



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4789th
Date: Monday, January 12, 2026
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services 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

To watch the Council meeting live, please click the following link: <https://stratford-ca.zoom.us/j/87835975769?pwd=IWD47xiCnHU5uJdIshJOPlasTZjrEw.1>

A video recording of the meeting will also be available through a link on the City's website <https://calendar.stratford.ca/meetings> following the meeting.

Pages

1. Call to Order:

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

Councillor Burbach has provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

3. Adoption of the Minutes:

11 - 31

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated December 8, 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 January 12, 2026, be added to the Agenda as printed.

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

5.1 At the January 12, 2026 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 the potential purchase of property for municipal purposes (CM-26-01) - 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).

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Applications for Part Lot Control (PLC18-25), (PLC19-25), (PLC20-25), and (PLC21-25) for Blocks 81, 84, 89, and 92 respectively, on Plan 44M-101(COU26-002)

32 - 42

Erica Forrest, Assistant Land Development Manager for Cachet Developments Inc., will be in attendance to answer any questions.

Motion by

Staff Recommendation: THAT Council APPROVE Part Lot Control Applications PLC18-25, PLC19-25, PLC20-25, and PLC21-25 to exempt Blocks 81, 84, 89, and 92 respectively, on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit would be under separate ownership.

7.2 Resolution - Parking Permit Program Review (COU26-005)

43 - 50

Motion by

Staff Recommendation: THAT the maximum number of Erie Street Parking Lot monthly permits be increased from twenty-four (24) to thirty-five (35);

THAT the Erie Lot Overnight Parking Pilot Program be approved to provide the following parking permits on a first-come-first-served basis:

- 5 monthly overnight parking permits, and
- 10 daily overnight parking permits;

THAT staff be directed to prepare an amendment to the Fees and Charges By-law to include the expansion of the Erie Street Parking Lot permits;

AND THAT staff be directed to prepare an amendment to the Traffic and Parking By-law to designate the Erie Lot for overnight parking.

7.3 Resolution - Ontario Fire Protection Grant Transfer Payment Agreement

Motion by

THAT The Corporation of the City of Stratford enter into an Ontario Fire Protection Grant Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General to support the municipal fire service in acquiring critical equipment and other needs to improve and enhance the level of fire protection service being provided;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the Ontario Transfer Payment Agreement provided through the Fire Protection Grant on behalf of the Corporation.

7.4 Resolution - Cooper Standard Youth Soccer Lease Agreement 2025 -

51 - 53

2035 (COU26-003)

Motion by

Staff Recommendation: THAT Council authorize the entering into of an agreement between The Corporation of the City of Stratford, Cooper Standard Automotive Canada Limited, and Stratford Youth Soccer that outlines the responsibilities of each party for the use of the soccer facility located to the south and west of Plant #2, 703 Douro Street, for a further ten years to December 31, 2035.

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement on behalf of the municipal corporation.

7.5 Resolution - 2026 Tender Award for Pruning, Removal and Disposal of Designated Trees and Stumps (COU26-001) 54 - 56

Motion by

Staff Recommendation: THAT the tender (T-2025-71) for the removal of designated trees and their stumps be awarded to Lange Bros. (Tavistock) Limited in the amount of \$60,796.26, including HST;

THAT the tender (T-2025-71) for regular, overtime and emergency pruning services be awarded to Lange Bros. (Tavistock) Limited in an amount up to \$257,075.00, including HST;

THAT the tender (T-2025-71) for removal of designated stumps be awarded to Davey Tree Expert Co. of Canada, Limited in the amount of \$10,176.40, including HST;

AND THAT the tender (T-2025-71) for locked-in second emergency call be awarded to Davey Tree Expert Co. of Canada, Limited at an hourly rate for \$318.83, per hour including HST.

7.6 Resolution - Gallery Stratford & Administration of Justice Building HVAC Units Replacement (COU26-004) 57 - 59

Motion by

Staff Recommendation: THAT the Tender (T-2025-59) for the replacement of the HVAC Units at Gallery Stratford and the Administration of Justice Building, be awarded to Jayden's Mechanical Ltd. at a total cost of \$461,307.18, including HST;

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

AND THAT if additional work is required, subject to approval by the Director of Community Services, an additional contingency be authorized

to fund any potential issues that are not within the approved scope of work from the Facilities Capital Reserve Fund R-R11-FACI and in accordance with Policy F.1.15 Capital Budget Authorization for Expenditures.

7.7 Resolution - Canadian Dairy XPO Municipally Significant Event Request

60

Organizers of the Canadian Dairy XPO have requested designation of the 2026 event to be held April 1 and 2, 2026 and to include the networking event on March 31, 2026, in the Cow Coliseum building of the Stratford Rotary Complex, as a municipally significant event for the purpose of obtaining a liquor license.

Comments received from departments and agencies include:

- no issues from Stratford Police;
- no concerns from Huron Perth Public Health;
- no concerns from Community Facilities as the event organizer will obtain a Special Occasion Permit and complete the Municipal Alcohol Policy documents for the event;
- Building Services have no concerns with the event being designated as Municipally Significant and provided the following comments:
 - this is not an acceptance of a license to be issued as the building is currently for storage purposes only and requires a building permit and/or alternative solution prior to the 2026 event, neither have been received or reviewed at this time.
- Fire Prevention has no concerns regarding the event being designated as Municipally Significant and provided the following comments:
 - this is not a recognition of acceptance of the actual license as we have not seen the 'alternate solution' for the CDX building for the 2026 event.

Motion by

THAT City Council hereby designates the 2026 Canadian Dairy XPO (CDX) event to be held April 1 and 2, 2026, including the networking event on March 31, 2026, in the Cow Coliseum at the Stratford Rotary Complex as having municipal significance for the purpose of obtaining liquor licenses from the AGCO, subject to compliance with the City's Municipal Alcohol Risk Policy, required certificates of insurance being

provided and approval being granted by the City's Building and Fire Departments.

7.8 Resolution - Resignation from the Energy and Environment Advisory Committee

Motion by

THAT the resignation of Linda Wakenhut from the Energy and Environment Advisory Committee be accepted.

8. Business for Which Previous Notice Has Been Given:

None noted

9. Reports of the Standing Committees:

9.1 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated January 12, 2025 be adopted as printed.

9.1.1 Update of Natural Gas and Electricity Procurement (FIN25-035) 61 - 65

THAT the report titled, "Update of Natural Gas and Electricity Procurement" (FIN25-035), dated November 18, 2025, be received for information.

9.1.2 Festival Hydro Update for Q3 ending September 30, 2025 (FIN25-037) 66 - 82

THAT the Festival Hydro Inc. third quarter financial results and commentary for the period ended September 30, 2025, be received for information;

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

9.1.3 Ontario Regulation 284/09 – Excluded Expenses 2026 Budget (FIN25-037) 83 - 85

THAT the Report FIN25-037 dated November 18, 2025, from the Director of Corporate Services regarding legislative requirements of Ontario Regulation 284/09, and the impact of excluded expenses from the City's 2026 budget, be received for information.

9.1.4 Reserve and Reserve Fund Policy Review (FIN25-040) 86 - 138

THAT Council receive the Reserve and Reserve Fund Policy Review (FIN25-040) report for information;

THAT Council authorize the proposed housekeeping changes and the establishment of a new Reserve Fund for Affordable Housing;

AND THAT \$1,000,000.00 of the proceeds of sale be allocated to the Affordable Housing Reserve Fund and the remaining \$2,062,481.78 be allocated at the time of receipt of the Asset Management Plan with recommendations from the Director of Corporate Services.

9.1.5 Operating Budget Variance Report as at September 30, 2025 (FIN25-038) 139 - 145

THAT the report titled, "Operating Budget Variance Report as at September 30, 2025" (FIN25-038), dated November 18, 2025, be received for information.

9.2 Report of the Infrastructure, Transportation and Safety Committee:

Motion by

THAT the Report of the Infrastructure, Transportation and Safety Committee dated January 12, 2025 be adopted as printed.

9.2.1 Stratford Landfill Public Input Invite November 2025 (ITS25-027) 146 - 148

THAT Council consider any comments received as part of the Stratford Landfill Public Input November 2025;

AND THAT the report on the Stratford Landfill Public Input November 2025 (ITS25-027), be received for information.

9.2.2 Encroachment Application for 23 Albert Street (ITS25-026) 149 - 153

THAT the request for an encroachment onto municipal property of the lighting and sign at 23 Albert Street be approved;

THAT an annual fee of \$50.00 adjusted yearly by the CPI, be added to the property tax bill for 23 Albert Street for the encroachment agreement;

THAT the owners be required to apply for an awing permit for the two (2) awnings within six months from the date of

approval of the encroachment;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 23 Albert Street.

10. Notice of Intent:

None

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 11.12 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.12 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.12 be read a Third Time and Finally Passed.

11.1 Cooper Standard Youth Soccer Lease Agreement 2025-2035 154 - 155

To authorize the entering into and execution of a lease agreement with Cooper-Standard Automotive Canada Limited and Stratford Youth Soccer to continue the use of the soccer facility located to the south and west of Plant #2, 703 Douro Street, for a ten-year term.

11.2 Part Lot Control Application PLC18-25 - Cachet - Block 81 156

To exempt Block 81 on Plan 44M-101, being Parts 1 to 13 (inclusive) on Plan 44R-6425 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.

11.3 Part Lot Control Application PLC19-25 - Cachet - Block 84 157

To exempt Block 84 on Plan 44M-101, being Parts 1 to 10 (inclusive) on Plan 44R-6424 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.

11.4 Part Lot Control Application PLC20-25 - Cachet - Block 89 158

To exempt Block 89 on Plan 44M-101, being Parts 1 to 8 (inclusive) on

Plan 44R-6431 from the provisions of part-lot control for a period of one (1) year for the purpose of conveying street townhouse dwelling units to individual owners.

11.5	Part Lot Control Application PLC21-25 - Cachet - Block 92	159
	To exempt Block 92 on Plan 44M-101, being Parts 1 to 9 (inclusive) on Plan 44R-6437 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	Award Tender for Regular, Overtime and Emergency Pruning Services in 2026	160
	To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Lange Bros. (Tavistock) Limited for regular, overtime, and emergency pruning services in 2026 (T-2025-71).	
11.7	Award Tender for the Removal of Designated Trees and Stumps in 2026	161
	To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Lange Bros. (Tavistock) Limited for the removal of designated trees and stumps in 2026 (T-2025-71).	
11.8	Award Tender for the Removal of Designated Stumps in 2026	162
	To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Davey Tree Expert Co. of Canada, Limited for the removal of designated stumps in 2026 (T-2025-71).	
11.9	Award Tender for Locked-in Second Emergency Call in 2026	163
	To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Davey Tree Expert Co. of Canada, Limited for locked-in second emergency call services in 2026 (T-2025-71).	
11.10	Fire Protection Grant Ontario Transfer Payment Agreement	164 - 165
	To authorize the execution of an Ontario Fire Protection Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General to receive funds through the Fire Protection Grant program.	
11.11	Award Tender for New HVAC Units at Gallery Stratford and the Administration of Justice Building	166

To authorize the acceptance of a tender by Jayden's Mechanical Ltd. for the supply and installation of new HVAC Units at Gallery Stratford and the Administration of Justice Building (T-2025-59).

11.12 Encroachment Agreement - 23 Albert Street

167 - 168

To authorize the entering into and execution of an encroachment agreement with Leheon Property Corp. to permit the existing lighting and sign to encroach onto the Albert Street road allowance at 23 Albert Street.

12. Consent Agenda: CA-2026-001 to CA-2026-011

169 - 204

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

13. New Business:

14. Adjournment to Standing Committees:

There are no Standing Committee meetings to be held.

The next Regular Council meeting is January 26, 2026 in the Council Chamber, City Hall.

15. Confirmatory By-law:

205

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on January 12, 2026.

Motion by

THAT By-law 11.13 be read a First and Second Time.

Motion by

THAT By-law 11.13 be read a Third Time and Finally Passed.

16. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the January 12, 2026 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session

MINUTES

Meeting #: 4788th
 Date: Monday, December 8, 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, 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, Miranda Franken - Council Clerk Secretary, Marc Bancroft - Manager of Planning, Will Mason - Maintenance Rent Receivables Clerk

Also Present: Zac Gribble - Executive Director Destination Stratford, Krista Robinson - Library Director Stratford Public Library
 Members of the Public and Media

1. Call to Order:

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

There were no disclosures of pecuniary interest made by a Member at the December 8, 2025 Regular Council meeting.

3. Adoption of the Minutes:

R2025-541

Motion by Councillor Nijjar

Seconded by Councillor McCabe

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

Carried

4. Adoption of the Addenda to the Agenda:

R2025-542

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT the Addenda to the Regular Agenda of Council and Standing Committees dated December 8, 2025, be added to the Agenda as printed.

Carried

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

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

4.1 Confidential Report of the City Clerk with respect to applications for the Municipal Accommodation Tax Ad-Hoc Committee (CM-25-31) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

4.2 Confidential Report of the City Clerk with respect to applications for the Stratford Police Service Board (CM-25-32) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Session, no direction was provided and personal information was considered for Items 4.1 and 4.2.

6. Hearings of Deputations and Presentations:

6.1 Poet Laureate Presentation

R2025-543

Motion by Councillor Burbach

Seconded by Councillor Wordofa

THAT Poets Laureate David Stones and Quinn Mayer be heard.

Carried

Poets Laureate David Stones and Quinn Mayer provided an overview of the 2025 Poet Laureate program. Highlights of the presentation included:

- an overview of how the Stratford Poet Laureate program began;
- an overview of their respective activities in 2025 including performances in various community events;
- an overview of the role of Stratford's Poets Laureate including writing poetry for a range of community events, to perform the poems, and to build out a community poetry program;
- the Every Voice Poetry Contest being launched to give every poetic voice in Perth County the chance to be heard;
- the 2025/2026 contest being a pilot project with the hope of it becoming an annual event;
- there being 150 submissions received at this time and the theme of this year's contest being 'Resilience';

- an Awards Ceremony to be hosted in April which is the National Poetry Month; and
- Destination Stratford and Stratford Public Library being thanked for their support.

Poet Laureate Stones performed a poem about Stratford titled, "Six Times Slower Than The World".

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

- the delegates being thanked for sharing their work;
- a member noting that they have been enlightened and grounded by the works of the delegates; and
- Poet Laureate Stones shared their experience of performing a poem at the Local and how it was received by the audience and the volunteers.

The Mayor thanked the Poets Laureate for sharing an overview of their work in the community.

6.2 Adjournment to a Public Meeting under the Planning Act:

R2025-544

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT the comments from Mark and Jackie Calma be received.

Carried

R2025-545

Motion by Councillor Henderson

Seconded by Councillor Nijjar

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

- **Official Plan Amendment Application OPA2-25 and Zoning By-law Amendment Z06-25, for 16 Kastner Street;**

and to reconvene following the public meeting.

Carried

The Council meeting adjourned to a Public Meeting at 7:22 P.M.

The Council meeting reconvened at 7:46 P.M.

7. Orders of the Day:

7.1 Resolution - Application for Part Lot Control Exemption (PLC22-25) for Lot 4 on Registered Plan 44M-91, municipally addressed as 45 and 49 Worsley Street (COU25-158)

R2025-546

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT Council APPROVE Application for Part Lot Control Exemption (PLC22-25) to exempt Lot 4 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.

Carried

7.2 Resolution - Request for Municipal Support Resolution - Cordelia BESS Inc., 465 Wright Boulevard (COU25-165)

The Director of Building and Planning Services provided an overview of the report. Highlights of the presentation included:

- this being the first request of its kind for the City of Stratford;
- the Independent Electricity System Operator's (IESO) having released the Long-Term 2 Capacity RFP, for private electricity storage systems;
- the report being to provide Council with information on the assessment conducted by staff with respect to the proposal from Cordelia BESS Inc.;
- the IESO program being a four-year program which could result in the City receiving additional requests of this nature;
- the report providing information on establishing a procedure on how to assess and analyze such requests in the future;

- the request being submitted to the City about 60 days ago in accordance with the consultation requirement timeline set by the IESO;
- staff dealing with similar processes when dealing with proposals related to telecommunication powers;
- the proponent looking for a municipal resolution but would have to go through the site plan control process if they were successful in their RFP with the IESO; and
- matters related to aesthetics, safety, security, site commissioning and decommissioning to be dealt with during the site plan control process.

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

- Festival Hydro being the owner of the lands where the storage facility is being proposed;
- the proponent needing to enter into a lease agreement with Festival Hydro should they be successful with their RFP;
- the Mayor noting no concerns having been expressed by the Festival Hydro Chief Executive Officer related to the proposed project;
- a member noting their support and that the issues they have identified will be addressed at the site plan review;
- there being some municipalities providing a blanket support resolution for these types of facilities;
- staff to bring back each request for Council's consideration;
- there being community benefits that could arise from these types of projects that can help advance the Community Climate Action Plan;
- there being a benefit to ratepayers as such projects could help lower infrastructure costs;

- it being important to have a community benefit framework in place in relation to these projects;
- property taxes potentially being collected from the property once it is occupied;
- there being a fee involved for the processing of the request;
- if the proponent is approved through the IESO's RFP process, they would have to come back to the City to seek further approval which would include a stringent review process and a legal agreement being executed;
- the Fire Chief noting that the Fire Department has the equipment, expertise, and training to handle issues should a worse case scenario arise related to the proposed facility;
- the Director of Infrastructure Services noting that the wastewater treatment plant has mechanisms in place to address worst case scenarios and additional measures potentially being addressed through the site plan approval process;
- the Director of Building and Planning Services noting that the proponent would have to retain their own consultants to develop the necessary plans that would need to meet the satisfaction of the City;
- there being a site plan control by-law amendment coming back to Council regarding the approval process and Council having the ability to update the criteria for things coming forward in the future;
- a member noting their concern of providing municipal support prior to safeguards being put in place;
- staff having the expertise and knowledge to fully assess the required plans;
- the inclusion of a community benefits in the negotiation if the proponent is successful with their IESO proposal;

- staff to bring back additional information on the community benefits agreement;
- the benefits of energy storage programs;
- the proponent being required to pay the fee; and
- the proponent needing to receive municipal support before year end to meet the IESO deadline for submission.

R2025-547

Motion by Councillor McCabe

Seconded by Councillor Nijjar

THAT the Report titled, "Request for Municipal Support Resolution - Cordelia BESS Inc., 465 Wright Boulevard" (COU25-165), be received;

THAT Council supports the request by Cordelia BESS Inc. for the issuance of a Municipal Support Resolution in relation to a proposed Battery Energy Storage System (BESS) facility at 465 Wright Boulevard;

THAT Staff be directed to issue the required Municipal Support Resolution, as presented to Council, and in the form prescribed by the Independent Electricity System Operator (IESO), subject to the conditions and review framework outlined in this report;

THAT Staff be directed to prepare and bring forward for Council's consideration a draft amendment to the City's Fees and Charges By-law 125-2025 to add a fee of \$3,717.00 for processing requests for Municipal Support Resolutions related to energy projects, as outlined in this report;

AND THAT Staff be directed to prepare and bring forward for Council's consideration a draft amendment to the City's Site Plan Control By-law to include a definition for Private Energy Storage Systems and confirm that such facilities are subject to Site Plan Control.

Carried

R2025-548

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the correspondence from Mike Sullivan be received.

Carried

7.3 Resolution - Appointment to the Stratford Police Service Board (COU25-159)

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT April Smith be appointed as the citizen representative to the Stratford Police Service Board for the remainder of a four-year term to November 14, 2026, or until a successor is appointed by Council.

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

- applicants being thanked for putting their names forward;
- the Stratford Police Services Board being small and currently having all male members;
- it being important to have a female perspective and a diverse representation on the board;
- Ms. Smith having a background in education and there already being a board member with the same background; and
- Ms. Wilde being the preferred applicant due to their background in social services and for having a good understanding of policing both from the police and the community side.

The Mayor called the question on the motion.

Defeated

R2025-549

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT Lisa Wilde be appointed as the citizen representative to the Stratford Police Service Board for the remainder of a four-year term to November 14, 2026, or until a successor is appointed by Council.

It was noted that given the rise in domestic violence, it is imperative to have someone on the Board who has a background in social services; and

The Mayor called the question on the motion.

Carried

7.4 Resolution - Municipal Accommodation Tax Ad-Hoc Committee Appointments (COU25-163)

R2025-550

Motion by Councillor Sebben

Seconded by Councillor Henderson

THAT Councillor Burbach be appointed as the Council representative to the Municipal Accommodation Tax Ad-Hoc Committee for a term ending April 30, 2026.

Carried

R2025-551

Motion by Councillor Burbach

Seconded by Councillor Sebben

THAT Jennifer Birmingham be appointed as the Large Accommodation Sector representative to the Municipal Accommodation Tax Ad-Hoc Committee for a term ending April 30, 2026.

Carried

R2025-552

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT John Hatton be appointed as the Small Accommodation Sector representative to the Municipal Accommodation Tax Ad-Hoc Committee for a term ending April 30, 2026.

Carried

R2025-553

Motion by Councillor Henderson

Seconded by Councillor Wordofa

THAT Cameron Ohlman be appointed as the Tourism/Business Sector representative to the Municipal Accommodation Tax Ad-Hoc Committee for a term ending April 30, 2026.

Carried

R2025-554

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT Nathan Schneider be appointed as the citizen representative to the Municipal Accommodation Tax Ad-Hoc Committee for a term ending April 30, 2026.

Carried

R2025-555

Motion by Councillor McCabe

Seconded by Councillor Hunter

THAT direction be given to the MAT Ad Hoc Committee to undertake structured consultation with the broader tourism sector affected by the Municipal Accommodation Tax, including but not limited to accommodators, food and beverage operators, arts and culture organizations, attractions, and retail businesses;

AND THAT direction be given to the MAT Ad Hoc Committee to include in the final report to Council a summary of the stakeholder engagement undertaken, the key themes heard, and how those views were considered in formulating its recommendations.

Carried

7.5 Resolution - Shakespeare Gardens Island Pedestrian Footbridge Removal Update (COU25-166)

R2025-556

Motion by Councillor Beatty

Seconded by Councillor Henderson

THAT Council receive the report titled "Shakespeare Gardens Island Pedestrian Footbridge Removal Update" (COU25-166) for information.

Carried

7.6 Resolution - Child Care Space Expansion at Anne Hathaway Day Care Centre (COU25-160)

R2025-557

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the report titled, "Child Care Space Expansion at Anne Hathaway Day Care Centre" (COU25-160), be received for information;

THAT Council authorize staff to proceed to increase the operating capacity of Anne Hathaway Day Care Centre by 8 preschool spaces (4 licensed spaces) at a maximum cost of \$44,000 as outlined in the City's Procurement Policy;

AND THAT the Director of Social Services be authorized to provide the required commitment to the Ministry of \$44,000 of 100% federal ELCC Infrastructure Funding for a retrofit of Anne Hathaway Day Care Centre.

Carried

7.7 Resolution - Falstaff Street Parking Review (COU25-161)

R2025-558

Motion by Councillor Burbach

Seconded by Councillor Biehn

THAT the Traffic and Parking By-law 159-2008, Schedule 2 - No Parking be amended by adding:

Street	Side	Between	Period
Falstaff Street	South	From Downie Street to Nile Street	Anytime

And deleting:

Street	Side	Between	Period
Falstaff Street	South	From Downie Street to a point 13 m east of the east curblane of Downie Street	Anytime
Falstaff Street	South	From a point 56 metres east of the east curblane of Downie Street to Nile Street	Anytime

AND THAT the Traffic and Parking By-law 159-2008, Schedule 5 – Parking for restricted periods be amended by adding:

Street	Side	Between	Times or Days Parking Prohibited	Maximum Period Permitted
Downie Street	East	From a point 17.5 metres north of the Milton Street north curb to a point 62.0 m north therefrom	8:00 a.m. to 6:00 p.m., except Sunday	1-hour

And deleting:

Street	Side	Between	Times or Days Parking Prohibited	Maximum Period Permitted
Downie Street	East	74' (22.56 m) north of north curb of Milton for a distance of 196 feet (59.74 m)	8:00 a.m. to 6:00 p.m., except Sunday	1-hour

Carried

7.8 Resolution - Proposed Amendment to Building By-law 112-2005 (COU25-157)

R2025-559

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT the report titled, "Proposed Amendment to Building By-law 112-2005" (COU25-157), be received;

AND THAT Council approve the amendment to By-law 112-2005, as amended, regarding the proposed changes as set out in the report, effective January 1, 2026.

Carried

7.9 Resolution - 2026 Interim Tax Levy By-law (COU25-162)

R2025-560

Motion by Councillor Hunter

Seconded by Councillor Beatty

THAT a by-law to authorize an interim tax levy for 2026 and establish the interim tax due dates for the fiscal year 2026 be adopted.

Carried

7.10 Resolution - 2026 Temporary Borrowing By-law (COU25-167)

R2025-561

Motion by Councillor McCabe

Seconded by Councillor Biehn

THAT a by-law to authorize the temporary borrowing of funds from time to time to meet current expenditures during the fiscal period ending December 31, 2026, be adopted.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Community Services Committee:

R2025-562

Motion by Councillor Burbach

Seconded by Councillor Beatty

THAT the Report of the Community Services Committee dated December 8, 2025, be adopted as printed.

Carried

**9.1.1 Active Transportation Advisory Committee
Recommendation for Flashing Caution Lights at the Transit
Terminal (COM25-003)**

THAT the report titled, "Active Transportation Advisory Committee Recommendation for Flashing Caution Lights at the Transit Terminal" (COM25-003), be received;

AND THAT the request for Flashing Caution Lights at the Transit Terminal be reviewed when a detailed Transportation Impact Study is undertaken for this area.

9.2 Report of the Social Services Committee:

R2025-563

Motion by Councillor Henderson

Seconded by Councillor Burbach

**THAT the Report of the Social Services Committee dated
December 8, 2025, be adopted as printed.**

Carried

**9.2.1 Implementation of Seniors Designated Housing Pilot
Project within the Perth & Stratford Housing Corporation
(SOC25-017)**

THAT the report titled, "Implementation of Seniors Designated Housing Pilot Project within the Perth & Stratford Housing Corporation" (SOC25-017), be received for information;

THAT authority be delegated to the Director of Social Services to make and update local eligibility rules for the purpose of seniors designated housing pertaining to the Housing Services Act, 2011;

AND THAT the Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Director to make and update local eligibility rules for the purpose of seniors designated housing pertaining to the Housing Services Act, 2011.

9.2.2 The Early Development Instrument (EDI) in Stratford, St. Marys, and Perth County (SOC25-013)

THAT the report titled, "The Early Development Instrument (EDI) in Stratford, St. Marys, and Perth County" (SOC25-013), be received for information.

9.2.3 Partnership with The Local Community Food Centre (SOC25-014)

THAT the report titled, "Partnership with The Local Community Food Centre" (SOC25-014), be received for information.

9.2.4 Sports and Leisure Program - Outcomes and Impact (SOC25-015)

THAT the report titled, "Sports and Leisure Program – Outcomes and Impact" (SOC25-015), be received for information.

9.2.5 Stratford, St. Marys and Perth County Employment Ontario Services (SOC25-016)

THAT the report titled, "Stratford, St. Marys and Perth County Employment Ontario Services" (SOC25-016), be received for information.

10. Notice of Intent:

None noted.

11. Reading of the By-laws:

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

R2025-564

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT By-laws 159-2025 to 166-2025 be taken collectively.

Carried unanimously

R2025-565

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT By-laws 159-2025 to 166-2025 be read a First and Second Time.

Carried two-thirds support

R2025-566

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-laws 159-2025 to 166-2025 be read a Third Time and Finally Passed.

Carried

11.1 Delegation of Authority to Enter into HIFIS Data Sharing Agreement - By-law 159-2025

To amend section 13 of By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services to make and update local eligibility rules for the purpose of seniors designated housing pertaining to the Housing Services Act, 2011.

11.2 Temporary Borrowing By-law - By-law 160-2025

To authorize the temporary borrowing of funds from time to time to meet current expenditures during the fiscal year ending December 31, 2026 until municipal taxes are collected.

11.3 Interim Tax Rate By-law - By-law 161-2025

To authorize an interim tax levy for 2026 and to govern and regulate the finances of The Corporation of the City of Stratford for the fiscal year ending December 31, 2026.

11.4 Appointments to the Municipal Accommodation Tax Ad-Hoc Committee - By-law 162-2025

To amend By-law 4-2023, as amended, to make appointments to the Municipal Accommodation Tax Ad-Hoc Committee.

11.5 Amend the Traffic and Parking By-law - Parking Restrictions on Falstaff and Downie Streets - By-law 163-2025

To amend Schedule 2, No Parking, and Schedule 5, Parking for restricted periods of the Traffic and Parking By-law 159-2008, as amended, to restrict the parking of vehicles on Falstaff and Downie Streets.

11.6 Part Lot Exemption Application PLC22-25 - Lot 4, Worsley Street - By-law 164-2025

To exempt Lot 4, 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.

11.7 Appointments to the Stratford Police Services Board - By-law 165-2025

To amend By-law 4-2023, as amended, to make appointments to the Stratford Police Services Board.

11.8 Amend the Building By-law 112-2005 - By-law 166-2025

To amend By-law 112-2005 as amended, to revise building permit fees effective January 1, 2026.

12. Consent Agenda: CA-2025-138 to CA-2025-148

Council did not consider any items listed on the Consent Agenda.

13. New Business:

13.1 Recycling Carts

Councillor Burbach provided an update regarding the recycling carts. Circular Materials will be providing a smaller sized cart and additional information will be posted on their website on how to request an exchange. The City is currently looking into a smaller 120L option.

Members of Council held a discussion regarding the following:

- it being questioned whether Circular Materials can provide the 240 L carts as the standard option as there could be cost savings associated with this change;
- staff having inquired with the contractor regarding options for a smaller cart; and
- the smaller carts being preferred by residents.

R2025-567

Motion by Councillor Henderson

Seconded by Councillor Wordofa

THAT the provision of 120 L recycling carts be referred to staff to investigate of the 120 L being offered as the standard recycling cart size.

Carried

14. Adjournment to Standing Committees:

The next Regular Council meeting is January 12, 2026, in the Council Chamber, City Hall.

R2025-568

Motion by Councillor Burbach

Seconded by Councillor Nijjar

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

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

and to reconvene into Council.

Carried

Council recessed at 8:55 P.M.

Council reconvened at 9:01 P.M.

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 December 8, 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 December 8, 2025 Council Reconvene meeting.

15.2 Added - Committee Report

15.2.1 Report of the Finance and Labour Relations Committee:

5.1 Procurement of Human Resources Support (FIN25-039)

THAT Council approve an exemption from Section 11 of Purchasing Policy P.5.1 to single source the procurement of human resources consulting services for a term of January 1, 2026 to December 31, 2026;

AND THAT Ward & Uptigrove Human Resources Solutions be retained for human resources support services between January 1, 2026 to December 31, 2026, at a cost not to exceed \$100,000, including HST.

R2025-569

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT Item 5.1 of the Finance and Labour Relations

Committee report dated December 8, 2025, be adopted.

Carried

15.3 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:

Added - By-law 11.9 Ward & Uptigrove Human Resources Service Agreement – By-law 167-2025

To authorize the entering into and execution of a Service Agreement with Ward & Uptigrove Human Resources Solutions for the provision of human resources support services from January 1, 2026 to December 31, 2026.

By-law 11.10 Confirmatory By-law 168-2025

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

R2025-570

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT By-laws 167-2025 and 168-2025 be taken collectively.

Carried unanimously

R2025-571

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT By-laws 167-2025 and 168-2025 be read a First and Second Time.

Carried two-thirds support

R2025-572

Motion by Councillor Sebben

Seconded by Councillor Nijjar

THAT By-laws 167-2025 and 168-2025 be read a Third Time and Finally Passed.

Carried

15.4 Adjournment of Council Meeting

R2025-573

Motion by Councillor Nijjar

Seconded by Councillor Wordofa

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

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 8:55 P.M.

Reconvene Meeting Start Time: 9:01 P.M.

Reconvene Meeting End Time: 9:14 P.M.

Mayor - Martin Ritsma

Deputy Clerk - Audrey Pascual



PLANNING REPORT

Date: January 12, 2026
To: Mayor and Council
From: Ryan Queenan, Planner
Report Number: COU26-002
Attachments: Proposed By-laws

Title: Applications for Part Lot Control (PLC18-25), (PLC19-25), (PLC20-25), and (PLC21-25) for Blocks 81, 84, 89, and 92 respectively, on Plan 44M-101.

Objective: The purpose of these Part Lot Control Applications (PLC18-25), (PLC19-25), (PLC20-25), (PLC21-25) is to exempt Blocks 81, 84, 89, and 92 respectively, on Plan 44M-101 from Part Lot Control and to subdivide the lands as shown on the corresponding Reference Plans included in this Report. These Applications would allow the creation of separate lots for each of the street townhouse dwelling units such that each unit would be under separate ownership.

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. Block 81 is located on the north side of Manuel Street, east of Worth Street. Blocks 89 and 92 are collectively located on the south side of Douro Street between Manuel Street and Worth Street. Block 84 is located on the north side of Manuel Street and on the west side of Worth Street. 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 81, 84, 89, and 92 to allow the development of freehold street townhouse dwelling units. Four (4) townhouse building blocks are proposed which would accommodate a total of 19 dwelling units. The total dwelling unit count is distributed as follows: 6 units on Block 81, 5 units on Block 84, 4 units on Block 89, and 4 units on Block 92.

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.

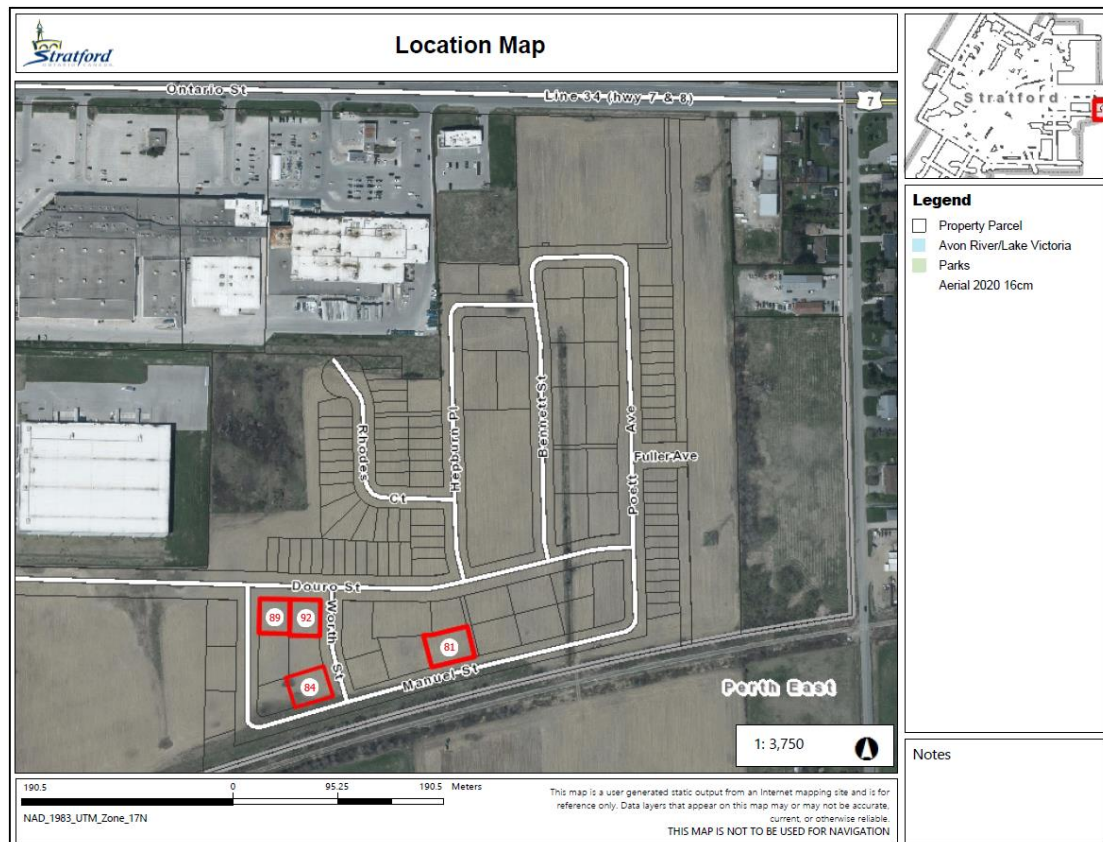
Site Characteristics:

Location:	Block 81	Block 84	Block 89	Block 92
Existing Use:	Vacant	Vacant	Vacant	Vacant
Frontage:	39.91 m	35.89 m	31.03 m	32.55 m
Depth	28.37 m	28.13 m	27.50 m	27.50 m
Area	1,142 m ²	1,018 m ²	854 m ²	895 m ²
Shape	Irregular	Regular	Regular	Regular

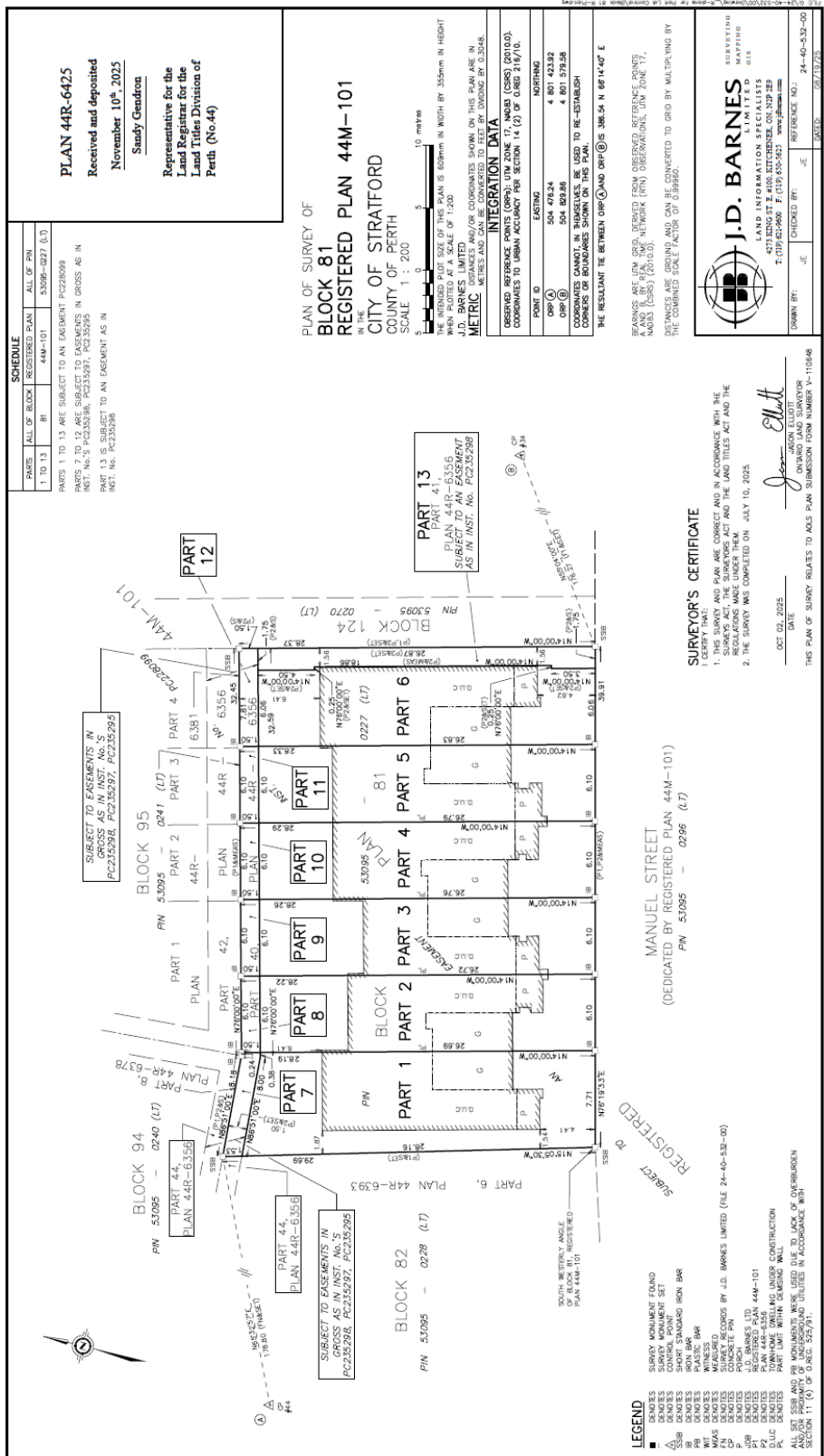
Surrounding Land Uses:

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

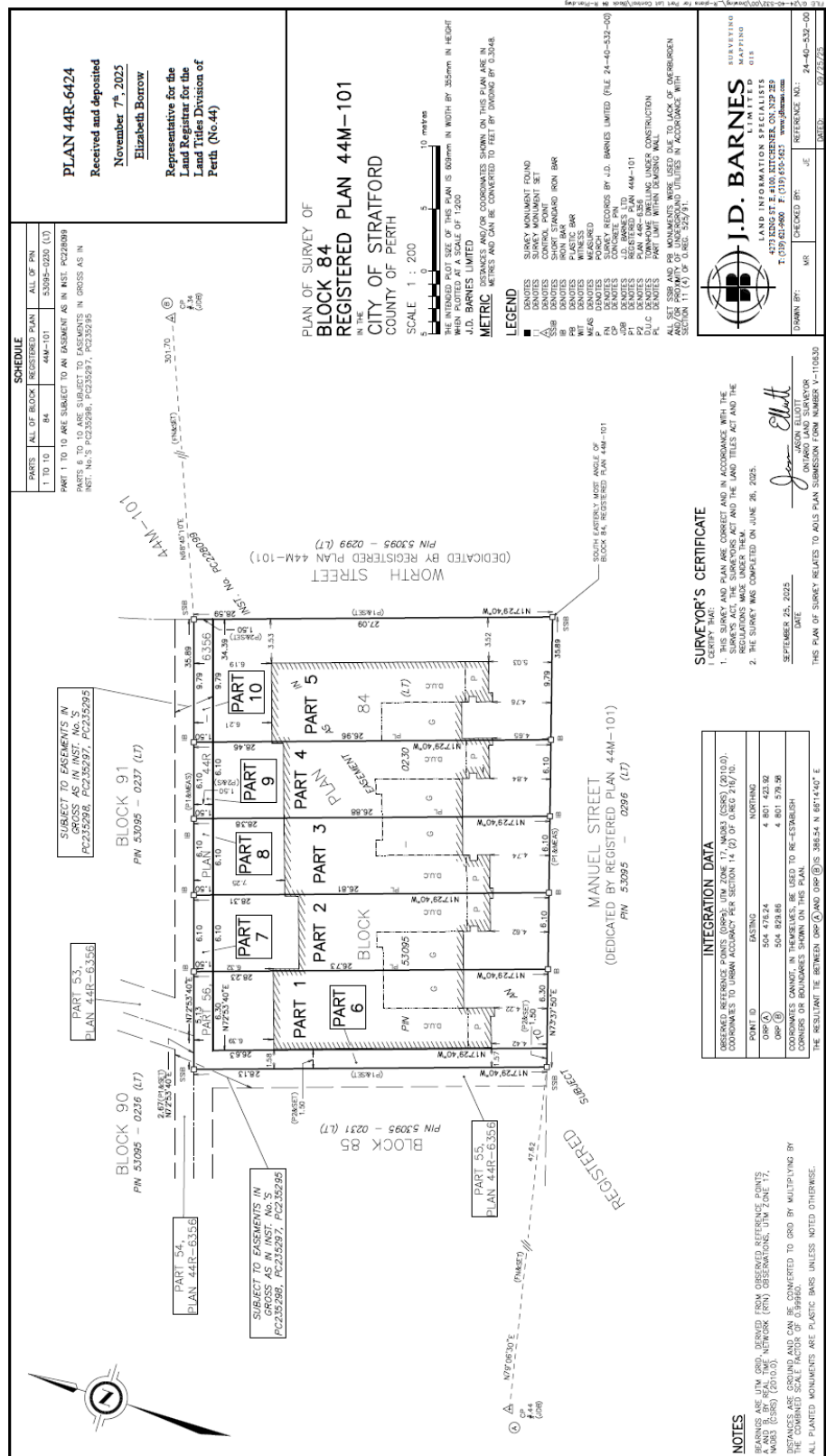
Location Map



Block 81
Reference Plan 44R-6425



Block 84
Reference Plan 44R-6424







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 Amending 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 81, 84, 89, and 92 have been installed to the property line to facilitate freehold street townhouse units as per the approved plans. The Engineering Division have 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 APPROVE Part Lot Control Applications PLC18-25, PLC19-25, PLC20-25, and PLC21-25 to exempt Blocks 81, 84, 89, and 92 respectively, on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit would be under separate ownership.

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-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 81 on Plan 44M-101, being Parts 1 to 13 (inclusive) on Plan 44R-6425 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 44R-6425 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 81 on Plan 44M-101, being Parts 1 to 13 (inclusive) on Plan 44R-6425 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 84 on Plan 44M-101, being Parts 1 to 10 (inclusive) on Plan 44R-6424 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 44R-6424 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 84 on Plan 44M-101, being Parts 1 to 10 (inclusive) on Plan 44R-6424 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 89 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6431 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 44R-6431 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 89 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6431 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 92 on Plan 44M-101, being Parts 1 to 9 (inclusive) on Plan 44R-6437 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 44R-6437 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 92 on Plan 44M-101, being Parts 1 to 9 (inclusive) on Plan 44R-6437 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



MANAGEMENT REPORT

Date: January 12, 2026
To: Mayor and Members of Council
From: Audrey Pascual, Deputy Clerk
Report Number: COU25-005
Attachments: None

Title: Parking Permit Program Review

Objective: To consider changes to the parking permit program for municipal parking lots.

Background: At the June 25 Infrastructure, Transportation and Safety Sub-committee meeting, Sub-committee passed the following resolution:

THAT a review of overnight parking restrictions across the City during summer months and the following requests related to parking permits be referred to staff:

- **overnight parking permits being available to Erie Street Lot permit holders;**
- **an additional 20 to 30 permits for purchase being provided;**
- **a minimum of 10 overnight permits in the Kalbfleisch Lot being provided;**
- **that permits be accepted in all downtown core parking lots; and**
- **that permits be offered in increments of 24 hours, weekly, monthly, quarterly, semi annually and annually.**

Parking Permit Program

Currently, the City offers the following monthly parking permits:

- Lower Erie Lot Permit – 24 permits in total, day-use only
- York Lot Permit – available for Downtown residents only, 10 permits in total, day-use and overnight use

The above-noted permits are \$100 per month (plus HST) and can be purchased for up to six (6) months at a time either in person at the Clerk's Office or through the HotSpot

app. Permits are available on a first-come first-served basis and individuals can sign up to be included on the wait list once all the permits have been sold.

In addition, the City also offers a free 72-hour permit for downtown residents in the Cooper Lot. The Cooper Lot Permit allows downtown residents to park at no cost in the upper portion of the Lot for up to 72 consecutive hours without moving their vehicle. Proof of address is required to determine eligibility. The Cooper Lot permits expire every six months, on June 30 and December 31 of the current year, regardless of when the permit was obtained.

Monthly permits can only be used for the specified lot and is not transferable to any other lot. Permits are also valid for the licence plate identified by the owner at the time of purchase and are not transferable to any other vehicle, in accordance with the City's Traffic and Parking By-law.

Parking Availability

The City's current municipal parking inventory includes:

Location	Number of Spaces	Number of Accessible Spaces	Number of EV Charging Spaces
On-street Parking	447	21	1
Erie Street Lot	148	5	9
Kalbfleisch Lot	35	2	6
St. Patrick Lot	55	1	0
George St. Lot	12	1	0
Albert Street Lot	44	2	4
York Lot	41	1	4
Ontario Lot	10	0	0
Cobourg Lot	17	0	0
Cooper Lot	312	7	0
Downie Lot	125	0	0

These spaces do include several that are used for municipal purposes, such as occasional or overnight parking of municipal vehicles. This is ignored for the analysis in this report for ease of calculating usages.

Parking Rates and Limits

Payment for parking is required for all on-street and municipal parking spaces, except for the Cooper and Downie Lots, Monday to Saturday as follows:

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

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

The hourly rates and payment types accepted for on street and municipal lot parking are as follows:

On-street Parking Spaces:

Location	Hourly Rates	Payment Types
St. Patrick Street	\$1.50 per hour to a maximum of 12 hours	Coins, HotSpot
Cooper Street	\$1.50 per hour to a maximum of 12 hours	Coins, HotSpot
Cobourg Street	\$1.50 per hour to a maximum of 12 hours	Coins, HotSpot
Market Place	\$1.50 per hour to a maximum of 4 hours	Coins, Debit/Credit Card, HotSpot
All Remaining Downtown Streets	\$1.50 per hour to a maximum of 4 hours	Coins, HotSpot

Note: Additionally, there are various signed 15-minute and 30-minute meters throughout the downtown core.

Municipal Parking Lots:

Location	Hourly Rates	Payment Types
Erie Street Lot	\$1.25 per hour to a maximum of 4 hours	Coins, Debit/Credit Card, HotSpot
Kalbfleisch Lot	\$1.25 per hour to a maximum of 12 hours	Coins, Debit/Credit Card, HotSpot
St. Patrick Lot	\$1.25 per hour to a maximum of 12 hours	Coins, Debit/Credit Card, HotSpot
George St. Lot	\$1.25 per hour to a maximum of 12 hours	Coins, Debit/Credit Card, HotSpot
Albert Street Lot	\$1.25 per hour to a maximum of 4 hours	Coins, Debit/Credit Card, HotSpot
York Lot	\$1.25 per hour to a maximum of 4 hours	Coins and HotSpot
Ontario Lot	\$1.25 per hour to a maximum of 4 hours	Coins and HotSpot
Cobourg Lot	\$1.25 per hour to a maximum of 12 hours	Coins and HotSpot

Free Municipal Parking Lots:

Location	Hourly Rates	Permits
Cooper Lot	Free to a maximum of 24 hours	72-hour Permit for Downtown Residents
Downie Lot	Free to a maximum of 24 hours	Bus Parking Available

Analysis:Parking Usage

Data collected in 2024 from the smart parking sensors in the downtown core indicate that the occupancy rate for all on-street and municipal parking lots between 9:00 a.m. to 8 p.m. is between 36.75% to 57.67%, peaking from August to October. In 2025, this increased, with the lowest occupancy at 38.86% in January and the highest occupancy at 62.41% in August. Notably, Albert Lot and York Lot are two of the busiest municipal lots with occupancy rates up to 78.47% and 76.98% respectively. Occupancy at the Albert Lot and York Lot are highest between 11:00 a.m. to 2:00 p.m.

There is currently no occupancy data available for the Erie Lot as the sensor installation was postponed for this location due to the resurfacing completed in 2025. However, an analysis of the parking payments for all municipal parking lots shows payments made at the Erie Lot account for more than 50% of all payment transactions both in 2024 and 2025. Parking transactions in the Erie Lot that are 0 to 2 hours in length represent 48% of total transactions while transactions that are 4 hours in length represent 25% of total transactions. Highest transaction volumes are observed at 9:00 a.m. accounting for 26.86% of the total transactions and 12:00 p.m. and 1:00 p.m. with 13.73% and 16.73% of total transactions respectively.

The proximity of the Albert Lot, York Lot, and Erie Lot to the main business areas in the downtown core make them the most ideal parking locations as well as the busiest. Hourly occupancy rates for the lots in 2025 are as follows:

Municipal Lot	Average Occupancy Rate
Albert Lot	9:00 a.m. to 11:00 a.m. – 45.56% 11:00 a.m. to 2:00 p.m. – 72.31% 2:00 p.m. to 4:00 p.m. – 64.90% 4:00 p.m. to 7:00 p.m. – 64.51% 7:00 p.m. to 9:00 p.m. – 50.81%
York Lot	9:00 a.m. to 11:00 a.m. – 49.95% 11:00 a.m. to 2:00 p.m. – 74.88% 2:00 p.m. to 4:00 p.m. – 70.30% 4:00 p.m. to 7:00 p.m. – 64.67% 7:00 p.m. to 9:00 p.m. – 43.65%
Erie Lot	No Occupancy Rates Available Percentage of the Total Number of Transactions 9:00 a.m. to 11:00 a.m. – 40.33% 12:00 a.m. to 2:00 p.m. – 38.84% 3:00 p.m. to 5:00 p.m. – 18.27% 6:00 p.m. to 8:00 p.m. – 2.56%

Overnight Parking in Municipal Lots

The Traffic and Parking By-law does not permit parking on any roadway, shoulder, or City parking lot between 2:00 a.m. and 6:00 a.m., unless otherwise designated. This is a year-round parking restriction which is currently under review. Staff anticipate bringing back a report regarding the review for Council's consideration in Q1 of 2026.

The York Lot monthly permit which is available to downtown residents permits overnight parking. Sales in 2024 and 2025 show that this permit program has not been fully utilized.

Month	Number of Permits Sold (2024)	Number of Permits Sold (2025)
January	2	5
February	3	4
March	0	5
April	2	7
May	2	5
June	0	3
July	0	2
August	1	2
September	5	2
October	3	2
November	4	2
December	4	2

In addition to the York Lot, downtown residents can also park overnight in the Cooper Lot. There are 30 Cooper Lot permits available. Usage of the Cooper Lot permits between 2023 to 2025 are as follows:

Period	Number of Permits Issued
January to June 2023	Data Not Available
July to December 2023	6
January to June 2024	1
July 2024 to December 2024	2
January to June 2025	7
July to December 2025	6

Overnight parking is not currently permitted in the Erie Lot or the Kalbfleisch Lot. An exception applies only to designated electric-vehicle charging spaces, as required under the City's funding agreement with Natural Resources Canada's Zero Emission Vehicle Infrastructure Program. Electric vehicles may occupy the designated parking spaces while actively charging between 2:00 a.m. and 6:00 a.m.

Kalbfleisch Lot serves as an overnight staging area for municipal fleet vehicles due to limited parking at the City Hall Annex (82 Erie Street). On average, approximately 10 fleet vehicles are parked overnight, supporting timely access for departments located at the annex: Social Services, Building and Planning Services, and Infrastructure Services staff. This usage leaves roughly 17 regular spaces for the public during the day, and the lot is already a preferred location for long-stay workers. Introducing overnight permits would displace fleet operations or further reduce daytime availability for the public. In addition, due to the lot size, there is limited capacity for on-site snow storage further reducing the parking space availability. Due to these constraints, staff are not recommending allowing overnight parking in this lot.

Overnight Parking Permit Pilot Program

The Erie Street Parking Lot is one of the busiest municipal parking facilities in the downtown core, serving residents, businesses, and visitors alike. Recognizing its significance, staff are recommending a pilot program to address the demand for expanded overnight parking. This recommendation is an outcome from a request to the Infrastructure, Transportation, and Safety Sub-committee and the Downtown BIA's suggestion of permitting overnight parking in the Erie Lot given its proximity to residential dwellings on Wellington Street. As part of the 12-month pilot, the pilot program would offer up to 5 monthly permits at \$100.66 each and 10 daily permits at \$10 each, both plus HST. Permit holders would be permitted to park in the Erie Lot from 6:00 p.m. to 6:00 a.m. Permits will be available in person on a first-come, first-served basis to all individuals, not limited to downtown residents. This pilot program aims to evaluate demand and optimize parking resources without compromising daytime parking needs. Further it aims to optimize parking resources without negatively affecting daytime availability. Staff will conduct post-pilot assessments to analyze usage

patterns and gather stakeholder feedback, ensuring alignment with downtown parking strategies. Findings and recommendations regarding the program's effectiveness and future directions will be reported to Council for further decision-making.

Additional Erie Lot Monthly Permits

Staff have consulted with HotSpot on the feasibility of offering multiple types of permits for the Erie Lot such as a daily, weekly, monthly, quarterly, or annual pass. The HotSpot system requires users to select the specific meter or lot and it tracks payments and permits by the unique ID assigned to each meter or lot. Monthly permits are likewise tied to a defined location. Permit limits can be enforced at the lot level and once a cap is reached, the system automatically prevents further sales. However, HotSpot cannot allocate separate sub-caps by permit duration. For example, if the Erie Lot cap is set at 24 permits, the system cannot reserve a portion for shorter-term options. All available permits could be taken up as monthly permits, leaving no availability for a 24-hour or weekly pass even when such shorter durations meet visitor demand.

Since January 2025, the demand for monthly permits at Erie Lot has increased significantly. This demand comes from a diverse group, including downtown residents, workers, and community organizations such as Conestoga College, which recently opened its Stratford Campus opposite the Erie Lot. Local health organizations, which operate downtown, have also requested additional permits for their staff. Downtown businesses, especially those with buildings connected directly to the lot, have expressed a need for more permits for their employees. As of December 2025, all 24 monthly permits for Erie Lot are in use, with a waitlist of an additional 30. Currently, these day-use permits are available on a first-come, first-served basis, with no residency requirement, serving a broad base of downtown residents, workers, and visitors. Visitor use continues to be high, particularly during the tourist season. Given Stratford's extended tourism period beyond the summer, this elevated demand is expected to persist into the winter months.

In response to increased demand, staff recommend increasing the Erie Lot permit cap from 24 to 35, representing 26% of regular parking spaces. The Erie Lot permit would remain a day-use pass, while the York Lot and Cooper Lot would continue to accommodate overnight parking for downtown residents. While the additional permits would address immediate demand and reduce the waitlist, staff recommend deferring any further expansion or diversification of permit types until the comprehensive downtown parking study is completed to ensure that future changes are sustainable, align with the limited supply of downtown parking, and appropriately balance the needs of residents, workers, businesses, and visitors.

Financial Implications:

Financial impact to current year operating budget:

The revenue including the expanded Erie Lot monthly permit program is estimated at \$47,775 while the revenue for the overnight parking permit pilot program is \$42,000.

Staff anticipate an increase in operating costs for snow removal and parking supplies including signage but do not have estimates at this time.

Financial impact on future year operating budget:

Operating cost and additional revenue estimates for the parking permit program will be included in future budgets.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as its recommendations address the transportation needs of the downtown core through increased parking capacity, supporting sustainable economic growth and improving the urban experience.

Alignment with One Planet Principles:

Culture and Community

The report aligns with this principle as its recommendations aims to address community needs while seeking engagement through a fulsome study to ensure that programs and policies reflect Stratford's identity and neighbourhood contexts.

Staff Recommendation: THAT the maximum number of Erie Street Parking Lot monthly permits be increased from twenty-four (24) to thirty-five (35);

THAT the Erie Lot Overnight Parking Pilot Program be approved to provide the following parking permits on a first-come-first-served basis:

- 5 monthly overnight parking permits, and
- 10 daily overnight parking permits;

THAT staff be directed to prepare an amendment to the Fees and Charges By-law to include the expansion of the Erie Street Parking Lot permits;

AND THAT staff be directed to prepare an amendment to the Traffic and Parking By-law to designate the Erie Lot for overnight parking.

Prepared by: Audrey Pascual, Deputy Clerk

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



MANAGEMENT REPORT

Date: January 12, 2025
To: Mayor and Council
From: Tim Wolfe, Director of Community Services
Report Number: COU26-003
Attachments: None

Title: Cooper Standard Youth Soccer Lease Agreement 2025 - 2035

Objective: To consider entering into a renewed lease agreement between Cooper Standard Automotive Canada Limited, Stratford Youth Soccer, and The Corporation of the City of Stratford for continued use of the soccer facility located to the south and west of Plant #2, 703 Douro Street, for a ten-year term.

Background: Stratford Youth Soccer has used 8 acres of Cooper Standard property for soccer programming since 1999. This agreement was entered into by Cooper Standard's predecessor, Standard Products (Canada) Limited, permitting Youth Soccer to construct a soccer facility (including goals, shed and recognition signage).

The City has maintained the turf fields (approximately 6 acres) and gravel parking lot to the north and west of the existing Cooper Standard plant lot in accordance with the specifications provided by Cooper Standard.

The original agreement was in place September 1999 and was renewed for ten years in September 2009.

Analysis: The 2025 agreement as drafted provides no-cost use of the Soccer Facility to Stratford Youth Soccer for the ten-year period with the following responsibilities:

In exchange for use of the soccer facility, Stratford Youth Soccer:

- Schedules all use of the Soccer Facility and directs any monies generated from use toward maintenance of the facility, including maintenance of the shed, goals and signs and all costs incurred.
- Performs routine cleaning of the Soccer Facility, including all costs associated with cleaning.
- May use the Soccer Facility for tournaments and other competitions and may charge and collect sufficient fees from participants to cover expenses of the same.

- Does not assign, sublet, license, or otherwise transfer its rights without the prior written consent of both the City and Cooper Standard.
- Acknowledges the City does not apply herbicides as part of turf maintenance and will not be responsible for herbicide application at the Facility.

The City is responsible for:

- the turf maintenance at the Soccer Facility which is coordinated through the Parks division and the annual Parks Turf Maintenance Contract (one cut per week May – August for a cost of approximately \$3,750).
- the gravel parking lot maintenance (minor pothole maintenance).

Continuing this partnership with Cooper Standard and Stratford Youth Soccer is a benefit to the City as Stratford Youth Soccer undertakes most of the work on the turf required for regular use, such as lining the fields and preparing for their games and practices. As a result, this gives the city additional soccer fields for Stratford Youth Soccer to utilize.

Financial Implications:

Financial impact to current year operating budget:

The financial impact to the City of \$3,750 annually is part of the City's annual budget as the location for this field is included in the scope of the tender issued by the City. There are no additional financial impacts to entering this agreement.

Financial impact on future year operating budget:

The financial impact to the City of \$3,750 annually is part of the City's annual budget as the location for this field is included in the scope of the tender issued by the City. The tender awarded in 2025 was for 4 years so this cost will be incurred annually for the maintenance of the turf.

Link to asset management plan and strategy:

This agreement establishes a minimum maintenance level for a non-City-owned soccer facility (weekly mowing/trimming and playable turf). As this asset is excluded from the City's capital inventory and replacement value, the associated operating lifecycle costs are included in the Parks operating budget.

Insurance considerations:

Stratford Youth Soccer will provide a Certificate of Insurance annually for the term of the agreement, naming the City of Stratford as additional insured, carrying commercial general liability insurance against claims for personal injury, death and property damage or loss in the amount of not less than Five Million Dollars (\$5,000,000).

Legal Considerations:

As the previous agreement was initiated in 1999, staff had external legal counsel review for amendments to language and insurance requirements to ensure the City's interests are protected and risks are mitigated.

Alignment with Strategic Priorities:**Work Together For Greater Impact**

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:**Health and Happiness**

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

Staff Recommendation: THAT Council authorize the entering into of an agreement between The Corporation of the City of Stratford, Cooper Standard Automotive Canada Limited, and Stratford Youth Soccer that outlines the responsibilities of each party for the use of the soccer facility located to the south and west of Plant #2, 703 Douro Street, for a further ten years to December 31, 2035.

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement on behalf of the municipal corporation.

Prepared by:	Hayley Matheson, Administrative Assistant to the Director of Community Services
Recommended by:	Tim Wolfe, Director of Community Services André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 12, 2026
To: Mayor and Council
From: Quin Malott – Parks, Forestry & Cemetery Manager
Report Number: COU26-001
Attachments: None

Title: 2026 Tender Award for Pruning, Removal and Disposal of Designated Trees and Stumps

Objective: To authorize the award of Tender T-2025-71 for the pruning, removal and disposal of designated trees and stumps as well as regular and emergency pruning services in 2026.

Background: Each year the Community Services Department issues a Tender for the pruning, removal and disposal of designated trees and stumps as well as regular and emergency pruning. For 2026 the tender scope included:

- Remove and dispose from various locations within the City 49 designated trees and their stumps that have been identified for removal by the Parks Division.
- Remove and dispose from various locations within the City 47 stumps that have been identified for removal by the Parks Division.
- Pruning and disposal from various locations within the City of designated trees that have been identified for line clearance, or as identified by the Parks Division.

Analysis: The tender closed on December 4, 2025 with four bids received from the following companies:

- Davey Tree Expert Co. of Canada, Limited
- Lange Bros. (Tavistock) Limited
- Summit Tree Service Inc.
- Tree Tech, Tree and Property Maintenance Specialists Inc.

Bidders were provided with estimated number of pruning hours (from previous year) and included 1,300 regular hours, 100 overtime hours and 100 emergency hours.

Bidders are aware that they are bidding on an estimated number of hours, and these hours can increase or decrease each year.

Lange Bros. (Tavistock) Limited was the lowest bidder for the removal and disposal of 49 designated trees and their stumps at a cost of \$60,796.26 including HST, as well as regular, overtime and emergency pruning at a cost of \$257,075.00 including HST;

Davey Tree Expert Co. of Canada, Limited was the lowest bidder for the removal and disposal of designated stumps (47 stumps) at a cost of \$10,176.40 including HST;

Staff are recommending the awards of both one-year contracts. The total expenses are funded from the Parks (Forestry) operational budget. The 2026 budget includes \$370,000.00 for tree removal, pruning, emergency callouts and stumping.

Staff are also recommending that Davey Tree Expert Co. of Canada, Limited be awarded a locked-in second call response rate of \$318.83 per hour including HST for emergency situations if needed.

Financial Implications:

Financial impact to current year operating budget

Total costs are estimated at \$328,047.67 including HST. After the HST rebate the net cost is \$295,417.09, which is within the approved 2026 budget of \$370,000.00. While the tender award is less than the budgeted expenditure, any remaining budget availability is intended for emergency related expenses and neighbourhood cyclical pruning, as the number of trees could exceed the staff estimates if weather events occur or other variables arise.

Financial impact on future year operating budget

Insurance considerations

Lange Bros. (Tavistock) Limited and Davey Tree Expert Co. of Canada, Limited will provide the City with confirmation of insurance of not less than \$5 million, naming the City of Stratford as an additional insured.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with Strategic Priorities:

Land and Nature

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

Staff Recommendation: THAT the tender (T-2025-71) for the removal of designated trees and their stumps be awarded to Lange Bros. (Tavistock) Limited in the amount of \$60,796.26, including HST;

THAT the tender (T-2025-71) for regular, overtime and emergency pruning services be awarded to Lange Bros. (Tavistock) Limited in an amount up to \$257,075.00, including HST;

THAT the tender (T-2025-71) for removal of designated stumps be awarded to Davey Tree Expert Co. of Canada, Limited in the amount of \$10,176.40, including HST;

AND THAT the tender (T-2025-71) for locked-in second emergency call be awarded to Davey Tree Expert Co. of Canada, Limited at an hourly rate for \$318.83, per hour including HST.

Prepared by:	Quin Malott, Parks Forestry & Cemetery Manager
Recommended by:	Tim Wolfe, Director of Community Services
	André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 12, 2026
To: Mayor and Council
From: Mark Hackett, Manager of Community Facilities
Report Number: COU26-004
Attachments: None

Title: Gallery Stratford & Administration of Justice Building HVAC Units Replacement

Objective: To provide Council with information and to award the Tender for the replacement of the Heating Ventilation Air Conditioning (HVAC) units at Gallery Stratford, and the Administration of Justice Building.

Background: The completed building condition assessment in 2020 identified the HVAC rooftop unit at the Administration of Justice Building to be in fair condition. The building condition assessment recommended replacement of the HVAC unit in the short term.

At the March 27, 2023, Council Meeting, Council approved the 2023 budget and the capital expenditure of \$300,000 for the replacement of the HVAC units at Gallery Stratford, and the capital expenditure of \$80,000 for the replacement of an HVAC rooftop unit at the Administration of Justice Building. The total approved budget for the two capital projects was \$380,000.

The HVAC units for both locations have now reached the end of their service life and have required extensive repairs over the past few years. The existing HVAC units use R-22 refrigerant, which has been phased out due to environmental concerns. Refrigerant, parts, and materials are not readily available and are challenging to source. This leads to increased expenses for general and preventive maintenance, and negative impacts to the operations of the facilities and tenants when the units are not operational.

Later in 2023, oversight for these facilities transitioned to Community Services and some additional investigation was required around the scope for both projects, leading to several delays in completing the project scopes fully.

Analysis: Staff issued a combined tender for both units to obtain more favourable pricing. T-2025-59 was posted on August 18, 2025. Four (4) submissions were received:

- Jayden's Mechanical Ltd. - \$408,236.44 plus HST
- Cimco Refrigeration - \$492,134 plus HST
- Smith and Long Limited - \$495,000 plus HST
- Bagli Brothers Ltd. O/A B&B Mechanical Services - \$549,698.86 plus HST

The lowest cost submission for the project scope of work for both locations is from Jayden's Mechanical Ltd. with a total cost of \$461,307.18. The net cost to the City of Stratford after HST rebate is \$415,421.40. This represents an additional amount of \$35,421.40 (9.32%) from the approved combined capital budget estimated at \$380,000. This is primarily because during the design and engineering phases of the Tender, it was determined that roof structural work at the Administration of Justice Building is required, including roof reinforcement and fireproofing to support the curbing for a replacement rooftop unit. The structural work was included in the project scope of work, which led to the costs being greater than the original 2023 estimate.

The existing HVAC units at the facilities are also gas-fired and will be replaced with electric units, and 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. These factors and benefits align with the Council approved Corporate Energy and Emissions Plan (CEEP).

Staff have received positive references for Jayden's Mechanical Ltd. that have noted positive communication and performance regarding projects with similar scopes of work. Staff recommend that T-2025-59 be awarded to Jayden's Mechanical Ltd. for a total of \$415,421.40, including HST rebate and the excess of \$35,421.40 be funded from the Facilities Capital Reserve Fund R-R11-FACI.

Financial Implications:

Financial impact to current year operating budget:

This project was not included in the 2026 capital projects carried forward (oversight) because of the ongoing work to refine the scope. The total project costs of \$415,421.40 can be covered from existing reserve funds so there is no net impact expected to the City's surplus/deficit position.

Usage of the existing reserve funds beyond the budgeted amounts will impact future year capital requirements and required contributions, but at this time there is sufficient reserve fund balance to accommodate the previously approved project.

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 assets and reduce the risk of failure that would result in the assets not being able to be utilized, and service delivery impacts for the city and the tenants of the facilities. Replacing the existing HVAC units with Electric and Hybrid Heat Pump units will reduce the energy consumption and GHG emissions at the facilities, 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

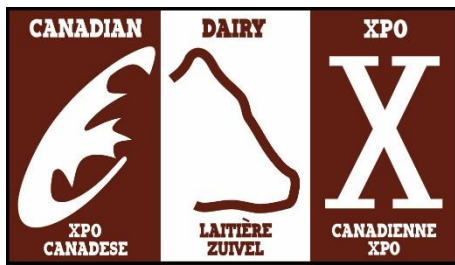
Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT the Tender (T-2025-59) for the replacement of the HVAC Units at Gallery Stratford and the Administration of Justice Building, be awarded to Jayden's Mechanical Ltd. at a total cost of \$461,307.18, including HST;

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

AND THAT if additional work is required, subject to approval by the Director of Community Services, an additional contingency be authorized to fund any potential issues that are not within the approved scope of work from the Facilities Capital Reserve Fund R-R11-FACI and in accordance with Policy F.1.15 Capital Budget Authorization for Expenditures.

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



Canadian Dairy XPO (CDX)
 209-294 Mill Street E
 Elora ON N0B 1S0
 519.265.8300
www.dairyxpo.ca

November 26, 2025

Attention: City Council - City of Stratford

RE: Request for Municipal resolution

We formally request to have the Stratford city Council deem the Canadian Dairy XPO (April 1-2,2026) held at the Recreation Complex and Agriplex (Stratford Rotary Complex), as a municipally significant event in Stratford; For the purpose of obtaining a liquor license for the Cow Coliseum building.

Show dates: Wed April 1st 9am - 4pm, DairyFEST Wed April 1st 4pm-9pm Thurs April 2nd 9am - 4pm.
 Calves for a Cause networking event March 31st 5pm-7pm.

We have security on site for all show hours; approx. 12-20 individuals depending on the exact time of day and area they are located in. Security is always present in the Cow Coliseum building patrolling alcohol consumption.

Thank you for your consideration of municipal support for this event.

A handwritten signature in black ink, appearing to read 'Jordon Underhill'.

Jordon Underhill FOR: Canadian Dairy XPO (CDX)



MANAGEMENT REPORT

Date: November 18, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-035
Attachments: None

Title: Update of Natural Gas and Electricity Procurement

Objective: To provide information on the City's electricity and natural gas agreements with Local Authority Services (LAS) and consumption/cost analysis.

Background: In 2000 and 2006 the City entered into agreements with Local Authority Services (LAS) to purchase electricity and natural gas in hedge and fixed price purchasing agreements respectively.

LAS developed the electricity hedge program to purchase blocks of commodities with the intent of price-securing some of the annual consumption. It has the effect of ensuring that some of the City's annual procurement is price-controlled, which can be important in volatile and rising commodity markets. In stable or decreasing commodity markets, the value of a hedge program is less about savings compared to market and more about maintaining the pricing predictability.

Electricity

The LAS Electricity Program allows municipalities to choose between two distinct approaches to electricity procurement – a hedge purchase alongside 135+ other Ontario municipalities, or 100% Spot Market Billing. In both scenarios the Global Adjustment (GA) charge is applied to the monthly usage, with LAS playing no role in determining the monthly GA rate.

1. **Hedge Purchase:** A hedge purchase allows municipalities to purchase **up to 75%** of their annual electricity consumption at a fixed price, with the balance falling at the prevailing average monthly spot market rate. Going to market with the combined volumes of 135+ municipalities allows LAS to secure the best price possible for the program members. This approach adds an element of stability to commodity costs.

2. 100% Spot Market Billing: Under this option LAS does not make any hedge purchases for the municipality. Instead, municipal accounts ride the ebbs and flows of the electricity (spot) market, meaning the commodity cost will fluctuate from one month to the next based on changes in external market factors (i.e. supply, demand, weather, etc.). This approach provides the biggest opportunity for cost savings over a 12-month period. However, it is also quite volatile and there can be large swings in prices from one month to the next, meaning this approach may not be for every municipality.

Natural Gas

The natural gas program is a bit different and is not a hedge but a fixed price contract per cubic metre. By committing to pooled volumes early in the year, LAS secures the pricing with a discount from the price at that point in time. LAS developed the program to provide municipalities with stable and predictable natural gas prices. Under this agreement, LAS acts as the City's agent related to advice and purchasing activities for its natural gas requirements, which also assists in volatile commodity markets.

Analysis: Annually, LAS provides the City with some reporting information for both commodities.

Electricity

As noted in the table below, the bottom-line financial benefit varies year-over-year when compared to time-of-use pricing. One of the more significant considerations is that the hedge program does stabilize fluctuations so that in years of significant price swings, the City does not experience similar significant variations in costs. Alternatively in years where the market is declining or stable, the savings are less to the City while maintaining stability. The savings presented in the table below compare the City's 50% hedge to the regular Time-of-Use costs.

6 Year Cost Summary								
Year	2019	2020 * with COVID relief rates	2020 * without COVID relief rate changes	2021	2022	2023	2024	Total
% Savings	5%	0%	4%	7%	6%	3%	6%	5%
\$ Savings	\$52,897.17	-\$3,964.32	\$59,599.63	\$80,583.23	\$70,135.46	\$37,630.96	\$84,008.04	\$321,290.55

Continued savings due to hedge pricing, combined with ongoing energy management efforts have resulted in flat consumption rates over the past 3-4 years and stable costs. Participating in the hedge program resulted in the City's annual costs in 2024 being \$40,000 less than time of use for facilities and \$43,000 less than regular rates for streetlighting. Projected costs for hydro in 2026 are 6% higher than 2025.

This information is used in part to comply with the annual energy reporting requirements under Ontario's broader public sector (BPS) energy reporting program.

This data also helps meet objectives identified in the Corporate Energy and Emissions Plan (CEEP) to track the City's decarbonization efforts (e.g., electrification of corporate operations) and gauge progress towards achieving GHG emission reduction targets.

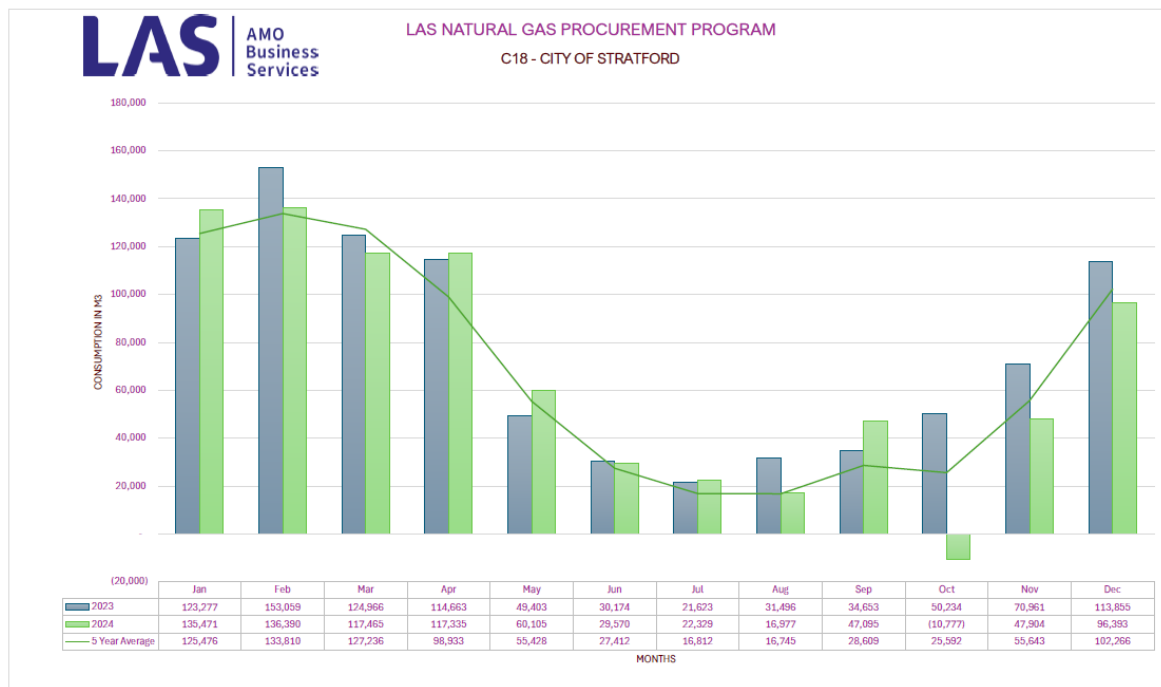
The current hedge agreement for electricity applies to 50% of the City's electricity consumption. Annually each fall, the City is offered the option of 0% up to 75% hedge pricing. Based on annual analysis, the City has maintained the current hedge at 50%.

This hedging agreement is entered into annually in the fall for the coming fiscal year, and as such has been entered into for 50%, like previous years. This level balances cost savings with pricing stability. With spot market pricing being favourable, this level of hedge provides stability, while still taking advantage of the favourable, yet more volatile spot market. This will continue to be reviewed annually.

It can be noted that budgeted hydro costs across the City's various departments in 2026 are projected at \$2,596,370 up slightly from the previous year (\$2,447,500).

Natural Gas

Based on a review of facilities included in the program and the budget and actual costs over the past few years, the program's main value is pricing control in volatile and increasing markets. The chart below shows consumption data only for the City facilities that participate in the natural gas pricing program.



Similarly, to noted uses of the electricity data, the information captured for the natural gas program informs and support the initiatives identified in the City's climate priorities. The current agreement was entered into July 2021 and has renewed annually based on analytic review of the reporting.

The natural gas reporting is for City-owned properties. The housing properties owned and managed by Perth Stratford Housing Corporation, are managed under a separate procurement arrangement with Housing Services Corporation (HSC) and are outside the scope of this report. The Housing Services Act (HSA) mandates that HSC must establish and manage a joint purchase program for natural gas for housing providers prescribed under the Act. The Act further mandates that all local housing corporations must participate in the joint purchase program of natural gas. The HSC program performs similarly to that of LAS.

Commodity consumption costs do require active monitoring and management and changes to expected consumption levels and costs are reflected in the budgeting process, although given the timing of information availability, this does sometimes lag a year or two. The buying agreements for both electricity and natural gas continue to provide value to the City in terms of savings compared to regular rates as well as pricing stability.

The 2026 draft budget is anticipating a slight decrease from \$626,825 to \$551,725, or \$86,000. This is due in part to the reductions in consumption.

Financial Implications:

Financial impact to current year operating budget:

There are no direct impacts because of this report as all impacts are included in the annual prepared budgets as operating costs.

Financial impact on future year operating budget:

All impacts are included in the annual prepared budgets as operating costs.

Alignment with Strategic Priorities:

Enhance Our Infrastructure

This report aligns with this priority as regular reporting provides supporting information to meet the City's climate action goals.

Alignment with One Planet Principles:

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, "Update of Natural Gas and Electricity Procurement" (FIN25-035), dated November 18, 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



MANAGEMENT REPORT

Date: November 18, 2025
To: Finance and Labour Relations Sub-Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-036
Attachments: FHI and FHSI Q3 2025 Financial Results

Title: Festival Hydro Update for Q3 ending September 30, 2025

Objective: To receive an update on Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) financial results and activities at third quarter ending September 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. third quarter financial results and commentary for the period ended September 30, 2025, be received for information;

AND THAT Festival Hydro Services Inc. third quarter financial results and commentary for the period ended September 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

November 2025

To: Mark Hunter and the Finance and Labour Relations Committee

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

From: Alyson Conrad, CFO

NET INCOME:

Net income for the period is \$1.45M, which is \$38K above 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 \$518K less than it was in September of 2024 and \$523K more than June 2025. This variance is the result of the following:

- Electric receivables are \$278K lower than September 2024. Arrears balances have increased by \$4K compared to September 2024 or basically flat with the variance from prior year being current receivables. We will continue to monitor electric receivables and engage in payment arrangements with as many customers as possible before the beginning of the Winter Disconnection Moratorium.
- Water and sewer receivables are \$60K higher than September 2024 however arrears have decreased for these revenues by \$36K over the prior year with the remaining variance from prior year being current receivables.
- The remaining A/R accounts have decreased by \$300K. The variances are mainly due to an increase in construction deposits (credit balances) specifically one large developer in the amount of \$270K.

Electric receivables that are in arrears are being diligently reviewed and acted on by the customer service team as we prepare for the next Winter Disconnection Moratorium which will start on November 15. We generally see arrears increase through the disconnection period, so we attempt to be in the best state prior to that start date.

Inventory – Inventory balances have decreased by \$12K since June 2025. The balance has remained relatively stable throughout the year as inventory is planned to align with capital plans while still benefiting from purchase discounts.

Prepaid Expenses – Prepaid expenses have decreased by \$68K since June 2025. This is mainly due to Cost of Service costs and other regulatory expenses being brought into expense over time.

Due (to) from FHSI – The balance in this account increased from June 30, 2025, moving to a receivable balance of \$48K. This is mainly due to the recent implementation of FHI and FHSI's new ERP system and a change in process of payables and receivables for FHSI.

Unbilled Revenue – This balance is \$1.8M lower than the balance in September 2024. Due to the timing of the IESO invoice, both of the 2024 and 2025 September balances were estimated. In the prior year the estimate was significantly lower than the actual, so a conservative estimate was made for 2025.

Regulatory Assets – The regulatory asset balance has increased by \$2M since September 2024 and is driven virtually by cost of power based on the Ontario Market Price which increased by \$1.6M compared to the prior year. Wholesale and Network charges accounted for the remaining variances.

A/P and Accrued Liabilities – This balance has increased by \$381K from the September 2024 balance. There are no significant differences from prior year and are mainly due to timing of trade payables.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q3 2023 is \$101K above budget. There were higher than typical sustained temperatures over the summer months which allowed for higher variable revenues. Residential revenue is slightly ahead of budget based on moderate increases to customer counts.

Other Revenue – Other revenue is running \$16K below budget at the end of Q3. While there are several areas where other revenues are ahead of budget, one lease customer has filed for bankruptcy so collection is not assured and a portion of this revenue has been allowed for in September.

Controllable Costs - Total controllable costs are \$216K greater than budget to the end of Q3.

Operating and Maintenance expenses are down overall by \$15K compared to the budget. Overall most expense lines are trending close to budget. There were some overages early in the year so budgets were closely monitored to attempt to come back in line. Transformer and Distribution Stations expense will end up close to budget at end of year as we have maintenance planned in Q4. Distribution Lines and Services will continue to trend closer to budget as the tree trimming was completed early this year and overall expenses are now coming back closer to budget. Distribution Transformers expense is expected to stay under budget but will come closer to budget as we have transformer painting and infrared inspections planned for Q4. Customer premises will stay above budget because of the customer repairs we had to do early in the year by about the same amount.

Billing, Collecting and Meter Reading expenses are down \$2K compared to the budget. There have been minimal variances from budgets as they have been monitored closely. There was one unexpected retirement, but this position was backfilled quickly with a longer term contract position.

Administration expenses are up overall by \$233K. The main reason for this is due to unbudgeted professional consulting services.

CASH FLOW COMMENTARY

As per the cash flow statement, the September 30 cash balance decreased by \$254K since June 2024. The decrease in cash is largely due to a high cost of power bill for August paid in September. In any given month, half of the month is in a positive balance and later in the month it is in a credit position because of the timing of the IESO invoice. In addition, AMI 2.0 is well underway with larger purchases occurring in Q3.

LOAN COVENANT RATIO

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

Presented for information purposes.

FESTIVAL HYDRO INC.

Balance Sheet

For the period ending September 30, 2025

	YTD as at Sep 30, 2024	YTD as at Dec 31, 2024	YTD as at Sep 30, 2025	YTD Bdgt as at Dec 31, 2025		YTD as at Sep 30, 2024	YTD as at Dec 31, 2024	YTD as at Sep 30, 2025	YTD Bdgt as at Dec 31, 2025
ASSETS					LIABILITIES				
Current Assets					Current Liabilities				
Accounts Receivable	7,090,902	8,499,148	6,572,451	8,500,000	Bank Indebtedness	4,131,509	4,778,478	3,986,906	4,091,721
Inventory	730,586	410,006	829,645	200,000	Accounts Payable & Accrued Liabilities	8,626,057	10,587,244	9,006,882	11,000,000
Prepaid Expenses	415,549	650,790	773,655	500,000	Current Portion of Consumer Deposits	897,196	1,186,600	1,026,223	1,000,000
Corporate PILS Recoverable	1,086,015	1,180,429	1,138,990	—	Current Portion of Long Term Loans	189,653	1,199,649	192,347	1,055,685
Unbilled Revenue	6,453,707	7,166,152	4,670,000	5,500,000	Dividends Declared	—	147,478	—	200,000
Due from FHSI	-155,987	-94,301	47,950	125,000	Promissory Note	15,600,000	15,600,000	15,600,000	15,600,000
	15,620,772	17,812,224	14,032,691	14,825,000		29,444,415	33,499,449	29,812,358	32,947,406
Property, Plant & Equipment	62,861,709	66,549,243	68,290,218	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	3,333,246	4,804,267	4,805,513	3,619,600
Intangible Assets	3,083,374	3,469,096	3,982,919	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	5,760,656	4,543,408	7,800,991	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	51,382,031	56,232,013	56,514,119	54,241,043
					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	20,940,843	20,991,353	22,442,095	22,580,097
					Accumulated Other Comprehensive Income	-109,996	-131,825	-131,825	-109,996
					TOTAL EQUITY	36,399,235	36,427,916	37,878,658	38,038,489
TOTAL ASSETS	87,781,266	92,659,929	94,392,777	92,279,532	TOTAL LIABILITIES AND EQUITY	87,781,266	92,659,929	94,392,777	92,279,532

FESTIVAL HYDRO INC.

Statement of Capital For the period ending September 30, 2025

	YTD as at Sep 30, 2024	YTD as at Sep 30, 2025	YTD Bdgt as at Sep 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION					
Distribution Overhead	680,247	658,483	567,750	90,733	16%
Underground Conductor and Devices	732,706	357,592	735,450	-377,858	-51%
Distribution Transformers	480,030	361,232	367,988	-6,756	-2%
Miscellaneous Projects	274,455	422,283	261,724	160,559	61%
Customer Driven Projects	458,927	578,992	267,000	311,992	117%
Services	154,401	189,367	163,605	25,762	16%
Distribution Meters	134,882	1,558,668	1,071,253	487,415	45%
SCADA/Distribution Automation	63,220	19,396	53,625	-34,229	-64%
Tools and Miscellaneous Equipment	11,849	20,186	34,650	-14,464	-42%
TOTAL DISTRIBUTION	2,990,717	4,166,199	3,523,044	643,155	18%
OTHER CAPITAL					
Land and Buildings	932,518	110,235	266,250	-156,015	-59%
Transformer Station	73,571	67,029	149,700	-82,671	-55%
Vehicles and Trailers	62,038	423,051	277,500	145,551	52%
Computer Hardware and Software	1,002,341	852,493	772,412	80,081	10%
Contributed Capital	-329,004	-1,032,743	-245,250	-787,493	321%
TOTAL OTHER CAPITAL	1,741,464	420,065	1,220,612	-800,547	-66%
TOTAL CAPITAL	4,732,180	4,586,264	4,743,656	-157,392	-3%

FESTIVAL HYDRO INC.

Income Statement

For the period ending September 30, 2025

	YTD as at Sept 30, 2024	YTD as at Sep 30, 2025	YTD Budget at Sep 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	61,155,141	65,854,806	61,170,241	4,684,565	8%
Cost of Power	51,050,553	54,599,719	50,016,641	4,583,078	9%
GROSS MARGIN (DISTRIBUTION REVENUE)	10,104,588	11,255,087	11,153,600	101,487	1%
Other Operating Revenue	819,891	881,979	898,420	-16,441	(2%)
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	283,074	214,520	229,560	-15,040	(7%)
Distribution Lines & Services Overhead	1,305,838	1,390,405	1,369,113	21,292	2%
U/G Distribution Lines & Services	150,839	191,189	176,393	14,796	8%
Distribution Transformers	63,845	38,106	64,959	-26,853	(41%)
Distribution Meters	279,253	239,185	268,881	-29,696	(11%)
Customer Premises	174,956	207,239	186,329	20,910	11%
TOTAL OPERATING AND MAINTENANCE	2,257,805	2,280,644	2,295,235	-14,591	(1%)
ADMINISTRATION					
Billing, Collecting & Meter Reading	1,130,128	1,221,753	1,224,204	-2,451	(0%)
Administration	2,577,316	3,165,425	2,932,257	233,168	8%
TOTAL ADMINISTRATION	3,707,444	4,387,178	4,156,461	230,717	6%
Allocated Depreciation	-101,530	-99,099	-99,099	—	—
TOTAL CONTROLLABLE COST	5,863,720	6,568,723	6,352,597	216,126	3%
NET INCOME BEFORE DEP'N, INTEREST & TAX	5,060,759	5,568,343	5,699,423	-131,080	(2%)
Depreciation	2,123,709	2,331,467	2,331,467	—	—
Interest Expense	1,636,620	1,651,742	1,733,822	-82,081	(5%)
Interest Income	-216,828	-87,047	—	-87,047	(100%)
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	1,517,258	1,672,181	1,634,134	38,047	2%
Current Tax	128,977	221,439	221,439	—	—
NET INCOME BEFORE SWAP, ICM & FUTURE TAX	1,388,281	1,450,742	1,412,695	38,047	3%
Unrealized Gain/Loss on Swap	—	—	—	—	—
Future Tax	—	—	—	—	—
Marketable Security - Recorded as OCI	—	—	—	—	—
NET INCOME	1,388,281	1,450,742	1,412,695	38,047	3%

FESTIVAL HYDRO INC.

Cash Flow Statement

For the period ending September 30, 2025

	YTD as at Sep 30, 2024	YTD as at Dec 31, 2024	YTD as at Sep 30, 2025	YTD Bdgt as at Sep 30, 2025
Cash from Operations				
Net Income	1,388,281	1,760,604	1,450,742	1,412,696
Depreciation	2,123,709	2,815,498	2,331,467	2,331,467
Amortization of Deferred Revenue in Other Revenue	48,807	-21,857	1,246	-57,452
Unrealized Loss on Interest Rate Swap	—	168,797	—	247,598
Change in OCI	—	—	—	-41,638
Decrease/(Increase) in Receivables	2,222,232	569,178	1,926,697	-750,000
Decrease/(Increase) in Inventory	-518,581	-198,001	-419,639	—
Decrease/(Increase) in Prepaids	-106,727	-341,968	-122,865	-37,500
Decrease/(Increase) in Due to/from FHSI	126,632	64,946	-142,251	-18,750
Decrease/(Increase) in PILS	-342,923	-437,336	41,439	—
Decrease/(Increase) in Unbilled Revenues	461,762	-250,684	2,496,152	—
Decrease/(Increase) in Future Tax	—	-490,052	—	—
Decrease/(Increase) in Regulatory Assets	229,075	1,446,323	-3,257,583	-750,000
Increase/(Decrease) in Payables	-1,738,806	222,380	-1,580,362	—
Increase/(Decrease) in Deposits	-991,073	330,381	-1,192,427	—
Increase/(Decrease) in Employee Future Benefits	—	-18,421	—	-40,406
Contributed Capital	420,599	1,541,685	1,032,743	245,391
Net Cash Provided	3,322,988	7,161,473	2,565,359	2,541,406
Cash from Financing				
Loan Repayments	560,711	750,364	812,138	940,001
Loan Advance	-2,500,000	-2,500,000	-5,000,000	-3,750,000
Cash Used - Capital Expenditures	5,084,909	9,385,546	5,619,007	4,949,839
Cash Used - Dividends Paid Current Year	428,915	390,330	147,478	292,748
Cash Used - Dividends Declared in Prior Year	—	233,750	195,165	150,000
Net Cash Used	3,574,535	8,259,990	1,773,788	2,582,587
Increase (Decrease) in Cash Position	-251,548	-1,098,517	791,571	-41,181
Bank Indebtedness, Beg of Period	-3,679,961	-3,679,961	-4,778,478	-4,778,478
Bank Indebtedness, End of Period	-3,931,509	-4,778,478	-3,986,906	-4,819,658
Bank and Line of Credit Analysis	2024	2024	2025	
High balance (YTD)	5,281,013	5,281,013	2,537,690	
Low Balance (YTD)	-6,552,953	-6,552,953	-8,377,148	
Overdraft interest (annualized)	178,356	133,767	203,820	
Interest rate (avg annual for period)	7.01%	6.75%	5.04%	
Average overdraft balance	2,544,304	1,983,139	4,044,046	



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

November 2025

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

Net Income:

The net income for the period was \$4K, which is \$18K lower than budget and \$2K 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 higher than Q2 by \$108K. This is higher than the previous quarter due to the recent change in FHSI and FHI's ERP accounting software. It was decided that FHSI will process its own receivables and payables through its own instance of the ERP system which is a different process than was previously done. In the past, outstanding accounts receivable balances were generally held in FHI as they hit the intercompany account and revenues when they are billed, not when they are collected. By the end of Q3, this change had only been partially implemented as FHSI was waiting for its commercial bank to adjust its bank account for the ability to directly accept customer payments. This caused a larger increase in receivables with the offset being the due to/(from) FHI account. The revenues were billed in FHSI with payments still being paid to FHI. This will be fully implemented in Q4 as the bank can now accept receipts directly to FHSI.

Capital Assets – Additions spend to date is \$61K compared to budget of 210K or 29%. 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 a potential customer build-out requirement 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. There is a larger fibre line relocation and upgrade as well as remediation efforts scheduled for Q4.

Due from Festival Hydro Inc. – The balance in this account decreased from June 30, 2025, moving to a payable balance of \$48K. This is mainly due to the explanation included above in accounts receivable.

Deferred Revenue – This balance has decreased from the June 2025 balance as a portion of the balance has been recognized into revenue for Q3 2025. No new contributions have been received in the period.

Income Statement Commentary:

Revenues – Revenues are \$87K lower than budget in Q3. Dark Fibre revenue is down by \$59K. The budget included \$72K in dark fibre for the year and \$24K in lit fibre for the potential new customer project which has not been attained to date. Discussions with this potential customer have started up again as their Stratford expansion was deprioritized for 2025 and is now a 2026 project. While this impacts our 2025 projections significantly, this is back to being an active opportunity with long term revenue potential. Consulting revenue is down by \$39K due to a cancelled project for network design consulting as a result of economic factors and project work for a utility not moving forward. Co-locate revenue is also down compared to budget by \$25K due to no new customers at this time. FHSI met with a new potential customer to follow up on their move to the data centre. The proposal is being submitted for approval and FHSI is awaiting updates on timeline.

Operating Expenses – Operating expenses are below budget by \$13K 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 \$36K with a portion of this expense budgeted for the potential new customer. 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.

Depreciation and Interest Expense – Depreciation is below budget by \$16.5K based on the lower than anticipated capital spend in 2025. Interest expense is lower by \$4K due to the receivable balance from FHI.

Cash Flow Commentary:

The cash balance has remained at a \$15K balance compared to June 2025. Cash balances will begin to change through Q4 as less transactions (revenues and expenses) will be run through the due to/ (from) FHI account.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet For the period ending June 30, 2025

	YTD as at Sep 30, 2024	YTD as at Dec 31, 2024	YTD as at Sep 30, 2025	Bdgt as at Dec 31, 2025		YTD as at Sep 30, 2024	YTD as at Dec 31, 2024	YTD as at Sep 30, 2025	Bdgt as at Dec 31, 2025
ASSETS					LIABILITIES				
Current Assets					Current Liabilities				
Cash	1,224	10,654	15,335	62,392	Accounts Payable	64,708	56,259	46,014	40,000
Accounts Receivable & Prepaids	26,739	27,978	166,892	60,000	Current Portion of LTD	11,039	45,004	11,251	45,868
Inventory	7,131	7,059	7,059	8,000	Promissory Note	372,000	372,000	372,000	372,000
Income Tax Receivable/(Payable)	19,059	1,615	18,715	-20,916	Due to/from Festival Hydro Inc.	-174,155	-94,301	47,950	125,000
Total Current Assets	54,153	47,305	208,001	109,476	Total Current Liabilities	273,591	378,961	477,214	582,868
Fixed Assets					Other Liabilities				
Gross Book Value	5,516,846	5,620,453	5,681,497	6,018,538	Deferred Revenue	433,576	398,347	326,581	330,461
Accumulated Depreciation	-3,065,489	-3,142,723	-3,369,748	-3,450,927	Deferred Tax Liabilities	248,000	227,000	227,000	276,197
Net Book Value	2,451,357	2,477,730	2,311,749	2,567,612	Long Term Debt				
					POP Loan Long Term Portion	233,825	188,821	188,821	142,956
					TOTAL LIABILITIES	1,188,992	1,193,129	1,219,617	1,332,482
					EQUITY				
					Share Capital	249,236	249,236	249,236	249,235
					Retained Earnings	1,067,283	1,082,670	1,050,899	1,095,371
					TOTAL EQUITY	1,316,518	1,331,906	1,300,134	1,344,606
TOTAL ASSETS	2,505,510	2,525,035	2,519,751	2,677,088	TOTAL LIABILITIES AND EQUITY	2,505,510	2,525,035	2,519,751	2,677,088

FESTIVAL HYDRO SERVICES INC.

Statement of Capital For the period ending June 30, 2025

	YTD as at Sep 30, 2025	YTD Budget at Sep 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Computer Equipment - Hardware	9,028	37,917	-28,888	(76%)
Computer Software	—	5,833	-5,833	(100%)
Buildings	—	5,833	-5,833	(100%)
Fibre Capital	46,666	145,833	-99,167	(68%)
WiFi Capital	5,350	14,583	-9,234	(63%)
TOTAL CAPITAL	61,044	210,000	-148,955	(71%)

FESTIVAL HYDRO SERVICES INC.

Statement of Operations For the period ending June 30, 2025

	YTD as at Sep 30, 2024	YTD as at Sep 30, 2025	YTD Budget at Sep 30, 2025	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var\$
TOTAL REVENUE	1,067,202	982,802	1,069,707	-86,905	(8%)
TOTAL OPERATING EXPENSES	784,397	742,301	755,509	-13,208	(2%)
NET INCOME BEFORE DEPRECIATION & INTEREST	189,744	136,521	209,465	-72,944	(35%)
Depreciation	249,423	210,525	227,026	-16,501	(7%)
Interest Expense	24,928	24,292	28,425	-4,133	(15%)
Interest Income	-292	-335	-450	115	(25%)
NET INCOME FOR THE PERIOD BEFORE TAXES	8,746	6,020	59,197	-53,177	(90%)
Current Tax Provision	2,318	1,565	15,687	-14,122	(90%)
Future Tax Provision	—	—	21,148	-21,148	(100%)
NET INCOME(LOSS) FOR THE PERIOD	6,428	4,455	22,362	-17,908	(80%)

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending September 30, 2025

	YTD as at Sep 30, 2024	YTD as at Dec 31, 2024	YTD as at Sep 30, 2025	YTD Bdgt as at Sep 30, 2025
Cash from Operations				
Net Income	6,428	18,302	4,455	22,362
Future tax provision	—	-21,000	—	21,148
Current tax provision (ITC portion)	2,318	27,000	1,565	15,687
Depreciation	249,423	332,489	210,525	227,026
Amortization of contributed capital	-47,801	-77,900	-57,918	-47,801
Amortization of deferred revenue	1,118	-4,012	-9,603	-14,068
Net Change in Receivables/Payables	14,268	-4,903	-197,574	-321
Net Cash Provided	225,754	269,976	-42,772	224,032
Cash from Financing				
Capital expenditures - FHI	-52,807	-156,414	-61,044	-270,000
Loan - Wightman	-33,117	-44,156	-33,753	-33,753
Loan from/(repayment to) Festival	-144,800	-64,946	142,251	56,250
Net Cash Used	-230,725	-265,516	47,453	-247,503
Increase (Decrease) in Cash Position	-4,971	4,459	4,681	-23,471
Cash Beg of Period	6,194	6,194	10,654	10,654
Cash End of Period	1,224	10,654	15,335	-12,817



MANAGEMENT REPORT

Date: November 18, 2025
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-037
Attachments: None

Title: Ontario Regulation 284/09 – Excluded Expenses 2026 Budget

Objective: To meet the legislative requirements of Ontario Regulation 284/09 for financial reporting and provide Council with information regarding expenses excluded from the budgeting process in 2026.

Background: In 2009, the Public Sector Accounting Board (PSAB) changed accounting standards for municipalities, requiring full accrual reporting. However, City of Stratford still budgets on a modified cash basis, excluding certain expenses. The 2026 draft budget excludes 'non-cash' items including amortization, post-employment benefits, and landfill post-closure expenses. A report to Council must outline the impact on financial statements, including changes to accumulated surplus and future capital asset funding requirements.

The report shall include:

1. an estimate of the change in the accumulated surplus of the municipality resulting from the exclusion of any of these expenses; and
2. an analysis of the estimated impact of the exclusion of any of the expenses on the future tangible capital asset funding requirements.

In addition to the items covered in the O. Reg, the following items are also excluded from the PSAB full accrual budget, but reporting on these items is not required as these items are deemed to be taken from the municipality's surplus.

- Principal paid on debt
- Transfers to reserve accounts
- Transfers from reserve accounts
- Acquisition costs of tangible capital assets

These exclusions are why the internal financial reports and budget process differ, sometimes significantly, from the audited financial statements, that are prepared in accordance with PSAB guidelines.

Analysis:

Amortization Expenses on Tangible Capital Assets:

The 2026 draft budget excludes an estimated \$29 million for amortization. Despite not budgeting for amortization, estimated capital expenditures of \$56 million offset the impact of this item, resulting in an adjusted surplus increase of approximately **\$27 million**. The estimates for amortization may change as we better refine the asset inventory and extend the useful life of assets (thereby reducing annual amortization in some cases).

Asset Retirement Obligations (including Landfill Closure and Post-Closure Expenses):

This is an estimated liability of \$13.2 million and was substantially accounted for in 2023. The City contributes to a reserve for future landfill costs, but there's an unfunded gap relating to AROs in general of about **\$10 million**. This gap is typically planned for in replacement cost estimates or when asset retirement occurs, and reduces the overall impact on the PSAB adjusted surplus.

Post-Employment Benefits Liabilities

The City has post-employment benefits obligations additional contributions to fund it were not included in the 2026 budget this item will not be a contributing factor. The City doesn't fully fund this liability, leading to potential annual volatility without a reserve to stabilize these fluctuations. This has the effect of contributing to the accumulated surplus.

Impact on Future Tangible Capital Asset Funding Requirements

It is important to note again that amortization expense is not an accurate representation of the City's "Infrastructure Deficit".

The City's comprehensive asset management plan is the best source for quantifying future capital funding needs and measuring the infrastructure deficit in today's dollars. It is intended as a living document, and updated as assets are sold and replaced, and decisions are made affecting future replacements.

In summary, transitioning to a full PSAB-adjusted budget would increase the City's annual surplus by approximately **\$17 million** under PSAB reporting guidelines. This surplus doesn't reflect principal debt repayments and cash contributions (transfers) to the reserve fund bank account, which are not captured in PSAB reporting. While adjustments are required for compliance with PSAB reporting, the modified cash basis

that is currently used is much simpler to understand as it represents true cash requirements.

Financial Implications:

Financial impact to current year and future year operating budget:

The report has no direct impact on the cash operating surplus/deficit.

Link to asset management plan and strategy:

The current modified budgeting is adequate, ensuring reserves accumulate, keeping the levy balanced with general cash operations.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as it is provided for compliance purposes with O. Reg 284/09.

Alignment with One Planet Principles:

Not applicable: This report is being prepared for information and compliance purposes so there is no connection to the One Planet principles.

Staff Recommendation: THAT the Report FIN25-037 dated November 18, 2025, from the Director of Corporate Services regarding legislative requirements of Ontario Regulation 284/09, and the impact of excluded expenses from the City's 2026 budget, 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



MANAGEMENT REPORT

Date: November 18, 2025
To: Finance and Labour Relations Sub-Committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN25-040
Attachments: Policy F.1.13 Appendix A with tracked changes

Title: Reserve and Reserve Fund Policy Review

Objective: To provide Council with an update on the reserve and reserve fund policy and seek authorization for amendments as noted.

Background: Periodically, staff review the existing reserves and reserve funds, the thresholds that are in place, and how reserves and reserve funds are working. If the need for a new reserve arises, or a need is no longer there, then recommendations will be made to specific reserves and reserve funds to optimize the uses and purposes of the various reserves and reserve funds. Minor housekeeping amendments for clarity or consistency are also considered.

Analysis:

Proposed changes are noted in the appendix for each reserve and reserve fund and are summarized below:

General

- Proposed renaming of several funds and expanded language for consistency and clarity around the purpose of the fund
- Language changes to reflect that usage of the Library, Police and Golf reserve funds are at the discretion of the respective Boards

Specific

- Winter Control: proposed increase to the maximum balance from 25% of the previous year's costs to 50%. This is to reflect significant fluctuations that can occur year-over-year and ensure that these fluctuations can be managed using reserves rather than increases to the tax levy.

- Insurance: proposed increase to the minimum balance from 10% to 25% and maximum balance from 40% to 50% of the previous year's premium costs. This is to reflect significant fluctuations that can occur year-over-year and ensure that these fluctuations can be managed using reserves rather than increases to the tax levy. It also recognizes that some insurance costs incurred fall below the City's deductibles.
- WSIB: Due to increased claims, the amounts set aside from each payroll period have changed to reflect this
- HR Salary Contingency: Minimum balance increased from \$75,000 to \$100,000 and maximum balance not to exceed 1.5% of wages and benefits (up from 1%). This is to better reflect the surpluses created due to turnover or timing of filling positions and allow for the use of these timing variances towards future year timing variances.
- Parking: Maximum balance increased to recognize that parking infrastructure needs continue to evolve and to ensure adequate funding is available for replacement or new structures. It also ensures that revenues earned from parking remain in the parking reserve, rather than general surplus when the threshold is exceeded.
- Strategic Community Development (STRA) : target balance is linked to the tax levy, so have increased the amount from \$500,000 to \$800,000 to reflect recent years' tax levies
- Local Housing Corporation: updated language to reflect the shared-services component of this reserve fund, as well as to link the target balance to the 10-year capital forecast like the other Capital reserve funds.
- Municipal Accommodation Tax (MAT): updated to reflect that this reserve fund will be affected by the 'Use of MAT' policy to be developed by the ad-hoc committee
- **New:** Affordable Housing Reserve Fund to address Council-approved initiatives for operating or capital works that further affordable housing initiatives (see below)

Affordable Housing Reserve Fund: In 2024, the City received proceeds of sale from property in the amount of \$3,062,481.78, after allocating building fees, development charges and other closing costs. Several ideas have been proposed regarding what to do with these funds, including setting them aside for various purposes that align with Council's strategic priorities.

Staff have identified several options, and outline them below, along with impacts, and considerations for each:

Option 1: Do not explicitly direct funds to any specific initiative, project or reserve, which will result in the funds flowing into the City's tax stabilization reserve for future use. The tax stabilization reserve is typically intended to mitigate tax levy increases, specifically aimed at one-time/non-recurring expenses rather than to mitigate rising operating costs. It is also relied upon for unplanned/unbudgeted expenses that might

occur in a budget year (subject to Council approval). This option provides the most flexibility for future use.

Option 2: Direct a portion of the funds to specific initiatives that Council has expressed support for, but that may not be fully funded and a portion to the Tax Stabilization Reserve. Specific initiatives could include things like specific capital projects in the 10-year capital forecast, any of the existing reserves or reserve funds, or initiatives currently unfunded, such as the development of the Grand Trunk site, or identified initiatives around affordable housing. If some funds are directed to a specific initiative and some are directed to the tax stabilization, then there is a mix of flexibility and specific direction and would require Council direction to the specific allocation of funds. This option provides mid-level flexibility for future use, by keeping some of the funds available for general use, and some for specific initiatives.

Option 3: Direct the entire amount of funds towards one or more specific initiatives. This option provides the least flexibility in future, as the funds are fully and specifically committed to those initiatives.

Staff are recommending that Council consider some form of Option 2 to recognize investment in specific chosen initiatives while also leaving some funds available for future one-time uses in the tax stabilization reserve. One example could be something like \$1 million to the new Affordable Housing Reserve Fund, \$1 million to the Grand Trunk initiatives and \$1 million to the Tax Stabilization Reserve Fund.

Note that while staff make recommendations based on analysis, market research and specific City needs, the Reserve and Reserve fund policy is approved by Council and current or future uses of funds may be amended by Council at their discretion, with varying degrees of risks or consequences.

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated impact in the current year operating budget.

Financial impact on future year operating budget:

There is no anticipated impact in the future year operating budget.

Link to asset management plan and strategy:

There is no link, except to the extent that any funds are allocated towards capital reserve funds, which would assist in meeting longer-term capital financing.

Alignment with Strategic Priorities:

Enhance our Infrastructure

Allocating funding towards any capital reserves would demonstrate alignment with this strategic priority, as it assists with meeting funding objectives of the 10-year capital forecast.

Build Housing Stability

Allocating funding towards any affordable housing projects would assist with this objective by contributing to stability.

Work Together for Greater Impact

Allocating funding towards the Grand Trunk project would assist in ensuring the City has some funds to leverage partnerships.

Alignment with One Planet Principles:

Not applicable: As this report is for administrative purposes, alignment with One Planet Principles does not apply.

Staff Recommendation: THAT Council receive the Reserve and Reserve Fund Policy Review report for information;

THAT Council authorize the proposed housekeeping changes and the establishment of a new Reserve Fund for Affordable Housing;

AND THAT Council provide direction regarding the distribution of the proceeds of sale of \$3,062,481.78.

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

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Tax Rate Stabilization/[Working Capital](#)

RESERVE ACCOUNT #: G-R14-TAXS-0000

PURPOSE:

- To mitigate tax rate changes during preparation of the annual budget and to protect the City against any unanticipated expenditures of an operating nature.
- [This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.](#)
- [To fund emergency capital requirements outside of the annual budget process and over-expenditures in capital projects.](#)
- [To provide financing to capital projects where tenders exceed approved budgets.](#)

TARGET BALANCE:

- 5% of previous year's municipal tax levy with a minimum balance of \$500,000.

FUNDING SOURCES:

- Planned contributions from Operating budget.
- Net Corporate year-end operating surplus.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenditures or mitigate temporary impacts that are not expected to recur.
- Funding of net year-end operating deficits.

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Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Water Rate Stabilization

RESERVE ACCOUNT #: G-R18-WATR-0000

PURPOSE:

- To mitigate user rate changes during preparation of the annual operating budget and to protect the City against any unanticipated expenditures of an operating nature.
- This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.

TARGET BALANCE:

- Minimum balance of 5% of the user rate Water expenditure budget, maximum balance not to exceed 10% of the user rate Water expenditure budget.
- Once maximum target has been met, surpluses to be reallocated to the Water Capital Reserve Fund.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Year-end net operating surplus of Water division up to reserve maximum, then balance to Water Capital Replacement Reserve Fund.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.
- Funding of Water Fund year-end operating deficit.
- Transfers to Water Capital Reserve Fund

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Wastewater/Sanitary Rate Stabilization

RESERVE ACCOUNT #: G-R18-WWTR-0000

PURPOSE:

- To mitigate user rate changes during preparation of the annual operating budget and to protect the City against any unanticipated expenditures of an operating nature.
- This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.

TARGET BALANCE:

- Minimum balance of 5% of the user rate Wastewater/Sanitary expenditure budget, maximum balance not to exceed 10% of the user rate Wastewater/Sanitary expenditure budget.
- Once maximum target has been met, surpluses to be reallocated to the Water Capital Reserve Fund.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Year-end operating surplus of Wastewater/Sanitary division up to reserve maximum, then balance to Wastewater/Sanitary Capital Replacement Reserve Fund.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.
- Funding of Wastewater/Sanitary Fund year-end operating deficit.
- Transfers to Wastewater/Sanitary Capital Reserve Fund

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Winter Control

RESERVE ACCOUNT #: G-R00-WNTR-0000

PURPOSE:

- To provide for winter control costs which exceed the amount provided for in the City's operating [expenditure](#) budget so as not to adversely impact the current year's operating fund.

TARGET BALANCE:

- Total balance should not be less than 10% of the prior year's annual operating budgeted [expenditures](#) for winter control.
- Total balance should not exceed more than [50%](#) of the prior year's annual operating budgeted [expenditures](#) for winter control.
- When threshold is exceeded, subsequent operating budgets shall utilize excess and/or cease further contributions to the reserve. Surpluses creating excess in the reserve shall become part of the general operating surplus and accordingly form part of the tax stabilization reserve.

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FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Unexpended winter control funds.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Building Permit Reserve Fund

RESERVE ACCOUNT #: R-R11-BSUR-0000

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PURPOSE:

- To ensure that the Building Division operates as a self-sustaining operation
- As per Bill 124, this reserve will be used to mitigate fluctuations in building permit fees by managing the risk associated with an economic downturn and managing the financial implications resulting from additional compliance costs.

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TARGET BALANCE:

- One year of costs to operate the Building Division (Permits and Inspections). Significant variances above or below this will trigger a review of the fees being charged.

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FUNDING SOURCES:

- Net operating surplus earned from building permit and inspection revenues.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.
- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Election Expenses

RESERVE ACCOUNT #: G-R00-ELEC-0000

PURPOSE:

- To mitigate significant cyclical fluctuations in the operating budget resulting from the expenditures of a municipal election. One quarter of the estimated costs of the election will be transferred annually to this reserve and then drawn upon in the year of the election.

TARGET BALANCE:

- Full estimated cost of the upcoming election by election year.

FUNDING SOURCES:

- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses in the election year.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Clerks Investigations

RESERVE ACCOUNT #: G-R18-CLRK-0000

PURPOSE:

- To mitigate budget pressure resulting from unexpected cost of complaints filed with the City's Integrity Commissioner or Ontario Ombudsman.

TARGET BALANCE:

- \$50,000.

FUNDING SOURCES:

- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Insurance

RESERVE ACCOUNT #: G-R00-INSR-0000

PURPOSE:

- To finance insurance claims and related expenses that are less than the City's insurance deductible.

TARGET BALANCE:

- Minimum balance not less than 25% of prior year's insurance policy premiums.
- Maximum balance not more than 50% of prior year's insurance policy premiums.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Third party recoveries not otherwise utilized through the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses to cover extraordinary and unbudgeted number of claims.

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Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: WSIB

RESERVE ACCOUNT #: G-R00-WCBO-0000

PURPOSE:

- As a municipal government, the City is classified as a Schedule 2 employer through the Workplace Safety and Insurance Board (WSIB) which means that the City is responsible for the full cost of any claims authorized by WSIB for its employees.
- This reserve is used to fund any claims associated with workplace claims so as not to impact the operating fund as claims occur.

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TARGET BALANCE:

- Varies based on claims (reviewed annually)

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FUNDING SOURCES:

- Planned contributions from the Operating budget: Payroll contribution of 3% for all City employees, except 5% payroll contribution for Police and Fire Departments.
- Third party recoveries not otherwise utilized through the budget process.

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UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses to cover extraordinary and unbudgeted number of claims.
- To fund workplace claims filed by employees and approved by WSIB.

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RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Sick Leave

RESERVE ACCOUNT #: G-R00-SICK-0000

PURPOSE:

- In accordance with collective bargaining agreements for Fire, Police, Library, Inside and Outside workers, to fund:
 - Accrued sick time payouts on retirement or resignation
 - Extended sick time events where the department had to hire additional staff
- This does not apply to Water, Transit or Management employee groups who are covered by Long term Disability insurance coverage.

TARGET BALANCE:

- To remain fully funded as determined by annual independent actuarial review.

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FUNDING SOURCES:

- Planned contributions from the Operating budget through Payroll.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses as determined by payouts within each calendar year.

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RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: HR Salary Contingency

RESERVE ACCOUNT #: G-R18-HRCO-0000

PURPOSE:

- To fund significant or unbudgeted human resources costs including legal fees, recruitment termination costs, costs to backfill vacant positions, etc. and to be used as required in a given year to bridge timing until the upcoming budget year for new positions approved in the year as required.

TARGET BALANCE:

- Minimum balance [\\$100,000](#)
- Not to exceed more than [1.5%](#) of the total annual municipal employee [full time and part-time salaries/wages and benefits](#) expense budget.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Up to 25% of any annual surpluses due to staffing vacancies (determined from salaries/wages [and benefit accounts](#)).

UTILIZATION OF FUNDS:

- Transferred to General Fund for unplanned or unusual expenditures relating to employee compensation or other Human Resources functions as identified by the department Director and Chief Administrative Officer.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Management & Planning Studies

RESERVE ACCOUNT #: G-R18-STUD-0000

PURPOSE:

- To set money aside for the future completion of various management and planning studies. Examples include;
 - Zoning By-Law Update
 - Official Plan Update
 - Various departmental master plans

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TARGET BALANCE:

- Timing and balances as determined by needs of operating budgets and capital plans and forecasts.

FUNDING SOURCES:

- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund operating or capital projects. Studies are operating in nature but may be funded from capital reserve funds since they may be tied to specific infrastructure.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Library – Perth County Information Network (PCIN)

RESERVE ACCOUNT #: G-R06-PCIN-0000

PURPOSE:

- To be used as needed for special projects of the Perth County Information Network group (PCIN).
- Does not include PCIN main capital project – Integrated Library System replacement
- [Oversight and direction provided by the Library Board](#)

TARGET BALANCE:

- No target.

FUNDING SOURCES:

- Planned contributions from Library's annual PCIN operating budget.
- Includes operating funds from all 5 PCIN libraries.

UTILIZATION OF FUNDS:

- Planned contributions to fund the Operating budget as required.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Special Projects

RESERVE ACCOUNT #: G-R18-SPEC

PURPOSE:

- To fund specific, unique initiatives, typically projects or events that have corporate or community-wide levels of significance.

TARGET BALANCE:

- \$250,000.

FUNDING SOURCE:

- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Local Boards & Committees

RESERVE ACCOUNT #: G-R18-BRDS-0000

PURPOSE:

- To track funds available for committees of Council
- Funds may have been derived from grants or donations or may be unspent operating funds from prior years.

TARGET BALANCE:

- No target balance. Committees are generally expected to utilize their approved budget each year.

FUNDING SOURCES:

- Grants and donations [for future use](#).
- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses [and to mitigate timing of projects](#).
- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Community Improvement Plan Incentives

RESERVE ACCOUNT #: G-R18-CIPI-0000

PURPOSE:

- To establish the funding source for approved City CIP incentive programs and track funds available for these programs
- The various CIP programs currently available include:
 - Brownfield Program
 - Heritage Conservation District (HCD) Façade Improvement Loan Program
 - Heritage Conservation District (HCD) Building Improvement Loan Program
 - Heritage Conservation District (HCD) Improvement Grant Program

TARGET BALANCE:

- Target balance not to exceed program maximums as outlined in the CIP programs.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Repayment from Loan Incentive programs (net of any grants)

UTILIZATION OF FUNDS:

- To fund Council-approved applications under currently approved Community Improvement Plans. The intent is that any of the programs would be funded from this reserve as long as there are available funds.

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RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Information Technology (I.T.) – Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-ITCA

PURPOSE:

- To maintain the current level of Information Technology service and infrastructure, while also improving the system to meet future needs.
- May also be utilized for contracted services or other purposes as required to maintain the approved service levels

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of I.T. assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Maintain, upgrade, and enhance I.T. Infrastructure.
- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Fleet – Capital

Deleted: Capital -

RESERVE ACCOUNT #: R-R11-FLET

PURPOSE:

- To fund the capital replacement needs of City Fleet assets.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- User based rate charges.
- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Fleet assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Public Works - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-PWCA

PURPOSE:

- To fund the capital replacement needs of Public Works assets and the City share of growth-related projects.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Public Works assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Storm Water - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-STRM-0000

PURPOSE:

- To fund the replacement of City storm-water linear inventory and the City share of growth-related projects.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Storm Water assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Fire - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-FIRE

PURPOSE:

- To replace, upgrade or purchase the addition of assets required to support Fire Department operations, life safety, infrastructure, and life cycle management of assets.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Fire assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Maintain and upgrade Fire infrastructure.
- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Police – Capital and General

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RESERVE ACCOUNT #: R-R11-POLI

PURPOSE:

- To replace, upgrade or purchase the addition of assets (tangible or service-driven) required to support Stratford Police Services operations, life safety, infrastructure, and life cycle management of assets.
- Oversight and direction provided by the Police Services Board

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TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Police assets unless otherwise utilized in the budget process.
- Net departmental surplus from operations

UTILIZATION OF FUNDS:

- Maintain and upgrade Police infrastructure.
- Planned contributions to fund Capital projects.
- Net departmental deficit from operations.

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Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Facilities - Capital

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RESERVE ACCOUNT #: R-R11-FACI

PURPOSE:

- To fund capital projects related to life cycle needs of City Facilities.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast needs for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of City facilities unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Parks, Recreation and Cemetery - Capital

Deleted: Capital -

RESERVE ACCOUNT #: R-R11-RECR

PURPOSE:

- To fund capital projects and lifecycle activities related to parks, recreation and cemetery equipment, including infrastructure required to maintain parks and cemetery lands and building components, and any related studies, design and engineering.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast needs for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Social Services - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-SSCA

PURPOSE:

- Comprised of amounts related to [the Shared Services of](#) Social Housing, Affordable Housing, Child Care and General Social Services used in the continuous improvement of social programming within the City of Stratford, Town of St. Marys, and County of Perth.
- [Some](#) of this funding [may be](#) restricted to specific programming (restricted funding) and other funding is more general in nature (unrestricted funding).

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TARGET BALANCE:

- No target identified.

FUNDING SOURCES:

- Funded through Ministry authorized transfers and grants over various years.
- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Library – Capital and General

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RESERVE ACCOUNT #: R-R11-LIBR

PURPOSE:

- To replace, upgrade or purchase the addition of assets required to support the Stratford Public Library operations, life safety, infrastructure, and life cycle management of assets.
- Oversight and direction provided by the Library Board

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TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Library assets unless otherwise utilized in the budget process.
- Grants and donations as determined by the Board.
- Net departmental surplus from operations

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UTILIZATION OF FUNDS:

- Maintain and upgrade Library infrastructure.
- Planned contributions to fund Capital projects
- Net departmental deficit from operations.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Airport - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-AIRP

PURPOSE:

- To replace, upgrade or purchase additional assets required to support Municipal Airport operations, life safety, infrastructure, and life cycle management of assets.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of Airport assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Maintain and upgrade Airport infrastructure.
- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Golf Course Association - Capital

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RESERVE ACCOUNT #: R-R11-RMUN

PURPOSE:

- To fund Municipal Golf Course capital requirements as determined by the Stratford Municipal Golf Course Association.
- Excludes capital works relating to the Clubhouse as identified by Community Services staff

TARGET BALANCE:

- \$150,000.

FUNDING SOURCES:

- Planned contributions from the Operating budget or as directed by the Association board.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

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RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Water - Capital

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RESERVE ACCOUNT #: R-R11-WATR

PURPOSE:

- To fund Water capital projects as identified in the current Water and Wastewater/Sanitary Rate Study, and as described in the 10-year capital plan of the City.

TARGET BALANCE:

- As set out in the current Water and Wastewater/Sanitary Rate Study.
- Minimum balance to be no less than the average annual capital expenditures as outlined in the City's capital budget and forecast plus \$500,000 to allow for unplanned items not expressly outlined in the 10-year forecast or asset management plan documents.
- Maximum balances not to exceed two-years of average annual capital forecast plus \$500,000 as determined by 10-year capital forecast need for City funding.

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FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Balance of year end Water division surplus when Stabilization Reserve balance has been achieved.
- Proceeds of disposition on sale of Water assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Wastewater/Sanitary - Capital

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RESERVE ACCOUNT #: R-R11-WWTR

PURPOSE:

- To fund Wastewater/Sanitary capital projects as identified in the current Water and Wastewater/Sanitary Rate Study, and as described in the 10-year capital plan of the City.

TARGET BALANCE:

- As set out in the current Water and Wastewater/Sanitary Rate Study.
- Minimum balance to be no less than the average annual capital expenditures as outlined in the City's capital budget and forecast plus \$500,000 to allow for unplanned items not expressly outlined in the 10-year forecast or asset management plan documents.
- Maximum balances not to exceed two-years of average annual capital forecast plus \$500,000 as determined by 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Balance of year end Wastewater/Sanitary division surplus when Stabilization Reserve balance has been achieved.
- Proceeds of disposition on sale of Wastewater/Sanitary assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Waste Management - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-WAST

PURPOSE:

- To fund Waste Management capital projects as identified in the current Waste Management Rate Study, and as described in the 10-year capital plan of the City.

TARGET BALANCE:

- As set out in the current Waste Management Rate Study.
- Maximum balances as determined by 10-year capital forecast needs for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Excess financing from completed capital projects.
- Proceeds of disposition on sale of Waste Management assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Landfill Closure and Post-Closure [\(Retirement\) Obligations](#)

RESERVE ACCOUNT #: R-R11-LAND

PURPOSE:

- To cover the costs of closure and post-closure activities required at the City's landfill site(s).

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TARGET BALANCE:

- As set out in the current approved Waste Management Rate Study.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Excess financing from completed capital projects.
- Proceeds of disposition on sale of Waste Management assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Parking - Capital

Deleted: Capital –

RESERVE ACCOUNT #: R-R11-PRKG

PURPOSE:

- To maintain the current level of service and infrastructure, while also improving the system to meet future needs.

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget parking revenues.
- Minimum of \$500,000 to a maximum of \$2,000,000, funded from parking revenue in a given year.
- Proceeds of disposition on sale of Parking assets unless otherwise utilized in the budget process.

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UTILIZATION OF FUNDS:

- Maintain parking inventory, including capital repairs and improvements to parking lots.
- Addition of technology to enhance and improve system.
- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Development Deposits

RESERVE ACCOUNT #: R-R11-RPLA

PURPOSE:

- There is little detail on this account. The name on the existing account is "Cobra Plan 481". [It is likely that this should have been deferred revenue deposits from a former development plan](#)
- Funds have been on deposit with no activity since prior to 2002.
- Staff are investigating the nature of these funds and the appropriate disposition.

TARGET BALANCE:

- Zero balance once appropriate fund disposition is determined.

FUNDING SOURCES:

- Nil.

UTILIZATION OF FUNDS:

- Balance of the Development Deposits Reserve Fund will be assessed by Building and Planning staff and appropriate allocation made.
- When balance is zero, this reserve fund will be closed.

Appendix A



**RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT**

RESERVE NAME: Industrial Land

RESERVE ACCOUNT #: R-R11-RPRO

PURPOSE:

- To track the purchase, servicing, and sale of industrial land inventory of the City.

TARGET BALANCE:

- Sale price of industrial land shall be sufficient to at least cover the cost of preparation of lots for sale, including interest cost on borrowed funds.
- This reserve may run at a deficit as revenue cash flow lags the expenditure necessary to purchase and service the lots.

FUNDING SOURCES:

- Sale of industrial land.
- Sale of other municipally owned property.
- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Purchase of industrial land.
- Servicing of industrial land inventory.
- Costs to prepare industrial land for sale.
- Debt servicing obligations if servicing expenditures are converted to long term debt.
- Planned contributions to fund Operating expenses.
- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Strategic Community Development

RESERVE ACCOUNT #: R-R11-STRA

PURPOSE:

- For the funding of capital and operating strategic community development initiatives [and/or Council-identified strategic priorities](#).
- Eligible capital projects are typically categorized as growth, "new" to the City, or promotional in nature.

TARGET BALANCE:

- \$800,000 or 1% of the municipal tax levy, whichever is greater

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Grants or donations.

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.
- Planned contributions to fund Capital projects.

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Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Local Housing Corporation ([Perth Stratford Housing](#)) - Capital

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RESERVE ACCOUNT #: R-R11-HOUS

PURPOSE:

- To assist in the costs of maintenance, capital upgrades, new builds (rejuvenation) and emergency major repairs of the Public Housing buildings [shared](#) throughout the City of Stratford, Town of St. Marys, and County of Perth.

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TARGET BALANCE:

- [To be established using the 10-year capital forecast, asset management plan and building condition assessment documents.](#)

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FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Funding is provided from Ministry transfers and grants, user fees as well as cost sharing [contributions from](#) the three partner municipalities.

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UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses.
- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: City-Owned Housing - Capital

Deleted: Britannia Street Capital Reserve Fund

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RESERVE ACCOUNT #: R-R11-BRIT

PURPOSE:

- To assist in the costs of capital maintenance, capital upgrades, new builds (rejuvenation) and emergency major repairs of the City-owned housing (Brittania Street I and II, 398 Erie Street and any future buildings with affordable units).

Deleted: Britannia Street Housing Development

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Home Ownership Loan Reserve

RESERVE ACCOUNT #: R-R11-SHOL

PURPOSE:

- [A revolving fund to provide loans under the](#) Home Ownership Loan program.

Deleted: To track balances available for

TARGET BALANCE:

- None identified.

FUNDING SOURCES:

- Repayment of home ownership loans.

UTILIZATION OF FUNDS:

- Issuance of home ownership loans.

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RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Transit - Capital

Deleted: Reserve

RESERVE ACCOUNT #: R-R11-TRAN

PURPOSE:

- To fund the capital replacement needs of Transit assets [that are not funded from provincial or federal funding streams](#).

TARGET BALANCE:

- Maximum balance as determined by the 10-year capital forecast need for City funding.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Proceeds of disposition on sale of transit assets unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Grand Trunk (Cooper) Block

RESERVE ACCOUNT #: R-R11-GTCH

PURPOSE:

- To fund the development of the Grand Trunk Community Hub at the Cooper site.

TARGET BALANCE:

- As determined by the costing estimates of the approved Master Plan.

FUNDING SOURCES:

- Planned contributions from the Operating budget.
- Grants or donations.
- Sale of City-owned property unless otherwise utilized in the budget process.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Parkland: Cash In Lieu

RESERVE ACCOUNT #: R-R11-RPLT

PURPOSE:

- In accordance with the Planning Act R.S.O 1990 S42. (1), municipalities may adopt a by-law requiring a percentage of land being developed or redeveloped to be conveyed to the municipality for park or other recreational purposes.
- S42. (6) Where parkland cannot appropriately be provided, *"the council may require a payment in lieu, to the value of the land otherwise to be conveyed."*

TARGET BALANCE:

- Based on growth related development.

FUNDING SOURCES:

- Planned contributions received in lieu of land being conveyed to the City for parkland requirements as per the Planning Act.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects for:
 - the acquisition of land for parks or other public recreational purposes.
 - the development or redevelopment of land, parks, and recreational facilities.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Provincial Infrastructure Grants

RESERVE ACCOUNT #: R-R11-OCIF

PURPOSE:

- To record deferred revenues received from provincial infrastructure grant programs until such time as expenditure of these funds on eligible and approved infrastructure capital projects is undertaken.

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TARGET BALANCE:

- No target balance.
- Balance will depend on timing of grant receipts in relation to the year of eligible project completion.

FUNDING SOURCES:

- Planned contributions from Provincial Infrastructure grant programs.

UTILIZATION OF FUNDS:

- Planned contributions to fund Capital projects for provincial share of eligible and approved infrastructure projects.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Canada Community Building Fund (CCBF)

RESERVE ACCOUNT #: R-R11-RFED

PURPOSE:

- To record deferred revenues from the CCBF, formerly the Federal Gas Tax Fund as administered by the Association of Municipalities Ontario (AMO), and the Eligible Expenditure of these funds in respect of Eligible Projects as governed by the Municipal Funding Agreement (MFA).

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TARGET BALANCE:

- No target balance
- Balance will depend on timing of semi-annual grant receipts in relation to the year of eligible expenditures.

FUNDING SOURCES:

- Planned contributions from AMO for the federal government.
-

UTILIZATION OF FUNDS:

- As per Section 6.4 of the Municipal Funding Agreement:
 - *The Recipient acknowledges and agrees the Funds are intended for and shall be used only for Eligible Expenditures in respect of Eligible Projects.*
- There are seventeen eligible project categories listed in the MFA that *include investments in Infrastructure for its construction, renewal, or material enhancement.*

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Provincial Gas Tax

RESERVE ACCOUNT #: R-R11-RGAS

PURPOSE:

- To [record deferred revenue](#) received from the Ministry of Transportation and the permitted expenditure of these funds as per the guidelines of the Dedicated Gas Tax Funds for Public Transportation Program.

Deleted: track funding

TARGET BALANCE:

- No target balance.
- Balance will depend on timing of quarterly grant receipts to the year of fund usage.

FUNDING SOURCES:

- Planned contributions from the Ministry of Transportation.

UTILIZATION OF FUNDS:

- The funding provided under the Dedicated Gas Tax for Public Transportation Program must be used exclusively for public transportation expenses (capital and operating) above the municipality's baseline spending, while not exceeding 75% of the municipality's spending on public transportation.

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Municipal Accommodation Tax

RESERVE ACCOUNT #: R-R11-RMAT

PURPOSE:

- To retain unspent funds relating to the Municipal Accommodation Tax
- To accumulate funds for the purpose of funding partially or wholly, specific Tourism-related initiatives.

TARGET BALANCE:

- No target balance as proceeds are determined by the volumes of stays in the City and projects are linked to tourism-related initiatives as approved by Council [and as outlined within the Use of MAT policy being developed.](#)

FUNDING SOURCES:

- Accommodator remittances relating to short-term accommodations as outlined in the MAT by-law.

UTILIZATION OF FUNDS:

- Tourism initiatives which can include but are not limited to programs and services that visitors take advantage of when visiting (e.g., roads, transit, culture, parks, natural areas and recreation).
- Funds received on behalf of the portion due to Destination Stratford will be remitted [to them](#) according to the Municipal Accommodation Tax by-law

Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Development Charges

RESERVE ACCOUNT #: Separate accounts maintained for each type

PURPOSE:

- As per the *Development Charges Act, 1997, c.27, S2(1)* "The council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development of the area to which the by-law applies".
- Services include [Growth Studies](#), [Services Related to Highway](#), [Public Works](#), [Fire](#), [Library](#), [Parks and Recreation](#), [Police](#), [Water](#), [Wastewater](#), [Storm Water](#), [Waste Diversion](#).

TARGET BALANCE:

- Based on growth activity and as calculated through Development Charge Background Study.

FUNDING SOURCES:

- Planned contributions received from developers as per the Development Charges by-law.

UTILIZATION OF FUNDS:

- Growth related capital projects as funded by the Development Charges by-law and identified in the Development Charge Background Study.

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Deleted: Parks,

Deleted: Other Transportation and Administration

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Appendix A



RESERVE AND RESERVE FUND POLICY F.1.13
CORPORATE SERVICES DEPARTMENT

RESERVE NAME: Affordable Housing Initiatives

RESERVE ACCOUNT #: R-R11-AFHI

PURPOSE:

- To establish a funding source for approved Affordable Housing Initiatives approved by Council and to track funds available for these programs
- Excludes shared services initiatives such as are addressed with the Local Housing Reserve Fund

TARGET BALANCE:

- Variable

FUNDING SOURCES:

- Planned contributions from the Operating budget
- Sale of property or other assets if or as directed by Council

UTILIZATION OF FUNDS:

- Planned contributions to fund Operating expenses

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MANAGEMENT REPORT

Date: November 18, 2025
To: Finance and Labour Relations Sub-committee
From: Mike Koktan, Manager of Financial Services
Report Number: FIN25-038
Attachments: Q3 2025 Variance Report

Title: Operating Budget Variance Report as at September 30, 2025

Objective: To identify variances between operating results and the budget as of September 30, 2025 (Quarter 3) and report potential year-end impacts to Council.

Background: Regular monitoring of budgetary performance provides early warnings of potential problems and flags areas requiring attention, allowing decision-makers time to address significant budget deviations. As such, the finance division is required to prepare regular updates on budget performance, including variances from approved budgets.

Analysis: As this data represents the first nine months of the year, the attached variance summary is preliminary. The overall projected operating surplus for the year is \$219,130, updated from the previous quarter projected deficit of \$165,500.

Overall corporate variances, departmental analysis, and commentary support this on the report attachment. No concerns have been identified to date.

The forecasted variance from budget represents department and finance staff's best preliminary estimate of the final financial position.

Department variances have been included in the attachment with this report. A high-level early corporate overview has been provided below. **New for this report and going forward, surplus balances in the FORECASTED Variance column are shown as positive (black) amounts, and deficits as negative (red) amounts.**

Mayor, Council, Committees

No significant variances are expected. There may be slight deficits in the Special Events and Conferences due to increased councillor participation in 2025, but the overall results are still projected to be in line with budget by year end.

Chief Administrative Officer

There may be a surplus as certain initiatives such as leadership development, governmental advocacy and property work were put on hold due to the CAO transition. At the present time, a significant variance is not being forecasted.

Human Resources

No significant variance expected at this time but is dependent upon decisions for the HR department, and use of consultants. Salaries and wages are likely to be below budget, but consulting costs will be over, with no overall concerns.

Corporate Services (including Finance, Taxation, Clerks, Information Technology)

Overall, there is a projected surplus of \$125,800. This is due to a position vacancy in the Clerks department for the first five months of 2025, and lower costs from a new service provider for the Crossing Guard department which will commence in September of this year. Also adding to the surplus is the hiring of the new Supervisor of Financial Services position which will be filled later than anticipated in the budget.

Building and Planning Services

The Planning division is tracking close to budget, and a significant variance is not expected.

Later than anticipated onboarding of new positions approved in the 2025 budget has resulted in a \$75,000 projected surplus for By-Law enforcement.

Infrastructure Services

The Infrastructure Services Department as whole, is tracking reasonably close to budget. Significant variances are not anticipated. For the Roads division, higher-than-planned winter maintenance expenditures, both earlier and anticipated later in the year, are being partially offset by cost savings from a current staff vacancy and if required, can lean on the winter maintenance reserve transfers.

Fire and Airport

For the Fire Department, unplanned generator work required by a new fuel provider resulted in unanticipated costs of \$6,670.

A significant variance is not anticipated for the Airport operations.

Community Services

While there are still year-end interfunctional charges to be recorded, all Community Services divisions are projected to finish the year in line with budget.

Social Services

Overall, the department is projecting a \$25,000 surplus. This surplus is driven by lower than budgeted encampment response costs, staffing vacancies and changes in Ministry funding methodology for Canada-Wide Early and Child Care (CWELCC) expenditures. This surplus has been partially used due to increased insurance and repair expenditures for the Perth & Stratford Housing Corporation and snow removal and repair costs for Affordable Housing.

Police

Department salaries and benefits are lower than budget due to gapping of positions and longer-term absences. Conversely, overtime has increased because of vacancies and absences. Additionally, an unbudgeted feasibility study approved by the Board to identify police facility options will also impact the year end variance. Any surplus or deficit will be managed from the police reserve.

Library

Department salaries and benefits are slightly lower than budget due to gapping of positions and a long-term absence. Any surplus or deficit is managed through the library reserve.

Conclusion

As of the end of the third quarter, departments are delivering within approved workplans, and most departments are reporting no significant variances. As the City works to keep budgets and costs as low as possible, the likelihood of having large surpluses to fund the Tax Stabilization Reserve reduces as well. This means less flexibility in managing budget pressures and potentially passing along all budget impacts in future years, versus using prior year surpluses to mitigate increasing costs.

Financial Implications:

Financial impact to current or future year operating budget:

There are no impacts to the 2025 or subsequent operating budgets because of this report. This report is for information only.

Alignment with Strategic Priorities:

Not applicable: This report is a summary financial report for informational purposes and does not directly align with any specific Strategic Priority. It does however provide

benefit by offering insight into overall operational performance and supports informed decision-making.

Not applicable: As this report is being prepared for informational purposes, the One Planet Principles do not apply.

Staff Recommendation: THAT the report titled, "Operating Budget Variance Report as at September 30, 2025" (FIN25-038), dated November 18, 2025, be received for information.

Prepared by: Michael Koktan, CPA, CA, Manager of Financial Services/Deputy Treasurer

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

City of Stratford Q3 Operating Variance Report as at Sept 30, 2025						
Department	2025 Net Budget Note 1	Unaudited as at Sept 30, 2025 Note 1	% of Budget Spent	Surplus / (Deficit) FORECASTED Variance As at Dec 31, 2025 Note 2	Variance as a % of Budget	Explanation
<i>Mayor/Council/CAO Office</i>						
101 - Mayor & Council	(\$705,158)	(\$380,809)	54%	\$0	0%	No significant variances expected. There may be slight deficits in Special Events and Conferences line due to the number of councillors attending conferences in 2025, but overall results are projected to be in line with budget by year end.
102 - Committees of Council	(\$110,365)	(\$11,926)	11%	\$0	0%	No significant variance expected at this time, but is dependent upon activities and may be balanced through the council committee reserve if required and funds are available.
111 - CAO's Office	(\$1,018,339)	(\$620,675)	61%	\$0	0%	There may be a surplus as certain projects such as leadership development, governmental advocacy and property work were put on hold due to the CAO transition.
<i>Human Resources</i>						
112 - Human Resources	(\$1,522,097)	(\$926,024)	61%	\$0	0%	No significant variance expected at this time, but is dependent upon decisions for the HR department and use of consultants.
<i>Corporate Services</i>						
1010 - Taxation	\$86,038,828	\$86,038,826	100%	\$0	0%	No variance anticipated all taxes are billed for the year.
100 - General Revenues	\$2,352,511	\$1,948,235	83%	\$0	0%	No variance anticipated as Festival Hydro dividends received later in the year.
121 - City Clerk	(\$1,014,888)	(\$633,527)	62%	\$29,950	3%	Vacancy in Clerk's Office resulting in a reduction in costs associated with salaries and benefits.
134 - Information Technology	\$0	(\$1,873,107)	0%	\$0	0%	No significant variance anticipated. All amounts are charged back to divisions or transferred to IT reserve fund.
135 - Parking	\$524,458	\$756,854	144%	\$0	0%	Parking revenue is slightly above the same period in 2024 and is expected to remain higher through year-end. Expenses are currently higher than 2024 due to increased repairs and maintenance of parking equipment; however, overall spending is projected to finish close to budget, supported by lower contracted services costs with the new provider. A significant variance for the department is not expected.
136 - Crossing Guards	(\$272,950)	(\$147,486)	54%	\$43,850	16%	Surplus is anticipated resulting from lower costs due to a new service provider.
139 - General Financial Services	(\$3,492,290)	(\$2,143,297)	61%	\$52,000	1%	Variance resulting from new Supervisor of Financial Services position being filled later than anticipated in budget. Timing of transfers, long-term debt transactions, and revenue received also influence current balance. \$3 million transfer from tax stabilization may or may not be needed to offset any deficit.
513 - Industrial Land Sales	\$0	(\$223,525)	0%	\$0	0%	No variance expected, any variances are balanced through industrial land reserve.
810 - Requisitions from Others	(\$8,364,379)	(\$7,001,766)	84%	\$0	0%	No significant variance expected, timing differences in payments to partner agencies.
872 - Community Supports	(\$1,196,870)	(\$791,165)	66%	\$0	0%	No significant variance expected, timing differences in timing of Bill 23 transfers.

City of Stratford Q3 Operating Variance Report as at Sept 30, 2025						
Department	2025 Net Budget Note 1	Unaudited as at Sept 30, 2025 Note 1	% of Budget Spent	Surplus / (Deficit) FORECASTED Variance As at Dec 31, 2025 Note 2	Variance as a % of Budget	Explanation
<i>Building and Planning Services</i>						
250 - Building Permits	\$0	\$26,043	0%	\$0	0%	No significant variance anticipated. Balanced through building permit reserve fund.
251 - Planning Services	(\$785,492)	(\$564,024)	72%	\$0	0%	No significant variance anticipated.
252 - By-Law Enforcement	(\$703,814)	(\$135,232)	19%	\$75,000	11%	Variance expected due to un-spent salaries: new positions (approved in 2025 budget) being onboarded later than expected.
<i>Infrastructure Services</i>						
310 - Engineering	(\$1,218,172)	(\$982,555)	81%	\$0	0%	No significant variance anticipated.
315 - Fleet	\$0	(\$2,093,186)	0%	\$0	0%	No variance anticipated. All amounts are charged back to divisions or transferred to fleet reserve fund.
320 - Roads	(\$9,005,268)	(\$2,806,611)	31%	\$0	0%	Heavier-than-usual snowfall and winter operations earlier in the year, combined with anticipated higher snowfall later in the year, have increased departmental costs. A current staff vacancy is partially offsetting these pressures. Results are tracking in line with budget and a significant variance is not anticipated.
330 - Sanitary	\$0	\$2,039,825	0%	\$0	0%	User-fee division is balanced through reserve funds.
340 - Storm	(\$5,074,485)	(\$1,602,294)	32%	\$0	0%	No significant variance anticipated.
350 - Water	\$0	\$789,663	0%	\$0	0%	User-fee division is balanced through reserve funds.
360 - Waste	(\$970,208)	\$759,036	-78%	\$0	0%	No significant variance anticipated.
<i>Fire</i>						
211 - Fire	(\$10,114,855)	(\$7,461,520)	74%	(\$6,670)	0%	Variance the result of unscheduled generator work. A new fuel provider required both generators to be inspected before providing fuel (cost of \$1170). Station 2 generator didn't meet code and required \$5,500 of work. Total variance of \$6,670
512 - Airport	(\$76,899)	(\$48,010)	62%	\$0	0%	No significant variance anticipated.
<i>Community Services</i>						
141 - City Buildings	(\$1,574,923)	(\$630,219)	40%	\$0	0%	No significant variance anticipated.
711 - Parks	(\$3,278,922)	(\$2,048,168)	62%	\$0	0%	No significant variance anticipated.
715 - Facilities	(\$3,795,911)	(\$1,646,568)	43%	\$0	0%	No significant variance anticipated.
721 - Recreation	(\$4,541,070)	(\$2,292,004)	50%	\$0	0%	No significant variance anticipated.

City of Stratford Q3 Operating Variance Report as at Sept 30, 2025						
Department	2025 Net Budget Note 1	Unaudited as at Sept 30, 2025 Note 1	% of Budget Spent	Surplus / (Deficit) FORECASTED Variance As at Dec 31, 2025 Note 2	Variance as a % of Budget	Explanation
731 - Cemetery	(\$753,551)	(\$309,628)	41%	\$0	0%	No significant variance anticipated.
750 - Transit	(\$3,873,410)	(\$1,502,600)	39%	\$0	0%	No significant variance anticipated.
751 - Parallel Transit	(\$657,520)	(\$494,331)	75%	\$0	0%	No significant variance anticipated.
752 - Community Transportation	(\$46,583)	(\$86,062)	185%	\$0	0%	No significant variance anticipated, balanced with community transit funding and partner billings
<u>Social Services</u>						
610 - Social Services Administration	(\$142,240)	(\$395,799)	278%	\$50,000	35%	A surplus to budget is anticipated as a result of lower than budgeted encampment response costs.
611 - Ontario Works	(\$585,703)	(\$265,663)	45%	\$0	0%	No significant variances expected.
612 - Homelessness	(\$349,760)	\$106,649	-30%	\$0	0%	No significant variances expected, expenditures are anticipated to increase slightly in the last quarter of the year as the weather changes. This will result in alignment with budgeted expectations.
613 - Anne Hathaway Day Care Centre	(\$330,725)	(\$8,564)	3%	\$0	0%	No significant variances expected. Some interfunctional entries have not yet been completed resulting in a timing variance to budget.
614 - Perth & Stratford Housing Corporation	(\$2,553,958)	(\$1,076,247)	42%	(\$25,000)	-1%	At this time there are some anticipated budget deficits anticipated due to higher than budgeted insurance and repair expenditures.
615 - Housing Division - Service Manager	(\$760,220)	(\$213,298)	28%	\$75,000	10%	At this time there is a surplus to budget anticipated resulting from staffing vacancies.
616 - Child Care	(\$413,940)	(\$13,124,931)	3171%	\$0	0%	At this time there are no significant variances expected.
618 - Affordable Housing	(\$585,722)	\$154,441	-26%	(\$75,000)	-13%	At this time a deficit to budget is anticipated resulting from snow removal and repair costs being higher than budgeted.
<u>Police</u>						
231 - Police	(\$15,931,981)	(\$10,205,761)	64%	\$0	0%	Department salaries and benefits are lower than budget due to gapping of positions and long term absences. Conversely, overtime has increased as a result of vacancies and absences. Additionally, an unbudgeted feasibility study to identify police facilities options will also impact the year end variance. Any surplus or deficit is managed from the police reserve.
<u>Library</u>						
411 - Library	(\$3,093,129)	(\$1,909,572)	62%	\$0	0%	Department salaries and benefits are slightly lower than budget due to gapping of positions and a long term absence. Any surplus or deficit is managed through the library reserve
		-				
Total Net Revenue (Expense)	\$0	\$25,963,416		\$219,130		Projected Surplus

Note 1 - Commencing this report, net revenues are shown as positive black amounts, and net expenses as negative red amounts

Note 2 - Commencing this report, surplus balances in the FORECASTED Variance column are shown as positive black amounts, and deficits as negative red amounts



MANAGEMENT REPORT

Date: November 26, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Emily Skelding, Supervisor of Waste Operations
Report Number: ITS25-027
Attachments: None

Title: Stratford Landfill Public Input Invite November 2025

Objective: To consider comments received regarding the operation of the Landfill site.

Background: As a requirement of Environmental Compliance Approval (ECA) Number A150101 for the Stratford Landfill Site, the public must be invited to make comments, either verbal or written about the operation of the Landfill Site on a semi-annual basis.

Analysis: Notice was placed in the Beacon Herald Town Crier and Marketplace from October 11th through November 22nd, 2025, inclusive, inviting citizens to provide comments on the operation of the landfill site or request to appear as a delegation at the November 2025 Infrastructure, Transportation and Safety Sub-committee meeting. One response was received as of November 4th, with comments and suggestions summarized below.

Comment 1: A phone call was received from a resident with the following comments and question.

- Concerned with the long lineups/wait times for the Household Hazardous Waste days and the additional pollution from the cars waiting in line;
- Why is it not possible to be able to drop off HHW items anytime at the landfill; and
- Concerned that long lines/wait times will push people to disposing of Household Hazardous Waste items incorrectly.

Response 1:

Household Hazardous Waste (HHW) events are conducted in accordance with the requirements outlined in our Environmental Compliance Approval (ECA), as regulated by the Province. At present, this approval only permits collection on Saturdays. Staff are in

the process of amending our ECA to allow HHW to be received during regular landfill operating hours. This change will provide greater flexibility for residents and staff in managing household hazardous waste

It is recognized that these events can experience wait times and staff encourage residents to visit during off-peak hours, typically later in the day, to help reduce congestion. The current scheduling of events is limited by the ECA, as well as staffing and budget considerations. Staff remain committed to improving this service for residents and ensuring that all household hazardous materials are managed and disposed of safely and responsibly.

Financial Implications:

Financial impact to current year operating budget:

As a result of the public engagement there are no implications at this time.

Financial impact on future year operating budget:

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the city seeks to gather public feedback for consideration on how to enhance the infrastructure at the landfill.

Work Together For Greater Impact

This report aligns with this priority as the city seeks to gather public feedback for consideration on how to enhance services at the landfill.

Alignment with One Planet Principles:

Culture and Community

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

Zero Waste

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

Zero Carbon Energy

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

Staff Recommendation: THAT Council consider any comments received as part of the Stratford Landfill Public Input November 2025;

AND THAT the report on the Stratford Landfill Public Input November 2025 (ITS25-027), be received for information.

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



MANAGEMENT REPORT

Date: November 26, 2025
To: Infrastructure, Transportation and Safety Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: ITS25-026
Attachments: 23 Albert Street Drawing

Title: Encroachment Application for 23 Albert Street

Objective: To consider a request to enter into an Encroachment Agreement with the owner of 23 Albert Street. The purpose of the Encroachment Agreement is to permit metal lights, two canopies and one sign to encroach onto the Albert 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."

Analysis: The application was circulated to departments for comments, and the following was received:

By-law Division:

The By-law Division has noted the awnings do not require an encroachment agreement; however the owner would need to apply for an Awning Permit, which would include the signing of an Indemnity Agreement.

Planning Division:

The Planning Division noted they have no concerns from a land use planning standpoint.

Building Division:

No comments provided.

Engineering Division:

No comments provided.

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

1. Permit the lighting and sign to encroach onto the municipal road allowance. 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.
2. Deny the request for an encroachment which would result in the owner having to remove the lighting and sign at the cost of the owner. There are no fees or financial implications with this option.

Staff recommend proceeding with Option 1. This option would allow the lighting and sign to encroach onto the Albert Street municipal road allowance, having nominal impact to the City.

Financial Implications:

If Option 1 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.

If Option 2 is selected, there is no financial implication to the City.

Financial impact on future year operating budget:

If Option 1 is selected, 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.

If Option 2 is selected, there is no financial implication to the City.

Alignment with Strategic Priorities:

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

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles 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 request for an encroachment onto municipal property of the lighting and sign at 23 Albert Street be approved;

THAT an annual fee of \$50.00 adjusted yearly by the CPI, be added to the property tax bill for 23 Albert Street for the encroachment agreement;

THAT the owners be required to apply for an awing permit for the two (2) awnings within six months from the date of approval of the encroachment ;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 23 Albert Street.

Prepared by:

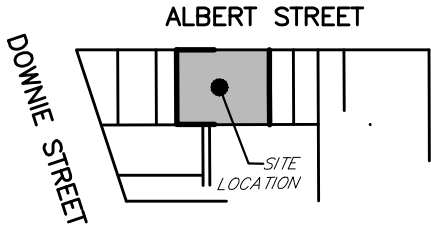
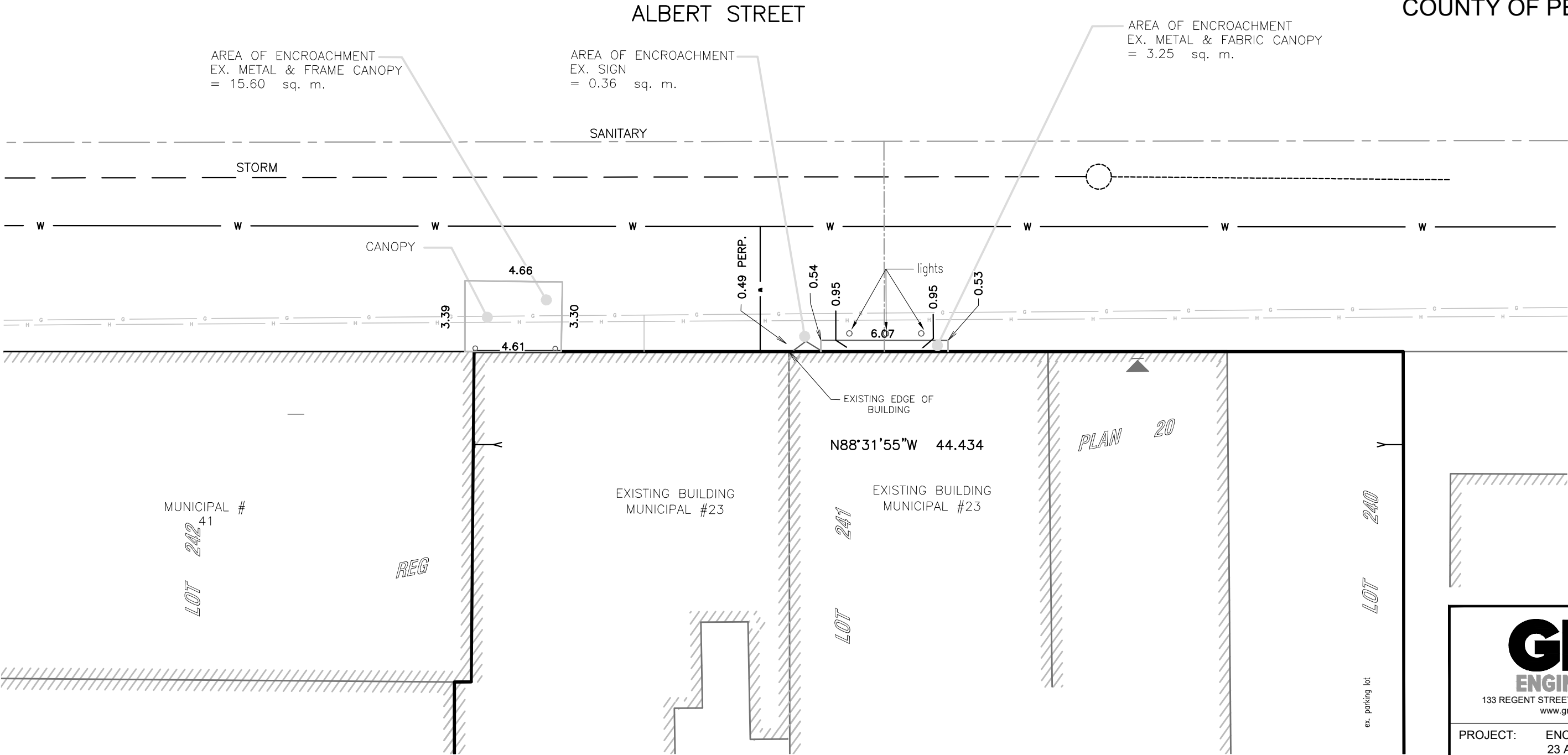
Vicky Trotter, Council Committee Coordinator

Recommended by:

Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

André Morin, CPA, Chief Administrative Officer

ENCROACHMENT SKETCH FOR
23 ALBERT STREET
CITY OF STRATFORD
COUNTY OF PERTH



KEY MAP (N.T.S.)

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.

GRIT
ENGINEERING
133 REGENT STREET, STRATFORD, ON N5A 3W2
www.gritengineering.ca

PROJECT: ENCROACHMENT SKETCH
23 ALBERT STREET

CLIENT: THEOCHARIS BROTHERS
PROPERTIES INC

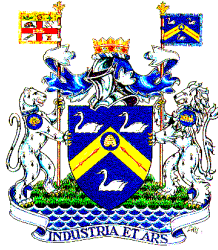
DATE:
2025/06/24

SCALE: 1 : 200 METRIC

PROJECT NO:
GE23-0630-1-SK2

DRAWN BY: MB
CHECKED BY: SJC

DRAWING NO.
C100 (REV2)



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of a lease agreement with Cooper-Standard Automotive Canada Limited and Stratford Youth Soccer to continue the use of the soccer facility located to the south and west of Plant #2, 703 Douro Street, for a ten-year term.

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 Cooper Standard is the owner of approximately eight acres of land situated to the south and west of Plant #2, 703 Douro Street, Stratford, Ontario;

AND WHEREAS Cooper Standard's predecessor in interest in the Property, Standard Products (Canada) Limited, entered into an agreement with Youth Soccer and the City on August 26, 1999 (the "August 1999 Agreement") that permitted Youth Soccer to construct a soccer facility on a portion of the Property, hereinafter called the "Soccer Facility";

AND WHEREAS at the time of the August 1999 Agreement the City agreed to maintain a gravel parking lot to the north and west of the existing Cooper Standard plant lot in accordance with the specifications provided by Cooper Standard;

AND WHEREAS also as part of the August 1999 Agreement, Youth Soccer agreed to be responsible for the manufacture and installation of all soccer goals along with the purchase and delivery of a shed in which to keep any soccer equipment associated with the Facility;

AND WHEREAS Youth Soccer agreed to pay the costs associated with the manufacture and installation of a sign, recognizing the contribution of Cooper

Standard and the City along with any other entities / individuals and any others involved in the development of the Soccer Facility;

AND WHEREAS Council of The Corporation of the City of Stratford deems it desirable to enter into a lease agreement with Cooper-Standard Automotive Canada Limited and Stratford Youth Soccer for a 10 year period to permit Youth Soccer to continue to use the Soccer Facility subject to the terms and conditions of the agreement;

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

1. That the Lease Agreement between The Corporation of the City of Stratford, Cooper-Standard Automotive Canada Limited and Stratford Youth Soccer to continue the use of the soccer facility located to the south and west of Plant #2, 703 Douro Street, for a ten-year term, 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. This By-law comes into force and takes upon final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 81 on Plan 44M-101, being Parts 1 to 13 (inclusive) on Plan 44R-6425 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 44R-6425 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 81 on Plan 44M-101, being Parts 1 to 13 (inclusive) on Plan 44R-6425 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 84 on Plan 44M-101, being Parts 1 to 10 (inclusive) on Plan 44R-6424 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 44R-6424 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 84 on Plan 44M-101, being Parts 1 to 10 (inclusive) on Plan 44R-6424 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 89 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6431 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 44R-6431 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 89 on Plan 44M-101, being Parts 1 to 8 (inclusive) on Plan 44R-6431 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to exempt Block 92 on Plan 44M-101, being Parts 1 to 9 (inclusive) on Plan 44R-6437 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 44R-6437 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 92 on Plan 44M-101, being Parts 1 to 9 (inclusive) on Plan 44R-6437 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 Land Registry Office.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
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 the work by Lange Bros. (Tavistock) Limited for regular, overtime, and emergency pruning services in 2026 (T-2025-71).

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-2025-71) of Lange Bros. (Tavistock) Limited for regular, overtime, and emergency pruning services in 2026 in the City of Stratford be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for regular, overtime, and emergency pruning services in 2026 (T-2025-71) is \$257,075.00, including HST.
3. That Lange Bros. (Tavistock) Limited is authorized to undertake regular, overtime, and emergency pruning services in 2026 in the City of Stratford, pursuant to the said tender and as directed by the Director of Community Services, or designate, of The Corporation of the City of Stratford

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
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 the work by Lange Bros. (Tavistock) Limited for the removal of designated trees and stumps in 2026 (T-2025-71).

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-2025-71) of Lange Bros. (Tavistock) Limited for the removal of designated trees and stumps in 2026 in the City of Stratford be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the removal of designated trees and stumps in 2026 (T-2025-71) is \$60,796.26, including HST.
3. That Lange Bros. (Tavistock) Limited is authorized to undertake the removal of designated trees and stumps in 2026 in the City of Stratford, pursuant to the said tender and as directed by the Director of Community Services, or designate, of The Corporation of the City of Stratford

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
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 the work by Davey Tree Expert Co. of Canada, Limited for the removal of designated stumps in 2026 (T-2025-71).

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-2025-71) of Davey Tree Expert Co. of Canada, Limited for the removal of designated stumps in 2026 in the City of Stratford be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the removal of designated stumps in 2026 (T-2025-71) is \$10,176.40, including HST.
3. That Davey Tree Expert Co. of Canada, Limited is authorized to undertake the removal of designated stumps in 2026 in the City of Stratford, pursuant to the said tender and as directed by the Director of Community Services, or designate, of The Corporation of the City of Stratford

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
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 the work by Davey Tree Expert Co. of Canada, Limited for locked-in second emergency call services in 2026 (T-2025-71).

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-2025-71) of Davey Tree Expert Co. of Canada, Limited for the locked-in second emergency call services in 2026 in the City of Stratford be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the locked-in second emergency call services in 2026 (T-2025-71) is \$318.83, per hour and including HST.
3. That Davey Tree Expert Co. of Canada, Limited is authorized to undertake locked-in second emergency call services in 2026 in the City of Stratford, pursuant to the said tender and as directed by the Director of Community Services, or designate, of The Corporation of the City of Stratford

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the execution of an Ontario Fire Protection Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General to receive funds through the Fire Protection Grant program.

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 Ministry of the Solicitor General, Office of the Fire Marshal received Treasury Board approval to support the municipal fire service in acquiring critical equipment and other needs (health and safety, minor infrastructure and specialized tools) to improve and enhance the level of fire protection service being provided through what is known as the Fire Protection Grant;

AND WHEREAS year two of the Fire Protection Grant focuses on firefighter health and safety (specifically, cancer prevention measures) minor infrastructure updates and support for Lithium-Ion Incident Responses;

AND WHEREAS The Corporation of the City of Stratford was approved for funding to support the procurement of a fit-testing machine to ensure the firefighters' masks are properly sized and fitted to prevent respiratory illnesses and cancer resulting from carcinogens that might otherwise enter the mask if not regularly sized and tested, a second set of structural firefighting gloves, and the addition of a hose decontamination machine which will permit the washing and decontamination of hoses at the fire scene, thereby eliminating cross-contamination to the fire apparatus and fire station by not returning with contaminated hoses;

AND WHEREAS the Parties wish to enter into an Ontario Transfer Payment Agreement to receive funds through the Fire Protection Grant program;

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

1. That the Ontario Transfer Payment Agreement between The Corporation of the City of Stratford and His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender by Jayden's Mechanical Ltd. for the supply and installation of new HVAC Units at Gallery Stratford and the Administration of Justice Building (T-2025-59).

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:

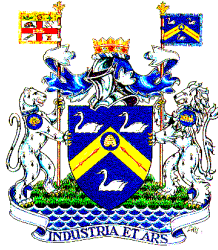
1. That the tender (T-2025-59) of Jayden's Mechanical Ltd. for the supply and installation of new HVAC Units at Gallery Stratford and the Administration of Justice Building, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and installation of new HVAC Units at Gallery Stratford and the Administration of Justice Building is \$461,307.18, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2026
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an encroachment agreement with Leheon Property Corp. to permit the existing lighting and sign to encroach onto the Albert Street road allowance at 23 Albert 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 Albert Street road allowance;

AND WHEREAS an application was made to The Corporation of the City of Stratford to permit the existing lighting and sign to encroach onto the Albert Street road allowance at 23 Albert Street;

AND WHEREAS the Parties hereto agree to enter into an Agreement to permit the encroachment of the existing lighting and sign for a total encroachment of 0.36m², onto the Albert Street road allowance at 23 Albert 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 Leheon Property Corp. to permit the existing lighting and sign for a total encroachment of 0.36m², to encroach onto the Albert Street road allowance at 23 Albert 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 Albert Street road allowance at 23 Albert Street, and more particularly described as:
 - PART LOT 241 PL 20 STRATFORD AND PART LOT 240 PL 20 STRATFORD, BEING PARTS 1, 5 AND 6, 44R6273; S/T & T/W R334110. S/T INTEREST IN R334110; SUBJECT TO AN EASEMENT IN CROSS AS IN PC227271; SUBJECT TO AN EASEMENT IN FAVOUR OF PART LOT 243 PLAN 20, BEING PART 2, 44R6273 ASIN PC227529; SUBJECT TO AN EASEMENT IN FAVOUR OF PART LOT 243 PLAN 20, BEING PART 3, 44R6273 AS IN PC227529; SUBJECT TO AN EASEMENT IN FAVOUR OF PART LOT 243 AND 244 PLAN 20, BEING PART 4, 44R6273 AS IN PC227529; TOGETHER WITH AN EASEMENT OVER PART LOT 243 PLAN 20, BEING PART 2, 44R6273 AS IN PC227529; TOGETHER WITH AN EASEMENT OVER PART LOT 243 PLAN 20, BEING PART 3, 44R6273 AS IN PC227529; TOGETHER WITH AN EASEMENT OVER PART LOT 243 AND 244 PLAN 20, BEING PART 4, 44R6273 ASI N PC227529; SUBJECT TO AN EASEMENT IN GROSS AS PC229179; CITY OF STRATFORD PIN: 53122-0101 (LT)3.
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 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

January 12, 2026

REFERENCE NO.	CONSENT AGENDA ITEM
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CA-2026-001	In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:
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- Haig Street between Delamere Avenue and William Street will be closed to through traffic Tuesday, December 2 and Wednesday, December 3, 2025, at 8:00 a.m. due to construction work. The closure is necessary for the installation of a new sanitary, storm and water service at 44 Haig Street. The west sidewalk will also be closed at the site. Pedestrians should exercise caution due to heavy equipment in and around the construction zone.
- Hibernia Street from Huntingdon Avenue to Avondale Avenue will be closed Thursday, December 11, 2025, for several hours beginning at approximately 8:30 a.m. to allow for safe and efficient repair of a water service leak at 276 Hibernia Street. Local Traffic only.
- John Street from West Gore Street to Cambria Street will be closed to through Traffic, Monday, December 15, 2025, until end of Day Tuesday, from 7:00 a.m. to 7:00 p.m. This road closure is to facilitate the installation of Water Infrastructure for the Hospital.
- Downie Street will be entirely closed from Simcoe Street to Lorne Avenue due to safety and traffic concerns around the watermain break excavation at the intersection of Downie Street and Lorne Avenue. The closure will be in effect for several hours Wednesday, December 17, 2025, beginning at approximately 7:30 a.m. to allow for safe and efficient repair of the water main break.

CA-2026-002	Road Closure Request – Winterfest 2026
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I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:

On Saturday, January 24, 2026, from 10:00 a.m. to 5:00 p.m.:

- Portion of Richard Monette Way – Primarily bus parking and parking spaces

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

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

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

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

CA-2026-003

Municipal Information Form for Liquor License Application for an indoor/outdoor area at 161 Ontario Street (Queen's Cue)

Section 2 – To be completed by the City Clerk

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application.

The Planning Division, Public Health and Stratford Police Services have not expressed concerns with this application.

The Building Division provided the following comments:

- Payment of the required fee. The current fee for applications is \$85.00.
- A floor plan completed by a qualified designer is required to be provided demonstrating:
 - the areas desired to be licensed
 - the occupant loads for licensed areas
 - exits/egress paths from the licensed areas
 - washrooms
- The attached AGCO template form filled out within the "Re" section and send to building@stratford.ca.

- An AGCO letter will not be issued by the Building Division until occupancy has been granted to the space as this space is currently undergoing renovation work.

Fire Prevention provided the following comments:

- Occupancy to be granted by the Building Department prior to Agency Letter of Approval being released
- Liquor License and Agency Letter of Approval requires an on-site fire inspection. Please contact fireprevention@stratford.ca to arrange inspection.

CA-2026-004 Notification that the Social Services Department, Housing Division, intends to issue the following Tenders in accordance with the City's Purchasing Policy:

- Deep Cleaning and Waste Removal – Stratford and Perth County
- Balcony Repairs for 61 Cawston Street, Stratford

CA-2026-005 Notification that the Community Services Department intends to issue a Tender in accordance with the City's Purchasing Policy for vendors for "National Stadium Repairs and Maintenance".

CA-2026-006 Approved Thames-Sydenham Source Protection Plan

Attachment - Correspondence from the Thames-Sydenham Source Protection Coordinator dated December 15, 2025.

Endorsement of the following resolutions have been requested:

CA-2026-007 Resolutions regarding responses to Bill 68.

1. Resolution from The Association of Municipalities of Ontario (AMO) regarding OMERS Governance Changes and Bill 68 Municipal Resource Toolkit.

Attachment – Correspondence and Draft Letter from The Association of Municipalities received December 8, 2025.

2. Resolution from the Upper Thames River Conservation Authority (UTRCA) regarding Bill 68 and ERO Posting 025-1257 Proposed boundaries for the regional consolidation of Ontario's conservation authorities.

Attachments:

- Correspondence received from the Upper Thames River Conservation Authority dated November 28, 2025
 - Proposed Conservation Authorities Transformation 2025
 - Draft Municipal Resolution
3. Resolution from the Long Point Region Conservation Authority (LPRCA) regarding Bill 68 Schedule 3 and LPRCA Board Resolution Re: ERO No. 025-1257.

Attachments:

- Correspondence from the Long Point Region Conservation Authority dated December 5, 2025.
 - LPRCA Board Resolution ERO No. 025-1257
4. Correspondence received from Denise Ditty requesting Council oppose Bill 68 and the proposed amalgamation of Ontario's thirty-six local Conservation Authorities into seven.

Attachments – Correspondence from Denise Ditty received January 4, 2026.

CA-2026-008 Resolution from The Corporation of the City of Sarnia regarding Financial Relief for Municipally-Policed Communities.

Attachment – Letter from The Corporation of the City of Sarnia dated December 5, 2025.

CA-2026-009 Resolution from The Corporation of the City of Brantford regarding a Call for Reform and Publication of the Ontario Sex Offender Registry.

Attachment – Resolution from The Corporation of the City of Brantford dated December 19, 2025.

CA-2026-010 Resolution from the Town of Smith Falls regarding Ontario Community Infrastructure Fund (OCIF).

Attachment – Resolution from the Town of Smith Falls dated December 5, 2025.

CA-2026-011 Resolution from the Town of East Gwillimbury regarding Opposition to Protect Ontario by Unleashing Our Economy Act, 2025.

Attachment – Resolution from the Town of East Gwillimbury dated October 28, 2025.



Alcohol and Gaming
Commission
of Ontario

Telephone: 416 326-8700
1 800 522-2876 toll free in Ontario
Fax: 416 326-5555

Agency Letter of Approval

Note: A separate letter is required from Building, Fire and Health authority.

THIS FORM IS NOT REQUIRED FOR CHANGES IN OWNERSHIP ONLY.

Attention: Approving Agency

This form is supplied for the convenience of approving authorities.
Any individual agency may choose to utilise their own specific correspondence.

Name of approving agency

City of Stratford

Address

Street Number 82	Street Name Erie St	Street Type	Direction	Suite/Floor/Apt.
Lot/Concession/Rural Route		City/Town/Municipality Stratford ON	Postal Code N 5 A 2 M 4	

Re:

Name of Establishment		Municipality		
Street Number	Street Name	Street Type	Direction	Suite/Floor/Apt.
Lot/Concession/Rural Route		City/Town	Postal Code	

Please indicate: ☐ New Building OR ☐ Alterations

☐ Indoor Areas ☐ Outdoor Areas

☐ Agency has no objections to the use of this facility as a licensed premises under the *Liquor Licence Act*. No determination or assessment has, or will be made, at this time with respect to the occupant load.

☐ Agency has no objections to the use of this facility as a licensed premises under the *Liquor Licence Act*.
A total occupant load has been established at Indoor _____ Outdoor _____.

Note: If the total occupant load should be segmented into specific areas, please define below or provide appropriate attachment.

☐ Agency has no objections to the use of this facility as a licensed premises under the *Liquor Licence Act* following compliance with the identified requirements. *Note conditions below or provide appropriate attachment.*

☐ See attachment

Name of approving official (please print)	Title of approving official	Date
Signature of approving official	Telephone number () —	Fax number () —

December 15, 2025

To: Municipal Clerks

**Re: Approved amendments to the Thames-Sydenham Source Protection Plan
Volume III and inclusion of LAWSS secondary Intake to the St. Clair Assessment
Report.**

This letter is to advise municipal councils that the Thames-Sydenham Source Protection Region (TSR) has undertaken amendments to the Source Protection Plan Volume III and Assessment Reports that includes new and revised Source Protection Plan policies as a result of the updated 2021 Technical Rules under the *Clean Water Act, 2006*, and the inclusion of the Lambton Area Water Supply System secondary intake into the St. Clair Assessment Report.

The Minister of Environment, Conservation and Parks approved the entire amendment package in November, 2025. All policies under this plan are now **approved and in effect**.

LAWSS Intake:

It was noted in 2023 that the secondary intake for LAWSS was never captured within the St. Clair River Assessment Report. As a result, a consulting company was hired to conduct the vulnerability assessment and threats verification modeling for this intake. This intake remains at low risk for threat activities.

Policy Changes due to 2021 Technical Rules:

Approximately 50% of the policies within the Source Protection Plan Volume III have been amended with some minor editorial changes and others with major changes. Many of these policies relate to the waste and sewage policies.

Approved versions of the Source Protection Plan, Explanatory Document, Assessment Reports and maps can be found here: <https://www.sourcewaterprotection.on.ca/>

Timelines of conformity

These policies are now approved and are considered active and enforceable. No timelines have been established in terms of when Risk Management Plans need to be

Lower Thames Valley Conservation Authority
100 Thames Street, Chatham, Ontario,
N7L 2Y8

phone 519-354-7310, fax 519-352-3435

St. Clair Region Conservation Authority
205 Mill Pond Cres., Strathroy, Ontario,
N7G 3P9

phone 519-245-3710, fax. 519-245-3348

Upper Thames River Conservation Authority
1424 Clarke Road, London, ON
N5V 5B9

phone 519-451-2800, fax 519-451-1188

negotiated and when Prescribed Instruments need to be in conformity. Source Protection Authority staff, along with the support from the Source Protection Committee, will evaluate when or if timelines of conformity need to be established if through Annual Reporting it is noticed that progress is slow.

If you have any questions about the proposed amendments, please do not hesitate to contact me at welkerj@thamesriver.on.ca or by phone at 519-451-2800 ext. 255.

Sincerely,



Julie Welker
Thames-Sydenham Source Protection Coordinator

Attachment: 357-2025-1959-min-signed letter (Signed letter from Minister of MECP)

OMERS Governance Changes & Bill 68 Municipal Resource Toolkit

Contents

Questions and Answers.....	2
Template Letter	3
Template Resolution	4

What Happened?

The province passed legislation through Bill 68 that would allow the Minister of Municipal Affairs & Housing to dissolve the OMERS Sponsors Corporation and replace it with a Sponsors Council that lacks corporate status, independent resources, and fiduciary protections.

The legislation is based on observations made in a Special Advisor’s report (“Poirier Report”) on OMERS governance that the Sponsors Corporation decision-making is ineffective and disconnected from the needs of members, employers, and sponsors. AMO did not express these views to the Special Advisor. In fact, AMO cautioned that major change isn’t needed and risks eroding confidence in the plan.

Why This Matters

The current OMERS governance model of two corporate boards with distinct responsibilities works because it balances independence, accountability, and fairness across the many different employers and employees.

- The dissolution of the Sponsors Corporation would shift the governance model from long-term stewardship to an interest-based bargaining table.
- The changes weaken sponsor and municipal employer oversight by shifting power with respect to appointments and resources to the plan administrator.
- The changes provide significant authority to the Minister to prescribe rules and regulations related to Sponsors Council business, which risk interference in the plan design and potential new costs without the say of sponsors, employers, or employees.

This is another example of provincial overreach into areas of municipal responsibility without a clear rationale or a full understanding of impacts. Other recent examples include: banning municipal speed cameras and reducing local representation on Conservation Authority boards.

What AMO is Asking For

AMO believes that the current OMERS structure with two corporate boards is the model that would best deliver on the long-term sustainability of the plan. AMO is ready to work with the Minister of Municipal Affairs and Housing on a path forward that protects the independence and long-term stability of OMERS. We’re sending the message: “Work with us, not in place of us.”

If the government dissolves the Sponsors Corporation, AMO is asking the government to:

1. Restore sponsor control over appointments to the Sponsors Council and Administration Corporation, removing vetoes or restrictions to appointees and restoring responsibility for the appointment of the Independent Board Chair;
2. Guarantee independence and appropriate resources for the Sponsors Council to fulfill its responsibilities through full sponsor control over the Council’s by-laws and budget;
3. Limit ministerial regulation-making powers over Sponsors Council affairs, recognizing that decisions on contributions, benefits or appointments belong to the employers and employees who pay into it.

Questions and Answers

What is the core issue with the province's proposed governance changes to OMERS?

Dissolving the Sponsors Corporation and giving the Minister authority in plan design violates the “pay for say” principle: municipal governments will pay the contributions bill and absorb plan risks without a full say on sustainability and affordability.

Why is removing the Sponsors Corporation a problem?

The current Sponsors Corporation reconciles employer and employee interests through a corporate body, with expert advice and a mandate to protect long-term sustainability. This model shields sponsors from lobbying, pressure campaigns, and short-term decisions.

How does the proposed Sponsors Council enable interest-based bargaining?

The Poirier Report expressly contemplates employer and employee sponsor caucusing, thus bargaining among factions. Further, without the corporate structure, the new Sponsors Council would be an entity of at least 14 organizations with different priorities, different advisors, and disparate resources. This creates the conditions for horse-trading between sponsors or short-term wins for one sponsor at the expense of others.

Will this really cost municipalities money? What's the worst-case?

It could, and that unpredictability is the concern. Sponsors own the risk of the pension plan; only employers and employees pay contributions to the plan and bear the risk if there is not enough money in the plan to pay out the benefits. The current governance model provides cost predictability; removing the Sponsors Corporation risks the opposite.

Will the new model affect workers' retirement security?

Only employers and employees bear the risk if there is not enough money in the plan to pay out the benefits. Without strong sponsor oversight, decisions could be made that undermine long-term stability. The goal is to ensure the new model protects pensions not put them at risk.

What is the concern about a veto over appointments?

A potential veto in the hands of the administrator (Administration Corporation) would give them the power to block sponsor appointments. Sponsors must have exclusive authority to determine who is appointed to invest the plan funds and pay pensions.

Are you saying the province is trying to interfere politically?

We're saying the structure must make interference impossible regardless of which government is in power. A good governance model protects pensions from political winds of any kind.

Template Letter

[Date]

The Honourable Rob Flack
Minister of Municipal Affairs and Housing
College Park, 17th Floor
777 Bay Street
Toronto, ON M7A 2J3

The Honourable Peter Bethlenfalvy
Minister of Finance
Frost Building South
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

Dear Ministers Flack and Bethlenfalvy,

As an employer within the Ontario Municipal Employees Retirement System (OMERS) pension plan, I am writing to express [Municipality]'s concern with the legislative changes contained in Bill 68.

We share the province's commitment to ensuring OMERS remains strong, sustainable, and responsive to the needs of employers and employees alike. However, Bill 68 risks weakening the very principles that have made the OMERS model stable and accountable for more than two decades.

The changes in Bill 68 would dissolve the independent Sponsors Corporation and replace it with a new "Sponsors Council" that lacks corporate status, independent resources, and fiduciary protections. In practice, this would allow pension decisions to be made without meaningful municipal oversight, increasing financial exposure for local governments and, ultimately, local taxpayers.

At a time when municipalities are already stretched thin by rising costs, downloaded responsibilities, and growing service demands, we cannot afford new, unfunded pension liabilities or diminished accountability. Ontarians expect their local governments to protect public dollars; we need pension governance structures to do the same.

We believe that current structure of OMERS, with two corporate Boards is the model that would best deliver on the long-term sustainability of the pension plan. This model works because it balances independence, accountability, and fairness between employers and employees.

We urge your ministries to work with the Association of Municipalities of Ontario (AMO) and all OMERS sponsors to chart a path forward on regulations, by-laws, and any further legislative changes. Municipalities stand ready to work collaboratively with the province to strengthen governance, enhance transparency, and protect the long-term interests of both workers and communities.

Sincerely,
[Head of Council's Name]
[Position], [Municipality Name]

Template Resolution

WHEREAS the Ontario Municipal Employees Retirement System (OMERS) Pension Fund serves over 1,000 employers and over half a million employees and retirees from diverse groups including: municipal governments, school boards, libraries, police and fire departments, children's aid societies, and electricity distribution companies; and

WHEREAS the long-standing jointly-sponsored governance model with two corporate boards has provided stability, accountability, and fairness for both plan members and employers for more than two decades; and

WHEREAS the Government of Ontario has passed legislative changes to OMERS' governance structure through Bill 68; and

WHEREAS these changes would replace the current OMERS Sponsors Corporation with a new Sponsors Council that would lose its corporate status and independent resources; and

WHEREAS the proposed model could allow pension decisions affecting municipal employers and employees to be made without meaningful municipal oversight, increasing financial risk for municipalities and local taxpayers; and

WHEREAS municipalities are already under significant fiscal strain and cannot absorb additional pension costs without consequences for property taxes or local services;

THEREFORE BE IT RESOLVED THAT [Municipality Name] does not support the legislative changes to the *OMERS Act* contained in Bill 68 and requests that the Government of Ontario reconsider the advisability of proceeding with these changes;

FURTHER BE IT RESOLVED THAT the [Municipality Name] Council supports the Association of Municipalities of Ontario (AMO) in calling on the Government of Ontario to:

1. Ensure Sponsors retain full control without restrictions over their appointments to the new Sponsors Council and Administration Corporation;
2. Guarantee the Sponsors Council's independence from the plan administrator and access to resources needed to perform its duties; and
3. Limit the Minister's regulation-making authority over plan design and the Sponsors Council's internal affairs.

BE IT FURTHER RESOLVED THAT this resolution be circulated to:

- The Honourable Rob Flack, Minister of Housing and Municipal Affairs;
- The Honourable Peter Bethlenfalvy, Minister of Finance;
- [Local MPPs Names]; and
- The Association of Municipalities of Ontario (AMO).

November 28, 2025

Re: UTRCA Board Resolution Re: Bill 68 (Schedule 3) and ERO Posting 025-1257

On October 31, 2025 the Ontario government announced plans to create the Ontario Provincial Conservation Agency (OPCA). Included in this announcement, the Province also proposed the merger of Ontario's 36 local Conservation Authorities into seven Regionally based Authorities.

Bill 68 "Plan to Protect Ontario Act" includes Schedule 3 which outlines changes to the Conservation Authorities Act to establish the OPCA. The Bill received Royal Assent on November 27th without having undergone any process to gather public input or consultation.

This Agency will be governed by an appointed board and operated by a staff whose task will be to receive Provincial direction and exercise that direction over the leadership, governance and strategic direction to Conservation Authorities.

Instead of being directed by locally elected and appointed representatives in the format that we are currently accustomed to; this action will see your local CA become part of a larger regional Authority that will in turn be directed by a Provincial Agency.

In addition, the Province is currently consulting on a proposal to consolidate 36 Conservation Authorities into 7 Regional CAs. The "[Proposed Boundaries for Regional Consolidation of Ontario's Conservation Authorities](#)" (ERO #025-1257) is open for public consultation until December 22, 2025.

Under this proposal Upper Thames River Conservation Authority (UTRCA) would be consolidated into the Lake Erie Regional Conservation Authority together with seven other CAs and encompass 81 municipalities. The new governance structure is proposed to be effective following the municipal elections in 2026.

At their November 25th meeting, the UTRCA's Board of Directors examined the formation of the OPCA and regional CAs. The Board directed staff to prepare information to highlight the potential economic and legal ramifications of this proposal and to circulate this brief to our member municipalities and Indigenous communities. See the attached information package which highlights the impacts of the Provincial proposal.

The UTRCA Board of Directors urgently encourages our member municipalities and partners to carefully evaluate the Provincial proposal and their response at the earliest opportunity. An example motion is provided. The CA network was built on local resources, local knowledge and local decisions. An example motion is provided.

In conclusion, the current Conservation Authority network was built on the concept of making local watershed management decisions by using local resources, local knowledge and local expertise.

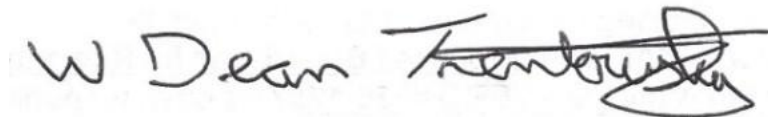
This also includes the financial resources and the physical infrastructure that has been built up and maintained by the local watershed municipalities over several decades. Therefore, it's essential and vitally important for our local member municipalities that this decision-making and management process remain in the capable hands of the locally elected and locally appointed representatives who remain directly accountable to the communities that they serve.

Both our watershed member municipalities and the public are strongly encouraged to provide comments through the posting entitled ["Proposed Boundaries for Regional Consolidation of Ontario's Conservation Authorities" \(ERO #025-1257\)](#), well in advance of the closing date December 22, 2025.

Similarly, all of our watershed member municipalities and the public are strongly encouraged to communicate their comments and concerns to the Minister of Environment, Conservation and Parks, and to their local MPP.

Thank you for your attention and for your continued co-operation regarding this extremely important matter.

Sincerely,

A handwritten signature in dark ink, appearing to read "W Dean Trentowsky". The signature is fluid and cursive, with the first name "W Dean" written in a larger, more legible script than the last name "Trentowsky".

W. Dean Trentowsky
Chair, Upper Thames River Conservation Authority

Attached: Example Municipal Resolution
Municipal Communications – Proposed Conservation Authorities Transformation

Proposed Conservation Authorities Transformation

UPPER THAMES RIVER
CONSERVATION AUTHORITY

Overview for Municipalities

In 1946, the Ontario government passed the Conservation Authorities Act, which enabled municipalities to create watershed-based resource management agencies and assume responsibility for their governance and funding at the local level.

On November 6, 2025, the Province released Bill 68, “Plan to Protect Ontario Act.” Schedule 3 of this bill outlines changes to the Conservation Authorities Act including the establishment of a new agency, the Ontario Provincial Conservation Agency, to provide leadership, governance, and strategic direction to Conservation Authorities (CAs).

The Bill has now received royal assent with no opportunity for input or comment. Costs associated with the new agency can be billed or apportioned to municipalities.

Conservation Authority Consolidation

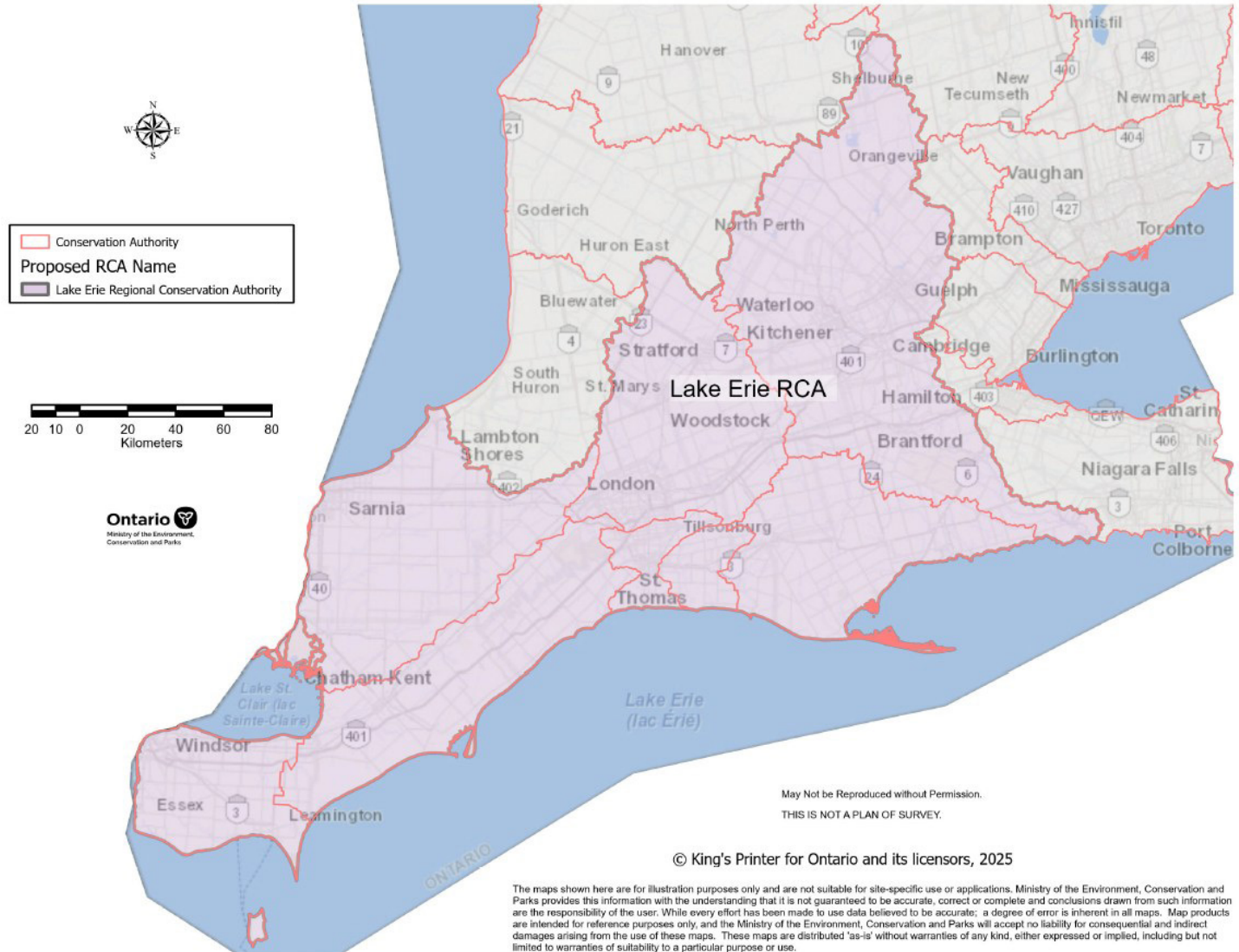
On November 7, a consultation period was initiated for an Environmental Registry of Ontario (ERO) posting that recommends consolidating the 36 existing CAs into seven regional CAs.

The Upper Thames River Conservation Authority (UTRCA) would become part of the proposed Lake Erie Regional Conservation Authority. The new regional conservation authority would amalgamate eight existing conservation authorities:

- Catfish Creek,
- Essex Region,
- Grand River,
- Kettle Creek,
- Long Point Region
- Lower Thames Valley,
- St. Clair Region,
- Upper Thames River.

The proposed Lake Erie Regional Conservation Authority would include 81 municipalities. The eight individual Boards of Directors of the existing conservation authorities, made up of local municipal representatives, would be replaced by a new, yet to be determined, municipal governance structure.

LAKE ERIE REGIONAL CONSERVATION AUTHORITY



Considerations for Municipalities

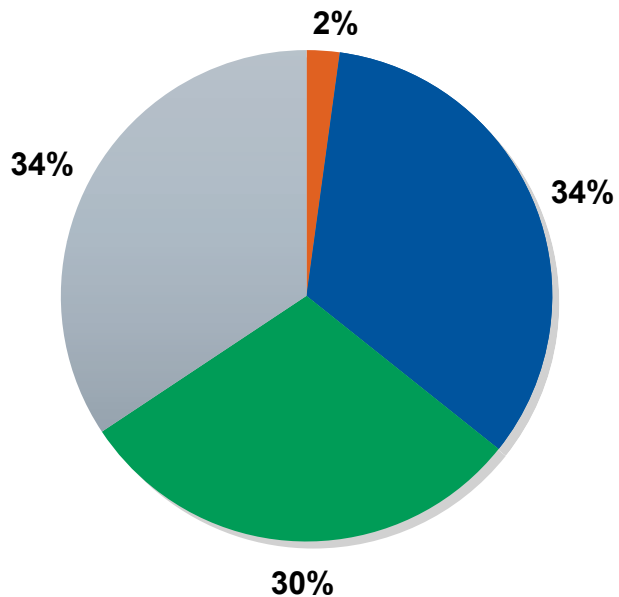
Erosion of Local Governance

The UTRCA was created in 1947 as a partnership between member municipalities to use local knowledge and expertise to make decisions regarding the management of the watershed's natural resources. The Authority is directed by a Board of 15 municipally elected (or appointed) officials representing the 17 watershed municipalities. These 15 members determine the programs and services the Conservation Authority provides to watershed communities.

Under the new proposal, 81 member municipalities will vie for a voice and representation on a single regional conservation authority board. This shift will significantly weaken local ties and community-level representation. Municipalities will lose the opportunity to voice the concerns of their constituents and have meaningful influence in decision-making.

Any new governance model should reflect the significant financial contributions municipalities make to CA budgets and ensure all municipalities retain an appropriate and equitable say.

■ Self-generated Revenue ■ Municipal
■ Provincial ■ Contracts and Grants



Economic Impacts

Provincial contributions represent just 2% of UTRCA's operating budget, while member municipalities contribute 34% through levies and cost-sharing agreements, and 34% of revenue is self-generated through user fees and donations. The remaining 30% is obtained through applications to foundations and other levels of government to leverage the municipal contributions and provide more robust programs to watershed residents.

Municipalities will continue to pay the lion's share of the costs, even as the new legislation and proposed regional CA model diminishes their ability to exercise meaningful oversight and maintain control over local watershed management decisions.

Service Levels

Service levels vary across Conservation Authorities because each CA's programs and services—developed under the oversight of its local Board of Directors—are tailored to the unique needs of their communities, local watershed conditions, municipal priorities and budgets, and community input.

Creating uniform service levels across a regional structure means some areas may see improvements, while others may experience a reduction in the services they currently receive. It may also result in important, locally valued programs and services being lost, as support is redirected elsewhere. How will the program costs be equitably distributed over the broader regional CA? Will levies paid by Upper Thames River watershed municipalities be distributed outside of the watershed?

Assets

A thorough financial and legal due diligence process is necessary to assess existing liabilities, assets, and any restrictions on current funding or land transfers. Under the proposed model, all assets and reserves will be transferred to the regional CA, significantly reducing the ability of local municipalities to influence decisions about lands and resources in their own communities.

For example, the UTRCA owns and/or manages more than 5,790 ha (14,300 ac) of land within the Upper Thames River watershed, spread across some 40 properties. Many of these properties were entrusted to the UTRCA for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities.

“Local” Matters

Consolidating and potentially centralizing administration could reduce responsiveness, delay decisions, and weaken the local expertise and community connections that are fundamental to effective watershed management. Conservation Authorities were built on strong local relationships and face-to-face communication. “Boots on the ground” are essential for effective monitoring, stewardship, enforcement, and community engagement.

Municipal planners, developers, and watershed landowners rely on UTRCA staff for timely review of planning and regulation matters. UTRCA consistently processes permits within or exceeding provincial timelines. Moving to a regionalized model risks new bottlenecks, slowing approvals and reducing timely support for local planning and development.

Key Messages

We support efforts to enhance expertise, capacity, and program delivery across Ontario. However, we urge the Province to work collaboratively with municipalities and local Conservation Authorities to identify the most cost-effective level of strategic consolidation—one that advances both provincial and local objectives without diminishing local input and control:

- The size and scope of the Lake Erie Region CA is too large. A more measured approach would deliver on the provincial goals without all the negative consequences of the current proposal,
- A thorough cost-benefit analysis is needed to prove that large-scale consolidation will reduce costs and improve services,
- There are opportunities for shared services or consolidation at a smaller scale than what the Province has proposed,
- Governance models must continue to support local decision-making through municipal representation, balancing rural and urban priorities and interests,
- Local offices and existing staffing levels must remain to preserve local expertise, relationships, and responsiveness,
- Standardization throughout the region can be achieved within the current Conservation Authority structure with updated technical guidance, policy approaches, and modernization tools.

Questions?

Reach out to Tracy Annett, General Manager, at annettt@thamesriver.ca or 519-451-2800 x253.

Example Municipal Resolution:
Based on Resolution by County of Stormont, Dundas and Glengarry

WHEREAS the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses;

AND WHEREAS the **Municipal Name** established the Upper Thames River Conservation Authority (initially formed in 1947) and **List other CAs if needed**;

AND WHEREAS local municipalities currently provide approximately **35%** of total conservation authority funding, while the Province of Ontario provides approximately **2% (2026 budget)**;

AND WHEREAS municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS conservation authorities collectively own and manage thousands of acres of land. Many of these properties were entrusted to the UTRCA for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities;

AND WHEREAS Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined;

AND WHEREAS the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks;

NOW THEREFORE BE IT RESOLVED THAT the Council of the **Municipal Name** calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND FURTHER THAT while the **Municipal Name** supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;

AND FURTHER THAT the **Municipal Name** supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives.

AND FURTHER THAT a copy of this resolution be sent to:

- the Ontario Minister of Environment, Conservation, and Parks,
- local MPPs,
- Association of Municipalities of Ontario,
- Rural Ontario Municipal Association,
- area Indigenous communities,
- all municipalities,
- Conservation Authorities, and
- Conservation Ontario.



**Long Point Region
Conservation Authority**

Long Point Region Conservation Authority
4 Elm Street, Tillsonburg, Ontario N4G 0C4

Phone: 519-842-4242
Fax: 519-842-7123
Toll free: 1-888-231-5408
conservation@lprca.on.ca
www.lprca.on.ca

December 5, 2025

Re: Bill 68 Schedule 3 and LPRCA Board Resolution Re: ERO No. 025-1257

On October 31, 2025, the Province of Ontario announced Bill 68: *Plan to Protect Ontario Act* including Schedule 3 amendments to the *Conservation Authorities Act*. On November 6, 2025, [Bill 68](#), was introduced and on November 25, 2025, Bill 68 was passed establishing the Ontario Provincial Conservation Agency (OPCA) and the transition to a regional watershed-based framework for authorities in Ontario. The new agency is expected to provide leadership, governance, strategic direction and oversight of all conservation authorities (CAs) in Ontario. The announcement was made without prior consultation with CAs, municipal partners or staff who possess decades of local knowledge.

On November 7, 2025 the Environmental Registry of Ontario (ERO) No. 025-1257 consultation on the proposed consolidation, boundaries, governance, and budgeting was posted suggesting 36 CAs be consolidated into 7 regional CAs. It is proposed that the Long Point Region Conservation Authority will amalgamate with 7 other CAs forming the Lake Erie Regional Conservation Authority (LERCA), encompassing 81 municipalities which dilutes local representation. This stands in contrast to LPRCA's current governance model, which ensures strong local representation and accountability to its participating municipalities. No evidence-based analysis has been provided by the province to justify the transition to these large regional entities. This leaves many key questions unanswered such as what the funding model is for the OPCA, the governance model for the new proposed regional CAs and whether Long Point Region's municipalities will have fair local representation.

In the ERO, the Ontario Government has stated that the current system of 36 separate conservation authorities is fragmented with each CA following different standards, fees and levels of staffing and technical capabilities which has led to unpredictable and inconsistent turnaround times for approvals creating uncertainty and delays for builders, landowners and farmers seeking permits. With the OPCA guidance and support, meaningful modernization and a digital e-permitting platform can occur in the current 36 conservation authorities without the need for consolidation.

The LPRCA Board of Directors acknowledges and supports the Province's goals of improved efficiency, consistency and fiscal responsibility in conservation delivery; however, the LPRCA Board of Directors does not support the proposed "Lake Erie Regional Conservation Authority" boundary configuration outlined in the ERO No. 025-1257. The LPRCA Board of Directors requests the Ministry further evaluate the proposed boundaries and to engage directly with affected municipalities and CAs to establish a reduced geographic scope.

The Board of Directors discussed Bill 68 Schedule 3 which established the Ontario Provincial Conservation Agency and the proposed Lake Erie Regional Conservation Authority at its December 3, 2025 meeting and passed the attached motion.

The LPRCA Board of Directors encourages our member municipalities and partners to carefully evaluate the province's proposal and provide comments through the [ERO No. 025-1257 Proposed boundaries for regional consolidations of Ontario's Conservation Authorities](#) by the closing date December 22, 2025.

Local community-based watershed management needs to stay in the hands of local municipalities.

Sincerely,

A handwritten signature in black ink that reads "Dave Beres". The script is cursive and fluid.

Dave Beres
Chair, Long Point Region Conservation Authority

Attached: LPRCA Board Resolution ERO No. 025-1257

LPRCA Board Resolution ERO No. 025-1257

WHEREAS the Ministry of the Environment, Conservation and Parks has posted Environmental Registry Notice No. 025-1257 (“Proposed Boundaries for the Regional Consolidation of Conservation Authorities”), proposing to reduce Ontario’s 36 Conservation Authorities to seven regional Conservation Authorities under the oversight and direction of the new Ontario Provincial Conservation Agency and the updated *Conservation Authorities Act*; and

WHEREAS under this proposal, the Long Point Region Conservation Authority (LPRCA) would be merged into a new “Lake Erie Regional Conservation Authority” together with the: Essex Region CA, Lower Thames Valley CA, St. Clair Region CA, Upper Thames River CA, Kettle Creek CA, Catfish Creek CA, and Grand River CA, forming a single organization stretching from Windsor, through London, Brantford and north of Waterloo region; and

WHEREAS the Board acknowledges and supports the Province’s goals of improved efficiency, consistency and fiscal responsibility in conservation delivery, but find that the proposed “Lake Erie Region CA” configuration would create a geographically vast and administratively complex entity, joining municipalities throughout the province with little watershed connection; dilute local accountability and municipal partnership; generate substantial transition costs, including human resources integration, governance restructuring, IT migration and policy harmonization that would divert resources from the front-line service delivery making it hard for applicants to obtain local advice, resolve issues or expedite housing and infrastructure approvals that support the Province’s agenda; and

WHEREAS LPRCA works with its member municipalities, the Province and partners to be fiscally responsible while ensuring the conservation, restoration, development and management of natural resources within the Long Point Region watershed including limiting levy increase to municipalities while modernizing its programs and services and aligning them with provincial guidance and neighboring CAs and will continue to do so. Meaningful modernization can occur with the current watershed-based governance framework; and

THEREFORE BE IT RESOLVED THAT LPRCA Board of Directors does not support the proposed “Lake Erie Regional Conservation Authority” boundary configuration outlined in the Environmental Registry Notice No. 025-1257; and the Board instead requests that the Ministry further evaluate the proposed boundaries and to engage directly with affected municipalities and Conservation Authorities to establish a reduced geographic scope for consolidation that better reflects established relationships and enhances cost-efficient delivery of integrated watershed management, grassroots connections and local understanding; and

THAT this resolution be forwarded to the Minister of the Environment, Conservation and Parks, the Ministry of the Environment, Conservation and Parks (CA Office), local members of Provincial Parliament, Association of Municipalities of Ontario, Rural Ontario Municipalities Association, all municipalities and CAs within the proposed Lake Erie Regional Conservation Authority, Ontario’s Chief Conservation Executive and Conservation Ontario.

Date: January 4, 2026

Subject: Bill 68

Dear Members of Stratford City Council,

I am writing to encourage council to oppose the provincial government's Bill 68 and the proposed amalgamation of Ontario's thirty-six local Conservation Authorities (CAs) into just seven. It is important to keep decision making power local and benefit from local knowledge when making such important decisions. It should be a top priority to keep our water safe and protect and/or reduce the risks in our community from natural hazards.

Thank you for your consideration,

Denise Ditty



December 5, 2025

The Honourable Michael S. Kerzner
Solicitor General of Ontario
Ministry of the Solicitor General
25 Grosvenor St.
Toronto, ON M7A 1Y6
michael.kerzner@pc.ola.org

Re: Financial Relief for Municipally-Policed Communities

Dear Minister:

During the November 17, 2025 meeting of Sarnia City Council, the following resolution was adopted:

That Sarnia City Council support the Town of LaSalle, and request that the Ministry of the Solicitor General:

- 1. Acknowledge the inequity created by the 2024 and 2025 OPP funding interventions;***
- 2. Provide equivalent financial relief to municipally-policed communities facing similar budget pressures;***
- 3. Work with municipalities and police boards to develop a fair, transparent, and sustainable provincial funding framework that applies equally to all police services in Ontario; and***

That a copy of the correspondence to be sent to municipally-policed communities for support.

A copy of the letter prepared by the Town of LaSalle is enclosed.

Yours sincerely,

Amy Burkhart
City Clerk

cc: Clerks of Municipally-Policed Communities



October 28, 2025

The Honourable Michael Kerzner
Solicitor General of Ontario
Ministry of the Solicitor General
25 Grosvenor Street
Toronto, ON M7A 1Y6

Subject: Request for Equitable Provincial Support for Municipally Policed Communities

Dear Solicitor General:

I am writing on behalf of the Town of LaSalle and other municipalities across Ontario that operate their own local police services to raise a serious concern regarding the growing inequity in provincial financial support between OPP-policed and municipally-policed communities.

Over the past two budget cycles, the Province has provided direct relief to OPP-policed municipalities to help offset sharp increases in policing costs. In response to those increases, the Province allocated approximately \$77 million in one-time funding to help affected municipalities manage the financial impact. While that relief was welcome for many, no comparable support was provided to municipalities operating their own police forces, even though we face the same financial pressures and in many cases, even greater ones.

At the time, municipally-policed communities were told that this funding was not being extended to them because they could apply for provincial policing grants. However, many of those same grants are also available to OPP-policed municipalities. The \$77 million subsidy was not a grant it required no application process, selection criteria, or eligibility review. Every OPP-policed municipality received the benefit automatically. That distinction is key, and it has created an inequity that continues today.

This year, the Province has again provided financial protection to OPP-policed municipalities through a new 11% cost cap for 2025–2026, along with a lowered threshold for call-volume discounts. In your correspondence to mayors, you stated that these measures were intended to provide greater clarity, predictability, and stability in the OPP cost-recovery model. While

those goals are commendable, the outcome has once again created a two-tier system: OPP-policed municipalities continue to receive automatic provincial cost relief, while municipally-policed communities are left to shoulder the full impact of inflation, collective bargaining, and new legislative mandates under the *Community Safety and Policing Act* (CSPA).

These measures have far-reaching consequences. OPP salary settlements influence policing costs across the province, setting a benchmark for compensation and collective bargaining negotiations. As municipalities enter upcoming contract discussions, the impact of those provincial agreements will again be felt locally but without any equivalent financial support, local taxpayers bear the full cost.

At the same time, the CSPA has introduced new and necessary obligations including enhanced training, compliance, and equipment standards that further strain municipal police budgets. These requirements are provincially mandated and cannot be deferred or avoided. Under Section **50(6)** of the CSPA, policing services cannot be withheld or interrupted due to a local budget dispute. If a police services board and council cannot agree on a budget, the matter can be referred to the Ontario Civilian Police Commission for resolution. Ultimately, municipalities remain legally responsible for ensuring those costs are funded.

If a municipality with its own police service were to similarly “cap” its policing costs at 11%, as the Province has done for OPP, it would immediately face a funding shortfall. Those contractual and statutory obligations do not disappear. There is no mechanism for a municipal police service to receive an automatic subsidy, nor has the Province offered a way to balance that financial gap.

In LaSalle, our residents are deeply proud and supportive of our local police service. They value the connection, accountability, and community engagement that come from having officers who live, work, and serve locally. As municipal leaders, we are equally proud of the professionalism and dedication of our police service, but the growing financial disparity threatens the sustainability of that local model.

Municipalities are not asking for preferential treatment we are asking for parity. If the Province recognizes the need to stabilize OPP-policed budgets, it is only fair and reasonable that the same level of consideration be extended to municipally-policed communities facing equivalent pressures.

On behalf of the Town of LaSalle, I respectfully request that the Ministry:

1. Acknowledge the inequity created by the 2024 and 2025 OPP funding interventions;
2. Provide equivalent financial relief to municipally-policed communities facing similar budget pressures; and
3. Work with municipalities and police boards to develop a fair, transparent, and sustainable provincial funding framework that applies equally to all police services in Ontario.

LaSalle remains committed to responsible budgeting, strong community policing, and open collaboration with our provincial partners. Ensuring fairness in provincial funding across all policing models will allow every Ontario community — large or small, OPP-policed or municipally-policed — to remain safe, resilient, and well-served.

Thank you for your attention to this important issue. I look forward to your response and to meaningful dialogue on how we can achieve fairness and sustainability across all policing models in Ontario.

Sincerely,

A handwritten signature in grey ink, appearing to read "Meloche".

Crystal Meloche
Mayor, Town of LaSalle

:tcm



December 19, 2025

Honorable Mark Carney

Sent via email: mark.carney@parl.gc.ca

Dear Honorable Mark Carney:

Please be advised that Brantford City Council, at its meeting held December 16, 2025 adopted the following:

12.2.7 Call for Reform and Publication of the Ontario Sex Offender Registry - Councillor Samwell

WHEREAS the community of Welland and the surrounding communities were deeply impacted by a recent heinous crime that highlighted critical gaps in Canada's criminal justice and offender-management systems; and

WHEREAS on September 4, 2025, Mayor Frank Campion of the City of Welland wrote to the Premier of Ontario urging comprehensive reform to strengthen sentencing, parole, and bail provisions for violent sexual offenders, and to enhance public safety protections; and

WHEREAS on September 12, 2025, Mayor Mat Siscoe of the City of St. Catharines wrote to the Prime Minister of Canada expressing strong support for these reforms and calling for immediate federal action to strengthen sentencing, parole, and accountability measures for violent sexual offenders; and

WHEREAS the City of Thorold, at its meeting of September 9, 2025, adopted Resolution 14.2 requesting the Province of Ontario to amend Christopher's Law (Sexual Offenders Registry), 2000 to make Ontario Sex Offender Registry publicly accessible; and

WHEREAS several Niagara municipalities; including Grimsby, Fort Erie, Port Colborne, and St. Catharines have subsequently endorsed this call for greater transparency and reform; and

WHEREAS municipal councils, though not responsible for criminal law or parole, play a vital role in advocating for the safety and well-being of their residents;

NOW THEREFORE BE IT RESOLVED THAT:

- A. THAT the Council of the City of Brantford hereby supports the City of Thorold's Resolution calling for the Publication of the Sexual Offender Registry and the City of Welland's correspondence dated September 4, 2025, calling for reform to sentencing, parole, and registry provisions concerning violent sexual offenders; and
- B. THAT the Province of Ontario be urged to amend Christopher's Law (Sexual Offender Registry), 2000 to make the Ontario Sex Offender

Registry publicly accessible, subject to appropriate privacy and safety safeguards; and

C. THAT a copy of this resolution be forwarded to:

- i. The Right Hon. Mark Carney, Prime Minister of Canada;
- ii. The Hon. Sean Fraser, Minister of Justice and Attorney General of Canada;
- iii. The Hon. Gary Anandasangaree, Minister of Safety;
- iv. The Hon. Doug Ford, Premier of Ontario;
- v. The Hon. Doug Downey, Attorney General of Ontario;
- vi. The Hon. Michael S. Kerzner, Solicitor General of Ontario;
- vii. Member of Parliament for Brantford-Brant, Larry Brock;
- viii. Member of Provincial Parliament for Brantford-Brant, Will Bouma;
- ix. The Association of the Municipalities of Ontario (AMO);
- x. The Federation of Canadian Municipalities (FCM); and
- xi. All Ontario Municipalities for their information and support.

I trust this information is of assistance.

Yours truly,



Chris Gauthier City Clerk,
cgauthier@brantford.ca

CC - The Honorable Sean Fraser, Minister of Justice and Attorney General of Canada; - Sean.Fraser@parl.gc.ca

The Honorable Gary Anandasangaree, Minister of Safety
Gary.Anand@parl.gc.ca

The Honorable Doug Ford, Premier of Ontario; - premier@ontario.ca

The Honorable Doug Downey, Attorney General of Ontario; -
Doug.Downey@ontario.ca

The Honorable Michael S. Kerzner, Solicitor General of Ontario
michael.kerzner@pc.ola.org

Member of Parliament for Brantford-Brant, Larry Brock; -
larry.brock@parl.gc.ca

Member of Provincial Parliament for Brantford-Brant, Will Bouma; -
will.bouma@pc.ola.org

The Association of the Municipalities of Ontario (AMO) amo@amo.on.ca

The Federation of Canadian Municipalities (FCM) FCMInfo@fcm.ca

All Ontario Municipalities for their information and support



SMITHS FALLS

RISE AT THE FALLS

December 5, 2025

*Honourable Doug Ford,
Premier of Ontario*

Re: Ontario Community Infrastructure Fund (OCIF)

Please be advised that the Council of the Corporation of the Town of Smiths Falls passed the following resolution at their December 1, 2025 Council meeting:

WHEREAS the Town of Smiths Falls acknowledges that municipal infrastructure—roads, bridges, water and wastewater systems—underpins public safety, economic vitality and quality of life in Ontario’s rural and small urban communities;

WHEREAS the Ontario Community Infrastructure Fund (OCIF) was created in 2015 to assist small and rural municipalities facing infrastructure deficits that exceed their local revenue capacities;

WHEREAS in 2022 the Government of Ontario committed to increase the annual OCIF envelope from \$100 million to \$400 million over a five-year term, with that commitment scheduled to expire at the end of fiscal 2026;

WHEREAS fixed funding levels amid rising labour, materials and climate resilience costs have eroded the purchasing power of the \$400 million envelope, jeopardizing municipalities’ ability to deliver and sustain essential services without incurring unsustainable debt;

WHEREAS predictable, multi-year funding indexed to real-world cost drivers is critical for municipalities to develop, finance and execute long-term asset management plans, reduce emergency repairs and leverage complementary federal and private infrastructure financing;



SMITHS FALLS

RISE AT THE FALLS

WHEREAS the Town of Smiths Falls requires a steadfast provincial partner to extend and enhance OCIF beyond 2026, ensuring infrastructure resilience, fiscal sustainability and equitable access for all small and rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT

- 1. The Town of Smiths Falls calls upon the Government of Ontario to extend the annual OCIF envelope at not less than \$400 million beyond its current five-year term ending in 2026, with no reductions in subsequent provincial budgets.*
- 2. The Province be requested to index the total annual OCIF envelope—and each individual municipal allocation—to the Ontario Consumer Price Index (CPI), calculated on a calendar-year basis and disbursed in the first quarter of each fiscal year.*
- 3. The Ministry of Infrastructure establish a new five-year OCIF funding framework that guarantees annual envelopes and allocation percentages by municipality, enabling long-term capital planning and stable cash-flow management.*
- 4. The Province undertake a formal review of the OCIF allocation formula at least once every four years, incorporating current municipal asset management data, demographic projections, climate resilience metrics and rural equity considerations.*
- 5. A dedicated contingency reserve equal to 5 percent of the annual OCIF envelope be created within the fund to address extraordinary cost escalations, emergency repairs or project overruns without reallocating core funding.*
- 6. The Ministry of Infrastructure publish an annual OCIF performance report—including program disbursements, allocation adjustments and reserve expenditures—in a transparent, publicly accessible online dashboard.*



SMITHS FALLS

RISE AT THE FALLS

7. The Clerk of the Town of Smiths Falls forward this resolution to:

- o The Honourable Doug Ford, Premier of Ontario*
- o The Honourable Kinga Surma, Minister of Infrastructure*
- o The Honourable Rob Flack, Minister of Municipal Affairs and Housing*
- o The Honourable Francois-Phillipe Champagne, Minister of Finance*
- o Association of Municipalities of Ontario (AMO)*
- o Ontario Small Urban Municipalities (OSUM)*
- o Federation of Canadian Municipalities (FCM)*
- o All municipalities in Ontario*

Please do not hesitate to contact me with any questions and/or concerns.

Yours truly,

Kerry Costello
Town Clerk

October 28, 2025

SENT VIA EMAIL

The Honourable Doug Ford
Premier's Office
Room 281
Main Legislative Building, Queen's Park
Toronto, ON M7A 1A5

Dear Premier Ford,

Re: East Gwillimbury's Opposition to the *Protect Ontario by Unleashing Our Economy Act, 2025*.

For your information and records, at its meeting of Municipal Council held on October 21, 2025, the Council of the Town of East Gwillimbury enacted as follows:

WHEREAS on April 17, 2025, the Government of Ontario brought forth Bill 5: "Protect Ontario by Unleashing Our Economy", a broad omnibus legislation that introduces sweeping changes to multiple environmental and planning statutes, including the Environmental Assessment Act, Endangered Species Act, Ontario Heritage Act, and others; and

WHEREAS this legislation was passed through the legislature in 49 days, thus limiting opportunities to provide feedback; and

WHEREAS Bill 5 received Royal Assent on June 5, 2025; and

WHEREAS the "Protect Ontario by Unleashing Our Economy" Act, 2025 enables the creation of Special Economic Zones (SEZs), which allow the provincial cabinet to exempt projects from compliance with municipal bylaws, environmental protections, and Indigenous consultation obligations; and

WHEREAS lands under protection through various provisions, such as the Oak Ridges Moraine and the Greenbelt Protected Countryside, constitute 83% of the total EG area, which makes EG relevant in environmental stewardship for the Region and the Province; and

WHEREAS the Oak Ridges Moraine Conservation Plan and the Greenbelt Plan are foundational to protecting the ecological and hydrological integrity of the region, and the provisions in the Protect Ontario by Unleashing Our Economy Act, 2025 directly conflict with the objectives of these plans; and

Town of East Gwillimbury

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www.eastgwillimbury.ca

WHEREAS in alignment with the 2022 – 2024 Strategic Plan, EG Council declared a Climate Emergency in 2023 and approved the EG's Thinking Green Environmental Strategy in 2024, highlighting EG's commitments and efforts to preserve and restore the environment as EG grows; and

WHEREAS the Town of East Gwillimbury achieved 92% of its 2024 housing target, regardless of current environmental provisions, demonstrating that promoting sustainable growth is not only responsible but necessary;

THEREFORE BE IT RESOLVED THAT Council acknowledges the stated goals of economic growth and development in the Protect Ontario by Unleashing Our Economy Act, 2025, but expresses serious concerns with the Act as it interferes with local planning, limits public consultation, is inconsistent with the principles of free, prior and informed consent in consultation processes with Indigenous communities, and weakens protections to heritage and species, and formally opposes the Protect Ontario by Unleashing Our Economy Act, 2025 in its current form; and

THAT Council endorses the position of the Association of Municipalities of Ontario (AMO) in requesting that municipalities be included in the development of any regulatory frameworks related to Special Economic Zones; and

THAT Council directs staff to submit this resolution to:

- *The Honourable Doug Ford, Premier of Ontario*
- *The Honourable Rob Flack, Minister of Municipal Affairs and Housing*
- *The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks*
- *The Honourable Caroline Mulroney, Minister of Francophone Affairs, President of the Treasury Board, and MPP for York-Simcoe*
- *The Association of Municipalities of Ontario (AMO)*
- *All Ontario municipalities for their awareness and consideration*
- *The Rural Ontario Municipal Association (ROMA)*
- *Donna Big Canoe, Chief of the Chippewas of Georgina Island First Nation*
- *Abram Benedict, Ontario Regional Chief (ORC) for the Chiefs of Ontario;*
and

THAT Council encourages residents to contact their MPPs to express concerns about the impacts of the Protect Ontario by Unleashing Our Economy Act, 2025, on local governance, environmental protection, and Indigenous rights..

If you have any further questions, feel free to contact the undersigned.

Yours truly,



Amanda McNeil, Hon. B.A., M.M.St.
Legislative Coordinator

CC:

The Honourable Rob Flack, Minister of Municipal Affairs and Housing
The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks
The Honourable Caroline Mulroney, Minister of Francophone Affairs, President of the
Treasury Board, and MPP for York–Simcoe
The Association of Municipalities of Ontario (AMO)
All Ontario municipalities
The Rural Ontario Municipal Association (ROMA)
Donna Big Canoe, Chief of the Chippewas of Georgina Island First Nation
Abram Benedict, Ontario Regional Chief (ORC) for the Chiefs of Ontario



**BY-LAW NUMBER XXX-2026
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 January 12, 2026.

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 January 12, 2026, 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 12th day of January, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe