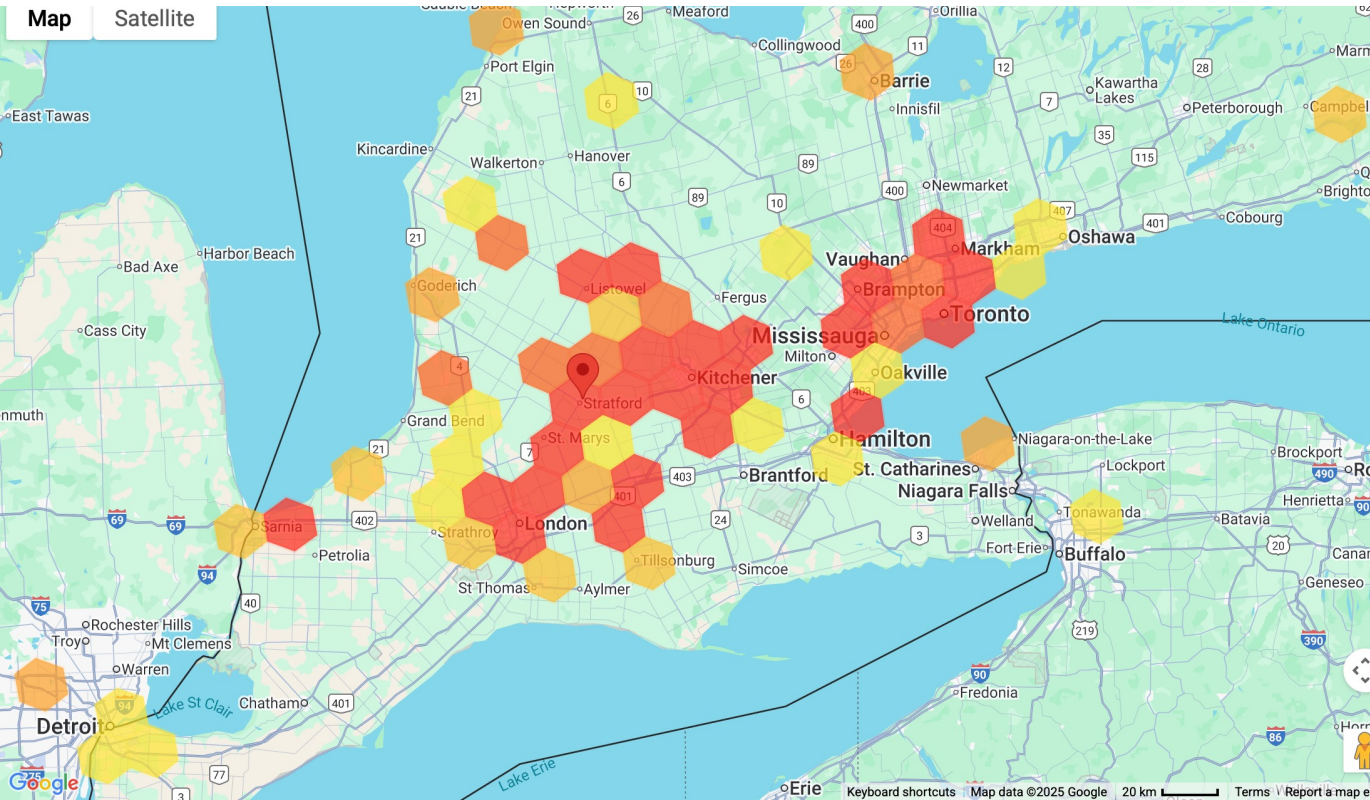
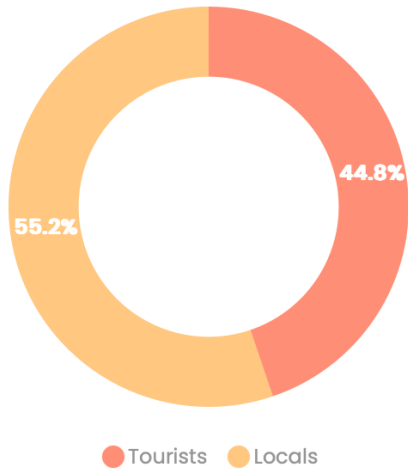
2025 JAN-JUL⁹⁶
Culinary Trail Sales To Date
1,509



2024 Mobility Data Reports Tom Patterson Island



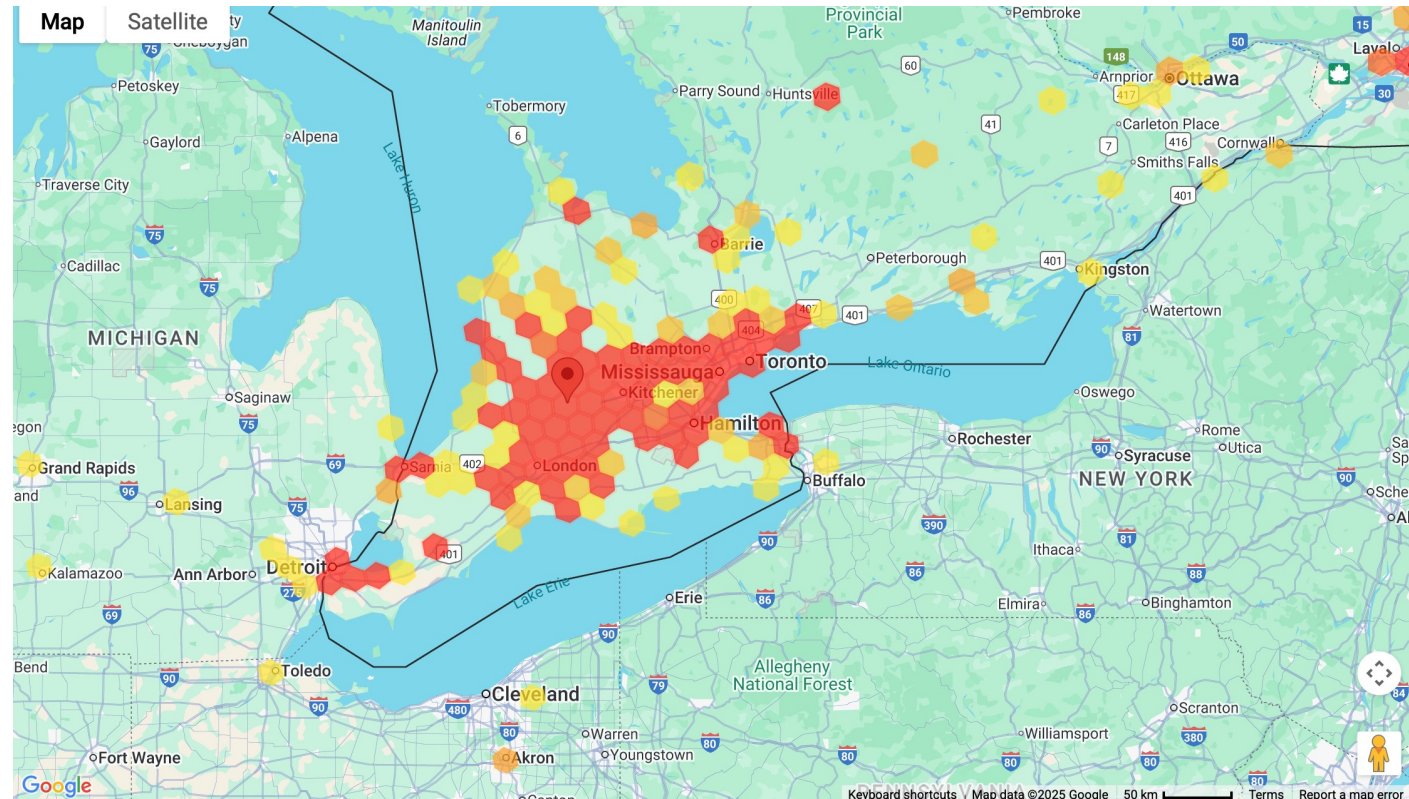
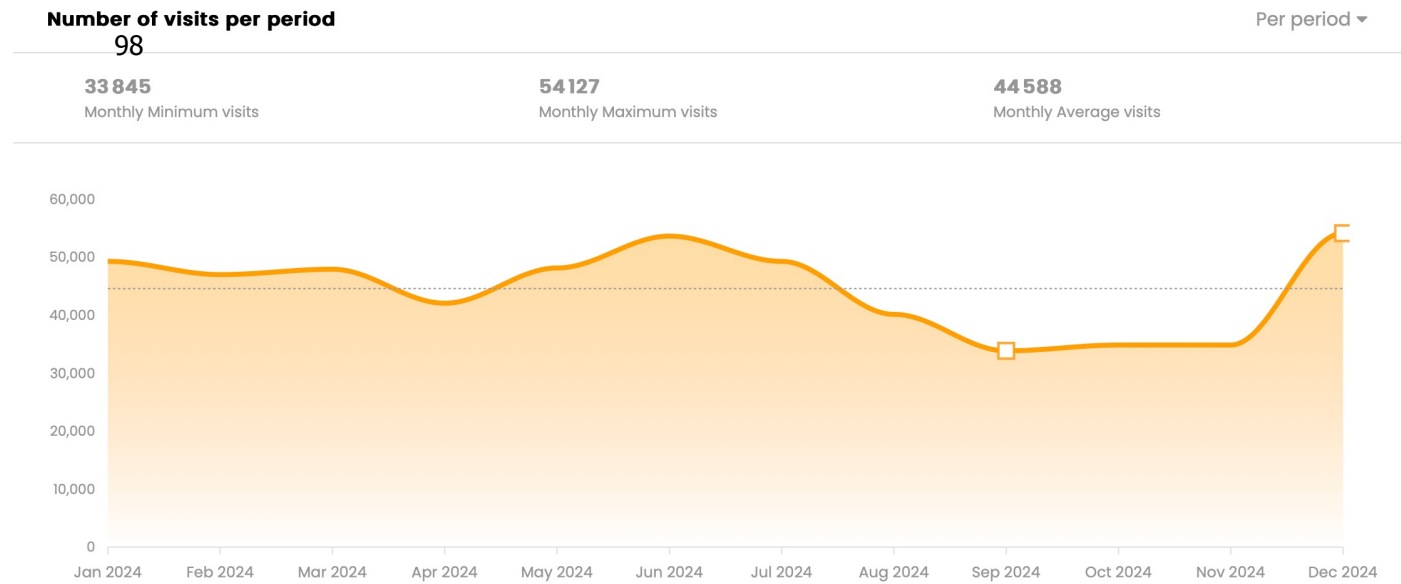
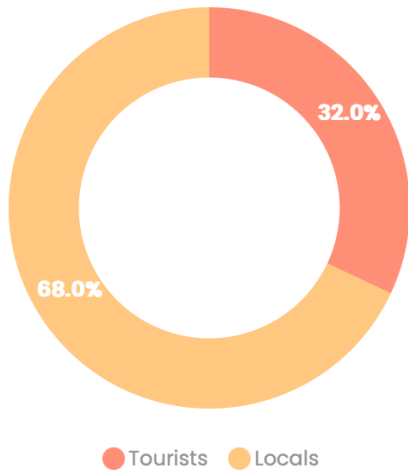
Proportion of tourists and local visitors ⓘ



Mobility Data Reports

Market Square

Proportion of tourists and local visitors





STRATFORD WALKING SOCCER

[HOME](#)

[STRATFORD SLOTHS](#)

[EVENTS](#)

[ABOUT WALKING SOCCER](#)

[RESOURCES](#)

[OUR COMMUNITY](#)

[BLOG](#)

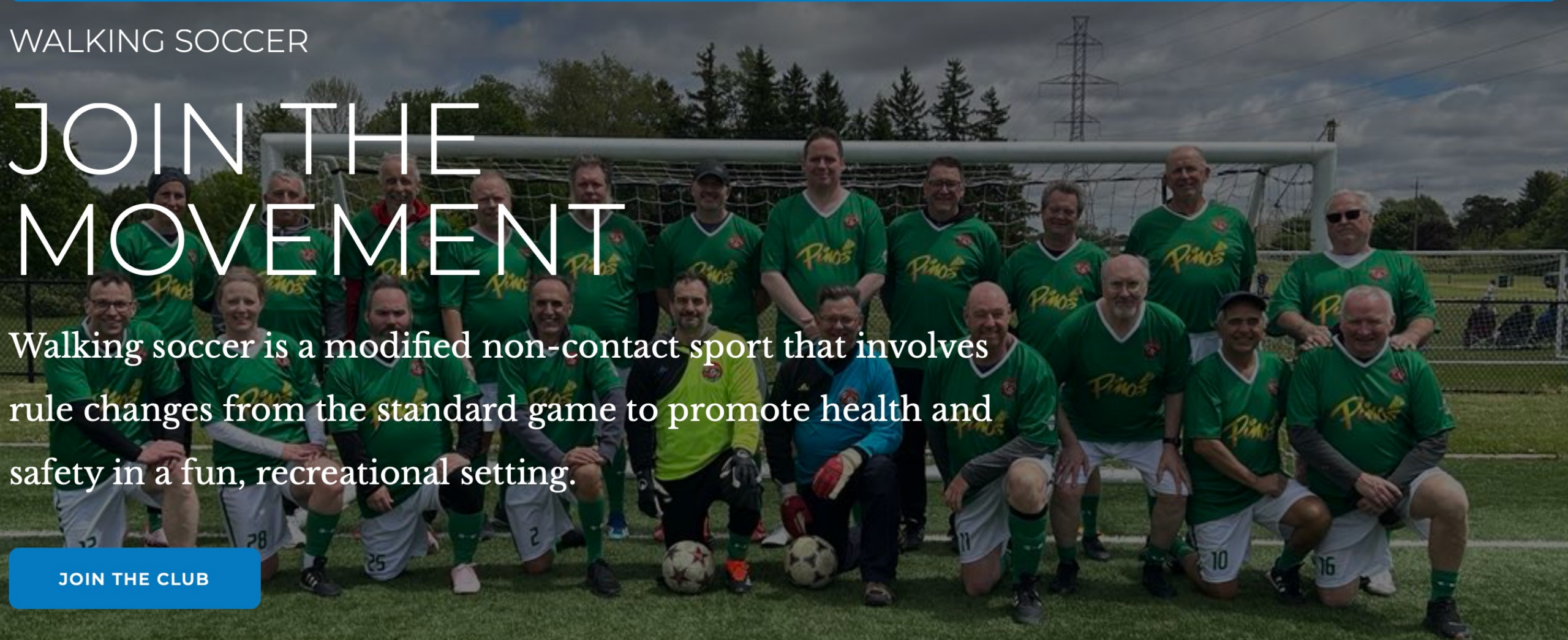
[CONTACT](#)

WALKING SOCCER

JOIN THE MOVEMENT

Walking soccer is a modified non-contact sport that involves rule changes from the standard game to promote health and safety in a fun, recreational setting.

[JOIN THE CLUB](#)



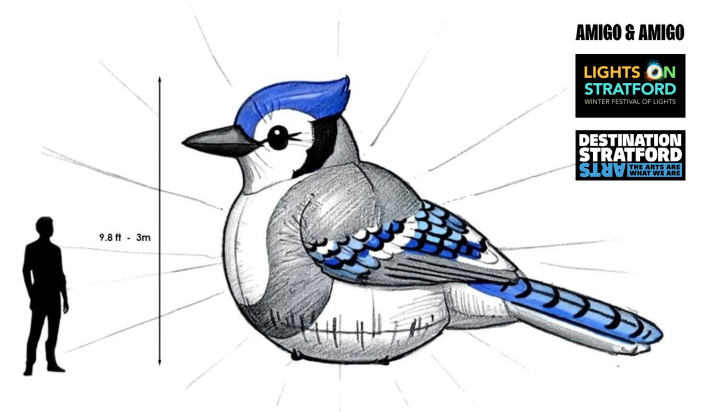
LIGHTS ON
STRATFORD
WINTER FESTIVAL OF LIGHTS

**DESTINATION
STRATFORD**
ARTS THE ARTS ARE
WHAT WE ARE



DECEMBER 12 - JANUARY 18

LIGHTSONSTRATFORD.CA





MANAGEMENT REPORT

Date: October 21, 2025
To: Finance and Labour Relations Sub-Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report Number: FIN25-031
Attachments: 1) 2024 Treasurer's Statement of Development Charge Reserve Fund;
 2) Development Charge Reserve Funds Activity by Fund;
 3) Parkland Reserve Fund Activity

Title: Treasurer's Statement for Development Charges and Parkland Reserve Funds 2024

Objective: To provide Committee and Council with legislatively required reports under the Development Charges Act, 1997 and the Planning Act, as amended with Bill 108, 138 and 197 showing the funds received and outlaid in the year.

Background: In accordance with the Development Charges Act, 1997 (DCA), Planning Act, and the City's Development Charges By-law 41-2022, the Treasurer is required to provide Council with an annual Treasurer's Statement on the Development Charges and the City's Parkland Dedication reserve funds.

Development Charges

Development Charges Reserve Fund Statement Section 12 of O.Reg. 82/98 prescribes the information that must be included in the Treasurer's Statement. The collection of these charges and ultimate spending of the funds is captured in the Development Charges Background Study, the most recent of which was adopted in April 2022.

The information is in addition to the opening and closing balance for the previous year and the transactions relating to that year. For each reserve fund, the following information is provided:

1. A description of the service for which the fund was established. If the fund was established for a service category, the service is the category.
2. For the credits in relation to the service or service category for which the fund was established,

- i. the amount outstanding at the beginning of the previous year, given in the year, used in the year and outstanding at the end of the year,
 - ii. the amount outstanding at the beginning of the previous year and outstanding at the end of the year, broken down by individual credit holder.
- 3. The amount of any money borrowed from the fund by the municipality during the previous year and the purpose for which it was borrowed.
- 4. The amount of interest accrued during the previous year on money borrowed from the fund by the municipality.
- 5. The amount and source of any money used by the municipality to repay, in the previous year, money borrowed from the fund or interest on such money.
- 6. A schedule that identifies credits recognized under section 17 and, for each credit recognized, sets out the value of the credit, the service against which the credit is applied, and the source of funds used to finance the credit.

The following is also prescribed as information to be included in the Statement of the Treasurer:

- 1. For each project that is financed, in whole or in part, by development charges,
 - i. the amount of money from each reserve fund established under section 33 of the Act that is spent on the project, and
 - ii. the amount and source of any other money that is spent on the project.
- 2. For each service for which a development charge is collected during the year,
 - i. whether, as of the end of the year, the municipality expects to incur the amount of capital costs that were estimated, in the relevant development charge background study, to be incurred during the term of the applicable development charge by-law, and
 - ii. if the answer to subparagraph i is no, the amount the municipality now expects to incur and a statement as to why this amount is expected.
- 3. For any service for which a development charge was collected during the year but in respect of which no money from a reserve fund was spent during the year, a statement as to why there was no spending during the year. As per item (2), the City expects to incur the amount of capital costs that were estimated in the development charge background study during the term of the development charge by-law. Further, spending occurred from each reserve fund in which development charges were collected as per item (3). The Treasurers' Statement to be completed as part of the above requirements are included as Attachments 1 and 2 to this report.

Parkland Dedication

Park Dedication Reserve Fund Statement Section 42 of the Planning Act and Section 7 of O.Reg. 509/20 prescribes the information that must be provided to Council with the annual Treasurer's statement on the City's Cash in Lieu of Park Land, known as the Parkland Dedication Reserve Fund. For this reserve fund:

1. All money received by the municipality and all money received on the sale of land less any amount spent by the municipality out of its general funds in respect of the land, shall be paid into a special account and spent only for the acquisition of land to be used for park or other public recreational purposes, including the erection, improvement or repair of buildings and the acquisition of machinery for park or other public recreational purposes.
2. The money in the special account may be invested in securities in which the municipality is permitted to invest, and the earnings derived from the investment of the money shall be paid into the special account.
3. The Treasurer of the municipality shall each year, on or before the date specified by the council, give Council a financial statement relating to the special account.
4. The statement shall include, for the preceding year:
 - a) statements of the opening and closing balances of the special account and of the transactions relating to the account.
 - b) statements identifying,
 - i. any land or machinery acquired during the year with funds from the special account,
 - ii. any building erected, improved or repaired during the year with funds from the special account,
 - iii. details of the amounts spent, and
 - iv. for each asset mentioned in subclauses (i) and (ii), the manner in which any capital cost not funded from the special account was or will be funded.
5. The amount of money borrowed from the special account and the purpose for which it was borrowed.

6. The amount of interest accrued on any money borrowed from the special account.
7. The Treasurer shall give a copy of the statement to the Minister on request.
8. The Council shall ensure that the statement is made available to the public.
9. The report shall explain how land conveyed to the municipality and funds from the special account spent during the preceding year contributed to addressing the need for parkland in the municipality that was set out in the parks plan.

Per item (9) land conveyed to the City and funds collected under park dedication are pivotal to addressing the City's parkland needs to strengthen the community's wellbeing. The City annually uses these funds to address land acquisition, new park and park related infrastructure and manage existing park needs as per the City's parks plan. The Treasurer's Statement is included as Attachment 3 to this report.

Similarly, Section 42 of the Planning Act allows municipalities to accept cash-in-lieu of parkland equal to the value of the land that would otherwise be conveyed. Annual reporting on the revenues earned and expended in the year is required.

Both sources represent fundamental funding tools for the City.

Once these reports are reviewed by Council, they must be made available for the public and are forwarded to the Ministry of Municipal Affairs & Housing upon request.

Analysis:

Development Charges

In 2024, the City collected \$2,511,982 in development charges (2023, \$1,864,755) from developers and contributed from the City's taxpayers to keep the funds whole of \$349,009 (2023, \$352,133). Specifically this relates to Bill 23, and provincial legislation that required municipalities to i) phase in any increases from the previous DC level of charges, and ii) to provide waivers and discounts for eligible developments. The funds earned a total of \$586,097 in interest (2023, \$436,036). There was a prior year adjustment required of \$61,142 due to an incorrect year-end accrual in 2022.

Eligible projects outlined in the Development Charges Background Study (2022) were funded in part with development charges, which resulted in a year-end balance of \$19,887,155 as outlined in the report attached.

The specific projects supported by development charges in 2024 included Growth Studies including the ongoing Official Plan Review and Sanitary Master Plan. Library collection materials were purchased, and sidewalk and equipment capital projects that are outlined in the DC background study were undertaken. Renovations were also

completed for the space at 798 Erie for the Stratford Police Service using Development Charges. Debt repayment towards the Quinlan pumping station and recreation centres respectively, completed in previous years is also reflected.

Parkland Dedication

Also in 2024, the City collected \$195,525 in parkland dedication fees (2023, \$26,500). The funds earned a total of \$43,329.66 (2023, \$32,702.40) in interest.

In 2024, there were no projects specifically funded from Parkland Dedication funds (2023, nil).

The fund balances for Development Charges, Parkland Dedication and all other Reserve Funds recorded in the City's records are substantially supported by cash held in reserve fund bank accounts and reserve fund investment accounts.

Planned utilization of Development Charges funds and Parkland Dedication funds are included in the 10-year capital plans as applicable and as allowed within the legislation.

The current Development Charges background study expires in April 2027 and is included in the 2026 workplan for staff to undertake. This review will include consultation with the CAO, members of the Corporate Leadership and Management Teams, other stakeholders and integration to the extent possible with the official plan and strategic goals of Council to ensure that costs of growth are funded from development charges to the extent allowed.

Financial Implications:

Financial impact to current and future year operating budgets:

There is no direct financial impact from these reports, as they are prepared retrospectively to report on historical transactions to meet the City's legislated reporting requirements.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Alignment with One Planet Principles:

Not applicable: There is no alignment with One Planet Principles, as these reports are prepared retrospectively to report on historical transactions to meet the City's legislated reporting requirements.

Staff Recommendation: THAT the 2024 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;

AND THAT the 2024 Treasurer's Statement for City of Stratford Parkland Dedication Reserve Fund be received for information.

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

THE CORPORATION OF THE CITY OF STRATFORD ANNUAL TREASURER'S STATEMENT OF DEVELOPMENT CHARGE RESERVE FUNDS FOR BY-LAW 2022-41 - for Year Ending December 31, 2024												
Attachment 1												
Development Charge Category	Public Works (Facilities & Fleet) ²	Fire Protection Services	Police Services	Parks & Recreation Services ³	Library Services	Growth Studies ⁴	Waste Diversion	INFRASTRUCTURE SERVICES Services Related to Highways ⁵	Wastewater Services	Water Services	AREA SPECIFIC Storm Water & Drainage	Total
Opening Balance - January 01, 2024	708,026	1,509,942	859,862	6,903,949	1,279,883	203,338	200,517	3,451,338	1,749,721	690,256	-220,889	17,335,942
Plus:												
Development Charge Collections from Developers	178,650	84,407	119,531	463,940	84,963	68,371	88,372	536,384	601,906	53,368	232,092	2,511,982
Development Charge Exemptions Funded by City ¹	20,353	9,000	14,931	70,981	12,593	7,858	13,128	78,067	87,548	8,565	25,984	349,009
Interest	25,430	48,695	28,985	221,031	41,154	4,704	9,102	120,706	62,349	22,812	1,129	586,097
Repayment of Monies Borrowed from Fund												0
Sub Total	224,433	142,101	163,447	755,952	138,710	80,933	110,602	735,157	751,802	84,745	259,205	3,447,088
Less:												
Amounts Transferred to Capital (or Other) Funds	70,156		39,822	148,640	20,000	124,896		81,232	375,381			860,128
Amounts Refunded												0
Amounts Loaned to Other DC Service Category												0
Credits												0
SubTotal	70,156	0	39,822	148,640	20,000	124,896	0	81,232	375,381	0	0	860,128
Closing Balance - December 31, 2024	\$ 862,303	\$ 1,652,043	\$ 983,486	\$ 7,511,261	\$ 1,398,593	\$ 159,375	\$ 311,119	\$ 4,105,263	\$ 2,126,142	\$ 775,001	\$ 38,316	\$ 19,922,902
Funds Committed via Capital Forecast not yet spent	360,000				169,744				2,198,400			2,728,144
Closing Balance, not yet committed	502,303	1,652,043	983,486	7,511,261	1,228,849	159,375	311,119	4,105,263	-72,258	775,001	38,316	17,194,758
¹ Includes exemptions for the creation of affordable residential units and attainable residential units, for non-profit housing developments and for inclusionary zoning residential units and phased-in component per Bill 23.												
² Previously known as Other Transportation												
³ Service Category includes previously labelled "Indoor and Outdoor Recreation"												
⁴ Previously known as Administrative Services												
⁵ Previously known as Roads & Traffic												
Fire, Waste Diversion, Water and Storm Development Charge Reserve funds had no planned spending in the year, but planned spending is outlined in the DC background study and 10-year capital forecasts, updated annually.												
The Municipality is compliant with S.S. 59.1 (1) of the Development Charges Act, whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed except as permitted by the Development Charges Act or another Act												

THE CORPORATION OF THE CITY OF STRATFORD
Amounts Transferred to Capital (or Other) Funds - Capital Fund Transactions
Development Charge Reserve Funds Activity (by fund)
- for Year Ending December 31, 2024

Attachment 2

Project Name	Gross Capital Cost	DC Reserve Fund	Other Reserves	Grants	Funding Source Other Contributions	Debt Financing	Tax Levy	Total
Police Services								
789 Erie St Reno	236,054	39,822	196,231	0	0	0	0	236,054
Sub-Total - Police Services	236,054	39,822	196,231	0	0	0	0	236,054
Parks & Recreation Services								
Debt Repayment - Recreation Centre (2009)		78,484	0	0	0	0	0	78,484
Pickup Truck	70,156	70,156	0	0	0	0	0	70,156
Sub-Total - Parks & Recreation	70,156	148,640	0	0	0	0	0	148,640
Library								
Library Collection	282,497	20,000	225,368	0	37,129	0	0	282,497
Sub-Total - Library	282,497	20,000	225,368	0	37,129	0	0	282,497
Growth								
Official Plan Review	95,359	85,823	9,536	0	0	0	0	95,359
Sanitary Master Plan Update	78,146	39,073	39,073	0	0	0	0	78,146
Sub-Total - Growth	173,505	124,896	48,609	0	0	0	0	173,505
Public Works								
Pickup Truck	70,156	70,156	0	0	0	0	0	70,156
Sub-Total - Public Works	70,156	70,156	0	0	0	0	0	70,156
Services Related to Highways								
Missing Sidewalks on Collector and Arterial	42,367	21,183	21,183	0	0	0	0	42,367
New Sidewalks, Collector and Arterial	120,097	60,049	60,049	0	0	0	0	120,097
Sub-Total - Services Related to Highways	162,464	81,232	81,232	0	0	0	0	162,464
Wastewater Services								
Debt Servicing for Quinlan Pumping Station		375,381	0	0	0	0	0	375,381
Sub-Total - Wastewater Services	0	375,381	0	0	0	0	0	375,381
Grand Total	\$ 994,832	\$ 860,128	\$ 551,440	\$0	\$ 37,129	\$0	\$ -	\$ 1,448,697

THE CORPORATION OF THE CITY OF STRATFORD
Treasurer's Statement Under Section 42 of the Planning Act
Parkland Reserve Fund Activity
For the Year Ended - December 31, 2024

Attachment 3

Opening Balance - January 1, 2024		\$1,360,898
Cash in Lieu Collected During 2024		
90 Hibernia St - A. Evans	12,500	
489 Douro St - Culliton	8,000	
172 Frederick St - Culliton	4,300	
161 Nelson St - Old Park Developments	5,725	
Vivian Line - Peoplecare	165,000	
2024 Reserve Fund Interest	43,330	
		\$238,855
Total Funds Available		\$1,599,752
Less: Funds Spent During 2024		
	0.00	
	0.00	
		0.00
Closing Balance - December 31, 2024		\$1,599,752



MANAGEMENT REPORT

Date: October 21, 2025
To: Finance and Labour Relations Sub-Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-032
Attachments: FHI and FHSI Q2 2025 Updates

Title: Festival Hydro Update for Q2 ending June 30, 2025

Objective: To receive an update on Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) financial results and activities at second quarter ending June 30, 2025.

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

Analysis: Please refer to the attached statements for your information.

Financial Implications:

Financial impact to current and future year operating budgets:

The reports are being provided for information and there are no significant financial impacts to note for current or future year operating budgets. Dividend and interest payments are on track as projected for 2025.

Alignment with Strategic Priorities:

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

Alignment with One Planet Principles:

Not applicable:

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

Staff Recommendation: THAT the Festival Hydro Inc. financial results and commentary for the period ended June 30, 2025, be received for information;

AND THAT Festival Hydro Services Inc. financial results and commentary for the period ended June 30, 2025, be received for information.

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



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

October 2025

To: Mark Hunter and the Finance and Labour Relations Committee

Agenda: Financial Statement Commentary for the period ended June 30, 2025

From: Alyson Conrad, CFO

NET INCOME:

Net income for the period is \$869K, which is 73K below the YTD budget. Detailed commentary on the balance sheet and statement of operations are noted below:

BALANCE SHEET COMMENTARY:

Accounts Receivable – The accounts receivable balance is \$1.045M lower than it was in June of 2024. This variance is the result of the following:

- Electric receivables are \$169K lower than June 2024 with decreases in most arrears buckets. FHI customer service staff have prioritized collections efforts where possible within customer service rules in order to ensure these balances do not increase during times of economic uncertainty.
- Water and sewer receivables are down by \$60K compared to June 2024, similarly to electric receivables, there are decreases in most arrears buckets.
- OER has decreased by \$550K compared to the prior year because of a large increase in the OER rate from 19.3% to 13.1%.
- The remaining difference is due to a decrease in recoverable work receivables mainly due to the reimbursement of a large construction deposit.

Electric receivables are being continuously monitored due to the disconnection moratorium which ended on April 30, 2025. The customer service staff have been diligently working through the disconnection process with customers and attempting to receive payments or make payment arrangements prior to disconnection. Payment arrangements have increased but have been relatively successful. The highest risk in this area are larger commercial customers who may not show any collection risks. FHI monitors any public information available on commercial customers.

Inventory – Inventory has decreased by \$108K compared to June 2024 but increased by \$241K from yearend. The increase from yearend is due to proactively ordering in preparation for capital work planned throughout the summer months. Most of the inventory is allocated for specific work. Lead times have been improving.

Unbilled Revenue – This balance is \$888K higher than the balance in June of 2024. As of May 1, 2025, the IESO moved from the Hourly Ontario Energy Price (HOEP) to the Ontario Price (also referred to as the Ontario Electricity Market Price) for wholesale electricity customers in Ontario. The Ontario Price is an improved system that incorporates costs previously included in the Wholesale Market Charge and offers a more transparent and potentially more efficient way to price electricity. The new Ontario Price is based on the Day-Ahead Ontario Zonal Price and includes adjustments for real-time consumption changes

through the Load Forecast Deviation Adjustment (LFDA). Due to higher demand in Southwestern Ontario in May and June, this cost was higher than the prior year.

Regulatory Assets – The regulatory asset balance has increased by \$1.032M since June 2024. Global Adjustment (GA) has seen large variances between the first estimate on which customers are billed and the final estimate which FHI is billed by the IESO. The difference sits in the variance account. For example, the first estimate in May was 4 cents and the final estimate was 13.5 cents, therefore resulting in a receivable for FHI. This has swung in the opposite direction in June but not by the same variance.

A/P and Accrued Liabilities – This balance has decreased by \$1.79M from the June 2024 balance. Trade receivables have decreased by \$400K from the prior year as well as a decrease in the IESO invoice accrual by \$640K. Lastly, in 2024 FHI returned the overpayment of CDM funding from the IESO for the Conservation First Framework in the amount of \$700K.

Due to FHSI – The balance remains in a payable position. This is due to underspending on capital projects and lower revenues than budgeted in FHSI.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q2 2025 is \$70K below budget. Through the first six months of the year, there have been decreases in usage in the Greater than 50 kW customer classes. This could be a result of some of the economic uncertainty that is ongoing. This may pick up through the remainder of the summer where hot weather significantly impacts this customer class. The residential class is behind budget due to less customer growth than expected.

Other Revenue – Other revenue is running \$8K below budget at the end of Q2. Most other revenues are trending close to budget and expect to continue through to the end of the year.

Controllable Costs - Total controllable costs are \$190K above budget to the end of Q2.

Transformer & Distribution Station Expenses are over budget by \$16K. This is due higher in labour costs as the AMI 2.0 rollout has occurred slightly behind schedule and therefore the related labour has not yet be capitalized. As the year progresses FHI anticipates that this balance should align with the budget.

Distribution Lines & Services Overhead costs are over budget by \$156K. This is due to several reasons. The first relates to tree trimming by \$35K as all of our tree trimming outside of Stratford was done in Q1 instead of throughout the year; this will continue to trend closer to budget as year progresses. There were several damaged masts and stacks repaired from February to April which caused additional costs in for disconnects, reconnects, and repairs to wire going from the pole to the service in the amount of \$40K, we do expect to make up some of this difference throughout the year. FHI made an adjustment in 2025 to record the current year vacation accrual. This will be a one time hit in 2025 and this accounts for the majority of the remaining variance.

U/G Distribution Lines & Services expenses are up by \$49K. The same large freeze and thaw that caused issues for O/H also caused numerous underground issues with significantly higher than historical costs and time allocated to these issues. We anticipate this cost line to be overbudget by \$30K at the end of the year.

Customer Premises expenses are \$36K over budget. A large portion was due to damages at a customer's premise which were reimbursed as it was less than the insurance deductible. The remaining variance is also due to the vacation adjustment in the amount of \$15K.

Billing, Collecting and Meter Reading expenses are \$23K below budget. Most costs are relatively close to budget. There are some software costs that are behind budget as there are still some CIS improvements being made to the system and these costs have been capitalized instead of expensed.

Administration expenses are down overall by \$34K. The majority of this balance is due to the timing of administrative costs that occur in the second half of the year that have not yet been spent.

Interest expenses are down by \$136K due to the budget including the \$5M SWAP loan for the full year but this was not drawn on until April. FHI expects that this expense will get closer to budget as the interest rate was slightly higher than budgeted for this loan.

CASH FLOW COMMENTARY

As per the cash flow statement, the June 30 cash balance decreased by \$2.84M since March 2024. In April 2025, FHI drew on a new \$5M SWAP loan to assist with financing capital projects. This loan was planned for in the Cost of Service Application.

LOAN COVENANT RATIOS

The Loan Covenant liquidity ratios and debt to equity ratios as prescribed by our lender, RBC, are being met.

**Presented for information purposes.*

FESTIVAL HYDRO INC.

Balance Sheet
For the period ending June 30, 2025

	YTD as at Jun 30, 2024	YTD as at Dec 31, 2024	YTD as at Jun 30, 2025	YTD Bdgt as at Dec 31, 2025		YTD as at Jun 30, 2024	YTD as at Dec 31, 2024	YTD as at Jun 30, 2025	YTD Bdgt as at Dec 31, 2025
ASSETS					LIABILITIES				
Current Assets					Current Liabilities				
Accounts Receivable	7,094,836	8,499,148	6,049,862	8,500,000	Bank Indebtedness	1,249,010	4,778,478	3,732,667	4,091,721
Inventory	758,972	410,006	650,822	200,000	Accounts Payable & Accrued Liabilities	10,129,564	10,587,244	8,342,942	11,000,000
Prepaid Expenses	462,475	650,790	841,874	500,000	Current Portion of Consumer Deposits	913,346	1,186,600	934,803	1,000,000
Corporate PILS Recoverable	1,069,008	1,180,429	1,152,803	—	Current Portion of Long Term Loans	464,929	1,199,649	706,207	1,055,685
Unbilled Revenue	5,365,084	7,166,152	6,252,676	5,500,000	Dividends Declared	—	147,478	147,478	200,000
					Promissory Note	15,600,000	15,600,000	15,600,000	15,600,000
					Due to FHSI	89,054	94,301	55,524	-125,000
	14,661,321	17,906,525	14,948,038	14,700,000		28,356,849	33,593,749	29,519,619	32,822,406
Property, Plant & Equipment	62,372,432	66,549,243	67,040,595	68,030,141	Other Liabilities				
					Future payments in Lieu of Income Taxes	3,518,269	3,028,217	3,028,217	1,706,586
Other Assets					Deferred Revenue	3,450,770	4,804,267	4,856,481	3,619,600
Intangible Assets	2,676,773	3,469,096	3,915,279	3,969,636	Employee Future Benefits	1,024,453	1,006,032	1,006,032	1,024,453
Unrealized Gain on Interest Rate Swap	454,755	285,958	285,958	454,755					
Regulatory Assets	6,057,458	4,543,408	7,089,444	5,000,000	Long Term Debt				
					Consumer Deposits Over One Year	—	1,032,050	—	400,000
					RBC Loan - LT Portion	14,061,648	12,861,999	17,861,999	14,542,998
					TOTAL LIABILITIES	50,411,990	56,326,314	56,272,348	54,116,043
					EQUITY				
					Share Capital - Common	9,468,388	9,468,388	9,468,388	9,468,388
					Share Capital - Preferred	6,100,000	6,100,000	6,100,000	6,100,000
					Retained Earnings	20,352,357	20,991,353	21,570,403	22,580,097
					Accumulated Other Comprehensive Income	-109,996	-131,825	-131,825	-109,996
					TOTAL EQUITY	35,810,749	36,427,916	37,006,966	38,038,489
TOTAL ASSETS	86,222,739	92,754,230	93,279,314	92,154,532	TOTAL LIABILITIES AND EQUITY	86,222,739	92,754,230	93,279,314	92,154,532

FESTIVAL HYDRO INC.

Statement of Capital For the period ending June 30, 2025

	YTD as at Jun 30, 2024	YTD as at Jun 30, 2025	YTD Bdgt as at Jun 30, 2025	Cur to Bdgt YTD Var\$	Cur to Bdgt YTD Var%
DISTRIBUTION					
Distribution Overhead	769,372	449,924	534,398	-84,473	-16%
Underground Conductor and Devices	490,643	392,025	653,625	-261,600	-40%
Distribution Transformers	415,168	455,166	252,500	202,666	80%
Services	135,017	163,103	109,070	54,033	50%
Distribution Meters	192,073	318,956	714,209	-395,253	-55%
SCADA/Distribution Automation	33,645	10,756	35,750	-24,994	-70%
Tools and Miscellaneous Equipment	8,613	10,880	23,100	-12,220	-53%
TOTAL DISTRIBUTION	2,044,530	1,800,810	2,322,651	-521,841	-22%
OTHER CAPITAL					
Land and Buildings	501,120	90,252	177,500	-87,248	-49%
Transformer Station	66,495	22,342	99,800	-77,457	-78%
Vehicles and Trailers	9,043	266,526	185,000	81,526	44%
Computer Hardware and Software	604,257	703,056	514,941	188,115	37%
Contributed Capital	-157,249	-391,141	-163,594	-227,547	139%
TOTAL OTHER CAPITAL	1,023,665	691,036	813,647	-122,611	-15%
TOTAL CAPITAL	3,068,196	2,491,846	3,136,298	-644,453	-21%

FESTIVAL HYDRO INC.

Income Statement For the period ending June 30, 2025

	YTD as at Jun 30, 2024	YTD as at Jun 30, 2025	YTD Budget at Jun 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	38,624,139	45,012,934	40,780,160	4,232,774	10%
Cost of Power	31,959,217	37,647,454	33,344,427	4,303,027	13%
GROSS MARGIN (DISTRIBUTION REVENUE)	6,664,922	7,365,480	7,435,733	-70,253	(1%)
Other Operating Revenue	509,968	591,201	598,947	-7,746	(1%)
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	211,811	169,480	153,040	16,440	11%
Distribution Lines & Services Overhead	946,012	1,068,544	912,742	155,802	17%
U/G Distribution Lines & Services	96,917	166,692	117,596	49,097	42%
Distribution Transformers	40,930	30,240	43,306	-13,066	(30%)
Distribution Meters	174,636	179,325	179,254	71	0%
Customer Premises	116,443	160,750	124,219	36,531	29%
TOTAL OPERATING AND MAINTENANCE	1,586,750	1,775,031	1,530,157	244,875	16%
ADMINISTRATION					
Billing, Collecting & Meter Reading	755,945	793,574	816,136	-22,562	(3%)
Administration	1,709,392	1,921,094	1,954,838	-33,743	(2%)
TOTAL ADMINISTRATION	2,465,337	2,714,668	2,770,974	-56,306	(2%)
Allocated Depreciation	-67,686	-66,066	-66,066	-0	0%
TOTAL CONTROLLABLE COST	3,984,401	4,423,634	4,235,065	188,569	4%
NET INCOME BEFORE DEP'N, INTEREST & TAX	3,190,489	3,533,047	3,799,615	-266,568	(7%)
Depreciation	1,400,473	1,554,311	1,554,311	0	0%
Interest Expense	950,934	1,019,702	1,155,881	-136,179	(12%)
Interest Income	-154,238	-57,808	—	-57,808	(100%)
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	993,320	1,016,841	1,089,423	-72,582	(7%)
Current Tax	85,985	147,626	147,626	—	—
NET INCOME BEFORE SWAP, ICM & FUTURE TAX	907,335	869,215	941,797	-72,582	(8%)
Unrealized Gain/Loss on Swap	—	—	—	—	—
Future Tax	—	—	—	—	—
Marketable Security - Recorded as OCI	—	—	—	—	—
NET INCOME	907,335	869,215	941,797	-72,582	(8%)

FESTIVAL HYDRO INC.

Cash Flow Statement For the period ending June 30, 2025

	YTD as at Dec 31, 2024	YTD as at Jun 30, 2025	YTD Bdgt as at Jun 30, 2025
Cash from Operations			
Net Income	1,760,604	869,215	470,899
Depreciation	2,815,498	1,554,311	777,156
Amortization of Deferred Revenue in Other Revenue	-21,857	52,214	-19,151
Unrealized Loss on Interest Rate Swap	168,797	—	82,533
Change in OCI	—	—	-13,879
Decrease/(Increase) in Receivables	569,178	2,354,286	-250,000
Decrease/(Increase) in Inventory	-198,001	-240,816	—
Decrease/(Increase) in Prepaids	-341,968	-191,084	-12,500
Decrease/(Increase) in Due to/from FHSI	64,946	-38,777	-6,250
Decrease/(Increase) in PILS	-437,336	27,626	—
Decrease/(Increase) in Unbilled Revenues	-250,684	913,476	—
Decrease/(Increase) in Future Tax	-490,052	—	—
Decrease/(Increase) in Regulatory Assets	1,446,323	-2,546,037	-250,000
Increase/(Decrease) in Payables	222,380	-2,244,302	—
Increase/(Decrease) in Deposits	330,381	-1,283,847	—
Increase/(Decrease) in Employee Future Benefits	-18,421	—	-13,469
Contributed Capital	1,541,685	391,141	81,797
Net Cash Provided	7,161,473	-382,595	847,135
Cash from Financing			
Loan Repayments	750,364	493,443	313,334
Loan Advance	-2,500,000	-5,000,000	-1,250,000
Cash Used - Capital Expenditures	9,385,546	2,882,987	1,649,946
Cash Used - Dividends Paid Current Year	390,330	—	97,583
Cash Used - Dividends Declared in Prior Year	233,750	195,165	50,000
Net Cash Used	8,259,990	-1,428,406	860,862
Increase (Decrease) in Cash Position	-1,098,517	1,045,811	-13,727
Bank Indebtedness, Beg of Period	-3,679,961	-4,778,478	-4,778,478
Bank Indebtedness, End of Period	-4,778,478	-3,732,666	-4,792,204
Bank and Line of Credit Analysis	2024	2025	
High balance (YTD)	5,281,013	2,537,690	
Low Balance (YTD)	-6,552,953	-8,377,148	
Overdraft interest (annualized)	133,767	267,245	
Interest rate (avg annual for period)	6.75%	5.09%	
Average overdraft balance	1,983,139	5,250,386	



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

October 2025

To: Mark Hunter and the Finance and Labour Relations Committee
Agenda: Commentary on Financial Results –
 For the period ended June 30, 2025
From: Alyson Conrad, CFO

Net Income:

The net income(loss) for the period was (\$19.5K), which is \$34K lower than budget and \$25K lower than at this point last year. Detailed commentary on the balance sheet and income statement activity are noted below:

Balance Sheet Commentary:

A/R & Prepaids – This balance is \$11K higher than Q2 2024. New yearly support licenses were purchased this year and are being brought into expense for the duration of the license with the remaining held in prepaids.

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

Capital Asset Additions – Spend to date is \$45K compared to budget of 180K or 25%. Capital spend includes work to support FHI and civil work in St. Marys as well as customer specific expansions. GPON equipment and WiFi controller equipment was purchased in alignment with the budget. Capital spend for potential Videotron build-out requirements were built into the budget in the amount of \$125K which will not be spent until a signed contract has been completed which has not occurred to date.

Due to / from Festival Hydro Inc. – The balance remains in a receivable position at the end of Q2. This is due to underspending on capital projects and lower revenues than budgeted. The balance has decreased from yearend which is expected.

Deferred Revenue and POP Loan – Deferred revenue and the POP Loan agree to amortization schedules.

Income Statement Commentary:

Revenues – Revenues are \$77K lower than budget in Q2. Dark Fibre revenue is down by \$33K. Projects that were anticipated in both dark and lit fibre did not materialize. Consulting revenue is down by \$20K due to a cancelled project for network design consulting as a result of economic factors. Co-locate revenue is also down compared to budget by \$11K due to no new customers at this time.

Operating Expenses – Operating expenses are below budget by \$4K at the end of Q2. Due to lower than planned revenue, discretionary expenses have been limited. There have been lower than budget fibre operating expense by \$24K with a portion of this expense was budgeted due to the above noted projects that did not materialize. There were some slightly higher staffing costs due to a position that was budgeted as a ½ of an FTE. This position was filled as a fully time position for the first six months of the year and is no longer filled, however the cost was spread out over the full 12 months in the budget. In addition, both FHI and FHSI adjusted its vacation liability to account for the 2025 accrual that had previously not been accrued. This is a one time hit in the financial statements.

Cash Flow Commentary:

The cash balance has increased slightly to \$16K from the March 2025 balance. Management has decided to retain a higher balance in the bank account to manage monthly cash flow expenses.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet
For the period ending June 30, 2025

	YTD as at Jun 30, 2024	YTD as at Dec 31, 2024	YTD as at Jun 30, 2025	Bdgt as at Dec 31, 2025		YTD as at Jun 30, 2024	YTD as at Dec 31, 2024	YTD as at Jun 30, 2025	Bdgt as at Dec 31, 2025
ASSETS					LIABILITIES				
Current Assets					Current Liabilities				
Cash	6,877	10,654	15,570	62,392	Accounts Payable	38,438	56,259	52,693	40,000
Accounts Receivable & Prepaids	47,685	27,978	58,415	60,000	Current Portion of LTD	22,078	45,004	22,502	45,868
Due to/from Festival Hydro Inc.	7,131	94,301	55,524	-125,000	Promissory Note	372,000	372,000	372,000	372,000
Inventory	89,054	7,059	7,059	8,000					
Income Tax Receivable/(Payable)	11,859	1,615	13,015	-20,916					
Total Current Assets	162,607	141,606	149,583	-15,524	Total Current Liabilities	432,516	473,262	447,194	457,868
Fixed Assets					Other Liabilities				
Gross Book Value	5,483,244	5,620,453	5,665,783	6,018,538	Deferred Revenue	436,301	398,347	357,185	330,461
Accumulated Depreciation	-2,980,404	-3,142,723	-3,282,761	-3,450,927	Deferred Tax Liabilities	248,000	227,000	227,000	276,197
Net Book Value	2,502,840	2,477,730	2,383,022	2,567,612	Long Term Debt				
					POP Loan Long Term Portion	233,825	188,821	188,821	142,956
					TOTAL LIABILITIES	1,350,642	1,287,430	1,220,200	1,207,482
					EQUITY				
					Share Capital	249,236	249,236	249,236	249,235
					Retained Earnings	1,065,569	1,082,670	1,063,169	1,095,371
					TOTAL EQUITY	1,314,804	1,331,906	1,312,404	1,344,606
TOTAL ASSETS	2,665,446	2,619,336	2,532,605	2,552,088	TOTAL LIABILITIES AND EQUITY	2,665,446	2,619,336	2,532,605	2,552,088

FESTIVAL HYDRO SERVICES INC.

Statement of Capital For the period ending June 30, 2025

	YTD as at Jun 30, 2025	YTD Budget at Jun 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Computer Equipment - Hardware	9,028	32,500	-23,472	(72%)
Computer Software	—	5,000	-5,000	(100%)
Buildings	—	5,000	-5,000	(100%)
Fibre Capital	32,217	125,000	-92,783	(74%)
WiFi Capital	4,085	12,500	-8,415	(67%)
TOTAL CAPITAL	45,330	180,000	-134,670	(75%)

FESTIVAL HYDRO SERVICES INC.

Statement of Operations For the period ending June 30, 2025

	YTD as at Jun 30, 2024	YTD as at Jun 30, 2025	YTD Budget at Jun 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var\$
TOTAL REVENUE	696,045	636,510	713,138	-76,628	(11%)
TOTAL OPERATING EXPENSES	506,302	499,989	503,673	-3,684	(1%)
NET INCOME BEFORE DEPRECIATION & INTEREST	189,744	136,521	209,465	-72,944	(35%)
Depreciation	164,400	140,038	151,350	-11,312	(7%)
Interest Expense	18,606	16,195	18,950	-2,755	(15%)
Interest Income	-232	-211	-300	89	(30%)
NET INCOME FOR THE PERIOD BEFORE TAXES	6,970	-19,501	39,465	-58,966	(149%)
Current Tax Provision	1,500	—	10,458	-10,458	(100%)
Future Tax Provision	—	—	14,099	-14,099	(100%)
NET INCOME(LOSS) FOR THE PERIOD	5,470	-19,501	14,908	-34,410	(231%)

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending June 30, 2025

	YTD as at Dec 31, 2024	YTD as at Jun 30, 2025	YTD Bdgt as at Jun 30, 2025
Cash from Operations			
Net Income	18,302	-19,501	14,908
Future tax provision	-21,000	—	14,099
Current tax provision (ITC portion)	27,000	—	10,458
Depreciation	332,489	140,038	151,350
Amortization of contributed capital	-77,900	-31,867	-31,867
Amortization of deferred revenue	-4,012	-9,295	-9,379
Net Change in Receivables/Payables	-4,903	-45,404	-214
Net Cash Provided	269,976	33,971	149,355
Cash from Financing			
Capital expenditures - FHI	-156,414	-45,330	-180,000
Loan - Wightman	-44,156	-22,502	-22,502
Loan from/(repayment to) Festival	-64,946	38,777	37,500
Net Cash Used	-265,516	-29,055	-165,002
Increase (Decrease) in Cash Position	4,459	4,916	-15,647
Cash Beg of Period	6,194	10,654	10,654
Cash End of Period	10,654	15,570	-4,993



MANAGEMENT REPORT

Date: October 21, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-033
Attachments: Target Metric Calculations - 2023
Annual Debt Repayment Limit (Schedule 81 from FIR 2023 used for 2025 borrowing limits)

Title: Municipal Debt Updates and Limits

Objective: To provide Sub-committee and Council with an update on the City's borrowing capacity (annual repayment limits), as well as current debt levels, the status of current debt-financed projects and to seek approval for next steps regarding previously authorized debt-financed projects.

Background:

Borrowing Capacity (Annual Repayment Limits (ARL))

Annually, the Ministry of Municipal Affairs & Housing (MMAH) authorizes the maximum amount available to commit to payments relating to debt and financial obligations for municipalities based on the municipality's Financial Information Return (FIR). The limit is calculated as 25% of certain annual operating fund revenues.

The ARL is prepared in accordance with Ontario Regulation 403/02 based on the second previous year's FIR that is submitted annually to MMAH.

This report is to provide Council with information with respect to the City's existing levels of long-term debt based on the 2023 FIR (for 2025), as well as some additional analysis regarding the impact of previous borrowing decisions on borrowing capacity based on the provincial limits.

Current Debt Levels and Compliance with Debt Policy

The City's Long-term debt policy requires an annual review of total debt and an analysis of certain financial metrics to identify any areas of concern with respect to financial health and debt levels. These are attached to this report.

Analysis:

Borrowing Capacity/Annual Repayment Limits (ARL)

Attached to this report is a copy of the 2023 Annual Debt Repayment Limit, which governs limits effective January 1, 2025.

The calculation for the City of Stratford's 2025 ARL effective 1st January 2023, as provided by MMAH, is as follows:

2023 Net Revenues	\$110,996,060
25% of Net Revenues	\$27,749,015
Less 2023 Net Debt Charges	(\$8,062,293)
Unadjusted 2025 Annual Repayment Limit	\$19,686,722

Note that the above figures do not include the loan yet to be incurred (ie Britannia II which is authorized for an additional \$4.5 million) which reduces this available limit slightly for the annual payment. These figures were substantially the same in 2022.

Current Debt Levels and Compliance with Debt Policy

Based on these adjusted limits, the City has legislated capacity to undertake additional long-term borrowings of approximately \$191 million, depending on loan terms, rates and amortization periods. It is important to note that incurring debt at this level would result in significant impact to the tax levy unless alternative repayment sources could be secured and will not be recommended.

The City is currently paying down existing debt at the rate of around \$6 million in principal payments per year. Not all of this comes from the tax levy, however, as some is funded by user fees (water, sanitary) and development charges.

The table below provides summary information on the total approved debt, both issued and pending, categorized by the nature of the repayment obligations.

	Tax Supported	From User Fees	From DCs	Total
Debt Issued at Dec 31, 2024	\$ 31,339,321	\$ 14,016,332	\$ 4,058,412	\$ 49,414,065
To be repaid 2025	\$ 3,126,444	\$ 2,187,116	\$ 1,820,283	\$ 7,133,843
Debt Approved but not issued	\$ 17,796,698	\$ -	\$ -	\$ 17,796,698
Total Projected at Dec 31, 2025	\$ 46,009,575	\$ 11,829,215	\$ 2,238,130	\$ 60,076,920
Percentage by Source	77%	20%	4%	100%

Status of Previously Authorized Projects

Britannia Phase II

At the November 29, 2021, Special Council meeting, Council authorized the Britannia Project proceed with the understanding that long-term debt would be required to finance the portion of the project that was not funded from the province. The build project was financed in the interim from existing reserves intended for regular capital programs that now require replenishment from a borrowed source. The amount to be financed is now below \$4 million.

The recommended repayment period is proposed as 12-15 years, to reflect the reduced balances since 2021 from tax repayments. Using an estimated current borrowing rate of 4.50% for the first five years, the annual payments of principal and interest are estimated at \$450,000.

Cooper/Grand Trunk Site

The status of the current indebtedness loans is outlined below. Since 2020, there have been additional expenses that were cash-flowed from committed bank funds but were not specifically assigned a funding source. Staff are highlighting for awareness now and once the outcome from the Ontario Land Tribunal is known, we will advise the amount to be financed and recommended actions at that time.

Loan #	Original Amt	Origin Year	End Date	Annual P&I	Current
14,15,17,18,19	\$14,050,000	2015	2040	\$680,720	\$7,348,617
Internal	\$5,897,975	2019	2029	\$691,423	\$3,166,513
Total loans	\$19,947,975	-	-	\$1,372,143	\$10,515,131
Unfinanced	\$3,672,398	2026	TBD	TBD	\$3,672,398
Total to be financed	\$23,620,373	-	-	TBD	\$14,187,529

398 Erie Street

This housing project is expected to require \$4.9 million once completed, and a subsequent report will come forward to seek approval for the specific dollars and repayment term when the project is complete. The debt repayment for this project is included in the 2025 and subsequent budgets.

9 Fulton (Milverton, Perth Stratford Housing Corporation) - shared service

This housing project is expected to require \$4.6 million once completed, and a subsequent report will come forward to seek approval for the specific dollars and repayment term when the project is complete. This project will be shared with the County of Perth and St. Marys based on weighted assessment and as such the final financial structure may differ, depending on whether partners have available reserves, or wish to borrow for their contributions. The debt repayment for this project is not included in the 2025 and subsequent budgets.

Capital Lease Financing Agreements

In accordance with Ontario Regulation 653/05 of the *Municipal Act, 2001*, and the City's Lease Financing policy (F.1.10), the City Treasurer is required to report annually on capital lease financing agreements.

The City has contractual lease agreements for vehicles; the amount is not a material component of the City's total long-term financing and is limited to a couple of vehicles within the Stratford Police Service.

In the Treasurer's opinion, all financing leases were made in accordance with Ontario Regulation 653/05 of the *Municipal Act, 2001*, and the City's Lease Financing policy (F.1.10).

Current Debt Levels and compliance with Long-Term Debt and Borrowing Policy (the "Policy")

The Policy states: The Municipal Treasurer must ensure that the Municipality is financially viable and able to access the capital markets and borrowing instruments. Before entering any borrowing arrangements, the Municipal Treasurer will complete a financial analysis of at least the following ratios and the achievement of the following targets / norms and comment on the actual results as compared to industry norms and/or common practices, any variances therein, and the financial implications of same.

Attached, calculations are performed for the audited year-end December 31, 2023, and a conclusion for each is noted.

Financial Implications:

Financial impact to current year operating budget:

None. It is noted that the Britannia II project and 398 Erie were internally funded during construction and repayments have been factored into the City's annual budgets. Once the loans are drawn, the City's short-term cash flows will be replenished as these balances are otherwise committed for other purposes. This will not have an impact to the tax levy.

Financial impact on future year operating budget:

Once the Milverton project is closer to completion and final debt amounts known, further discussions with the City's shared services partners and Stratford Council will be required around financing these projects and impact on future operating budgets.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority through using long-term debt as a financial tool which has allowed the City to further investment in current infrastructure by borrowing for various things like stormwater infrastructure, fire trucks and recreational facilities.

Build Housing Stability

This report aligns with this priority as continuing to balance the use of long-term debt with grants and taxation as a direct financing tool, the City can invest strategically in housing initiatives that benefit the community by adding to the available supply.

Work Together For Greater Impact

This report aligns with this priority as the historic investment in readying the Grand Trunk site for development has allowed the City to get to a point where meaningful progress can continue.

Alignment with One Planet Principles:

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

Staff Recommendation: THAT the report titled, "Municipal Debt Updates and Limits" (FIN25-033), be received for information.

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

City of Stratford
Financial Measures in Debt Policy at December 31, 2023

Purpose: To perform annual calculations regarding the City's debt policy F.1.20 presented to Council August 8, 2022 to determine compliance or non-compliance with the policy. Targets are for purposes of establishing trends of financial health of the organization and should not be considered in isolation. Data Source is the annual audited Financial Statements

Formulas for Financial Measures

Percentage of Total Debt to Assets

A = B/C x 100; where

A = Percentage debt in relation to assets,

B = (Long term Liabilities + Current Portion of Long term liabilities)

C= Total assets

Target = Less than 10%

Exceeds target, but includes PSAB adjusted long-term liabilities

	2023	2022	2021
	25.5%	25.3%	25.9%
\$	128,408,708	\$ 122,621,643	\$ 116,808,361
\$	503,352,823	\$ 485,385,447	\$ 450,555,645

Debt Servicing Percentage of Total Revenue

A = B/C x 100; where

A = Percentage debt principal repayment in relation to Revenue

B = (Current Portion of Long term liabilities)

C= (Total income for the year)

Target = Less than 5% of Revenue

Within Target

	3.4%	3.4%	4.2%
\$	5,708,339	\$ 5,619,840	\$ 6,253,872
\$	166,156,782	\$ 164,015,589	\$ 150,611,193

Percentage of Interest Paid to Operating Expenditure

A = B/C x 100; where

A = Percentage Interest paid in relation to Operating Expenditure

B = Interest paid

C= Operating expenditure

Target = Less than 5%

Within Target

	1.5%	1.8%	1.5%
\$	2,334,474	\$ 2,379,437	\$ 1,920,798
\$	153,969,404	\$ 134,990,888	\$ 128,556,027

Formulas for Financial Measures**Percentage of Total Debt to Equity (Accumulated Surplus)**

A = B/C x 100; where

A = Percentage debt in relation to Equity

B = (Long-term Liabilities + Current Portion of long term Liabilities)

C = Funds and Reserves, Accumulated Surplus

Target = Less than 15%

Exceeds target, but includes PSAB adjusted long-term liabilities**Current Ratio**

A = B/C x 100; where

A = Ratio of Current Assets in relation to Current Liabilities

B = Current Assets

C = Current Liabilities

Norm = better than 2:1

Within Target**Liquidity Ratio**

A = B/C x 100; where

A = Ratio of Cash Assets in relation to Current Liabilities

B = Cash Assets (e.g. Unrestricted Cash, Bank)

C = Current Liabilities

Norm = At least 1.5: 1

Within Target

	2023	2022	2021
	34.2%	33.8%	35.0%
\$	128,408,708	\$ 122,621,643	\$ 116,808,361
\$	374,944,115	\$ 362,763,804	\$ 333,747,284
	2.778	2.596	2.624
\$	65,113,690	\$ 60,507,862	\$ 56,284,418
\$	23,439,796	\$ 23,308,601	\$ 21,452,173
	2.026	1.711	2.014
\$	47,483,126	\$ 39,886,053	\$ 43,201,943
\$	23,439,796	\$ 23,308,601	\$ 21,452,173

Conclusion: Most metrics are in compliance. City's cash flows and liquidity are within healthy ranges. Debt load relative to overall accumulated surplus is higher than desired but reflects aging infrastructure and PSAB adjusted inclusions which, over time, will improve as infrastructure is replaced and debt reduces.

FIR2023: Stratford C

Asmt Code: 3111

MAH Code: 65101

Schedule 81**ANNUAL DEBT REPAYMENT LIMIT**

based on the information reported for the year ended December 31, 2023

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT**NOTE: THE ESTIMATED ANNUAL REPAYMENT LIMIT IS EFFECTIVE JANUARY 01, 2025***Please note that fees and revenues for Homes for the Aged are not reflected in this estimate***Debt Charges for the Current Year**

		1
		\$
0210	Principal (SLC 74 3099 01).	6,229,432
0220	Interest (SLC 74 3099 02).	1,832,861
0299		Subtotal
		8,062,293
0610	Payments for Long Term Commitments and Liabilities Financed from the Consolidated Statement of Operations (SLC 42 6010 01)	0
9910	Total Debt Charges	8,062,293

Excluded Debt Charges

		1
		\$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099		Subtotal
		0
1410	Debt Charges for Tile Drainage / Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant Funding for Repayment of Long Term Debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump Sum (Balloon) Repayments of Long Term Debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420		Total Debt Charges to be Excluded
		0
9920	Net Debt Charges	8,062,293

1610	Total Revenues (SLC 10 9910 01)	1
		\$
		171,586,851
	Excluded Revenue Amounts	
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, Including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	42,692,902
2220	Canada Grants, Including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	2,341,310
2225	Deferred Revenue Earned (Provincial Gas Tax) (SLC 10 0830 01)	84,675
2226	Deferred Revenue Earned (Canada Gas Tax) (SLC 10 0831 01)	1,875,868
2230	Revenue from Other Municipalities, Including Revenue for Tangible Capital Assets (SLC 10 1099 01 + SLC 10 1098 01)	12,757,437
2240	Gain (Loss) on Sale of Land & Capital Assets (SLC 10 1811 01)	136,288
2250	Deferred Revenue Earned (Development Charges) (SLC 10 1812 01)	702,311
2251	Deferred Revenue Earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	0
2256	Deferred Revenue Earned (Community Benefits Charges) (SLC 10 1815 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01)	0
2299		Subtotal
		60,590,791
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	
2610		Net Revenues
		110,996,060
2620		25% of Net Revenues
		27,749,015
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	19,686,722

For Illustration Purposes Only

Annual Interest Rate

0.06

@

Term

15

years =

191,202,346



MANAGEMENT REPORT

Date: October 21, 2025
To: Finance and Labour Relations Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: FIN25-034
Attachments: Management Report FIN25-017: Take-out Container Levy

Title: Take-out Container Levy Update

Objective: To provide an update on the request from the Energy and Environment Advisory Committee for Council to direct staff to investigate the legislative regulations of a take-out container levy program for the City of Stratford.

Background: At the October 7, 2024 Energy and Environment Advisory Committee meeting the following motion was passed:

THAT the Energy & Environment Advisory Committee request Stratford City Council direct staff to investigate the legislative regulations of a take-out container levy program for the City of Stratford.

At the June 17, 2025 Finance and Labour Relations Sub-committee meeting the following motion was passed:

THAT the Energy and Environment Advisory Committee are directed to undertake research to determine if an Ontario municipality has adopted a take-out container levy and what the programs include and report back to the Council Committee Coordinator.

Management Report FIN25-017 is attached for reference.

Analysis: The Energy and Environment Advisory Committee undertook research and found that no Ontario municipality has implemented levies for non-reusable takeout containers. Additionally, provincial legislation, namely the Municipal Act, does not permit municipalities to levy taxes outside of property and accommodation taxes.

The City of Toronto, whom is governed under the City of Toronto Act, adopted a Single-use and Takeaway Items By-law in 2024 which includes the following:

No retail business establishment operator shall provide or permit the provision of a single-use accessory food item to a customer unless:

- (1) First asking the customer if they want the single-use accessory food item and the customer responds that they do, including responses given by telephone, self service kiosk, or using an internet-based ordering platform;
- (2) First receiving a request from the customer for the single-use accessory food item, including requests given by telephone, self-service kiosk, or using an internet based ordering platform; or
- (3) A customer obtains the single-use accessory item from a self-serve accessory food item station.

Single use accessories typically include items such as cutlery, napkins, and condiments.

The success of this by-law and whether it is enforced are unknown at this time. Staff have noted Toronto's approach includes providing businesses with resources to support compliance and encouraging voluntary elimination of other unnecessary items whereas E&E's motion states that the "Ask-First" by-law would be mandatory for businesses.

At the September 4, 2025 Energy & Environment Advisory Committee meeting the following motion was passed based on the research completed:

THAT the Energy & Environment Advisory Committee requests Stratford City Council direct staff to draft a by-law to consider implementing a mandatory "Ask First" policy for Stratford businesses, similar to the City of Toronto;

AND THAT the Energy & Environment Advisory Committee will provide financial support for the cost of signage and distribution to businesses.

Staff have confirmed the intent of the motion does align with the recommendations outlined in the Community Climate Action Plan, specifically Program Area 6 – *Towards Zero Waste*. It is also staff's understanding some businesses already allow customers to bring in a re-usable container for use.

To action this recommendation, staff would need to undertake a review of legislative regulations surrounding an "ask first" by-law. As part of this review, the City would consult legal counsel to understand whether the City has the authority to mandate such a by-law or whether participation would need to be voluntary. If it was determined that the by-law could be implemented staff would proceed to consult with the public to gather community feedback prior to proceeding, develop clear public-facing guidelines, arrange for the design and printing of signage, drafting of the by-law and tailored communication should the by-law be adopted. This will require significant staff resources to implement effectively.

If it is determined the City cannot implement this by-law then a report advising such would be presented for the information of Council.

In consultation with the Infrastructure Services Department this project would align with the work of the Supervisor of Waste Operations. In the 2026 Draft Budget, staff have outlined the 2026 workplan for waste management services. This plan is predominantly influenced by the required transition of the Blue Box program and waste collection services, the design and installation of an expanded methane collection system required to ensure continued disposal of waste at the landfill, and the development of long-term strategies to be formulated as part of the proposed 2026 Waste Rate Study. If this initiative is undertaken, progress will hinge on the Supervisor of Waste's availability, which is limited during 2025 and 2026.

Financial Implications:

Financial implications to future years budgets:

Financial implications of implementing an ask-first by-law for single use accessory food items have not been identified at this time.

Legal considerations:

Legal services will be required to understand whether the City is able to adopt such a by-law. Costs for this review could be approximately \$500 - \$3,000 and could likely be incorporated into operating budgets.

Alignment with Strategic Priorities:

Intentionally Change to Support the Future

This report aligns with this priority as it may help to reduce consumption of single use products should it be implemented.

Alignment with One Planet Principles:

Material and Products

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

Zero Waste

Reducing consumption, reusing and recycling to achieve zero waste and zero pollution.

Staff Recommendation: THAT the review of a mandatory Single-use and Takeaway Items By-law in the City of Stratford, similar to the by-law developed by the City of Toronto, be referred to staff.

Prepared by:

Vicky Trotter, Council Committee Coordinator

Recommended by:

Taylor Crinklaw, Director of Infrastructure Services

André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: June 17, 2025
To: Finance and Labour Relations Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: FIN25-017
Attachments: None

Title: Take-out Container Levy (FIN25-017).docx

Objective: To consider the request from the Energy and Environment Advisory Committee for City Council to direct staff to investigate the legislative regulations of a take-out container levy program for the City of Stratford.

Background: At the October 7, 2024 Energy and Environment Advisory Committee meeting the following motion was passed:

THAT the Energy & Environment Advisory Committee request Stratford City Council direct staff to investigate the legislative regulations of a take-out container levy program for the City of Stratford.

The purpose of this report is to consider this request.

Analysis: To action this recommendation, staff would need to undertake a review of legislative regulations surrounding a take-out container levy program. As part of this review, the City would need to consult legal counsel to understand whether the City has the authority to implement such a levy. To staff's knowledge no other municipality has implemented a program of this kind.

Following the review, if the levy could be implemented staff would need to develop the program, determine how it would be administered, along with an education campaign for consideration by Council. If it is determined the City cannot implement this levy then a report advising such would be presented for the information of Council.

Currently, the Infrastructure Services Department does not have the capacity to complete this investigation due to large scale ongoing provincial legislative changes, approved 2025 projects and day-to-day activities. If Council desires to consider this initiative further, request as part of the 2026 Budget Process that it be included as part of 2026 Work Plans for Infrastructure Services.

Options for consideration:

1. Direct Infrastructure Services Staff to undertake the review: THAT staff undertake a review of a take-out container levy program as part of its 2026 Work Plan and report back to the respective Council Sub-committee.
2. Direct the Energy and Environment Advisory Committee to undertake research: THAT the Energy and Environment Advisory Committee are directed to undertake research to determine if an Ontario municipality has adopted a take-out container levy and what the programs include and report back to the Council Committee Coordinator.
3. File the request (meaning take no action): THAT the request from the Energy and Environment Advisory Committee to direct staff to investigate the legislative regulations of a take-out container levy program for the City of Stratford be filed.

Financial Implications:

Not applicable:

There are no financial implications to be reported as a result of this report. Financial implications of implementing a take-out container levy have not been researched.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as the request is for a take-out container levy to be investigated.

Alignment with One Planet Principles:

Material and Products

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

Zero Waste

Reducing consumption, reusing and recycling to achieve zero waste and zero pollution.

Staff Recommendation: THAT the Finance and Labour Relations Sub-committee provide direction on the request from the Energy and Environment Advisory Committee to research a take-out container levy program.

Prepared by:

Vicky Trotter, Council Committee Coordinator
Tatiana Dafoe, City Clerk

Recommended by:

Taylor Crinklaw, Director of Infrastructure
Adam Betteridge, Interim Chief Administrative Officer



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

BEING a By-law to authorize the acceptance of a proposal from Cimco Refrigeration Inc. for the supply and installation of new HVAC units at the William Allman Memorial Arena.

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 of Cimco Refrigeration Inc. for the supply and installation of new HVAC units at the William Allman Memorial Arena, 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 for the supply and installation of new HVAC units at the William Allman Memorial Arena is \$186,000, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 By-law 4-2023, as amended, to make appointments to the Communities in Bloom Advisory Committee.

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

AND WHEREAS Council of The Corporation of the City of Stratford adopted By-law 4-2023 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2022 term of municipal office;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to amend By-law 4-2023 to make further appointments to the Communities in Bloom Advisory Committee;

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

1. That Section 2.13 of By-law 4-2023, as amended, be further amended to make the following appointments:
 - 2.13 a) (insert name) is hereby appointed to the Communities in Bloom Advisory Committee as a citizen representative for a two-year term to November 30, 2027 or until a successor is appointed by City Council.
 - 2.13 b) (insert name) is hereby appointed to the Communities in Bloom Advisory Committee as a citizen representative for a two-year term to November 30, 2027 or until a successor is appointed by City Council.
 - 2.13 c) (insert name) is hereby appointed to the Communities in Bloom Advisory Committee as a citizen representative for a two-year term to November 30, 2027 or until a successor is appointed by City Council.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 exempt Lots 1 and 2, Plan 44M-91 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying semi-detached dwelling units to individual owners.

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

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6404 herein from the part-lot control provisions of the Planning Act for the purpose of conveying semi-detached dwellings to individual owners;

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

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Lots 1 and 2 on Plan 44M-91, being Parts 1 to 24 (inclusive) on Plan 44R-6404 for the purpose of conveying semi-detached dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. That the City Solicitor is authorized to have this By-law registered in the Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 exempt Block 78 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6422 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

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

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6422 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners;

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

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 78 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6422 for the purposes of conveying street townhouse dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. The City Solicitor is authorized to have this By-law registered in the Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 exempt Block 79 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6410 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

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

AND WHEREAS an application has been made to The Corporation of the City of Stratford to remove certain lands described in Section 1, and as shown on Plan 44R-6410 from the part-lot control provisions of the Planning Act for the purpose of conveying street townhouse dwelling units to individual owners;

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

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

1. That Section 50(5) of the Planning Act, as amended, does not apply to those parcels of land and premises situated in the City of Stratford, in the County of Perth, in the Province of Ontario and described as Block 79 on Plan 44M-101, being Parts 1 to 6 (inclusive) on Plan 44R-6410 for the purposes of conveying street townhouse dwelling units to individual owners.
2. This exemption shall be in effect for a period of one (1) year from the date of passage of this By-law.
3. The City Solicitor is authorized to have this By-law registered in the Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



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

BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of work by Trade-Mark Industrial Inc. for the Stratford Public Library Elevator Modernization Project (T-2025-50).

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

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

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

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

1. That the tender (T-2025-50) of Trade-Mark Industrial Inc. for the Stratford Public Library Elevator Modernization Project, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender (T-2025-50) for the Stratford Public Library Elevator Modernization Project is \$189,677.59, including HST.
3. That if additional work is required, the Director of Community Services, be authorized to approve the contingency amount of \$34,636 for hydraulic cylinder drilling from Facilities Capital Reserve Fund R-R11-FACI and to execute any required documents on behalf of the Corporation.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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, execution of a contract, and the undertaking of work by CIMA+ for engineering consulting services for the pre-design, detailed design, contract administration and site inspection for the Digester Roof and Mixing System Replacement at the Stratford Water Pollution Control Plant (RFP-2025-53).

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:

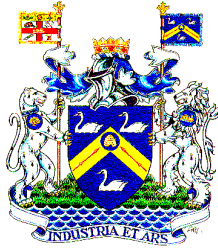
1. That the proposal (RFP-2025-53) of CIMA+ for engineering consulting services for the pre-design, detailed design, contract administration and site inspection for the Digester Roof and Mixing System Replacement at the Stratford Water Pollution Control Plant, be accepted and the Mayor and Clerk, or 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-2025-53) for engineering consulting services for the pre-design, detailed design, contract administration and site inspection for the Digester Roof and Mixing System Replacement at the Stratford Water Pollution Control Plant is \$364,179.00, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 entering into and execution of an encroachment agreement with Argolidos Property Corp. (formerly Theocharis Brothers Properties Inc.) to permit the existing metal lights, frame and metal awning, and frame and metal sign to encroach onto the Downie and Brunswick Street road allowances at 69 Downie Street.

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

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

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

AND WHEREAS The Corporation of the City of Stratford is the registered owner of the municipal property known as the Downie and Brunswick Street road allowances;

AND WHEREAS an application was made to The Corporation of the City of Stratford to permit the existing metal lights, frame and metal awning, and frame and metal sign to encroach onto the Downie and Brunswick Street road allowances at 69 Downie Street;

AND WHEREAS the Parties hereto agree to enter into an Agreement to permit the encroachment of the existing metal lights, frame and metal awning, and frame and metal sign, for a total encroachment of 11.83m², to encroach onto the Downie and Brunswick Street road allowances at 69 Downie Street as shown on Schedule "B" to the Agreement, to continue under certain terms and conditions as set out in the said Agreement;

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

1. That the Encroachment Agreement between The Corporation of the City of Stratford and Argolidos Property Corp. (formerly Theocharis Brothers Properties Inc.) to permit the existing metal lights, frame and metal awning, and frame and metal sign, for a total encroachment of 11.83m², to encroach onto the Downie and Brunswick Street road allowances at 69 Downie Street, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. The Encroachment Agreement applies to the property known municipally as the Downie and Brunswick Street road allowances at 69 Downie Street, and more particularly described as:
 - RDAL BTN TWP OF DOWNIE & TWP OF S EASTHOPE AS SHOWN ON PL20 AS DOWNIE RD; DOWNIE RD PL 20 STRATFORD; BEING DOWNIE ST (AKA DOWNIE RD) BTN ONTARIO ST & DOURO ST; STRATFORD, PIN 53122-0001 LT
 - BRUNSWICK ST PL 20 STRATFORD W OF WATERLOO ST; STRATFORD, PIN 53122-0160 LT
3. The City Solicitor is authorized to register the Encroachment Agreement referred to in Paragraph 1 herein, in the Land Registry Office.
4. This By-law comes into force and takes upon final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 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 entering into and execution of an encroachment agreement with Kent Bunston and Michael DieBold to permit the existing walkway to encroach onto the West Gore Street road allowance at 14 West Gore Street.

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

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

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

AND WHEREAS The Corporation of the City of Stratford is the registered owner of the municipal property known as the West Gore Street road allowance;

AND WHEREAS an application was made to The Corporation of the City of Stratford to permit the existing walkway to encroach onto the West Gore Street road allowance at 14 West Gore Street;

AND WHEREAS the Parties hereto agree to enter into an Agreement to permit the encroachment of the existing walkway, for a total encroachment of 3.18m², the West Gore Street road allowance at 14 West Gore Street as shown on Schedule "B" to the Agreement, to continue under certain terms and conditions as set out in the said Agreement;

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

1. That the Encroachment Agreement between The Corporation of the City of Stratford and Kent Bunston and Michael DieBold to permit the existing walkway, for a total encroachment of 3.18m², to encroach onto the West Gore Street road allowance at 14 West Gore Street, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby

authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

2. The Encroachment Agreement applies to the property known municipally as the West Gore Street road allowance at 14 West Gore Street, and more particularly described as:
 - GORE ST S PL 20 STRATFORD; PT LT 1 PL 36 STRATFORD PT 1 44R3322; BEING W GORE ST (FORMERLY GORE ST S) BTN DUFFERIN ST & DOWNE ST; Stratford, PIN 53116-0004 (LT)
3. The City Solicitor is authorized to register the Encroachment Agreement referred to in Paragraph 1 herein, in the Land Registry office.
4. This By-law comes into force and takes upon final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of November, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

November 24, 2025

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2025-134

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

- Falstaff Street at the Waterloo Street South/Downie Street intersection, to Nile Street will be temporarily closed to through traffic, beginning Monday, October 27, 2025 to end of day Monday, November 3, 2025. This temporary road closure is necessary to facilitate the installation of site servicing operations to a municipal property. Traffic attempting to travel eastbound or westbound on Falstaff Street (between Waterloo Street South and Nile Street) will be detoured along Milton Street and Douro Street. Local traffic will only be permitted on Falstaff Street, west of Nile Street. No through traffic permitted.
- York Street at Veterans Drive and Erie Street will be temporarily closed sporadically to through traffic, Tuesday, October 28, 2025, from 10:00 a.m. to 3:00 p.m. This road closure is to facilitate the installation of a crosswalk. Please note that there will be Flag Persons staged at Huron and York Street during the closure to assist York Street access to Huron and Ontario Streets.
- Front Street from Milton Street to Falstaff Street intersection will be temporarily closed to through traffic, November 6, 2025 for a watermain repair.
- Humber Street from Lorne Ave East to Griffith Road, will be temporarily closed to through traffic, November 14, 2025 for a watermain repair.
- Devon St. between Portia Boulevard and Canterbury Avenue will be closed to through traffic Tuesday, November 18 at 8:00 a.m. until 6:30 p.m., Wednesday, November 19 due to construction work. The closure is necessary for the installation of a new sanitary, storm and water service at 45 Devon Street. The north sidewalk will remain open but accessibility may be limited at

certain times throughout the workday – pedestrians should exercise caution due to heavy equipment in the construction zone.

CA-2025-135

Road Closure Request – Santa’s Parade of Lights

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 period indicated below:

On Sunday, December 7, 2025, from 3:00 p.m. to 7:00 p.m.:

- William Street from Mornington Street to Martin Street
- Hillcrest Street from Delamere Ave to William Street
- Denison Street
- Lakeside Drive North from Martin Street to Lakeside Drive
- Lakeside Drive from Lakeside Drive North to Waterloo Street
- Veterans Drive from Waterloo Street to York 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 Event 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.

Endorsement of the following resolutions have been requested:

CA-2025-136

Resolution from The Corporation of the City of Brantford regarding Provincial Support of the Ontario Airport Capital Assistance Program.

Attachment: Letter from The Corporation of the City of Brantford dated October 31, 2025.

CA-2025-137

Resolution from the Canadian Union of Postal Workers regarding Protecting Public Postal Service and Door-to-Door Delivery.

Attachments – Letter and Resolution from the Canadian Union of Postal Workers dated October 30, 2025.



October 31, 2025

Premier Doug Ford

Sent via email: premier@ontario.ca

Dear Premier Doug Ford:

Please be advised that Brantford City Council at its meeting held October 28, 2025 adopted the following:

12.1.1 Provincial Support of the Ontario Airport Capital Assistance Program

WHEREAS small and regional airports in Ontario serve as critical infrastructure—facilitating essential public services including air ambulance operations, forest firefighting, search & rescue, and law enforcement activities, while also driving local and regional economic development; and

WHEREAS many of these airports are ineligible for the federal Airports Capital Assistance Program (ACAP) due to eligibility constraints such as lacking year round scheduled service, yet still require capital funding for safety-related infrastructure; and

WHEREAS the Airport Management Council of Ontario (AMCO) has identified a persistent funding gap for non ACAP eligible community airports, estimating that approximately 85 such airports need \$5.5 million annually to address critical airside infrastructure needs; and

WHEREAS provinces including British Columbia, Alberta, and Saskatchewan have successfully managed permanent provincial capital-assistance programs—offering clear models for cost-sharing frameworks, eligible project criteria, and annual funding envelopes; and

WHEREAS AMCO's proposed Ontario Airport Capital Assistance Program (OACAP) envisions an annual operational budget of \$8.5–10 million, with a 75% provincial / 25% owner cost-share, a \$2 million per applicant cap, and bonuses for key community-benefiting projects; and

WHEREAS the 2025 Ontario Budget has already acknowledged "airports as cross country infrastructure" and signaled intent to include them in upcoming capital investments; and

WHEREAS the City of Brantford and the County of Brant benefit directly from airport-enabled services, and ensuring its continued operation is in the public interest of resident safety, economic resilience, and efficient connectivity.

NOW THEREFORE BE IT RESOLVED THAT The Corporation of the City of Brantford formally urges the Government of Ontario to:

- i. Implement the Ontario Airport Capital Assistance Program (OACAP) managed by the Ministry of Transportation.
- ii. Adopt the recommended cost-sharing structure (75% provincial / 25% municipal or operator), and cap funds at \$2 million per project per applicant.
- iii. Expand eligibility to include public-use registered aerodromes and certified airports not currently eligible for ACAP.
- iv. Reinstate the Ontario Air Advisory Panel to advise on airport infrastructure and policy priorities.
- v. Designate community and regional airports as critical infrastructure under provincial policy.
- vi. Investigate stable funding mechanisms—such as a dedicated stream from the aviation fuel tax—to support OACAP sustainably.

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, Minister of Transportation, local MPPs, Brant County, AMCO, and all Ontario municipalities operating public airports calling for provincial commitment to OACAP.

I trust this information is of assistance.

Yours truly,



Chris Gauthier City Clerk,
cgauthier@brantford.ca

CC Minister Of Transportation minister.mto@ontario.ca
 Member of Parliament Larry Brock larry.brock@parl.gc.ca
 Member of Provincial Parliament Will Bouma will.bouma@pc.ola.org
 Brant County clerks@brant.ca
 AMCO amco@amco.on.ca
 All Ontario municipalities operating public airports

October 30, 2025

Dear Mayor and Councillors

As postal workers and proud Canadians, we're asking for your attention and your leadership. Canada Post is not just another company — it's part of our country's core infrastructure, connecting every home and business from coast to coast. But right now, that public service is under deliberate attack from within.

For decades, Canada Post was consistently profitable. It delivered billions in revenue, returned over \$1.5 billion to taxpayers, and required no bailouts. Yet suddenly, we're told it's "losing \$10 million a day." Those numbers are padded with one-time write-offs and accounting tricks — fear tactics meant to justify deep cuts, privatization, and the erosion of public trust.

Meanwhile, the same management that claims financial crisis continues to reward itself with bonuses and promotions while slashing routes, underfunding staffing, and blaming workers for losses caused by mismanagement.

Postal workers have proposed real solutions for years — postal banking, weekend parcel delivery, green energy hubs, and expanded community services. Each one blocked or buried by leadership that seems more committed to outsourcing and privatization than to serving Canadians.

This isn't about wages alone. It's about unsafe workloads, rising injury rates, short staffing, insecure temp jobs, and the slow dismantling of a national public service. It's about rural communities being cut off and taxpayers being deceived.

If this strategy continues — starve the system, declare it broken, then sell it off — Canadians will pay the price. Privatization has failed everywhere else it's been tried: higher costs, fewer services, and communities left behind.

We urge you both to stand with us in defense of a strong, public Canada Post.

To demand accountability from executives who have steered a once-proud institution into the ground.

And to remind Ottawa that postal workers are not the problem — we are the people who make this country's communication network run every single day.

Canada Post belongs to Canadians, not corporate interests.

Hands off our Post Office.

Protect public service.

Protect our communities.

In solidarity,

Patti-Jo Lindner

New Hamburg Post Office

Resolution: Protecting Public Postal Service and Door-to-Door Delivery

WHEREAS Canada Post has always been a vital public service that connects people, communities, and businesses across this country; and

WHEREAS for decades Canada Post was profitable returning over a billion dollars to the public purse and operated without taxpayer funding; and

WHEREAS recent claims that the Corporation is losing millions a day have raised serious concerns, especially as executive bonuses continue while routes are cut, offices are understaffed, and delivery standards are reduced; and

WHEREAS the moratorium that once protected rural and urban post offices from closure was lifted **without any public submission or consultation**, putting local access and jobs at risk; and

WHEREAS the conversion from door-to-door mail delivery to community mailboxes has caused safety, and accessibility in many areas, including Stratford; and

WHEREAS the Canadian Postal Service Charter guarantees five-day-a-week delivery to all Canadians and the right to reliable public postal service; and

WHEREAS postal workers have offered many forward-looking ideas like postal banking, community service hubs, and green delivery that would strengthen and modernize the public system instead of breaking it apart;

THEREFORE BE IT RESOLVED THAT Stratford City Council support the continued protection of door-to-door delivery, including rural areas and a strong, public postal service that serves everyone;

BE IT FURTHER RESOLVED THAT Council call on the federal government to:

1. Reinstate and strengthen the moratorium on closing post offices;
2. Keep five-day-a-week mail delivery for all Canadians;
3. Stop any further door-to-door conversions until full safety and accessibility reviews are done, as well as public submissions are made;
4. Reject any privatization or contracting out of postal services; and
5. Work with postal workers and their union on modern public service options, including postal banking and community hubs.

BE IT FINALLY RESOLVED THAT copies of this resolution be sent to:

- The Member of Parliament for Stratford
- The Minister responsible for Canada Post
- The Prime Minister of Canada
- Canadian Municipalities for support at the national level

Moved by: _____

Seconded by: _____

Date: _____



**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 November 24, 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 November 24, 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 24th day of November, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe