



The Corporation of the City of Stratford
Planning and Heritage Committee
Open Session
AGENDA

Date: Monday, March 9, 2026

Time: 7:10 P.M.

Location: Council Chamber, City Hall

Committee Present: Councillor Sebben - Chair Presiding, Mayor Ritsma, Councillor Burbach - Vice Chair, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Wordofa

Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Taylor Crinklaw - Director of Infrastructure and Development Services, Adam Betteridge - Director of Building and Planning Services, Karmen Krueger - Director of Corporate Services, Tim Wolfe - Director of Community Services, Kim McElroy - Director of Social Services, Neil Anderson - Director of Emergency Services/Fire Chief

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

<https://stratford-ca.zoom.us/j/89400427990?pwd=kDCEbq5sEr5XrSLTMi4g1uUOXK6oR4.1>

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

The Chair to call the Meeting to Order.

2. Disclosure 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 otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

3. **Sub-committee Minutes** 5 - 11
- Sub-committee minutes are attached for background regarding the discussion held at the February 26, 2026, Sub-committee meeting.
4. **Delegations**
- None scheduled.
5. **Report of the Supervisor of By-law and Compliance**
- 5.1 **Information on the implementation of the Administrative Monetary Penalty System (AMPS) (PLA26-002)** 12 - 21
- Staff Recommendation:** THAT the report titled, "Information on the Implementation of the Administrative Monetary Penalty Program" (PLA26-002), be received for information;
- THAT Council support the concept of transitioning the adjudication of by-law matters away from the current Provincial Offences Act (POA) system and direct the process to have the City manage the dispute process;
- AND THAT Staff be directed to conduct the necessary research and return at a future Council meeting with the Administrative Monetary Penalties By-law, associated policies, set fines related to AMPS, and an implementation plan for Council's approval.
- Motion by
- Sub-committee Recommendation:** THAT the report titled, "Information on the Implementation of the Administrative Monetary Penalty Program" (PLA26-002), be received for information;
- THAT Council support the concept of transitioning the adjudication of by-law matters away from the current Provincial Offences Act (POA) system and direct the process to have the City manage the dispute process;
- AND THAT Staff be directed to conduct the necessary research and return at a future Council meeting with the Administrative Monetary Penalties By-law, associated policies, set fines related to AMPS, and an implementation plan for Council's approval.

5.2 Proposed Exemption from Sign By-Law 159-2004 for the Canadian Dairy Expo (PLA26-001)

Staff Recommendation: THAT the request for a variance from the Sign By-law 159-2004 for the Canadian Dairy Expo be approved for a period of three (3) years to December 31, 2028, to permit the installation of:

- Nine (9) temporary sidewalk signs and one (1) cow statue for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April, on City-owned property at the following locations:
 - Mornington Street at the City's northerly limits;
 - McCarthy Road West at Mornington Street (2 signs);
 - McCarthy Road East at Romeo Street;
 - Ontario Street at the City's easterly limits (2 signs);
 - Huron Street at the City's westerly limits;
 - Downie Street (Road 112) at the City's southerly limits;
 - Erie Street at Line 32; and
 - The northeast corner of McCarthy Road West and Mornington Avenue (Cow Statue)

Motion by

Sub-committee Recommendation: THAT the request for a variance from the Sign By-law 159-2004 for the Canadian Dairy Expo be approved for a period of three (3) years to December 31, 2028, to permit the installation of:

- Nine (9) temporary sidewalk signs and one (1) cow statue for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April, on City-owned property at the following locations:
 - Mornington Street at the City's northerly limits;
 - McCarthy Road West at Mornington Street (2 signs);
 - McCarthy Road East at Romeo Street;
 - Ontario Street at the City's easterly limits (2 signs);
 - Huron Street at the City's westerly limits;
 - Downie Street (Road 112) at the City's southerly limits;
 - Erie Street at Line 32; and
 - The northeast corner of McCarthy Road West and Mornington Avenue (Cow Statue)

6. For the Information of Committee

6.1 Department Update

The Director of Building and Planning Services provided a verbal update on department activities and ongoing projects at the February 26, 2026 Planning and Heritage Sub-committee meeting.

6.2 Advisory Committee/Outside Board Minutes

35 - 39

The following Advisory Committee minutes are provided for the information of Committee:

- Heritage Stratford Advisory Committee minutes of January 13, 2026

7. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

Committee Decision: THAT the Planning and Heritage Committee meeting adjourn.



The Corporation of the City of Stratford Planning and Heritage Sub-committee

MINUTES

Date: February 26, 2026
 Time: 4:30 P.M.
 Location: Council Chamber, City Hall

Sub-committee Present: Councillor Sebben - Chair Presiding, Councillor Burbach - Vice Chair, Councillor McCabe, Councillor Wordofa

Regrets: Councillor Biehn

Staff Present: Adam Betteridge - Director of Building and Planning Services, Audrey Pascual - Deputy Clerk, Karmen Krueger - Director of Corporate Services, Elizabeth Czekaj - Supervisor of By-law Compliance, Miranda Franken - Council Clerk Secretary

Also present: Members of the Public

1. Call to Order

The Chair called the meeting to Order.

Councillor Biehn provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Respectful Conduct Statement

2. Disclosure 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 otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

No disclosures of pecuniary interest were made by a Member at the February 26, 2026, Planning and Heritage Sub-committee meeting.

3. Delegations

None scheduled.

4. Report of the Supervisor of By-law and Compliance

4.1 Information on the implementation of the Administrative Monetary Penalty System (AMPS) (PLA26-002)

Staff Recommendation: THAT the report titled, "Information on the Implementation of the Administrative Monetary Penalty Program" (PLA26-002), be received for information;

THAT Council support the concept of transitioning the adjudication of by-law matters away from the current Provincial Offences Act (POA) system and direct the process to have the City manage the dispute process;

AND THAT Staff be directed to conduct the necessary research and return at a future Council meeting with the Administrative Monetary Penalties By-law, associated policies, set fines related to AMPS, and an implementation plan for Council's approval.

Sub-committee Discussion: The Supervisor of By-law Compliance provided an overview of the report. Highlights included the following:

- the report being to provide information and seek approval to move forward with research for the implementation of the Administrative Monetary Penalty System (AMPS) and the creation of the procedural process for future Council consideration;
- the Provincial Offences Act (POA) being the legislation in place to prosecute non-criminal offences with the process being potentially lengthy;
- amendments having been made to the Municipal Act in the early 2000's allowing municipalities to create an adjudication process for

parking violations and later to adjudicate additional by-law infractions;

- this being the creation of the Administrative Monetary Penalty System (AMPS) replacing the traditional court system with an administrative system allowing enforcement of penalties without going to trial;
- the program being designed to allow efficient dispute resolutions with more municipal flexibility to work with penalty holders for a more transparent outcome;
- an overview was given of the dispute process under AMPS as attached in Schedule A of the report;
- benefits of the program include assistance to penalty holders by a potential for extended times on reviews and payments;
- AMPS offers reviews through virtual meetings, by phone or in person;
- the program offsetting the court system burden while reaching resolutions to meet similar compliance as the POA system;
- implementation would require an AMPS By-law outlining the procedural process and identification and amendment to designated City By-laws to regulate enforcement through AMPS;
- short form wording and fines to be laid out similar to the POA system;
- staff would develop the required regulatory policies and procedures including a Screening and Hearing By-law to protect integrity and impartiality;
- to facilitate the program staff would research software solutions that include roadside issuance, public payments, screening requests and notifications; and
- subject to approval of the report the implementation would be carried out using a staged approach.

Discussion was had between Sub-committee and Staff. Highlights included the following:

- a Member asked if the online portal component is being referred to the Tech Review in process;
- the Director of Corporate Services replied the portal has been identified through the IT Strategic Plan information gathering stage with the plan not included in the staged work plan but contemplated in the strategy;
- The Supervisor of By-law Compliance included that staff are reviewing current software solutions to investigate if this could be an addition;
- a Member commented online parking payments would be positive for both residents and visitors to the City and asked how many files have been referred to the POA system historically;
- the Director of Building and Planning Services replied that the escalation of by-law files has been avoided due to the time and cost of the court process; and
- the opinion of Municipal By-law Enforcement has been negatively impacted accordingly.

Motion by Councillor Burbach

Sub-committee Recommendation: THAT the report titled, "Information on the Implementation of the Administrative Monetary Penalty Program" (PLA26-002), be received for information;

THAT Council support the concept of transitioning the adjudication of by-law matters away from the current Provincial Offences Act (POA) system and direct the process to have the City manage the dispute process;

AND THAT Staff be directed to conduct the necessary research and return at a future Council meeting with the Administrative Monetary Penalties By-law, associated policies, set fines related to AMPS, and an implementation plan for Council's approval.

Carried

4.2 Proposed Exemption from Sign By-Law 159-2004 for the Canadian Dairy Expo (PLA26-001)

Staff Recommendation: THAT the request for a variance from the Sign By-law 159-2004 for the Canadian Dairy Expo be approved for a period of three (3) years to December 31, 2028, to permit the installation of:

- Nine (9) temporary sidewalk signs and one (1) cow statue for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April, on City-owned property at the following locations:
 - Mornington Street at the City's northerly limits;
 - McCarthy Road West at Mornington Street (2 signs);
 - McCarthy Road East at Romeo Street;
 - Ontario Street at the City's easterly limits (2 signs);
 - Huron Street at the City's westerly limits;
 - Downie Street (Road 112) at the City's southerly limits;
 - Erie Street at Line 32; and
 - The northeast corner of McCarthy Road West and Mornington Avenue (Cow Statue)

Sub-committee Discussion: The Supervisor of By-law Compliance provided an overview of the report. Highlights included the following:

- the request being for signage during the annual Canadian Dairy XPO (CDX) event;
- the event representatives seeking the same number of signs and locations as the 2025 request;
- the request being for a 3-year exemption rather than a 1-year exemption with no changes to signs in those three years; and
- if any changes were made to the number or type of signs the applicant would be required to request a new exemption.

Motion by Councillor McCabe

Sub-committee Recommendation: THAT the request for a variance from the Sign By-law 159-2004 for the Canadian Dairy Expo be approved for a period of three (3) years to December 31, 2028, to permit the installation of:

- **Nine (9) temporary sidewalk signs and one (1) cow statue for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April, on City-owned property at the following locations:**
 - **Mornington Street at the City's northernly limits;**
 - **McCarthy Road West at Mornington Street (2 signs);**
 - **McCarthy Road East at Romeo Street;**
 - **Ontario Street at the City's easterly limits (2 signs);**
 - **Huron Street at the City's westerly limits;**
 - **Downie Street (Road 112) at the City's southerly limits;**
 - **Erie Street at Line 32; and**
 - **The northeast corner of McCarthy Road West and Mornington Avenue (Cow Statue)**

Carried

5. Department Update

Sub-committee Discussion: The Director of Building and Planning Services and Supervisor of By-law Compliance provided a department update highlighting the following:

- the By-law Division working on AMPS, active with trade licenses and working to fill the position for Cross Connection Back Flow Officer;
- the trade licensing program doing well;
- Bed and Breakfast applications coming in with staff working through the applications;
- the Building Division seeing record housing statistics despite slow downs in larger centres with Building permits being the highest since 2019;

- 40% of housing starts being townhouses and a quarter being apartments;
- staff are glad to see housing types moving away from single detached dwellings with the housing crisis front and center;
- smaller centres offering builders and developers shorter timelines on red tape and people being more interested in smaller centers at this time;
- the Planning Division being at full complement;
- the Supervisor of Planning, Policy and Placemaking working on the Official Plan (OP) review; and
- the Planning staff all having been with the City for a stable time period offsetting the difficulty of having new staff who may not be familiar with the City.

Discussion was had between Sub-committee members and Staff. Highlights of the discussion included the following:

- a Member asked if there is a timeline on when reviews will be done to ensure all Short-Term Accommodations are licensed and to enforcing the by-law where necessary; and
- staff replied the division will be moving forward with proactive inspections after March 31 of this year once all applications have been received.

6. Advisory Committee/Outside Board Minutes

There were no Advisory Committee/Outside Board minutes provided to Sub-committee.

7. Next Sub-committee Meeting

The next Planning and Heritage Sub-committee meeting will be held on March 26, 2026, at 4:30 p.m. in the Council Chambers if required.

8. Adjournment

Motion by Councillor Burbach

Sub-committee Decision: THAT the Planning and Heritage Sub-committee meeting adjourn.

Carried

Meeting Start Time: 4:30 P.M.

Meeting End Time: 4:47 P.M.



MANAGEMENT REPORT

Date: February 26, 2026
To: Mayor and Council
From: Elizabeth Czekaj, Supervisor of By-Law and Compliance
Report Number: PLA26-002
Attachments: Schedule "A" – Summary of the Progression of a Penalty Notice through the Administrative Monetary Penalty System

Title: Information on the implementation of the Administrative Monetary Penalty System (AMPS).

Objective: To present Council with an overview of the Administrative Monetary Penalty System (AMPS), and to seek Council's approval to proceed with research and drafting of the various steps to create the AMPS program.

Background: The Provincial Offences Act, R.S.O. 1990, c. P.33 (POA) is the provincial legislation currently used to prosecute non-criminal offenses including municipal by-laws for the City of Stratford. Originally enacted in 1979, the POA stipulates procedural regulations established by provincial laws and municipal by-laws. It is designed to address three types of violations:

- Part I: Governs minor offenses.
- Part II: Administers parking offenses.
- Part III: Oversees serious and/or continuous offenses.

In 2007, amendments to the Municipal Act, 2001, S.O. 2001, c. 25 (hereinafter referred to as the Municipal Act) allowed municipalities to implement AMPS programs for parking violations. This change enables municipalities to process and adjudicate parking violations independently of the Provincial Court system. Further legislation in 2017 extended AMPS to encompass non-parking violations. This development provides an alternative to the POA system, equipping municipalities with a legal framework to manage infractions independently, subject to regulatory guidelines being met by the municipality.

The AMPS program is designed to be more adaptable, efficient and customer-focused than the POA process, while ensuring adherence to regulations. It promotes a transparent and objective process of issuing, managing and reviewing penalty notices,

while maintaining the fundamental principles of the court system and due process. While the AMPS program is an effective enforcement mechanism, it will not replace the City's current practice of investigating, educating and collaborating with residents to achieve compliance before progressing to enforcement penalties and fines.

Analysis:

The City of Stratford currently does not have an Administrative Monetary Penalty System (AMPS) or other penalty program separate from the POA. City Administration has been reviewing and considering how AMPS could work in the City for a few years, particularly to regulate and enforce compliance with short-term rental accommodations (or "STRAs"). As the City considers transitioning to AMPS, various factors, requirements and impacts are being carefully evaluated.

To establish an AMPS program a municipality must enact an Administrative Monetary Penalty System By-law and look into enacting a Screening and Hearing Officer By-law. The AMPS by-law will outline the administrative process for AMPS, replacing the current system governed by the Provincial Offences Act (POA). Staff will also need to develop policies and procedures that comply with Regulations, amend existing by-laws and update administrative and software workflows. While this represents a substantial investment in staff time and resources, there are benefits to this transition as outlined below. The AMPS process will offer an open, transparent and impartial framework similar to the current POA system, while maintaining fundamental legal principles and processes.

The following provides an overview on how the proposed AMPS Program would function:

Penalty Notice Issuance: The issuance of a penalty notice under AMPS will resemble the process of issuing a parking ticket. Ideally, the recipient of the notice pays the penalty to the City and rectifies the noted non-compliance.

Disputing a Penalty Notice and Screening Review: To dispute a penalty notice, individuals would request a Screening Review with a Screening Officer, within the prescribed timeframe stated on the penalty notice. The request for a Screening Review would start the adjudication process of the penalty notice. Individuals can use an online portal to request a Screening Review and book an appointment with the Screening Officer. Alternatively, they can call or visit the City's office during business hours. Screening Reviews can be held online, by phone or if requested in person.

Screening Officer's Role and Discretion: The AMPS program grants the Screening Officer discretion to resolve penalty notices. Options for resolution include affirming the notice, reducing the fine, possibly establishing a payment plan, or revoking the notice. Screening Officers are typically existing City Staff members with experience in by-law administration and legal matters. Municipal Enforcement Officers (i.e. City

by-law officers) or any persons involved with the enforcement process are excluded from being Screening Officers to avoid conflicts of interest and to maintain transparency throughout the process.

Requesting a Hearing Review: If an individual wishes to dispute the Screening Officer's decision, they can request a Hearing Review within the prescribed timeframe. The individual can use the same means of contact as the screening review to request a Hearing Review. The Hearing Review is similar to requesting a trial within the current POA system but is more timely and less formal. Hearings can be held in person in a City building, online or by phone, depending on the individual's preference.

Hearing Review Process: Council would appoint a contracted Hearings Officer to adjudicate matters. It is most common that municipalities contract this service, largely to help maintain fairness and transparency. Given the Hearing Officer role, the person should possess court and/or mediation experience. Hearing Officers would have discretion to affirm the notice, reduce fines, possibly establishing a payment plan or revoke notices. After hearing comments from both sides, the Hearing Officer will render a decision that once made would be final and binding. The matter is not considered resolved until the penalty amount is paid in full.

Non-Responsiveness to a Penalty Notice: If no action is taken by the recipient of a penalty notice, the City will communicate to the individual that additional fees would be consequences of non-action and the process of fee and fine collection. If a penalty notice continues to go unresolved, the penalty notice fine and any fees incurred would be transferred to municipal taxes after a specified time period.

The attached Schedule A provides a simplified flowchart summarizing the progression of a penalty notice through the AMPS program.

Benefits of AMPS

The Administrative Monetary Penalty System (AMPS) program offers several benefits for the City and its residents. It can enhance customer service by providing a less formal, regulation-based process that is often less intimidating than the current Provincial Offences Act (POA) court system.

Screening reviews and Hearings are another benefit of the AMPS program, as they are scheduled under the City's control, independent of the Provincial Courthouse's schedule, reducing backlog and congestion while increasing court capacity for more serious offences. Reviews can be resolved online, by phone or in person at the City's office, eliminating the need for courts, Justices of the Peace, or Officers to be present.

Unlike the Provincial Offences Act, where payments go directly to the courts and shared with the province, AMPS allows the City to collect fines and additional fees directly. The AMPS program also gives the City the ability to set administrative fees for non

appearance for reviews, as well as late and default payments. These fees have the potential to help assist in cost recovery for the AMPS program.

The Administrative Monetary Penalty By-Law

The Administrative Monetary Penalty By-law will replace the procedures outlined in the POA. The By-law will be developed in accordance with regulatory requirements, specifying which City by-laws the AMPS program will apply to, along with the procedures for issuing penalty notices and the processes for screenings and hearings. Once the AMPS By-law is implemented, the provincial Offences Act will no longer apply to the designated by-laws and their provisions.

The key components of an AMPS by-law would include:

- Designation of by-laws subject to the Administrative Monetary Penalty System (AMPS), detailing wording of penalties of each offence and fines associated.
- Issuance of penalty notices.
- Establishment of the penalty notice dispute process, in accordance with regulations.
- Creation and definition of the screening and Hearing Review processes, detailing document service to the affected person.
- Establishment of response timelines for penalty notices.
- Specification of timelines for applying late and non-appearance fees, aligned with regulations, if initial response timeframe goes unmet.
- Prescription of timelines for unresolved penalty notices to be placed on property taxes for collection of outstanding fines and fees, after all resolution avenues have been exhausted.
- Delegation of authority to the Director to prescribe and amend forms, penalty notices, guidelines, process and procedures, that are necessary for the by-law and the AMPS implementation.

Screenings and Hearing By-law

City staff would be looking into the benefits of a separate by-law or having these processes within the Administrative Monetary Penalty By-law. Either a separate by-law or the incorporated processes would introduce a two-step formal resolution process of Screenings and Hearings reviews for disputing a penalty notice. It is essential to establish these provisions that will appoint Screening and Hearing Officers, as well as outline specific qualifications and requirements for these positions. This helps ensure the integrity and transparency of the Screening and Hearing Officer selection process.

Amendments to Existing By-laws

Staff will review existing by-laws that are to be processed under the AMPS By-law. The Enforcement provisions for these by-laws will need to be amended, so that their provisions would no longer be subject to the Provincial Offences Act (POA) but will be governed by the AMPS Process. The proposed by-laws are likely to include:

Accommodation Licensing By-Law# 130-2022

Bed and Breakfast Licensing By-Law#180-2004
 Lot Maintenance By-Law# 94-2008
 Maintenance and Occupancy By-Law# 141-2002

These amendments will take effect upon the commencement of the City's AMPS Program or shortly thereafter. Looking ahead, staff would anticipate expansion to the AMPS program to include additional City by-laws.

AMPS Policies and Procedures

In addition to the requirement for an AMPS By-law and revisions to existing by-laws, O. Reg. 333/07 passed under the *Municipal Act, 2001*, requires that a municipality shall develop standards relating to the administration. These standards would include:

Policy to Prevent Political Interference: Ensures the AMPS system is fair, independent, and free from political interference, aligning with POA administration.

Conflict of Interest Policy: Prevents actual, potential, and perceived conflicts of interest among Screening Officers, Hearing Officers, and City Staff.

Policy Regarding Financial Management and Reporting: Outlines financial management, reporting, and tracking of administrative penalties and fees.

Public Complaints Policy: Establishes a process for public complaints regarding AMPS administration.

Extension of Time to Request a Review: Provides guidelines for penalty notice recipient to request an extension of timeline for a screening and or Hearing Review.

Policy for Appointing Screening and Hearing Officers: Details the recruitment process and appointment of staff for these positions.

These policies and procedures ensure transparency, accountability, and efficiency in the AMPS process. Drafting policies will meet the Regulations required to implement the AMPS program under the *Municipal Act, 2001*. Once drafted, these policies would be reviewed internally and by the City Solicitor and then presented to Council for consideration in a subsequent report.

Penalty Fines

Under the existing POA process, municipalities must obtain approval from the Ministry of the Attorney General to implement or revise fines. However, under the AMPS program, this requirement is removed. Council will independently approve any new or revised fines. These fines with the accompanying short form wording, would be established as a schedule in the AMPS By-law.

To further encourage compliance, escalating penalties are being researched for the potential use in repeat and continuous violations under the AMPS program. These

escalating penalty fines would be intended to deter persistent violations, by increasing the fine amount for repeat offences by the same violator. The aim for escalating penalty fines is to motivate a prompt violation change, to ensure compliance with the City's by-laws.

Fees and Charges

With the current POA system that is administered by Perth County, late and penalty fees are imposed when a person fails to respond to a penalty fine within the appropriate time frame and/or does not attend a scheduled court date. The AMPS program mirrors this practice by allowing municipalities to establish fees for late and/or defaulted penalties. Fees are also intended to encourage timely response to penalty notices and prevent unresolved tickets from increasing administrative costs, such as sending reminders and allocating staff time. It is important that these additional costs are not absorbed by the tax base due to a person's failure to comply. However, the AMPS program offers a longer timeframe for an individual to respond to a penalty notice before fees are applied. Below are proposed fees commonly adopted with the AMPS program:

Late Fee: This fee is added to the penalty fine, if payment is not made within the required timeframe or if there is no response.

Failure to Attend a Screening: This fee is added to the face value of the penalty notice if an individual fails to attend their scheduled screening within a specified timeframe.

Failure to Attend a Hearing: This fee is also added to the face value of the penalty notice if an individual fails to attend their scheduled hearing within a set time period.

The AMPS program gives the ability for the City to recover a portion of cost for the screenings and hearings, when the individual does not attend their scheduled reviewed. These fees have the potential to help offset process expenses and holds the individual's review to have the status of "non-appearance". These fees align with the existing POA system, which also includes non-appearance fees.

Technological

Staff will be examining comprehensive software solutions to cover the entire process for issuance to resolution of penalty notices. Key functions include:

- Support for notices issuance in the field.
- Managing the dispute process.
- Integrating a payment portal for amendments, extensions and processing.
- Scheduling docket calendars.
- Handling screening and hearing requests.

Timeline and Implementation

Should Council endorse the initial work necessary to implement the Administrative Monetary Penalty System (AMPS) program, staff will proceed with the following steps:

Drafting Required By-laws: Preparing the necessary by-laws, including the Administrative Monetary Penalty By-Law and the Screening and Hearing By-Law, to replace procedures set out in the Provincial Offences Act. Amend all relevant by-laws to include an AMPS penalty clause and align them with current standards.

Penalty Schedule Development: Develop a schedule within the AMPS By-law, outlining penalties, essentially establishing set fines and escalating fines for the amended by-laws that will have enforcement provisions directed to the AMPS By-law.

Amendments to Existing By-laws: Updating by-laws that are designated in the AMPS By-law to define AMPS and insert enforcement provisions.

Fee Structuring: Formulate fees payable to the City relating to late and defaulted fines.

Policy Drafting: Draft all policies that are required in O. Reg. 333/07.

Template Creation: Design templates for all necessary forms, penalty notices, review requests and ensuring compliance with legislative formatting standards.

Software Research: Investigate software solutions for processing penalty notices, arranging screening and hearing disputes and managing payment of fine/fees. Staff are evaluating different software options, including software suites that the City currently utilizes and could potentially expand upon.

Screening and Hearing Officer Appointments: Looking into the appointments of Screening Officer, with options of current staff being utilized for this role. Investigating recruitment of a contracted Hearing Officer.

Communication Strategy Development: Develop a communication strategy that includes updating website, public engagement, prepare public materials to inform residents about changes.

Staff Training Development: Create a training program for staff to familiarize them with the new processes and procedures.

Review Process: Circulate all by-laws, forms, fines, policies and documents to appropriate staff and legal for review.

Council Reporting: Report back to Council for the approval of the by-laws and policies and updates on the implementation progress.

Research and development will be advanced alongside ongoing day-to-day service delivery and regulatory responsibilities of existing staff. Timelines and sequencing will be managed accordingly; Council and the public should anticipate a staged implementation approach that may take time to fully be operationalize. Council can anticipate receiving a further report from Staff outlining the timeline for advancement of implementation of the AMPS program, financial impacts and progress on the above steps.

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated financial impact at this time, as this report is informational and intended for Council's consideration, seeking approval to proceed with the necessary steps to initiate the implementation of the AMPS program. A subsequent report will be presented to Council in six to twelve months time, detailing specific structure and financial implications for Council consideration. At this stage, the strategy is to maximize the use of existing staff time during the research and drafting process and to only engage consulting services if necessary.

Financial impact on future year operating budget:

To be determined in a subsequent report.

Legal considerations:

There are no legal considerations for this report.

Alignment with Strategic Priorities:

Intentionally Change to Support the Future

This report aligns with this priority given that the move to AMPS from the traditional POA process allows for improved overall adherence to City by-laws, as well as improve efficiency and service delivery standards.

Alignment with One Planet Principles:

Not applicable: Given that the move to AMPS from the traditional POA process allows for improved overall adherence to City bylaws, as well as improve efficiency and delivery service standards.

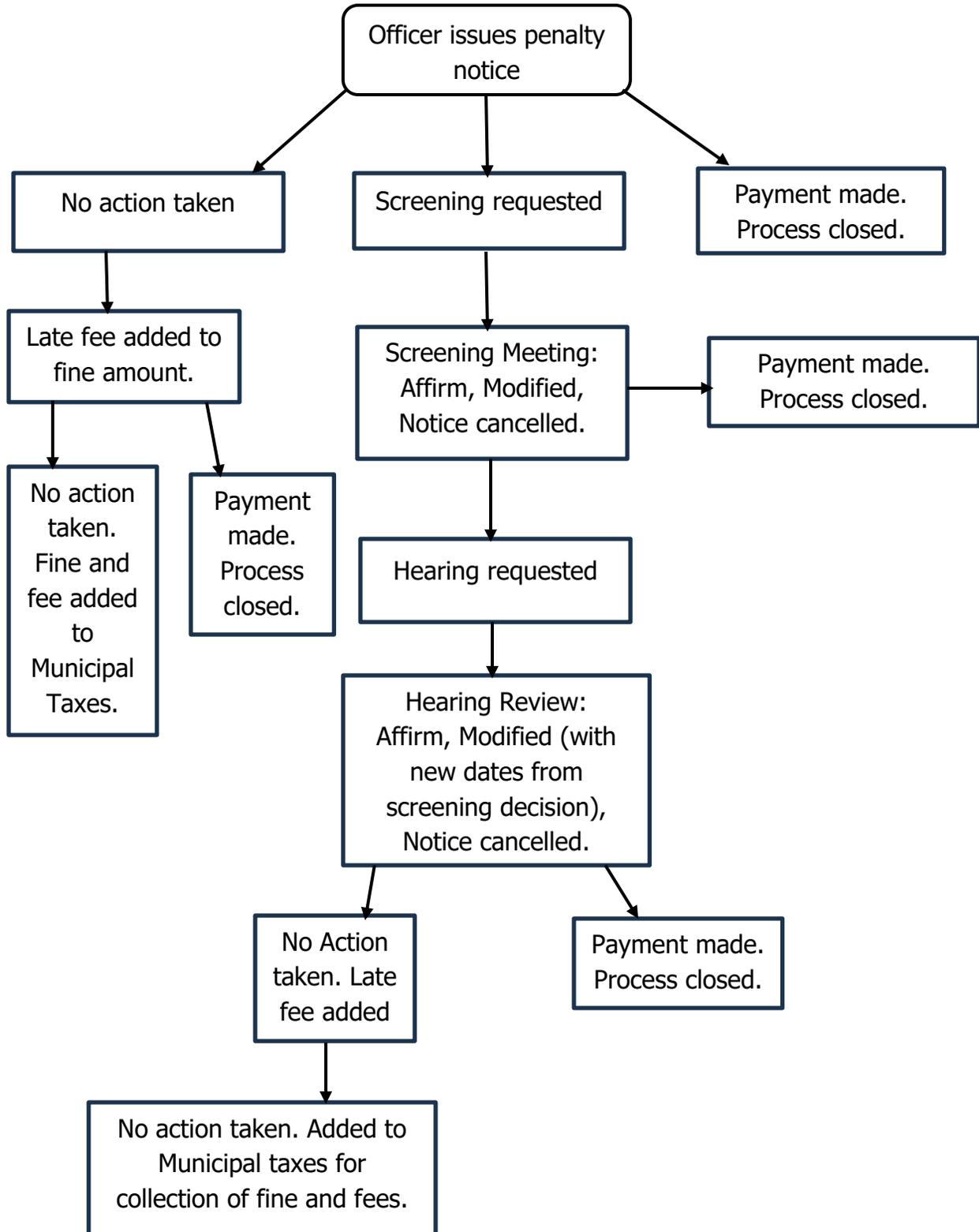
Staff Recommendation: THAT the report titled, "Information on the Implementation of the Administrative Monetary Penalty Program" (PLA26-002), be received for information;

THAT Council support the concept of transitioning the adjudication of by-law matters away from the current Provincial Offences Act (POA) system and direct the process to have the City manage the dispute process;

AND THAT Staff be directed to conduct the necessary research and return at a future Council meeting with the Administrative Monetary Penalties By-law, associated policies, set fines related to AMPS, and an implementation plan for Council's approval.

Recommended by: Elizabeth Czekaj, Supervisor of By-law and Compliance
Reviewed by: Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services
André Morin, CPA, Chief Administrative Officer

Schedule A
To COU26-
Administrative Monetary Penalty System (AMPS)





MANAGEMENT REPORT

Date: February 26, 2026
To: Planning and Heritage Sub-Committee
From: Josh Lee-Him, Municipal Law Enforcement Officer
Report Number: PLA26-001
Attachments: CDX Sign Variance Schedule "A"

Title: Proposed Exemption from Sign By-Law 159-2004 for the Canadian Dairy Expo

Objective: To consider an exemption to the City of Stratford's Sign By-Law 159-2004 for various locations throughout the City for the Canadian Dairy Expo (CDX) on a three (3) year basis.

Background: The By-Law Division was contacted by representatives of the Canadian Dairy Expo regarding the process of obtaining a Sign Permit and Sign Variance for their proposed signs relating to the Expo. The applicant is requesting the following to be placed on City owned properties: Two (2) cow statues, nine (9) a-frame/sandwich board signs on the exterior of the Rotary Complex, three (3) sandwich board signs on the interior of the Rotary Complex and four (4) banner signs to be placed at the Rotary Complex.

In the prior year report, PLA25-001, the sub-committee recommended that the following signs be approved:

The nine (9) temporary sidewalk signs and one (1) cow statue be permitted for the temporary period of March 28, 2025, to April 7, 2025, on City property at the following locations:

- Mornington Street at the City's northernly limits;
- McCarthy Road West at Mornington Street (2 signs);
- McCarthy Road East at Romeo Street;
- Ontario Street at the City's easterly limits (2 signs);
- Huron Street at the City's westerly limits;
- Downie Street (Road 112) at the City's southerly limits;
- Erie Street at Line 32; and
- Northeast corner of McCarthy Road West and Mornington Avenue (Cow Statue)

- The two (2) banner signs, one (1) cow statue and five (5) directional signs be permitted for the temporary period of April 1, 2025, to April 4, 2025, on the City's Rotary Complex Property (353 McCarthy Road West).

Analysis: The following sections of the Sign By-Law would require exemptions for the Sign Variance to allow for the abovementioned request for 2026:

For the nine (9) sidewalk signs:

1. Section 4.2 (x) Prohibited Signs: a sign advertising a business, materials and/or services that are not situated on the same property as the sign, except a community event sign.
 - i. The applicant is requesting sidewalk signs that are advertising the event to be placed on properties in which the event is not occurring on.
2. Section 4.2 (x) (xiii) Prohibited Signs: a sign that is located on or encroaches on property owned by the City without the formal approval of the City, except as provided for in Sections 19.0, 21.1, 21.3, 21.4, 21.6 and 21.7; (Special permissions to be granted).
 - i. The application requires that special permission is granted for the applicant to encroach on property owned by the City.
3. Section 11.0 Permitted Sign Types by Sign Class
 - i. The abovementioned section advises that Sidewalk Signs are not a permitted use in Residentially zoned areas.
4. Section 21.3 (c)(i) Sidewalk Signs: A sidewalk sign shall have a maximum height of 1 metre (3.28ft.), a maximum of two sign faces, and any sign face shall not exceed 0.56m² (6.03sq.ft.) in area;
 - i. The sign application notes that the size of each sidewalk sign includes the height of four (4) feet.

The applicant is seeking nine (9) temporary sidewalk signs be permitted for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April for three (3) consecutive years, on City property at the following locations:

- Mornington Street at the City's northerly limits;
- McCarthy Road West at Mornington Street (2 signs);
- McCarthy Road East at Romeo Street;
- Ontario Street at the City's easterly limits (2 signs);
- Huron Street at the City's westerly limits;

- Downie Street (Road 112) at the City's southerly limits;
- Erie Street at Line 32;

For the one (1) exterior cow statue at Mornington and McCarthy Rd intersection:

1. Section 4.2 (x) Prohibited Signs: a sign advertising a business, materials and/or services that are not situated on the same property as the sign, except a community events sign;
 - a. The cow statue is considered a ground sign for the purpose of the application and previous applications and would not meet the requirements of a community events sign.
2. Section 4.2 (xiii) Prohibited Signs: a sign that is located on or encroaches on property owned by the City without the formal approval of the City, except as provided for in Sections 19.0, 21.1, 21.3, 21.4, 21.6 and 21.7; (Special permissions to be granted).
 - a. The cow statue ground sign requires special permission to be located on City property.

The applicant is seeking one (1) temporary cow statue to be permitted annually for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April for three (3) consecutive years, on City property at the intersection of Mornington St and McCarthy Rd.

For the three (3) a-frame/sandwich board signs on the property of the Rotary Complex:

1. Section 21.3 (c)(i) Sidewalk Signs: A sidewalk sign shall have a maximum height of 1 metre (3.28ft.), a maximum of two sign faces, and any sign face shall not exceed 0.56m² (6.03sq.ft.) in area;
 - a. The sign application notes that the size of each sidewalk sign includes the height of four (4) feet and width of four (4) feet.
2. Section 4.2 (x)(xiii) Prohibited Signs: a sign that is located on or encroaches on property owned by the City without the formal approval of the City, except as provided for in Sections 19.0, 21.1, 21.3, 21.4, 21.6 and 21.7; (Special permissions to be granted).
 - a. The application requires that special permission is granted for the applicant to encroach on property owned by the City.

The applicant is seeking three (3) a-frame/sandwich board signs to be permitted to be placed on the property of the Rotary Complex (353 McCarthy Rd) annually for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April for three (3) consecutive years.

Lastly, for the one (1) cow ground sign and four (4) banners located on the property of the Rotary Complex:

1. Section 4.2 (x) Prohibited Signs: a sign advertising a business, materials and/or services that are not situated on the same property as the sign, except a community events sign;
 - a. The cow statue is considered a ground sign for the purpose of the application and previous applications and would not meet the requirements of a community events sign.
2. Section 21.10 (a)(i) Banner Signs: Banner signs shall not exceed 6.0m² (64.6ft²) in area.
 - a. The proposed banner signs for the application include two (2) signs at 160ft² each for the front of the building.
 - b. The proposed banner signs for the application also include two (2) signs at 32ft² each.
3. Section 21.10 (a)(ii) Banner Signs: Banner signs shall: only one banner sign may be erected or displayed per property.
 - a. The application(s) note four (4) total banner signs proposed.

The applicant is seeking one (1) cow statue ground sign and four (4) to be permitted to be placed on the property of the Rotary Complex (353 McCarthy Rd) annually for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April for three (3) consecutive years.

During the application review it is noted that the content of two (2) of the banner signs that meet the size requirements indicates a "John Deere" logo on its face. The City of Stratford's Sign Bylaw 159-2004 does not have any restrictions on content that is placed on a banner sign.

The applicant(s) have shown in previous years the ability to successfully obtain permits and sign variances without issue. Approving a three (3) year variance will create administrative efficiencies for both the Building and Planning Department – By-law Division as well as the applicant(s).

Financial Implications:

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

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as this report is based on a sign variance for a yearly event.

Alignment with One Planet Principles:

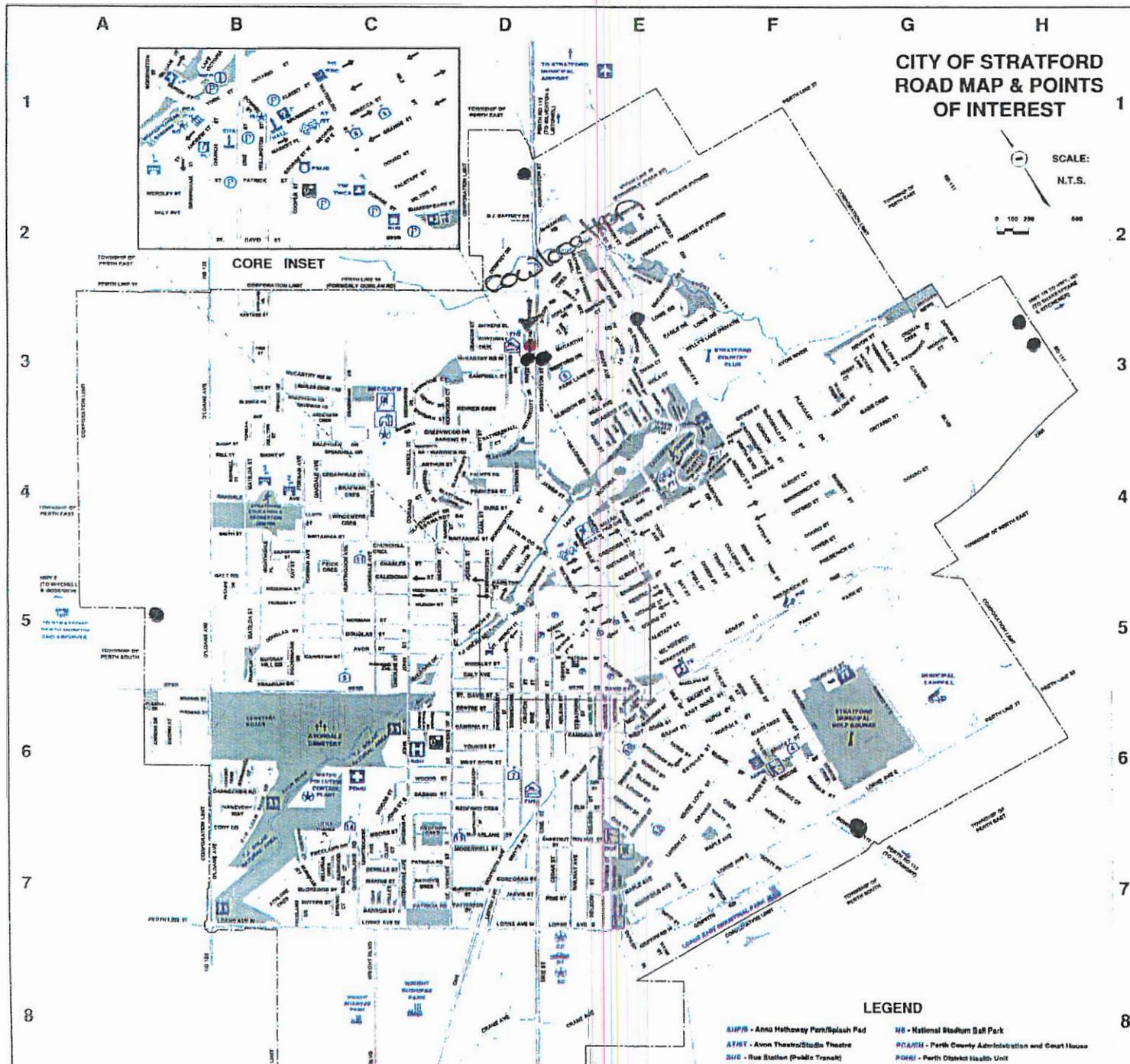
Culture and Community

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.

Staff Recommendation: THAT the request for a variance from the Sign By-law 159-2004 for the Canadian Dairy Expo be approved for a period of three (3) years to December 31, 2028, to permit the installation of:

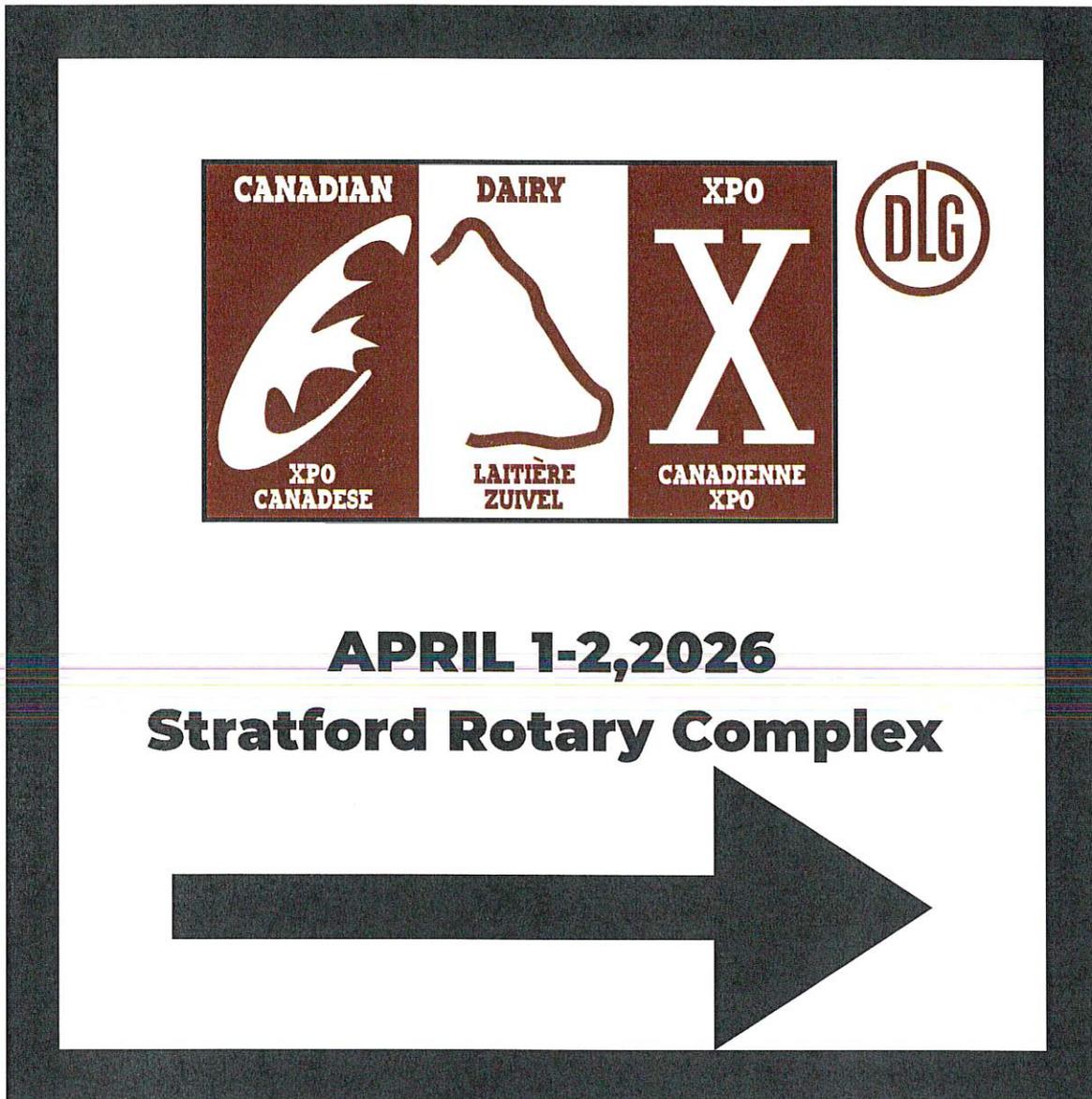
- **Nine (9) temporary sidewalk signs and one (1) cow statue for a temporary period of approximately seven (7) to ten (10) days, coinciding with the Canadian Dairy Expo event in late March to early April, on City-owned property at the following locations:**
 - **Mornington Street at the City's northerly limits;**
 - **McCarthy Road West at Mornington Street (2 signs);**
 - **McCarthy Road East at Romeo Street;**
 - **Ontario Street at the City's easterly limits (2 signs);**
 - **Huron Street at the City's westerly limits;**
 - **Downie Street (Road 112) at the City's southerly limits;**
 - **Erie Street at Line 32; and**
 - **The northeast corner of McCarthy Road West and Mornington Avenue (Cow Statue)**
- **Two (2) banner signs that meet the applicable size requirements, one (1) cow statue, and three (3) directional signs for a temporary period of approximately four (4) days coinciding with the Canadian Dairy Expo event in late March to early April on the City's Rotary Complex Property (353 McCarthy Road West).**

Recommended by: Josh Lee-Him, Municipal Law Enforcement Officer
Reviewed by: Elizabeth Czekaj, Supervisor of By-law Compliance
 Adam Betteridge, Director of Building and Planning Services
Approved for Council by: André Morin, CPA, Chief Administrative Officer



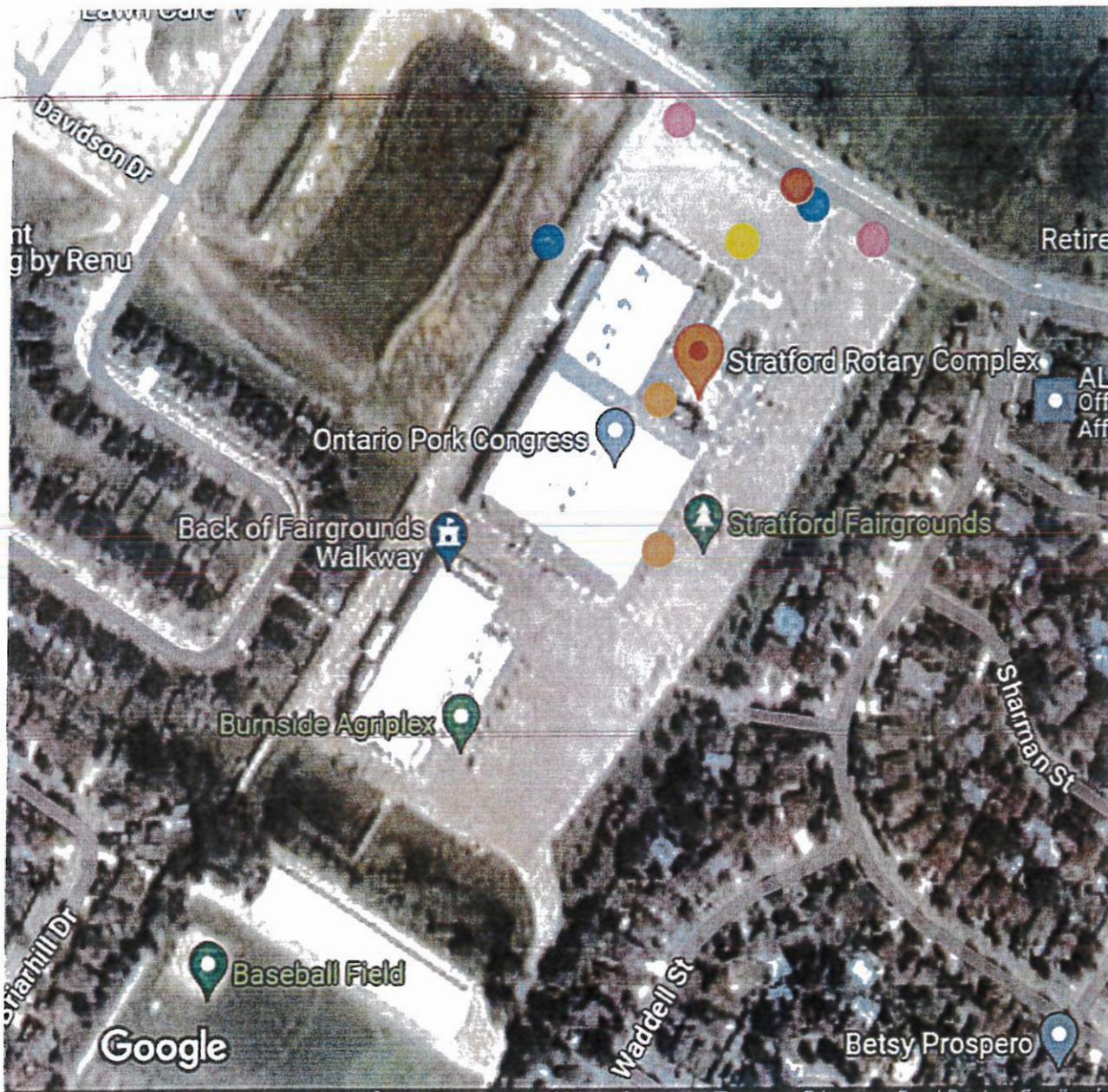
60" mch.





**Sandwich Board double sided
same graphic**

Stratford Rotary Complex sign Map



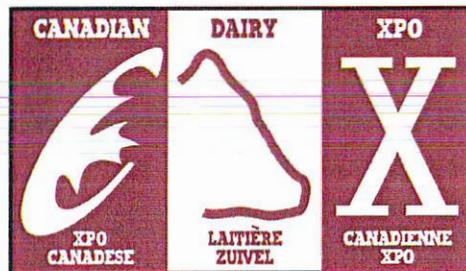
-  Entrance banners
-  Cow
-  Entrance 1/2 sandwich board
-  Junior farmers parking sandwich board
-  John Deere Welcome banner



Measurement 20ft tall by 8ft wide
Location orange dot on map x2

Entrance

1

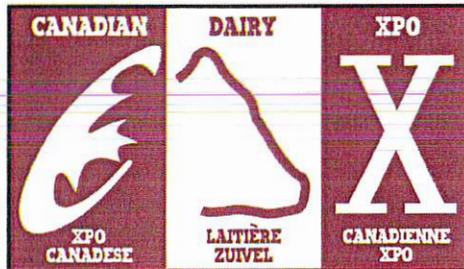


Measurement 4ft tall by 4ft wide

Location Pink dot

Entrance

2



Measurement 4ft tall by 4ft wide

Location Pink dot



Measurement 4ft tall by 4ft wide

Location Yellow dot



Heritage Stratford Advisory Committee

MINUTES

A meeting of the Heritage Stratford Advisory Committee (HS) was held on Wednesday, January 13, 2026 at 7:00 p.m., in the Mansbridge Room at the Stratford Rotary Complex.

Committee Members Present: Jacob VanKooten, Anne Ceballo, Cambria Ravenhill, Chantale Pitts, Barb Cottle, Ted Boniface, Jeff Atchison, Councillor Larry McCabe

Staff Present: Alex Burnett – Planner, Vicky Trotter – Council Committee Coordinator, Casey Riehl – Recording Secretary

Regrets: Andy Bicanic

1. Call to Order

Jacob VanKooten called the meeting to order at 7:00 p.m.

Reading of the Land Acknowledgment and a moment of silent reflection.

Reading of the Respectful Workplace Conduct Statement.

2. Disclosure of Pecuniary Interest and The General Nature Thereof

None declared.

3. Welcome New Member – Ted Boniface

Jacob VanKooten welcomed new member Ted Boniface to the Heritage Stratford Committee and members and staff introduced themselves.

Heritage Stratford Advisory Committee
January 13, 2026

4. Election of 2026 Chair and Vice-Chair

Staff declared nominations open for the 2026 Chair of the Heritage Stratford Advisory Committee.

Cambria Ravenhill nominated Jeff Atchison.

Staff asked if there were any further nominations. No further nominations were made.

Motion by Anne Ceballo

Seconded by Councillor McCabe

THAT the nominations for the 2026 Heritage Stratford Advisory Committee Chair be closed. Carried

Jeff Atchison indicated that he would allow his nomination to stand.

Motion by Cambria Ravenhill

Seconded by Barb Cottle

THAT Jeff Atchison be elected as the 2026 Chair of the Heritage Stratford Advisory Committee. Carried

Staff declared nominations for the 2026 Vice-Chair of the Heritage Stratford Advisory Committee open.

Jeff Atchison nominated Cambria Ravenhill.

Cambria Ravenhill nominated Barb Cottle.

Staff asked if there were any further nominations. No further nominations were made.

Motion by Councillor McCabe

Seconded by Anne Ceballo

THAT nominations for the 2026 Heritage Stratford Advisory Committee Vice-Chair be closed. Carried

Cambria Ravenhill indicated that she would not allow her name to stand.

Barb Cottle indicated that she would allow her name to stand.

Motion by Cambria Ravenhill

Seconded by Councillor McCabe

THAT Barb Cottle be elected as the 2026 Vice-Chair of the Heritage Stratford Advisory Committee. Carried

Jeff Atchison will now chair the meeting.

5. Adoption of Previous Minutes

Motion by Barb Cottle

Seconded by Jacob VanKooten

THAT the minutes from the Heritage Stratford Advisory Committee meeting dated December 9, 2025, be adopted as amended (removing Jeff Atchison as present at the meeting). Carried

6. Business Arising from Previous Minutes

None noted.

7. Designation Sub-Committee Update

7.1 Update on Non-Designated Properties Register

Alex Burnett reported that there are currently no new updates on the properties on the register and there should be some updates for the February meeting.

8. Building & Planning Services Report (January 2026)

Alex Burnett reported there were no permits issued since the last meeting.

9. New Business

9.1 Review of Heritage Stratford Sub-Committees

Members and staff provided a brief overview of each of the three sub-committees for the new Heritage Stratford members. Members confirmed which sub-committees they would like to participate in.

Permit Review & Heritage Sign Sub-committee

Jeff Atchison (Chair), Jacob VanKooten, Larry McCabe, Andy Bicanic, Chantale Pitts, Anne Ceballo

Designation Sub-committee

Jeff Atchison, Barb Cottle, Cambria Ravenhill, Anne Ceballo, Ted Boniface

Awards Sub-committee

Barb Cottle, Cambria Ravenhill, Chantale Pitts

Heritage Stratford Advisory Committee
January 13, 2026

Alex Burnett will contact members of the Designation Sub-committee to set up a meeting to discuss plans to move forward on some potential designations. The 2027 deadline is approaching, where the non-designated properties will no longer be listed for a span of five years. Stratford currently has approximately (30) properties of interest on their non-designated list and Mr. Burnett would like to possibly see one or two at risk properties get designated.

Alex Burnett reviewed the list of non-designated properties for all members. The list is located on the City of Stratford website. Members also discussed the possibility of creating a second Heritage Conservation District (HCD) in Stratford as a 2027 project. Members would be interested in a possible HCD near the Avon River/Lake Victoria.

Vicky Trotter will assist with information regarding property ownership for designations and also do some research on recent municipalities who have designated a HCD for reference for further discussion at the February meeting. Jeff Atchison will also do some research on recent HCD's in Kitchener.

9.2 Proposed New Street Name – Misener Street

The City of Stratford Planning Department circulated a request to add the surname "Misener" to the City's street name reserve list and to provide any comments they may have prior to January 23, 2026.

Heritage Stratford members do not have any issue with adding Misener to the reserve list.

9.3 Approval of Community Heritage Ontario 2026 Membership

Motion by Cambria Ravenhill

Seconded by Jacob VanKooten

THAT the Heritage Stratford Advisory Committee spends \$75.00 to renew their annual Community Heritage Ontario membership for 2026. Carried

9.4 Review of Annual Report to Council

Vicky Trotter circulated the draft annual report that was submitted by the Chair, for members to provide their comments and any feedback prior to sending it to Council.

Heritage Stratford Advisory Committee
January 13, 2026

Members had no concerns with the report and Ms. Trotter will submit it as presented.

9.5 Official Plan

Cambria Ravenhill inquired if the new Supervisor of Policy Planning and Placemaking in the Planning Department will be in charge of working on the Official Plan. Alex Burnett stated that Stuart Filson has been hired and his main focus right now will be the Official Plan and greater planning policy across the city.

Alex Burnett will discuss the heritage discussion paper with Mr. Filson and have it e-mailed to Heritage members. Mr. Burnett will inquire if Mr. Filson would be available to attend an upcoming Heritage Stratford meeting.

10. Date of Next Meeting

The next meeting of Heritage Stratford will be held on Tuesday, February 10, 2026, at 7:00 p.m., in the Mansbridge Room at the Stratford Rotary Complex, 353 McCarthy Road W., Stratford.

11. Adjournment

Motion by Jacob VanKooten

Seconded by Barb Cottle

THAT the January 13, 2026 Heritage Stratford Advisory Committee meeting adjourn. Carried

Start Time: 7:00 P.M.

End Time: 7:58 P.M.